



Strategic Plan Development Workshop

A facilitation guide

Girls Not Brides: The Global Partnership to End Child Marriage

February 2016



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Introduction

Who is this resource for?

This resource is aimed at *Girls Not Brides* National Partnerships and *Girls Not Brides* affiliated national groups to facilitate their strategic planning processes. The tool consists of session plans, hand-outs, PowerPoint slides and facilitation notes. It can be used to facilitate workshops and meetings with members at the national level. Although the resources in this tool are primarily aimed at groups of civil society organisations that wish to plan collectively, individual civil society organisations such as *Girls Not Brides* members may also find some of the exercises and session plans below useful for conducting strategic planning processes for their own organisation.

How will this resource help me in my work?

If you would like to embark upon a strategic planning process with the group of civil society organisations that you work closely with, then this resource will:

- Provide participatory tools to help you reflect upon past practice and to analyse the internal and external environment.
- Enable you to identify critical issues that the group needs to take forward in the future planning period.
- Help you reflect upon your shared values and how these might impact upon the way you work in the future
- Set objectives and develop a collective delivery plan and M&E framework.

How do I use this resource?

This document consists of eleven session plans that make up the agenda for a three-day strategic planning workshop. You can find an overview of the three-day agenda below: Please note that the agenda can be adapted and tailored to the needs of your group, however the sessions are put in a logical sequence to ensure that participants are guided through a logical thinking and reflection process. Although it might not always be possible to cover each session in depth, facilitators are encouraged not to skip essential elements of the sessions.

Each session plan indicates the time required to deliver the session, the materials you will require, and gives useful tips and guidance for whoever is facilitating the workshop/that particular session. There are also workshop hand-outs that accompany specific sessions and these are included in the annexes to this resource.

Tell us what you think!

The *Girls Not Brides* partnership team would love to hear about how you used these resources and whether they have helped you in your strategic planning activities. We would also like to know how you think this resource could be improved. If you have any feedback, please notify lara.vankouterik@girlsnotbrides.org



Workshop agenda

Day 1

09.00-09.30	Welcome and introductions
09.30-10.00	Expectations and how this workshop will be run. Selecting a monitoring group
10.00-11.00	Timeline Exercise
11.00-11.15	TEA BREAK
11.15-13.00	SWOT analysis
13.00-14.00	LUNCH
14.00-15.00	Vision
15.00-15.45	Values
15.45-16.30	Wrap up and Closure
16.30-17.00	Review with monitoring group

Day 2

09.00-09.30	Recap of previous day. Feedback of monitoring group.
09.30-11.00	Triangle Analysis
11.00-11.15	TEA BREAK
11.15-12.30	Stakeholder Analysis
12.30-13.00	Buffer time (addressing any upcoming issues of TBCs)
13.00-14.00	LUNCH
14.00-16.00	Objective setting
16.00-16.30	Wrap up and closure
16.30-17.00	Review with monitoring group

Day 3

09.00-09.30	Recap of previous day. Feedback of monitoring group.
09.30-10.00	Selecting influencing and advocacy strategies
10.00-11.00	Action planning
11.00-11.15	TEA BREAK
11.15-13.00	Action planning continued
13.00-14.00	LUNCH
14.00-15.30	Monitoring and evaluation
15.30-16.30	Capacity assessment and responsibilities
16.30-17.00	Wrap up and closure

Before you start

- Before starting the strategic planning workshop it is important to ensure that the process is as inclusive as possible. Ideally, there will be a balanced representation of all *Girls Not Brides* National Partnership or group member organisations.
- Consider who will make a good facilitator for the session – ideally this will be someone impartial and external with strong facilitation skills and experience of guiding civil society organisations through similar processes. However, this is not always possible and sometimes a facilitator might be chosen from the membership of the National Partnership/national group. Consider whether facilitation responsibilities can be shared amongst members according to their interests and skills.
- To be able to capture the outcomes of the workshop, please appoint a note-taker. It is important that this person is able to fully concentrate on documenting what is happening in the workshop. This means that the note-taker should not be a regular participant, the facilitator or a translator. The note-taker should document what is written down on the flipchart paper, as well as recording any discussion points, areas of disagreement and points of strong consensus among the group. The note-taker should then present this in a workshop report. Based on the workshop report the *Girls Not Brides* National Partnership or group can write the strategic plan.

