Kit 3.4: Programming

Tools – GBViE Prevention Programming

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Contents

Note: There are no Tools for *Section 1: Introduction to GBViE Prevention Programming.*

Section 2

Preventing Intimate Partner Violence

Preventing IPV Tool 1: Guide for Developing a Change Pathway 4 pages

Preventing IPV Tool 2: Sample Results Framework 2 pages

Preventing IPV Tool 3: Risk Management Checklist and Planning Template 3 pages

Section 3

Preventing Sexual Violence Against Girls and Women

Preventing Sexual Violence Tool 1: Guide for Developing a Change Pathway 4 pages

Preventing Sexual Violence Tool 2: Sample Results Framework 3 pages

Preventing Sexual Violence Tool 3: Risk Management Checklist and Planning Template 3 pages

Section 4

Preventing Child Marriage

Preventing Child Marriage Tool 1: Guide for Developing a Change Pathway 4 pages

Preventing Child Marriage Tool 2: Sample Results Framework 3 pages

Preventing Child Marriage Tool 3: Risk Management Checklist and Planning Template 3 pages

Section 2

Preventing Intimate Partner Violence

Guide for Developing a Change Pathway

Purpose: To help GBV and CP specialists work with stakeholders to develop a programme change pathway that spells out the problem to be addressed, as well as the links between the outcomes and strategies to address them. A clear change pathway guides programming priorities, decisions and actions; it also, importantly, provides the basis for developing a results framework and a monitoring and evaluation plan.

Part A: Guidance Notes for Developing a Change Pathway provides a suggested process to help COs develop a change pathway in consultation with partners and stakeholders.

Part B: Sample IPV Prevention Problem and Solution Map is an illustrative example of how IPV, its causes and its solutions can be documented.

Part C: Sample IPV Change Pathway Diagram is an illustrative example of a change pathway for an IPV prevention programme.

Part A: Guidance Notes for Developing a Change Pathway

Why develop a change pathway?

Developing a clear pathway for how a programme seeks to achieve change is a critical part of programme design. Developing a change pathway is an important first step in mapping out what is known, assumed and envisaged as part of the design of a holistic and multi-component IPV prevention programme; it can help to prioritize action, define roles and responsibilities, and develop the foundations for a robust performance monitoring and evaluation framework.

Who should be involved?

UNICEF GBV or CP specialists should lead the process; however, undertaking the problem and solution mapping must be done in collaboration with partners and stakeholders. A collaborative approach that engages key stakeholders is more likely to ensure the strategies are realistic, appropriate and grounded in the local context. It is also more likely to encourage ownership of the problem and the programme by local actors.

How to do it

Step 1

Facilitate a problem and solution mapping workshop with partners and stakeholders to solicit their input and insights about IPV in the community. Brainstorm the problem to be addressed, the causes and contributing factors to it, potential actions for addressing the causes and contributing factors, and possible outcomes from taking these actions.

Questions to facilitate this process might include:[1]

1. What is the specific problem we want to address?
2. What do we know about the problem? *(Contribute to the discussion by presenting assessment findings and existing information about IPV in the setting.)*
3. What are the underlying causes of the problem?
4. What factors increase the risk of IPV in this community?

1 Adapted from International Network on Strategic Philanthropy, *Theory of Change Tool Manual, 2005,* available at: <www.dochas.ie/Shared/Files/4/Theory_of_Change_Tool_Manual.pdf>.

Part A: Guidance Notes for Developing a Change Pathway (continued)

Step 1

(continued)

5. What would a solution to the problem look like? *(Contribute to the discussion by presenting information on promising strategies for ending IPV based on evidence and experience.)*
6. Who/what would need to be impacted?
7. How could we influence/impact the identified groups/structures? What approaches could we use?
8. What does success look like? What will count as progress/success after 1 year, 2 years?
9. What skills, knowledge and other resources do we need to develop?
10. Who else is working on the problem?
11. How can we capitalize on the resources of groups/people who are already involved in the problem?
12. Are there opportunities for cooperation and partnerships? How will we know when we have succeeded?

