



ICRW

International Center
for Research on Women
where insight and action connect



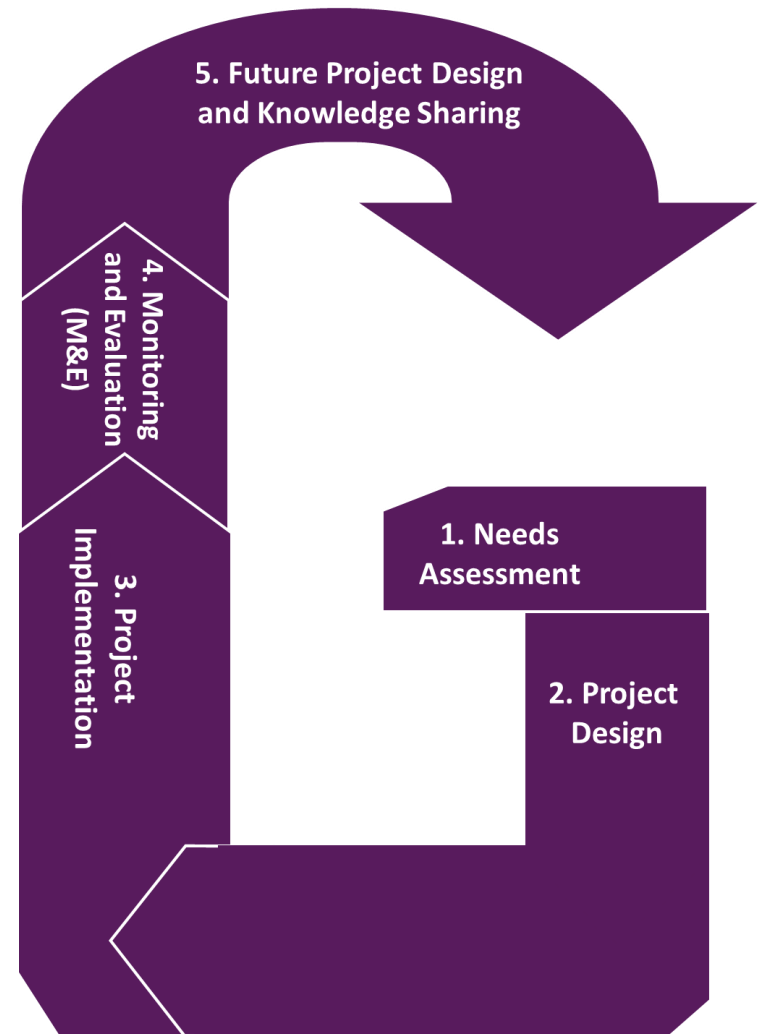
GIRLS NOT BRIDES

The Global Partnership
to End Child Marriage

The Child Marriage Project Lifecycle

Girls Not Brides
2015 Global Member Meeting
Casablanca, Morocco

20 May 2015
Suzanne Petroni



Goals for the Session

- Understand the project lifecycle, from beginning to end (and beyond)
- Learn how to take your theory of change deeper, through program development, implementation and dissemination
- Recognize the importance of M&E as critical to building the CM evidence base

VISION:

A world without child marriage where girls and women enjoy equal status with boys and men and are able to achieve their full potential in all aspects of their lives.

IMPACT

Girls can decide if, when, and whom to marry

Married girls lead healthy, empowered lives

RESULTS

Girls at risk of child marriage participate more in decisions that affect them, including regarding marriage

Girls at risk of child marriage benefit from improved educational and economic opportunities as alternatives to child marriage

Girls are better able to avoid early pregnancy and to refuse unwanted sex

Married girls are better protected from violence, exploitation or abuse

Married girls increasingly access and use services and supports of all kinds

Married girls increasingly access divorce, annulment and child custody

Community, traditional and religious leaders take greater action to end child marriage and realise the rights of girls

Community, traditional and religious leaders increasingly support alternative roles for girls beyond marriage

Men and boys increasingly take action to end child marriage

Families engage less in exchange of dowry and bride price

Service providers take greater action to prevent child marriage and support the needs of married girls

Law enforcement officials increase implementation and enforcement of legal frameworks to prevent child marriage and protect married girls

Law enforcement officials increase use of civil registration systems for birth and marriage

OUTCOMES

GIRLS

- Girls are increasingly aware of their rights
- Girls have the opportunity to develop solidarity with one another through peer groups and collective action
- Alternative economic, social roles for girls and women exist and are valued
- Increased access of married and unmarried girls to health, education, economic, and legal support