Day 1: Looking back and analysing the context.

The first day of the strategic planning workshop is focussed on introductions, looking back and analysing the current state of affairs of the National Partnership. This is important as the results of this analysis will feed into the strategic planning process and will enable you to make clear choices and decision later on in the workshop.

Objectives for Day 1:

1. Reflecting upon the growth and success of the National Partnership – and establishing what this means for the new strategic plan.
2. Analysing strengths, weaknesses, current opportunities and threats for the National Partnership.
3. Reviewing and/or revising the Vision and Values of the National Partnership.



Session 1: Timeline exercise

Time	1 hour
Materials	Flipcharts, markers, sellotape, blu-tac.
PowerPoint	Slide 6

The purpose of this session is to allow the group some time to reflect on the successes (and failures) of the National Partnership over the past year(s). This is critical to ensure that the strategic planning process is informed by lessons learned from previous activities. At the same time this also creates and opportunity to celebrate successes and ensure collective motivation and inspiration to work together.

Step 1: Divide the group into small groups of 4-6 people. Give each group two pieces of flipchart paper stuck together and ask them to draw a timeline that starts from when the National Partnership was first established up until today. Ask them to answer the following questions and map them on the timeline:

- What were the National Partnership's biggest achievements/ biggest advocacy activities?
- How did the Partnership/ organisation change internally (e.g. growth of membership, funding, governance)?
- What were the key obstacles you faced as a partnership?

Also ask them to consider the **EXTERNAL** environment:

- What was happening in the policy environment with regards to child marriage? E.g. when did the issue emerge on the agenda/ when did the issue grow on the public agenda?

Give the group 30 minutes to work on this. After that each group can present their timeline in plenary.

Step 2: During 20 minutes discussion in plenary, ask the group:

- What were they surprised about/ proud about when looking at the timeline?
- What does the timeline tell us about how we can build upon past successes and avoid failures?
- What can we see worked well to achieve an impact on this issue?

Notes for the facilitator

- During the plenary discussion it is good to question the group about what *processes or what factors* led the group to their successes and failures. This will already start a discussion that will feed into the next session – the SWOT analysis.
- Make sure the group is clear that the timeline is focused upon their collective work as a National Partnership, rather than their work as individual organisations

Session 2: SWOT analysis



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Time	1,5 hours
Materials	Flipcharts, markers, hand-out on SWOT
PowerPoint	Slides 7-8

The purpose of this session is to establish the current state of the National Partnership and to start to analyse external environment. The results of the SWOT analysis will be crucial to assess which issues need to be addressed in the following sessions and what needs to be included in the values, goal and objective setting.

The SWOT analysis is an exercise to help us understand our qualities and limitations as and partnership and analyse the environment in which we work.

Step 1: Get into groups of 3-4 to develop a SWOT. For each section think about the following;

- **S= Strengths** (internal). Think about what makes our partnership strong; which assets and qualities do we have?
- **W= Weakness** (internal). What are our limitations? Where can we not deliver and what needs to improve?
- **O= Opportunities** (external). What are the opportunities for us to make a difference or have influence/ power? What opportunities do we need to make use of to achieve our goal?
- **T= Threats** (external). What are the risks we face? How do they influence our work? And how can we mitigate them?

Step 2: Distribute the handout to everyone in the group. The handout gives an indication for areas to consider for each section and will ensure a more focused, in-depth analysis. Now give each group 20-30 minutes to discuss and fill in in the SWOT analysis. To help reduce the time required for this exercise, each group could choose to focus only on a specific section of the SWOT (e.g. one group focuses upon strengths; the other on threats, etc.)

Step 3: Allow at least 40 minutes for debrief. Each group shares what they have per section of the SWOT – others add additional points and discuss areas where there is disagreement.