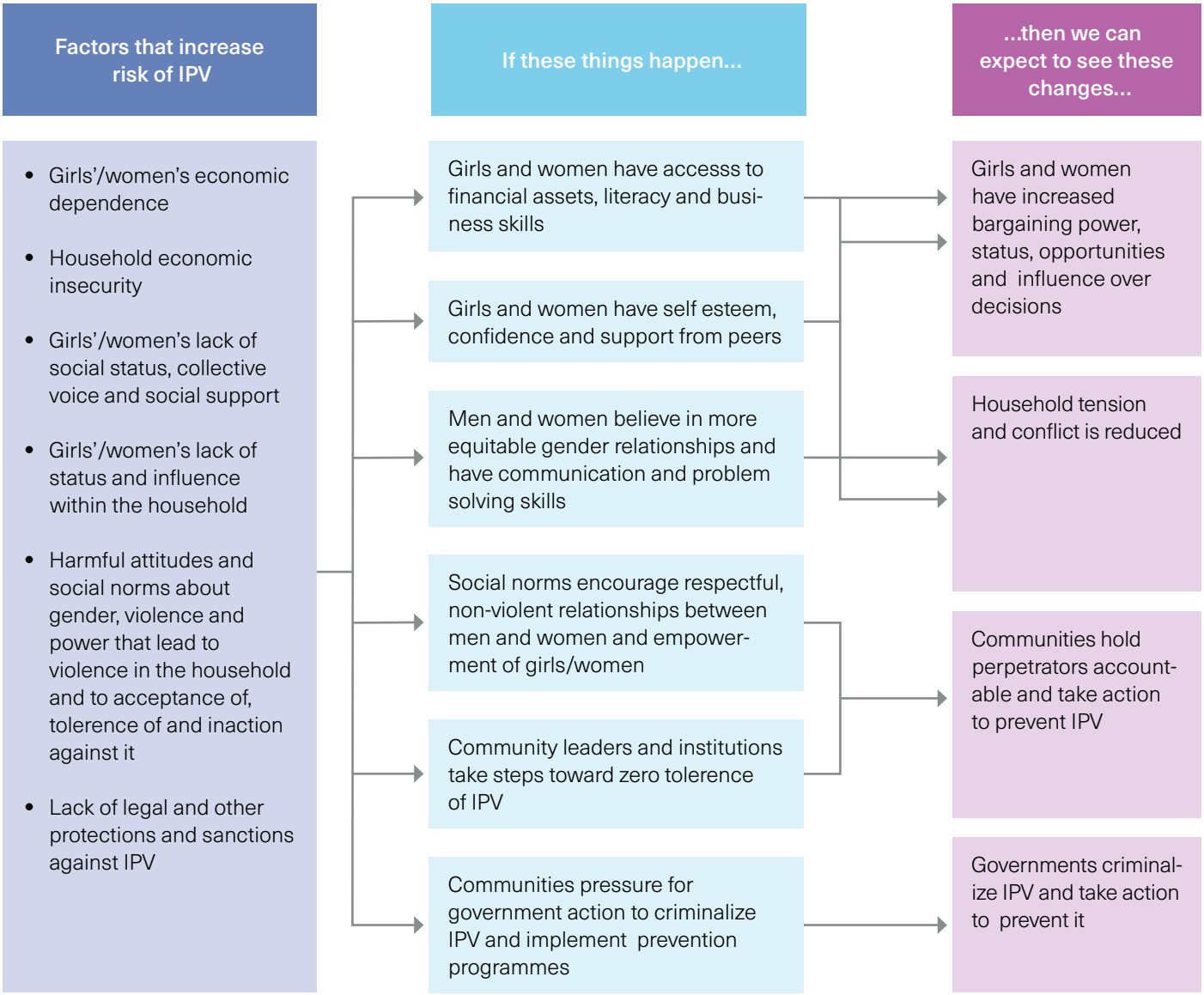
Step 2

Document the findings of the problem and solution mapping discussion. See **Part B: Sample IPV Prevention Problem and Solution Map** for an example. Share with stakeholders to solicit their input.

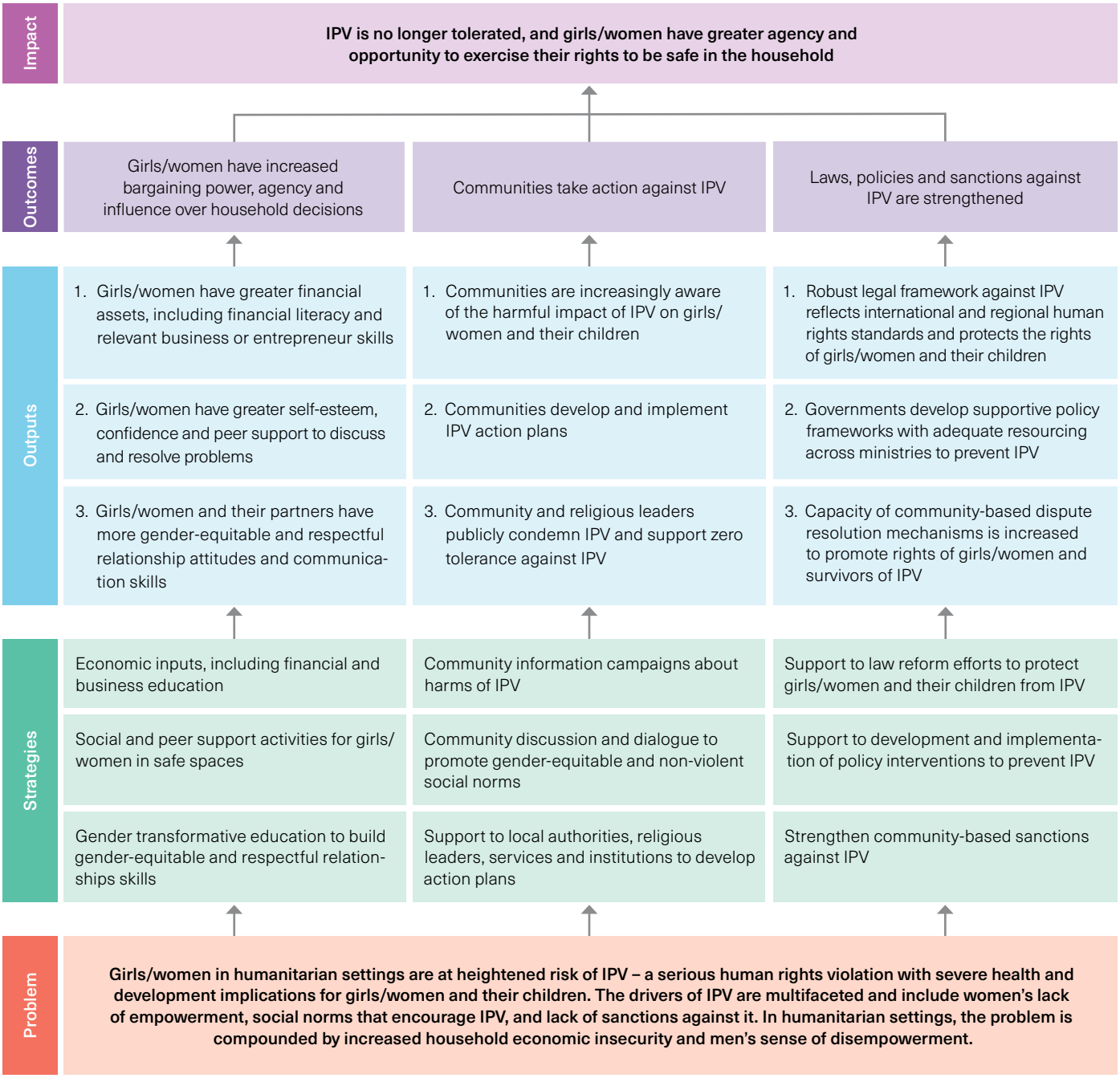
Step 3

Create a change pathway diagram that identifies the problem; strategies to address it; expected outputs from implementing the strategies; outcomes; and impact of the programme. See **Part C: Sample IPV Change Pathway Diagram** for an example. Share with stakeholders to solicit their input. Use the change pathway diagram to develop a results framework (see **Preventing IPV Tool 2: Sample Results Framework**).