FAMILIES AND COMMUNITIES

- Families, communities and young people are increasingly aware of the harmful impact of child marriage and alternatives available
- Families, communities and young people value alternative options to child marriage
- Families and communities prefer not to marry girls as children
- Men prefer not to marry girls who are still children
- Increased use of media to inform and support norm change to end child marriage

SERVICES

- Increased access to safe, quality formal and non-formal education for girls
- Increased access to health services for adolescent girls, married and unmarried
- Health and education services establish protocols on identifying the warning signs and addressing the risks of child marriage
- Improved economic security for girls
- Increased commitment of programmes to prevent and mitigate risk of child marriage

LAWS AND POLICIES

- National laws reflect international and regional human rights standards
- Robust legal framework against child marriage in place that sets 18 as the minimum legal age for marriage and protects girls' and women's rights
- Governments develop supportive policy frameworks with adequate resourcing across Ministries to increase educational, economic and social opportunities for girls at risk of child marriage and married girls
- Strengthened civil registration systems for birth and marriage
- Increased accountability and monitoring of national / regional / community institutions

STRATEGIES

EMPOWER GIRLS

A wide range of programmes invest in girls, their participation and their well-being

MOBILISE FAMILIES & COMMUNITIES

Families, communities and young people are engaged to change attitudes and behaviours related to child marriage

PROVIDE SERVICES

Services across sectors reinforce one another and are tailored to the specific needs of girls at risk of child marriage and married girls

ESTABLISH AND IMPLEMENT LAWS & POLICIES

A robust legal and policy framework for preventing child marriage and supporting married girls is in place and effectively enforced

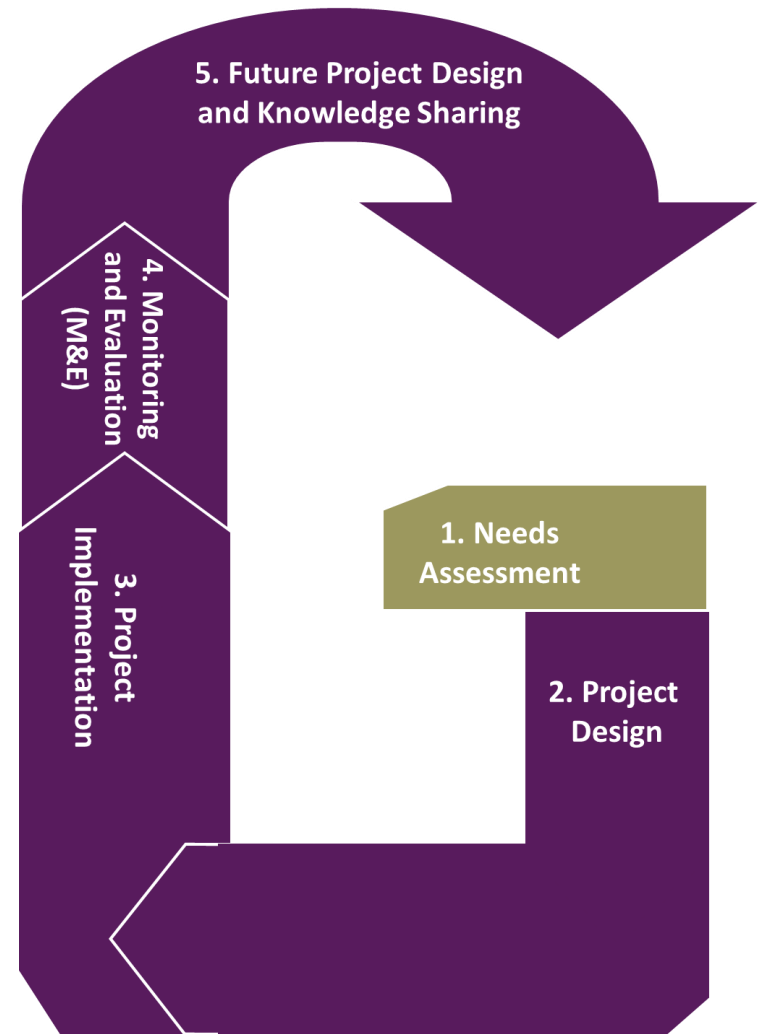
CATALYSING STRATEGY

Ending child marriage will require long-term, sustainable efforts. Change will ultimately take place within communities, but has to be supported and catalysed by collective efforts at national, regional and international levels. Adequate resources must be made available to support effective implementation of strategies. All those working to address child marriage should evaluate programmes, share promising practices, and coordinate their efforts to achieve maximum scale and impact. Recognising that child marriage does not take place in a vacuum, efforts to end child marriage should not be isolated from broader development efforts and should play an integral part in achieving development goals around the world.