Notes for the facilitator

- The handout is just a guiding tool to ensure that groups consider different elements in their SWOT analysis. You might want to add/change things here.
- It is important to summarise and present the main issues that emerge from the SWOT analysis. These should be clear to the group, agreed upon and taken forward into the next sessions.
- The note-taker should be making records of any areas of strong consensus or disagreement that come out of the SWOT. It is very common for there to be disagreement on weaknesses and strengths of the group in particular.

Session 3: Vision



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Time	45 minutes
Materials	Flipcharts, markers,
PowerPoint	Slides 9-11

The purpose of this session is to come up with a shared vision for the National Partnership.

Organisations and projects in the not-for-profit sector usually exist because they want to make a difference in society. They have a vision of how society could or should be in the future. This vision is not something they can achieve on their own. It is something that guides them in their work and which they believe can be achieved if enough projects and organisations share the vision and work towards it. An example of a vision might be:

We strive to contribute to a society where every citizen has equal access to quality health care and is able to live in an environment which supports quality health through access for all to clean water, healthy food and sanitary living conditions.

The particular organisation with this vision may be an organisation that trains and supports community health workers in rural villages. It believes that its work will contribute to this vision. The vision is the starting point for any strategic framework. It shapes the framework and gives the organisation or project a basis on which to answer the following question: Will this goal, objective or activity help us to make a contribution to our vision?

Step 1: Split into groups of 4-6 people. Ask each group to:

- Describe the three or four key problems they are trying to address collectively and to write these down.
- Imagine that they have been out of the country for ten years. They have arrived back to find that their dreams of how the society should be, in terms of the problems they have identified, have been fulfilled – the problems are solved and the society is functioning just as they had always hoped. They should draw or construct a picture of what such a society would look like, using colour, shape, words, and/or images.

Step 2: Let each group present its picture and explain what it represents. The facilitator should capture key words; especially anything that is value-related (e.g. equal access, affordable, quality health care, equitable allocation, democratic, etc.).

The whole group studies the words and statements and jointly (in smaller groups if necessary) constructs a vision statement that reflects the range of input. Begin the vision statement with phrases such as:

We strive for ...

We believe that ...

We are committed to ...

Step 3: When everyone is happy with the statement, you will have a vision, stated in a vision statement, around which there is consensus.



Notes for the facilitator

- Please allow enough time for plenary discussion after the visions have been presented. It is important that everybody agrees on one vision statement.
- Please ensure that the groups drawing up the different visions are representative (good mix between members).

Session 4: Shared Values

_Time	45 minutes
Materials	Flipcharts, markers,
PowerPoint	Slides 12-14

The purpose of this session is to agree on shared values which will be guiding the work of the National Partnership. Organisational values are the shared values that underpin your work as an organisation and your relationships with users and other stakeholders. They are what you believe is the right way to do things and to deal with people, and what you believe about the way that, ideally, the world ought to be organised. Your organisational values will determine your strategies and your operational principles. If, for example, you have an organisational value that emphasises doing things *with* rather than *for* people, then you are likely to involve beneficiaries, or potential beneficiaries, closely in your planning process. Clarifying and reaching consensus on your organisational values is very important because it is this that provides a basis for you to make difficult decisions. The kinds of decisions you need to make based on your organisational values include:

- Should we work with this group of people, or project, or organisation?
- Should we spend money on this?
- Is what we are doing worthwhile or could the money be better spent doing something else?
- Can we tender for this particular work?
- How should we respond to this statement from business, government or a donor or other civil society organisations?
- Is the way we are going about this project consistent with our values? If not, what should we do?
- Is the work we are doing consistent with our stated values?

Step 1: Write up the vision statement that is written in MOU or that you have just developed in the session. Then ask small groups to break out and answer the following questions on sticky notes:

- What are the values implicit in this vision statement that should guide our work if we are to make a contribution to our vision?
- For each value, come up with two or three examples of the practices, processes, actions, or behaviours that could apply to the team or organization to help achieve the vision and live the values.



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Step 2: List the values and value statements on a flipchart, group them and discuss what they mean to the Partnership.

Step 3: In the plenary, develop a set of principles (Do's and Don'ts) for:

- how the organisation or project functions;
- how staff/volunteers behave when they approach and do their work.