Part B: Sample IPV Prevention Problem and Solution Map



Part C: Sample IPV Prevention Change Pathway Diagram



Sample Results Framework

Purpose: To provide an illustrative example of a results framework for an IPV prevention programme. UNICEF GBV and CP specialists should lead efforts to develop the results framework based on the change pathway identified for the programme; however, partners and programme stakeholders, including community members, should be involved in using the tool to develop a monitoring and evaluation plan, particularly if they will be involved in collecting and/or analysing data.

	Summary	Indicators
Impact	*IPV is no longer tolerated, communities are taking action against it, and girls/women and their children are protected.*	• *Proportion of girls/women reporting IPV victimization* • *Proportion of spouses reporting IPV perpetration*
Outcome 1	1. Girls/women have increased bargaining power and influence over decisions in the household.	• Proportion of households reporting shared decision-making about household expenditure • % of women reporting decreased IPV in marriage/partnership following reported increases in women-controlled income
Outputs	1.1 Girls/women have greater financial assets, including financial literacy and relevant business or entrepreneur skills.	• # and type of girls'/women's financial assets • Proportion of households reporting economic insecurity as a cause of household conflict • Proportion of women reporting tension over household spending
	1.2 Girls/women have greater self-esteem, confidence and peer support to discuss and resolve problems.	• # and type of social support activities • Proportion of girls and women who report confidence, self-worth and peer support • Proportion of girls and women who know how to access IPV support services
	1.3 Girls/women and their partners have more gender-equitable and respectful relationship attitudes and skills.	• Proportion of girls and women who are aware of their human and legal rights • Proportion of girls and women who agree their husbands have the right to control or assault them • Proportion of men who are aware of girls'/women's human and legal rights • Proportion of men who agree they have the right to control or assault their wives/partners and children

Sample Results Framework (continued)

	Summary	Indicators
Outputs (continued)	1.3 (continued)	• Proportion of girls and women who report a sense of control over decisions affecting their lives • % of participants (disaggregated by sex) who report learning new ways of managing interpersonal relationships
Outcome 2	2. Communities take action against IPV.	• # and type of community measures in place to support zero tolerance toward IPV
Outputs	2.1 Communities are increasingly aware of the harmful impact of IPV on children and women.	• # of people exposed to public information messages on IPV by method
	2.2 Communities develop and implement IPV action plans.	• % of community initiatives to prevent and respond to GBV undertaken collaboratively with women's and men's groups
	2.3 Community and religious leaders publically condemn IPV and support action against IPV.	• # and type of public statements against IPV • # and type of actions taken by community leaders to redress violations of laws or rules
Outcome 3	3. Laws, policies and sanctions against IPV are strengthened.	• Existence of national-level legal framework that complies with internationally recognized minimum standards on gender equality and GBV
Outputs	3.1 Draft legislation is developed that harmonizes national laws on violence against girls/women and their children with international standards.	• Existence of draft legislation with associated criminal sanctions for perpetrators of IPV
	3.2 Government has a costed National Action Plan on violence against women and children.	• Existence of a costed National Action Plan
	3.3 Community-based dispute resolution promotes rights of girls/women and their children.	• Existence of gender-equitable community-based dispute resolution mechanisms

Risk Management Checklist and Planning Template

Purpose: To help UNICEF GBV and CP specialists and partners implement safe IPV prevention programmes; to ensure potential risks associated with social and economic empowerment programming to prevent IPV are identified; and to ensure all possible action is taken to eliminate or reduce risks to an acceptable level.

Part A: Risk Management Checklist for IPV Prevention Programming is a list of considerations for programme staff during programme assessment and design. These considerations help ensure IPV prevention programmes are designed in line with good practices that reduce risks of harm or negative consequences for participants, community members or staff that may arise due to programme activities.

Part B: Risk Management Planning Template is a matrix COs and partners can use to identify and document potential risks associated with empowerment programming so that they can plan to eliminate or reduce them. Identifying potential risks and planning how to best manage them must be done in consultation and collaboration with programme stakeholders and community members.

Part A: Risk Management Checklist for IPV Prevention Programming

Coordinated, multi-sectoral, survivor-centred services are in place.	◯
Mechanism is in place for responding to safety needs of IPV/GBV survivors and their children at high risk of harm.	◯
Different segments of the community have been involved in programme design and planning, including:	
• Adult women and men;	◯
• Married adolescents;	◯
• Well-respected community members (e.g., elected officials, local authorities, religious leaders, traditional birth attendants and community elders); and	◯
• Representatives from different ethnic, religious and socio-economic groups.	◯
Specific safety and other risks associated with economic and social empowerment activities have been identified in consultation with programme stakeholders. This includes, but is not limited to, consideration of:	
• Risk of increased IPV due to programme activities;	◯
• Risk of increased labour burden of girls/women due to programme activities;	◯
• Risk of targeting for crime or exploitation due to programme activities;	◯
• Risk of community backlash against programme participants;	◯
• Risk of community backlash against stakeholder groups; and/or	◯
• Risk of community backlash against programme staff.	◯

Part A: Risk Management Checklist for IPV Prevention Programming (continued)

A risk management plan has been developed in consultation with programme stakeholders and community representatives.	◯
Programme participants are aware of potential risks associated with programme participation and have been involved in designing risk management strategies.	◯
Mechanism is in place to receive feedback from programme participants to help monitor both positive and negative programme impacts and consequences.	◯
Mechanism is in place to receive reports of safety problems and unintended negative consequences from programme stakeholders and community members.	◯
Regular consultations with programme participants and community-based groups have been planned to identify and address any safety or protection concerns that may arise.	◯
Programme volunteers, such as community discussion leaders, are well-respected in the community and are committed to preventing GBV, including IPV.	◯