PROBLEM:

Every year approximately 14 million girls are married as children across countries, cultures, religions and ethnicities. Child marriage is rooted in gender inequality and in the low value accorded to girls, and is exacerbated by poverty, insecurity and conflict. It denies girls their rights, choice and participation, and undermines numerous development priorities, hindering progress towards a more equal, healthy and prosperous world.

Needs Assessments



Defining Project Objectives: Needs Assessment (aka Situation Analysis)

A needs assessment will help you:

- To identify or better understand a particular problem
- To identify or better understand potential & priority groups of beneficiary groups/audiences
- To inform the design of your project activities and plans

Where to find data for a needs assessment?

Primary data:

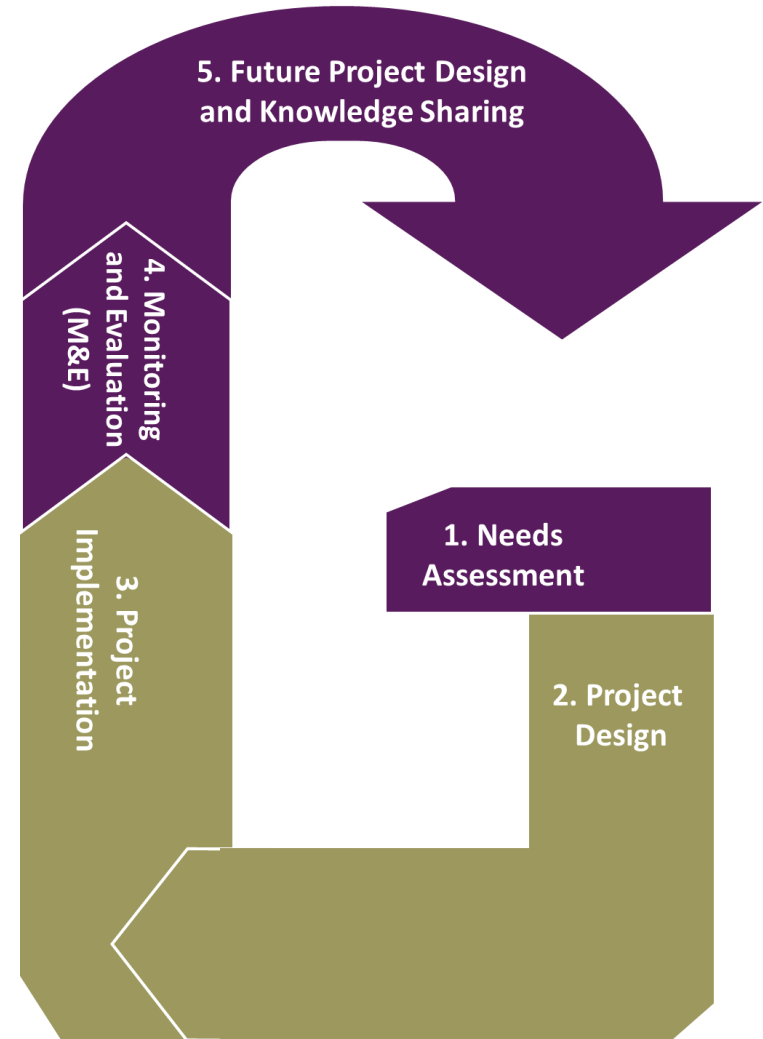
- Focus Group Discussions
- Key Informant Interviews
- In-depth Interviews

Secondary data:

- GNB!
- DHS
- UNICEF MICS
- Studies by NGOs & research institutions
- Other sources?



Project Design and Implementation



Translating Needs Assessment Findings Into Project Design

- Who are your intended beneficiaries/audiences?
- What are the proposed activities/action plan?
- What are the potential barriers and facilitators to beneficiaries/audiences accessing this project's activities?
- How can your project minimize these barriers and maximize these facilitators?

What does the evidence say?