Write these up on a flip chart. They should provide the Partnership with a touchstone against which to measure itself ethically.

Notes for the facilitator

- This exercise required members to be self-reflective and critical. It is important to stress the importance of shared values and how bring them to life. Often, for a busy National Partnership, a focus upon values can seem superfluous given the competing immediate demands on the group's time and capacity. This can be done through practical examples. Let the group think critically whether or not they are currently applying all the values in their work.
- Some values might come out naturally; others might need a bit more probing and facilitation. Please ensure that the groups considers values that are reflecting the *Girls Not Brides* and membership principles; such as participation, representation and accountability.
- It is essential that the facilitator asks the group what role affected groups of young people play in their values. While discussing participation within the group, you can ask whether young people, particularly affected girls, have a role in terms of their participation in the work of the National Partnership. If so, what is that role? Likewise, if the group is discussing accountability, you can ask the group to explore if they believe they are ultimately accountable to married girls or girls at risk of child marriage. If they agree that they are accountable to these groups, then how will that affect the way they work?

Day 2: External analysis and objective setting

The second day of the strategic planning workshop is aimed towards assessing the external environment and setting the objectives of the strategic plan. This is when all the different analyses come together and are translated into concrete goals and objectives for the National Partnership to work on in the coming 3-5 years.

Objectives for day 2:

1. To strengthen understanding of the current political landscape in which child marriage exists.
2. To develop objectives for the National Partnership Strategic plan.
3. To conduct a power and stakeholder analysis to inform the strategic plan.

Session 5: Triangle analysis

Time	1 hour and 15 minutes
Materials	PowerPoint, Flipcharts and markers Handout – Content, Culture, Structure
PowerPoint	Slides 16-17

The purpose of this session is to analyse the policies, institutions, social values and behaviour contributing to the problem of child marriage. It highlights specific aspects of the problem that need to be changed and helps to understand which aspects need to be addressed in the strategic plan.

The Triangle Analysis exercise aims to analyse the policies, institutions, social values and behaviour contributing to the issue of child marriage in a specific country. It is a very useful tool that can help to highlight specific aspects of the legal political system, informal systems, social values, culture etc. that need to be changed.

Step 1: Go through PowerPoint slide explaining what you mean by Content, Culture or Structure. Give the Handout with this information on it.

Step 2: Split group into three – get each group to work on one aspect of the triangle, analysing either: Content, Culture or Structure. Give each group guiding questions. Give each group 20 minutes to do this and then 20 minutes to feedback. Allow the groups to choose which section they are most interested/ comfortable in working on.

Step 3: What are the most important issues coming out of these analyses that need to be addressed in the strategic plan? Ask people to comment (5 minutes) and ensure that this analysis is captured as it will be essential for the group to remember to take this into account when it comes to action planning and objective setting.



Notes for the facilitator

- This exercise requires a lot of analytical thinking. Please allow enough time to explain the exercise and check whether groups understand what to do.
- It works well to let groups choose which area they want to work on. Some participants might have very specific knowledge and are able to contribute to specific areas.

Session 6: Stakeholder analysis

Time	1 hour
Materials	Flipcharts, sticky notes and marker pens, stakeholder analysis hand-out.
PowerPoint	Slides 18-21

A stakeholder is a person who has something to gain or lose through the outcomes of a planning process or project. In many circles these are called interest groups and they can have a powerful bearing on the outcomes of political processes. It is often beneficial for projects to identify and analyse the needs and concerns of different stakeholders, particularly when these projects aim to influence policy. In bridging research, policy and programming, stakeholder analysis can be used to identify all parties engaged in conducting the research, those who make or implement policy, and the intermediaries between them. It can help define a way to engage stakeholders so that the impact of your project can be maximised. Stakeholder mapping is an essential tool for assessing different interest groups around a policy issue or debate, and their ability to influence the final outcome.

Step 1: Agree on problem (if not done yet).