Part B: Risk Management Planning Template

Step 1 Identify the threat or issue	Step 2 Assess the risk – list the consequences and likelihood of them happening	Step 3 List the actions needed to remove or reduce the risk, as well as who is responsible for completing each action		Step 4 Identify how the risk will be monitored, who is responsible, and the timeline for review	
What could cause harm to or negatively impact programme participants, community members or staff?	**What could happen? How likely is it?**	**Actions**	**Who**	**Review method and who is responsible**	**When**

Section 3

Preventing Sexual Violence Against Girls and Women

Guide for Developing a Change Pathway

Purpose: To help GBV and CP specialists work with stakeholders to develop a programme change pathway that spells out the problem to be addressed, as well as the links between the outcomes and stratewgies to address them. A clear change pathway guides programming priorities, decisions and actions; it also, importantly, provides the basis for developing a results framework and a monitoring and evaluation plan.

Part A: Guidance Notes for Developing a Change Pathway provides a suggested process to help COs develop a change pathway for preventing sexual violence in consultation with partners and stakeholders.

Part B: Sample Sexual Violence Prevention Problem and Solution Map is an illustrative example of how sexual violence, its causes and its solutions can be documented.

Part C: Sample Sexual Violence Change Pathway Diagram is an illustrative example of a change pathway for a sexual violence prevention programme.

Part A: Guidance Notes for Developing a Change Pathway

Why develop a change pathway?

Developing a clear pathway for how a programme seeks to achieve change is a critical part of programme design. Developing a change pathway is an important first step in mapping out what is known, assumed and envisaged as part of the design of a holistic and multi-component sexual violence prevention programme; it can help to prioritize action, define roles and responsibilities, and develop the foundations for a robust performance monitoring and evaluation framework.

Who should be involved?

UNICEF GBV or CP specialists should lead the process; however, undertaking the problem and solution mapping must be done in collaboration with partners and stakeholders. A collaborative approach that engages key stakeholders is more likely to ensure the strategies are realistic, appropriate and grounded in the local context. It is also more likely to encourage ownership of the problem and the programme by local actors.

How to do it

Step 1

Facilitate a problem and solution mapping workshop with partners and stakeholders to solicit their input and insights about sexual violence in the community. Brainstorm the problem to be addressed, the causes and contributing factors to it, potential actions for addressing the causes and contributing factors, and possible outcomes from taking these actions.

Questions to facilitate this process might include:[1]

1. What is the specific problem we want to address?
2. What do we know about the problem? *(Contribute to the discussion by presenting assessment findings and existing information about sexual violence in the setting.)*
3. What are the underlying causes of the problem?

1 Adapted from International Network on Strategic Philanthropy, *Theory of Change Tool Manual,* 2005, available at: <www.dochas.ie/Shared/Files/4/Theory_of_Change_Tool_Manual.pdf>

Part A: Guidance Notes for Developing a Change Pathway (continued)

Step 1

(continued)

4. What factors increase the risk of sexual violence in this community?
5. What would a solution to the problem look like? *(Contribute to the discussion by presenting information on promising strategies for ending sexual violence based on evidence and experience.)*
6. Who/what would need to be impacted?
7. How could we influence/impact the identified groups/structures? What approaches could we use?
8. What does success look like? What will count as progress/success after 1 year, 2 years?
9. What skills, knowledge and other resources do we need to develop?
10. Who else is working on the problem?
11. How can we capitalize on the resources of groups/people who are already involved in the problem?
12. Are there opportunities for cooperation and partnerships? How will we know when we have succeeded?

Step 2

Document the findings of the problem and solution mapping discussion. See **Part B: Sample Sexual Violence Prevention Problem and Solution Map** for an example. Share with stakeholders to solicit their input.