1. ***Empower girls*** with information, skills and support networks
2. ***Provide services:***
 - Economic support and incentives to girls and their families
 - Enhance girls' access to a high-quality education
3. ***Educate and mobilize*** parents, community members, key gatekeepers
4. Encourage supportive laws and policies

Activity

1. Identify beneficiary group/audience for your project.
2. Identify potential sources of information to help you better understand the problem(s) in a particular context.
3. Think about what strategies you will use.
4. List your project's key activities.

Beneficiaries/
Audience

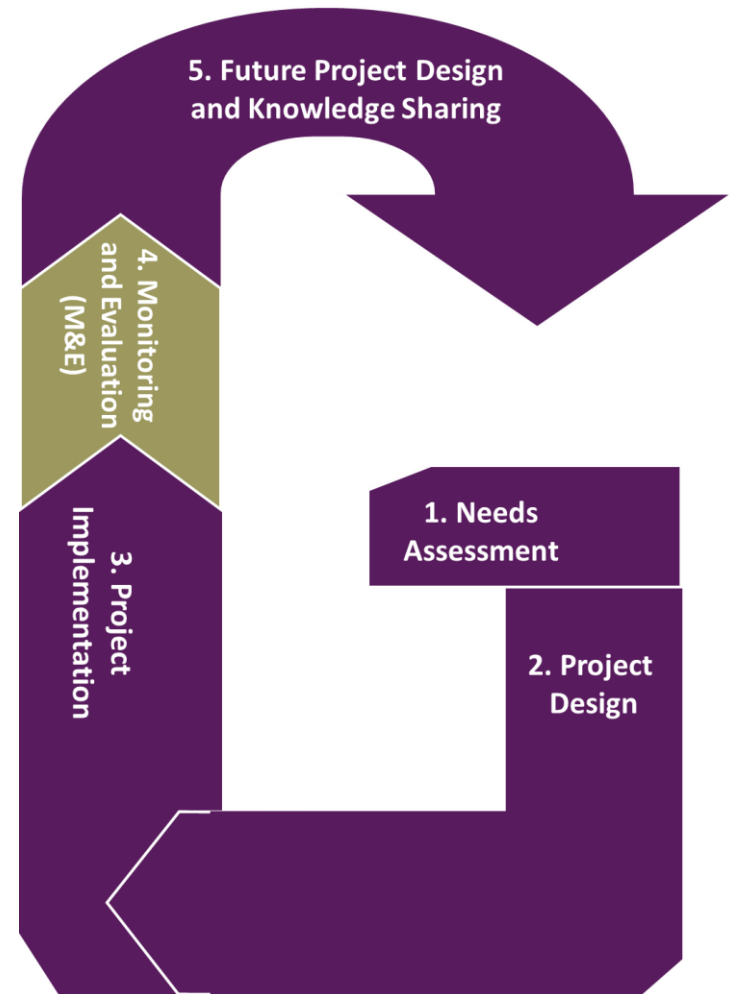
Information
Sources

Activities

Group Work



Project Monitoring and Evaluation



What is Monitoring and Evaluation?

- *Monitoring:*
 - Ongoing tracking of key activities, outputs and outcomes while the project is being implemented
- *Evaluation:*
 - Assessment of the effectiveness/ success of the project after completion of all or part of project activities

Why carry out M&E?

- To know your project
- To improve your project
- To report to donors and share information with other stakeholders
- To be able to talk about “success stories”
- To build evidence-based programming

Bottom Line:

To learn and build the evidence base

Purposes of Monitoring and Evaluation

Monitoring	Supports project management: How are activities being carried out? Who does the project reach?
Process evaluation	Accountability: Were key activities planned carried out, did they reach the expected beneficiaries, how well did they work, what was the quality?
Performance or results evaluation	Suitability of approach: Was the approach taken appropriate, did it produce the desired results?
Impact evaluation	Did the project have a deeper impact on the lives of beneficiaries? How so?
Rigorous impact evaluation	Can the project be shown to have produced a measurable impact compared to what might have happened if the project had not been implemented?