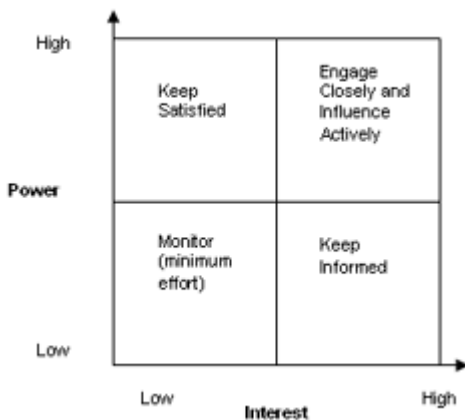
Step 2: Break out in small groups and write on a sticky note the private, public and civil society stakeholders that are relevant.

Private Stakeholders	Public Stakeholders	Civil Society Stakeholders
Corporations and businesses Business associations Professional bodies Individual business leader Financial Institutions	Ministers and advisors (executive) Civil servants and departments (bureaucracy) Elected representatives (Legislature) Courts (Judiciary) Political parties Local governments/councils Military Quangos and commissions International bodies (World Bank, UN)	Media Churches/Religion Schools and Universities Social movements and advocacy groups Trade unions National NGOs International NGOs

Step 3: Come back in plenary and map stakeholders in stakeholder-grid; creating an influence map.



Influence map



Organise the stakeholders in different matrices according to their interest and power. ‘Interest’ measures to what degree they are likely to be affected by the research project or policy change, and what degree of interest or concern they have in or about it. ‘Power’ measures the influence they have over the project or policy, and to what degree they can help achieve, or block, the desired change. Stakeholders with high power, and interests aligned with the project, are the people or organisations it is important to fully engage and bring on board. If trying to create policy change, these people are the targets of any campaign. At the very top of the ‘power’ list will be the ‘decision-makers’, usually members of the government. Beneath these are people whose opinion matters – the ‘opinion leaders’. This creates a pyramid sometimes known as an Influence Map.

Step 4: Discussion on what that means for us. Who do we need to engage with and how? What is our engagement strategy? Use the stakeholder analysis hand-out for this.

Session 7: Objective setting

Time	2 hours
Materials	PowerPoint, Flipcharts and markers, stickers for voting exercise
PowerPoint	Slides 22-26

The purpose of this session is to agree on a set of objectives for the National Partnership to work on in the coming 3-5 years. These objectives should be logically informed by the results of the different analyses done in previous sessions. At the end of the session the group should have agreed on a set of objectives.

Step 1: Start with PPT presentation to explain the purpose of this exercise.

Step 2: Get everyone to break into groups of 5-6 people. Get each group to write the goal at the top of the page. Now draw a road leading to this goal. What are some of the major achievements that the National Partnership will need to reach in order to reach this goal? What are some of the key problems/issues you will need to address along the way (refer to the Triangle Analysis, SWOT) to



remind yourself of these. These achievements can be shaped into objectives – explain SMART objectives.

Give each group 40 minutes to develop at least two objectives

Step 3: Allow at least 30 minutes to present back to the group. Ask each group to provide feedback on a) is this a good objective? E.g. SMART b) is it meeting a clearly defined problem that we have identified c) is this an objective that everyone in the group can contribute to or just specific group members?

- Is any crucial area of work missed out? Have we considered internal and external objectives? Short and long-term objectives? Do the objectives reflect the analysis we have made in earlier sessions?

Step 4: Once everyone has provided their objectives, carry out a voting exercise, with group members voting on which are the key objectives they think the National Partnership needs to work on in 2016 and beyond. Give each participant 1 dot sticker which they can stick behind the objective of their choice. Which ones are the immediate priorities, which ones can be carried out later?

Notes for the facilitator:

- It is important that there is a logical flow between the results of the SWOT, Triangle Analysis, the vision, goal and values and the objectives. Challenge the group when important things are missing or when objectives don't correspond.
- It is important that the objectives are shared objectives and reflect the work the National Partnership does as a group. Typically, these won't be programmatic objectives but will have a strong focus on work with external stakeholders as well as internal strengthening and cooperation.
- Depending on the capacity and experience of the group, please allow enough time to discuss what makes a good objective and how objectives are typically formulated. What makes objectives different from strategies?
- If by the end of the session the objectives need tweaking, please allow time (in the evening or during programme, depending on what is possible) for the group to reformulate objectives based on the discussion.