Step 3

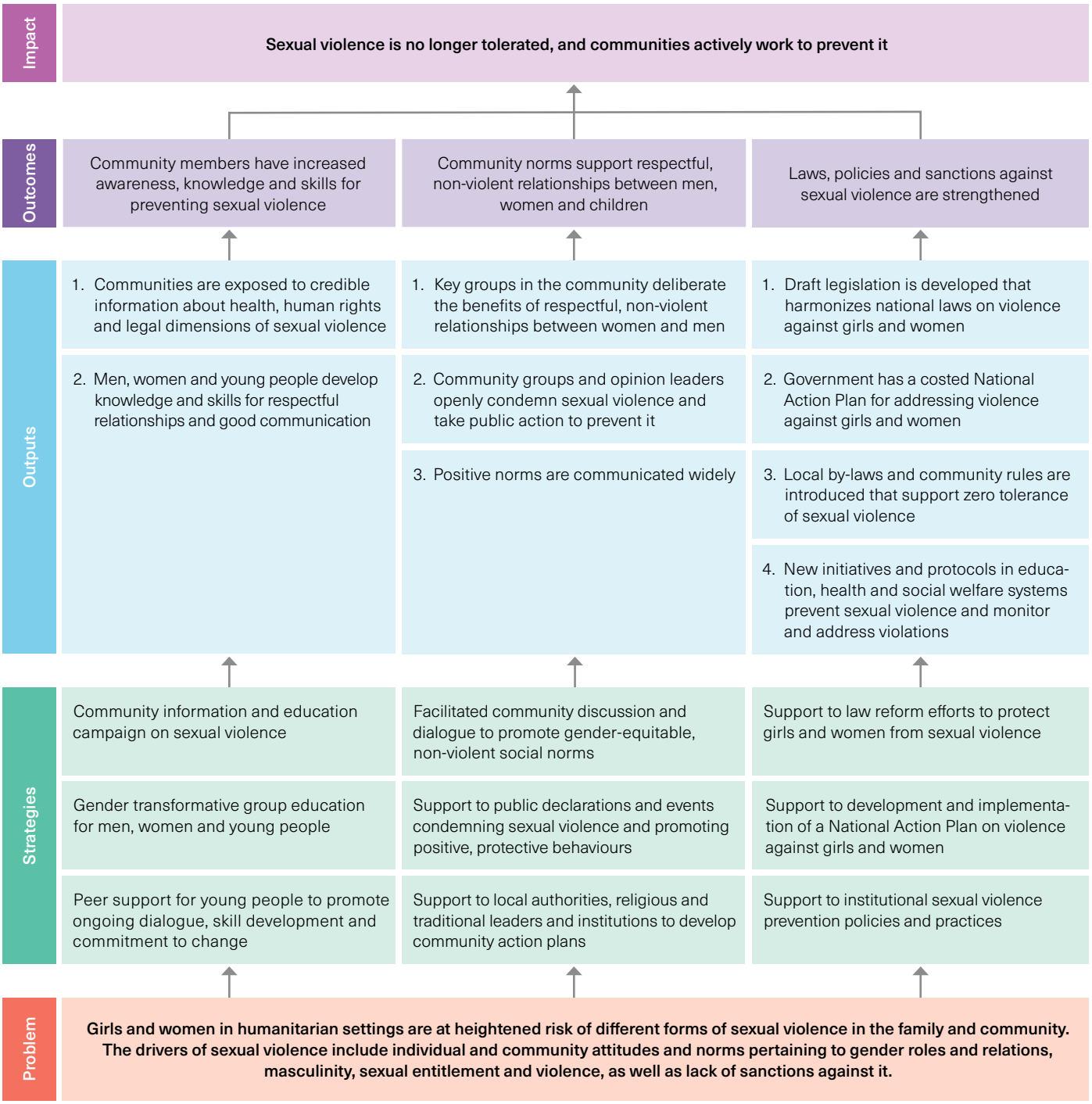
Create a change pathway diagram that identifies the problem; strategies to address it; expected outputs from implementing the strategies; outcomes; and impact of the programme. See **Part C: Sample Sexual Violence Change Pathway Diagram** for an example. Share with stakeholders to solicit their input. Use the change pathway diagram to develop a results framework (see **Preventing Sexual Violence Tool 2: Sample Results Framework**).

Part B: Sample Sexual Violence Prevention Problem and Solution Map

Factors that increase risk of sexual violence	If these things happen...	...then we can expect to see these changes...

• Lack of knowledge about human rights and legal dimensions of sexual violence
• Lack of knowledge about the harms of sexual violence and how to get help
• Myths about sex and sexual violence
• Social norms about:
  ◦ Male sexual entitlement
  ◦ Gender roles
  ◦ Masculinity and femininity
  ◦ Violence
  ◦ Sexual purity and family honour
• Stigma and victim-blaming attitudes that stop people from coming forward
• Community acceptance of, tolerance of and inaction against sexual violence
	Girls and women have information about their human and legal rights
	+
	Public awareness about the problem and harms caused by sexual violence increases
	+
	People have the opportunity to reflect on, critically analyse and debate values, beliefs and norms about gender, power and violence
	+
	There is increased community dialogue about inequitable and violence-supportive attitudes and beliefs
	+
	Key groups in the community start to speak out against sexual violence and take public action to stop it; changes are amplified
	+
	Community services and institutions introduce 'zero tolerance' policies and practices toward sexual violence
		• The silence, stigma and tolerance surrounding sexual violence are reduced
		• Positive norms that promote safe and respectful relationships and zero tolerance of sexual violence develop and spread
		• Communities demand action from authorities to prevent and respond to sexual violence
		• Authorities and communities sanction perpetrators and take action against sexual violence

Part C: Sample Sexual Violence Prevention Change Pathway Diagram



Sample Results Framework

Purpose: To provide an illustrative example of a results framework for a sexual violence prevention programme. UNICEF GBV and CP specialists should lead efforts to develop the results framework based on the change pathway identified for the programme; however, partners and programme stakeholders, including community members, should be involved in using the tool to further develop a monitoring and evaluation plan, particularly if they will be involved in collecting and/or analysing data.

	Summary	Indicators
Impact	*Girls and women are protected from sexual violence.*	*Proportion of people who report feeling safe and protected from sexual violence (by age and sex)*
Outcome 1	1. Community members have increased awareness, knowledge and skills for preventing sexual violence.	• Proportion of individuals (by age and sex) who agree that sexual violence causes harm and is a problem in the community
Outputs	1.1 Communities are exposed to credible information about health, human rights and legal dimensions of sexual violence.	• Proportion of people (by age and sex) who have been exposed to sexual violence prevention messages • Proportion of individuals (by age and sex) who know any of the legal sanctions for sexual violence • Proportion of girls and women who know how to access sexual violence support services
	1.2 Men, women and young people participate in group education for gender equality and respectful relationship skills.	• Proportion of participants who agree that both partners should consent to sex • Proportion of participants who agree that being a man involves being aggressive or violent • Proportion of participants who agree that men and women should share decision-making in the household
Outcome 2	2. Community norms support respectful, non-violent relationships between men, women and children.	• Proportion of people who express positive attitudes toward gender-equitable norms • Proportion of people who say that men should be held responsible for controlling their sexual behaviour • Proportion of people who agree that a woman has a right to refuse sex