Developing M&E Systems

- Should be developed at the beginning of the project; ensure adequate budget and M&E skills on team
 - Can also strategically develop monitoring system to collect priority information after project has begun, and/or secure additional funds for an evaluation
- Should be agreed on by staff who will implement M&E system
 - Need to identify key questions and indicators, data collection methods, analysis, reporting, and use
- Must be realistic and relevant given nature of project activities and resources available

Sample M&E Questions

Monitoring	Are intended beneficiaries participating in project activities and accessing project services and support? As expected? Are there obstacles that need to be addressed?
Process evaluation	Were planned activities to reach most vulnerable individuals/groups completed successfully?
Performance or results evaluation	Did the project effectively reach married girls? Were there obstacles preventing married girls from participating in/benefiting from the project? Were there any negative consequences?
Impact evaluation	Did girls and boys benefit from the project? Were there particular obstacles preventing a particular group from benefiting? Did it change roles, norms or attitudes about girls and women?
Rigorous impact evaluation	Answers results and/or impact outcomes above in a rigorous way.

Discussion

- Sharing of suggested M&E questions
- Challenges?

Next Steps: What can you do about any challenges encountered?

- Plan again. Use the information you've collected to modify project activities in order to help ensure greater effectiveness moving forward.
- Develop new partnerships/collaborations that can help to more effectively reach intended diverse audiences/target groups.

And perhaps most importantly...

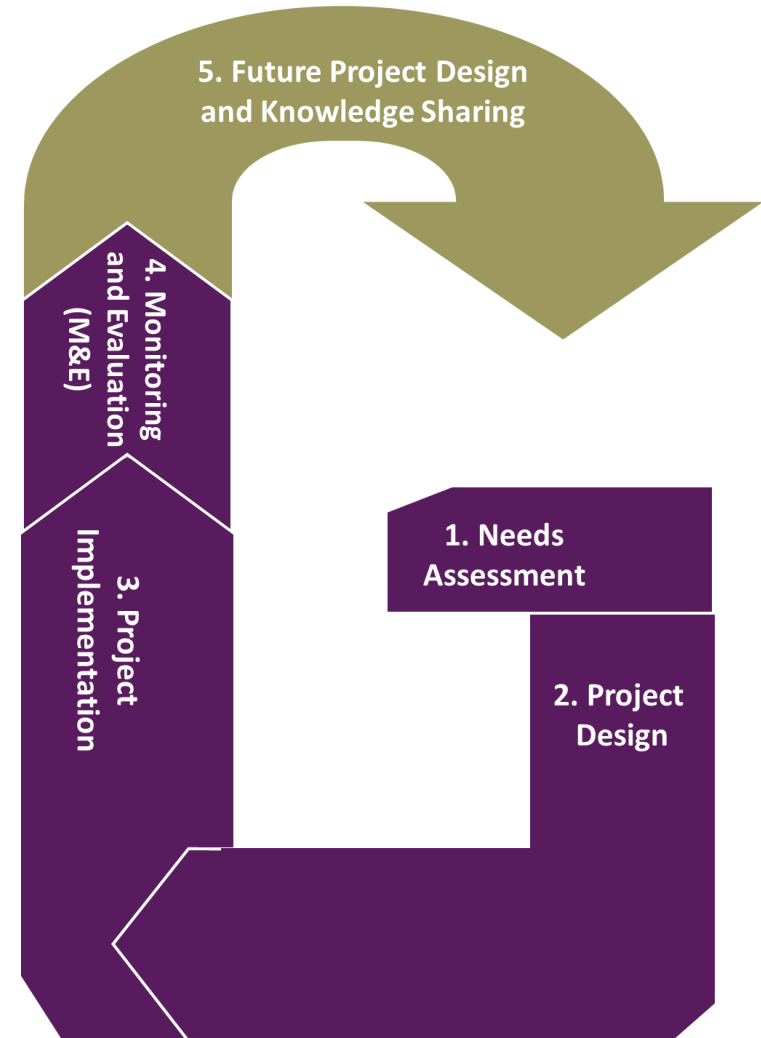
- **Try. Fail! Try again.** This is a process. You learn as you go.

Copyright 1998 Randy Glasbergen. www.glasbergen.com



"Don't tell them we failed. Tell them we decided to temporarily postpone our success."

Future Project Design and Knowledge Sharing



Back To The Basics

- If you didn't document it:
 - How can you report on it?
 - How do you know if you've been successful (or not)?
 - **How can you and others learn from it?**
- Usefulness of knowledge-sharing depends on quality of information provided.

Knowledge Sharing

- Document success stories **and** gaps/areas for improvement next time.
- Create a systematic process for knowledge sharing.
 - Within your institution
 - With the outside world



Organizations and movements miss critical opportunities for learning, because of lack of institutional memory or failure to exchange information.