Day 3: Action planning and monitoring

The third day of the strategic planning process is focussed on making a concrete action plan and ensuring that the National Partnership has the tools in place to monitor progress against the plan.

Objectives for day 3:

1. To build understanding of how to select different influencing strategies & advocacy approaches.
2. To start action planning processes for priority objective(s).
3. Assessing impact – how will we know if we have been successful?
4. Assessing capacity to deliver against the strategic plan – How will we ensure/maintain a strong, credible partnership that can implement according to plan?
5. Deciding next steps and roles for both *Girls Not Brides* secretariat and the National Partnership.

Session 8: Selecting specific influencing strategies and advocacy approaches.

Time	30 minutes
Materials	PowerPoint
PowerPoint	Slides 28-33

The purpose of this session is to get the group to start thinking about the different advocacy and influencing strategies they use and whether these are suitable to achieve the agreed objectives. This will feed into the next action planning session.

Brainstorm for 5 minutes – explain that we are now going to pull all our work together and develop an implementation plan. This means we need to think about what types of advocacy techniques and activities are going to be suitable for achieving our objectives. What different advocacy techniques have the group used in the past? Are there any other techniques or strategies they might like to use in the future?

Session 9: Action planning

Time	2,5 hours
Materials	PowerPoint, flipcharts and marker pens, activity plan hand-out.
PowerPoint	Slides 34-38

The purpose of this session is to come up with concrete activities and actions for each goal to make it achievable. These activities will guide the National Partnership's work plan for the coming 3-5 years.



Step 1: Explain that there will be time for each organisation to work in depth on at least three objectives. Ask who wants to work on which objective first. Give each group 30 minutes per objective. Make sure plans are written out on flipchart paper. Explain the activity plan handout.

Step 2: After each group has worked on at least three objectives, allow time for the group to read through all the activity plans for each objective which should be pasted on the wall.

Step 3: Now ask in the plenary to consider the questions on the PPT presentation. Wrap up with key messages on the need to remain flexible.

Session 10: Monitoring and evaluation

Time	1,5 hours
Materials	PowerPoint, flipcharts and marker pens, M&E hand-outs.
PowerPoint	Slides 40-42

The purpose of this session is to come up with concrete, measurable indicator to measure progress of the strategic plan.

Step 1: Get into groups of four people – discuss ‘How have we monitored our activities and impact of the National Partnership so far?’ ‘What worked well and what didn’t work so well?’ Give each group 15 minutes to discuss and allow 15 minutes for plenary feedback.

- Explain we need to discuss how we’re going to monitor and evaluate impact against this strategic plan. Go to PPT presentation. Explain what makes a good indicator and how to differentiate between process and progress indicators.

Step 2: Divide into group of 4-6 and give each group 30 minutes to select process and progress indicators to 1 specific objective. Use the hand-out for this.

- Each group presents their selected indicators. In the plenary discussion agree on selected indicators per objective (1 or 2) and tweak where needed.

Session 11: Capacity assessment and responsibilities

Time	1 hour
Materials	PowerPoint, flipcharts and marker pens
PowerPoint	Slides 43-44

The purpose of this session is to map and analyse the capacity needs for the National Partnership to be able to deliver the strategic plan. By the end of the session it should be clear where capacity building needs are and how the *Girls Not Brides* secretariat can support. The outcome of this session will be documented in the capacity building support plan for the National Partnership.

Step 1: In buzz groups, spend five minutes discussing which skills and capacity is needed to deliver on the goal and objectives of the strategic plan. Ask the groups to write down:



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- In which areas are there a need for additional support and/or capacity building?
- What does the National Partnership need from the *Girls Not Brides* secretariat to implement against the plan?
- How does the National Partnership want to work with the *Girls Not Brides* secretariat staff?

Step 2: Debrief in plenary, let each group present what they have come up with. Explain what the benefits are and how National Partnerships can engage with the *Girls Not Brides* secretariat

Ask for groups interested in discussing the following headings;

- How will we interested in co-ordinating going forward?
- Will the current co-ordination arrangements be sufficient?