	Summary	Indicators
Outcome 2 (continued)	2. (continued)	• Proportion of people who agree that rape can take place between a man and woman who are married • Proportion of people who agree that men have the right to discipline their wives using violence
Outputs	2.1 Core groups in the community explore values and norms pertaining to gender, sex and violence and deliberate on the benefits of respectful, non-violent relationships between women and men.	• # of community discussion groups held • # of new community groups formed • Proportion of participants who change their beliefs about sexual violence as a result of participation • Proportion of people willing to publicly express support for sexual violence prevention • Proportion of people willing to publicly support a survivor of sexual violence
	2.2 Community groups and opinion leaders openly condemn sexual violence and take public action to prevent it.	• # of champions for change identified • # and type of public statements by public officials • # and type of public statements by community leaders • # and type of public statements by religious leaders • # and type of decisions/actions taken by community groups and opinion leaders
	2.3 Positive norms are communicated widely.	• # and type of communication activities to publicize community commitment and action against sexual violence
Outcome 3	3. Laws and policies are strengthened and implemented to prevent and respond to sexual violence.	• Existence of national-level legal framework that complies with internationally recognized minimum standards on gender equality and GBV
Outputs	3.1 Draft legislation is developed that harmonizes national laws on violence against girls and women with international standards.	• Existence of draft legislation criminalizing all forms of sexual violence
	3.2 Government has a costed National Action Plan for addressing violence against girls and women.	• Existence of costed National Action Plan

Sample Results Framework (continued)

	Summary	Indicators
Outputs (continued)	3.3 Local by-laws and community rules are introduced that support zero tolerance of sexual violence.	• # and type of measures introduced to prevent sexual violence • # and type of actions taken by community leaders to redress violations of laws or rules
	3.4 New initiatives and protocols in education, health and social welfare systems prevent sexual violence and monitor and address violations.	• # of new initiatives in each sector to prevent sexual violence and monitor and address violations • % of schools, health services and social welfare services that have codes of conduct against sexual violence • % of schools, health services and social welfare services with procedures to take action on reported cases of sexual violence • % of schools, health services and social welfare services that train staff on sexual violence

Risk Management Checklist and Planning Template

Purpose: To help UNICEF GBV and CP specialists and partners to implement safe sexual violence prevention programmes; to ensure all potential risks associated with programme activities are identified; and to ensure all possible action is taken to eliminate or reduce risks to an acceptable level.

Part A: Risk Management Checklist for Sexual Violence Prevention Programming is a list of considerations for programme staff during programme assessment and design. These considerations help ensure sexual violence prevention programmes are designed in line with good practices that reduce risks of harm or negative consequences for participants, community members or staff that may arise due to programme activities.

Part B: Risk Management Planning Template is a matrix COs and partners can use to identify and document potential risks associated with empowerment programming so that they can plan to eliminate or reduce them. Identifying potential risks and planning how to best manage them must be done in consultation and collaboration with programme stakeholders and community members.

Part A: Risk Management Checklist for Sexual Violence Prevention Programming

Coordinated, multi-sectoral, survivor-centred services are in place.	◯
Different segments of the community have been involved in programme design and planning, including: • Adult women and men;	◯
• Adolescents;	◯
• Well-respected community members (e.g., traditional birth attendants and community elders);	◯
• Formal and informal community gatekeepers, decision-makers and leaders (e.g., local authorities, religious leaders, traditional leaders, women's leaders and youth leaders); and	◯
• Representatives from different ethnic, religious and socio-economic groups.	◯
Safety and other risks associated with activities have been identified in consultation with programme stakeholders and community members. This includes, but is not limited to, consideration of: • Risk of community backlash against programme participants;	◯
• Risk of community backlash against stakeholder groups; and/or	◯
• Risk of community backlash against programme staff.	◯
A risk management plan has been developed in consultation with programme stakeholders and community representatives.	◯

Part A: Risk Management Checklist for Sexual Violence Prevention Programming (continued)

Programme participants are aware of potential risks associated with programme participation and have been involved in designing risk management strategies.	◯
Mechanism is in place to receive feedback from programme participants to help monitor both positive and negative programme impacts and consequences.	◯
Mechanism is in place to receive reports of safety problems and unintended negative consequences from programme stakeholders and community members.	◯
Regular consultations with programme participants and community-based groups have been planned to identify and address any safety or protection concerns that may arise.	◯
Programme volunteers, such as community discussion leaders, are well-respected in the community and are committed to preventing GBV, including sexual violence.	◯

Part B: Risk Management Planning Template

Step 1 Identify the threat or issue	Step 2 Assess the risk – list the consequences and likelihood of them happening	Step 3 List the actions needed to remove or reduce the risk, as well as who is responsible for completing each action		Step 4 Identify how the risk will be monitored, who is responsible, and what the timeline for review is	
What could cause harm to or negatively impact programme participants, community members or staff?	**What could happen? How likely is it?**	**Actions**	**Who**	**Review method and who is responsible**	**When**

Section 4

Preventing Child Marriage

Guide for Developing a Change Pathway

Purpose: To help GBV and CP specialist work with stakeholders to develop a programme change pathway that spells out the problem to be addressed, as well as the links between the outcomes and strategies to address them. A clear change pathway guides programming priorities, decisions and actions; it also, importantly, provides the basis for developing a results framework and a monitoring and evaluation plan.

Part A: Guidance Notes for Developing a Change Pathway provides a suggested process to help COs develop a change pathway for preventing child marriage in consultation with partners and stakeholders.

Part B: Sample Child Marriage Prevention Problem and Solution Map is an illustrative example of how child marriage, its causes and its solutions can be documented.

Part C: Sample Child Marriage Change Pathway Diagram is an illustrative example of a change pathway for a child marriage prevention programme.

Part A: Guidance Notes for Developing a Change Pathway

Why develop a change pathway?

Developing a clear pathway for how a programme seeks to achieve change is a critical part of programme design. Developing a change pathway is an important first step in mapping out what is known, assumed and envisaged as part of the design of a holistic and multi-component child marriage prevention programme; it can help to prioritize action, define roles and responsibilities, and develop the foundations for a robust performance monitoring and evaluation framework.

Who should be involved?

UNICEF GBV or CP specialists should lead the process; however, undertaking the problem and solution mapping must be done in collaboration with partners and stakeholders. A collaborative approach that engages key stakeholders is more likely to ensure that the strategies are realistic, appropriate and grounded in the local context. It is also more likely to encourage ownership of the problem and the programme by local actors.

How to do it

Step 1

Facilitate a problem and solution mapping workshop with partners and stakeholders to solicit their input and insights. Brainstorm the problem to be addressed; the causes and contributing factors to it; potential actions for addressing the causes and contributing factors; and possible outcomes from taking these actions.