And another group to work on;

- How will we ensure effective communication between each other? E.g. how often will we meet?
- How will we share information between meetings? Who is responsible?

And a final group to discuss and make recommendations on;

- How will we apply our values to this strategy? E.g. transparency, participation and representation (as per MOU)

Step 3: Give each group fifteen minutes to discuss, then come back to plenary and ask them to share their recommendations.



ANNEX 1: SWOT analysis hand-out

Handout– SWOT analysis

This document highlights some areas you may wish to consider when conducting your SWOT analysis...

<p><u>STRENGTHS (INTERNAL)</u></p> <ul style="list-style-type: none"> Membership of the group (diversity?) Leadership Governance structures Skills/resources available to the group (financial and non-financial) Allies and partnerships (policy makers, donors, other parts of civil society) Financial management and Sustainability Administration Visibility Political credibility Levels of member engagement in work of the partnership Internal communications across the partnership External communications with e.g. media, public Accountability structures – clear sense of who the partnership is accountable Monitoring and evaluation 	<p><u>WEAKNESSES (INTERNAL)</u></p> <ul style="list-style-type: none"> Membership of the group (diversity?) Leadership Governance structures Skills/resources available to the group (financial and non-financial) Allies and partnerships (policy makers, donors, other parts of civil society) Financial management and Sustainability Administration Visibility Political credibility Levels of member engagement in work of the partnership Internal communications across the partnership External communications with e.g. media, public Accountability structures – clear sense of to whom the partnership is accountable Monitoring and evaluation
<p><u>OPPORTUNITIES (EXTERNAL)</u></p> <ul style="list-style-type: none"> Political Funding Opportunities to collaborate with other actors Media and public support Programming Research and evidence 	<p><u>THREATS/RISKS (EXTERNAL)</u></p> <ul style="list-style-type: none"> Social risks Political risks Economic risks Environmental risks



ANNEX 2: Triangle analysis hand-out

Guiding questions to help you carry out the triangle analysis

CONTENT

Refers to written laws, policies and budgets relevant to a specific issue. Includes constitutional provisions.

STRUCTURE

Refers to state and non-state mechanisms for implementing a law or policy that is relevant to the issue of child marriage. This would include for example, police, ministries, courts. Structures can refer to large programmes and institutions run by government, NGOs or businesses.

CULTURE

Refers to the values and behaviour that shape how people deal with and understand an issue. Values and behaviour are influenced by religion, class, customs, gender, ethnicity, age. Lack of information about laws and policies is part of the cultural dimension.

Questions for analysis of CONTENT

- 1) What are the gaps/loopholes in the current policy frameworks that contribute to the issue of child marriage?
- 2) What are some of the key problems facing us as government prepares to officially launch the national strategy and prepare for development of a Programme of Action for the National Strategy to End Child Marriage?
- 3) Do we have a clear idea of budget allocations for affected groups? Is this budget allocation adequate?

Questions for analysis of STRUCTURE

- 1) Are those institutions responsible for enforcing relevant laws/the national strategy able to do so effectively?
- 2) Are these institutions mentioned above aware of their responsibilities as per the strategy and other laws and policies?
- 3) Is there a culture of impunity? If so, what causes this?

Questions for analysis of CULTURE

- 1) What are the key cultural issues/social issues that are making the problem worse?
- 2) Do affected groups and those responsible for protecting them understand their rights? Are they able to access these rights? If not, what are the barriers?
- 3) Are men on boys in support of ending child marriage?



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ANNEX 3: Stakeholder analysis hand-out

STAKEHOLDER	Level of commitment to National Strategy implementation	Level of power/influence to implement according to plan	How can GNB influence this stakeholder?



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ANNEX 4: Activity planning hand-out

Objective	Activity	Lead and supporting organisation	Timeframe	Resources required



GIRLS NOT BRIDES

The Global Partnership
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ANNEX 5: Monitoring and evaluation hand-out

Objective	Advocacy process indicators	Advocacy progress indicators	Who will measure and how often?