Questions to facilitate this process might include:[1]

1. What is the specific problem we want to address?
2. What do we know about the problem? *(Contribute to the discussion by presenting assessment findings and existing information about child marriage in the setting.)*

1 Adapted from International Network on Strategic Philanthropy, *Theory of Change Tool Manual,* 2005, available at: <www.dochas.ie/Shared/Files/4/Theory_of_Change_Tool_Manual.pdf>

Part A: Guidance Notes for Developing a Change Pathway (continued)

Step 1

(continued)

3. What are the underlying causes of the problem? *(Contribute to the discussion by presenting information on promising strategies for ending child marriage based on evidence and experience.)*
4. What factors increase the risk of child marriage in this community?
5. What would a solution to the problem look like?
6. Who/what would need to be impacted?
7. How could we influence/impact the identified groups/structures? What approaches could we use?
8. What does success look like? What will count as progress/success after 1 year? After 2 years?
9. What skills, knowledge and other resources do we need to develop?
10. Who else is working on the problem?
11. How can we capitalize on the resources of groups/people who are already involved in addressing the problem? Are there opportunities for cooperation and partnerships?
12. How will we know when we have succeeded?

Step 2

Document the findings of the problem and solution mapping discussion. See **Part B: Sample Child Marriage Prevention Problem and Solution Map** for an example. Share with stakeholders to solicit their input.

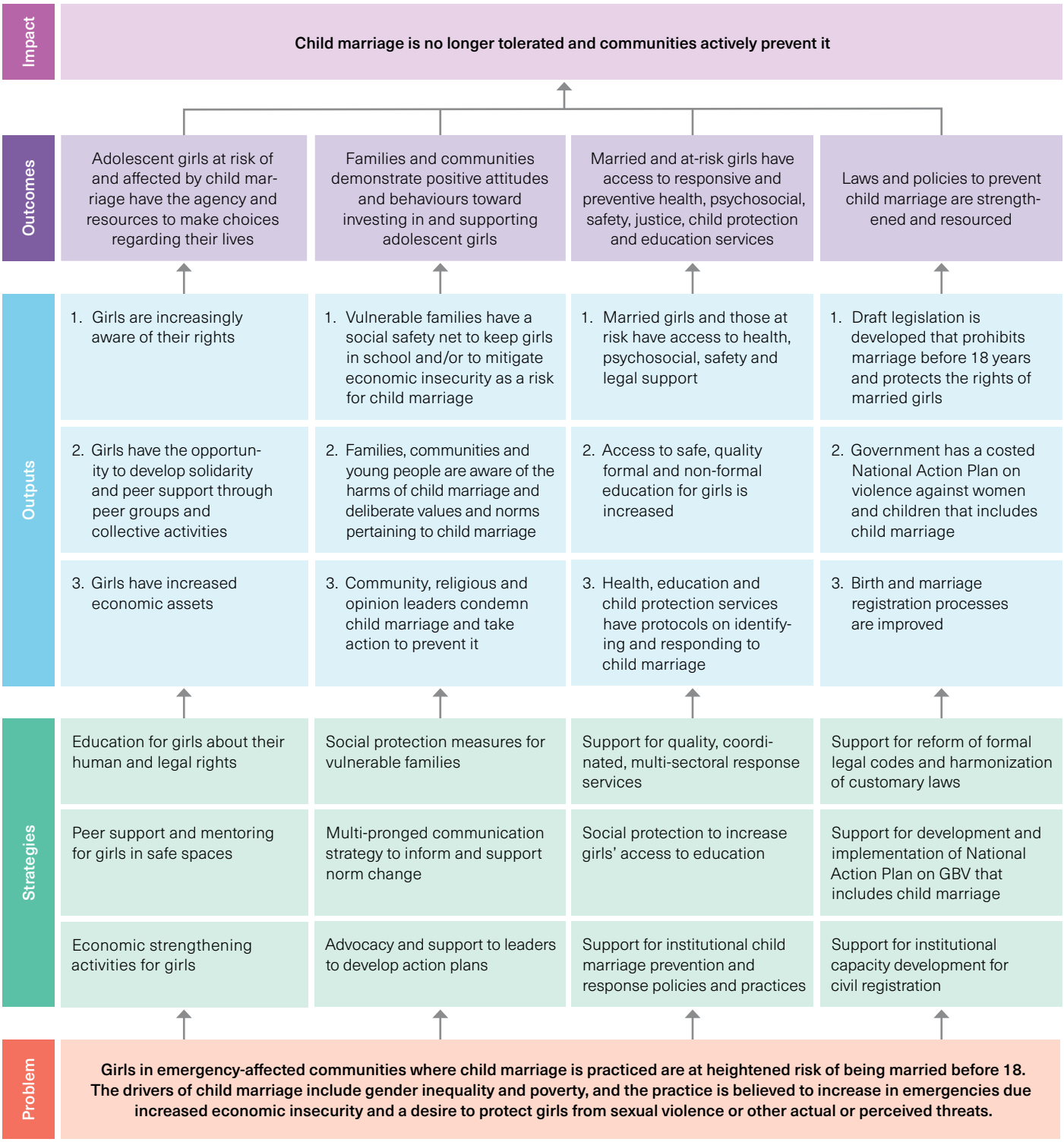
Step 3

Create a change pathway diagram that identifies: the problem; strategies to address it; expected outputs from implementing the strategies; outcomes; and impact of the programme. See **Part C: Sample Child Marriage Change Pathway Diagram** for an example. Share with stakeholders to solicit their input. Use the change pathway diagram to develop a results framework (see **Preventing Child Marriage Tool 2: Sample Results Framework**).

Part B: Sample Child Marriage Prevention Problem and Solution Map

Factors that increase risk of child marriage	If these things happen...	...then we can expect to see these changes...
• Lack of knowledge about the harms of child marriage • Girls' low social and economic status, along with limited social and economic roles and options • Community attitudes and norms about gender equality, gender roles, sexual purity, family honour and stigma associated with rape • Increased household economic insecurity and hardship due to displacement • Lack of access to safe education for girls • Perceived threat of sexual violence or early pregnancy • Lack of legal framework and capacity of government to protect girls from child marriage	Girls have information about their human and legal rights and services to help claim them + Public awareness about the harms caused by child marriage increases + Girls have access to safe education, and families see the value in educating girls + Vulnerable households are able to continue to support girls financially + People have the opportunity to reflect on, critically analyse, discuss and debate values, beliefs and norms about gender, violence and child marriage + Key community, traditional and religious leaders speak out against child marriage + Governments are committed to take action to enforce laws and increase institutional capacity to prevent and respond to child marriage	• Girls have more agency and bargaining power to make decisions about when and who to marry • Girls stay in school longer • Vulnerable families don't need to marry off girls to survive financially • At-risk and married girls can access care, support and protection • Communities support positive norms that protect and value girls • Laws and policies to prevent child marriage are strengthened and resourced

Part C: Sample Child Marriage Change Pathway Diagram



Sample Results Framework

Purpose: To provide an illustrative example of a results framework for a child marriage prevention programme. UNICEF GBV and CP specialists should lead efforts to develop the results framework based on the change pathway identified for the programme; however, partners and programme stakeholders, including community members, should be involved in using the tool to further develop a monitoring and evaluation plan, particularly if they will be involved in collecting and/or analysing data.

	Summary	Indicators
Impact	*Child marriage is no longer tolerated and communities actively work to prevent it.*	*Proportion of women aged 18–24 who were married before age 18*
Outcome 1	1. Girls are increasingly socially and economically empowered.	• # of adolescent girls and young women (ages 10 to 24) who report that they were able to access social and economic support services after divorce or annulment of their marriage. • % of adolescent girls who know their rights and entitlements • % of girls (married and unmarried) who participated in income generating activities (IGAs) in the past year
Outputs	1.1 Girls are aware of their rights.	• Proportion of girls who have been exposed to information campaigns who know their legal rights
	1.2 Girls have the opportunity to develop solidarity with one another through peer groups and collective action.	• Proportion of girls who report positive benefits from participating in social support activities • Proportion of girls who report positive changes in self-esteem, autonomy and decision-making
	1.3 Girls have access to financial assets.	• Proportion of girls who receive financial education • # and type of financial assets offered to girls
Outcome 2	2. Family- and community-level risks for child marriage are reduced.	• Proportion of people who express positive attitudes toward girls choosing who and when to marry

	Summary	Indicators
Outputs	2.1 Vulnerable families have a social safety net to keep girls in school and/or to mitigate economic insecurity as a risk for child marriage.	• Proportion of people exposed to information that can describe two harmful consequences of child marriage (disaggregated by age and sex)
	2.2 Families, communities and young people are aware of the harms of child marriage and deliberate values and norms pertaining to child marriage.	• # of community discussion groups formed • Proportion of participants who change their beliefs about child marriage as a result of participation • Proportion of people willing to publicly speak out against child marriage
	2.3 Community, religious and opinion leaders condemn child marriage and take action to prevent it.	• # and type of public statements by public officials • # and type of public statements by community leaders • # and type of public statements by religious leaders • # and type of decisions/actions taken
Outcome 3	3. Married and at-risk girls have access to responsive and preventive health, psychosocial, safety, justice, child protection and education services.	• % of adolescent girls (married and unmarried) who feel confident in their ability to report and seek help with violence • % of adolescent girls (married and unmarried) who have accessed nutrition and health services in the last six months (e.g., anemia control, sexual and reproductive health, HIV testing)
Outputs	3.1 Married girls and those at risk have access to health, psychosocial, safety and legal support.	• # of married or at-risk girls receiving case management services • # of married or at-risk girls receiving psychosocial support • # of girls accessing shelter services
	3.2 Access to safe, quality formal and non-formal education for girls is increased.	• # of schools allowing married girls to attend school • # of married girls accessing formal education services • # of married girls accessing non-formal education services
	3.3 Health, education and child protection services have protocols on identifying and responding to child marriage.	• % of operational areas with standard operating procedures in place for responding to GBV, including child marriage

Sample Results Framework (continued)

	Summary	Indicators
Outcome 4	4. Laws, policies and resources to prevent child marriage are strengthened.	• Existence of national-level legal framework that complies with internationally recognized minimum standards on gender equality and GBV
Outputs	4.1 Draft legislation is developed that prohibits marriage before 18 years and protects the rights of married girls.	• Existence of national law that prohibits child marriage • # of laws and legislation protecting girls' and women's rights within marriage
	4.2 Government has a costed National Action Plan on violence against women and children that includes child marriage.	• Existence of costed National Action Plan incorporating child marriage prevention
	4.3 New initiatives and protocols in education, health and social welfare systems prevent sexual violence and monitor and address violations.	• # of new initiatives in each sector to prevent child marriage • % of schools, health services and social welfare services that have protocols on responding to child marriage • % of schools, health services and social welfare services that train staff on child marriage

Risk Management Checklist and Planning Template

Purpose: To help UNICEF GBV and CP specialists and partners to implement safe child marriage prevention programmes; to ensure that potential risks associated with programme activities are identified; and to ensure all possible action is taken to eliminate or reduce risks to an acceptable level.

Part A: Risk Management Checklist for Child Marriage Prevention Programming is a list of considerations for programme staff during programme assessment and design to help ensure programmes are designed in line with good practices that reduce risks of harm or negative consequences for participants, community members or staff that may arise due to programme activities.

Part B: Risk Management Planning Template is a matrix that COs and partners can use to help identify and document potential threats and risks associated with child marriage interventions and plan to eliminate or reduce them. Identifying potential risks and planning how to best manage them must be done in consultation and collaboration with programme stakeholders and community members.

Part A: Risk Management Checklist for Child Marriage Prevention Programming

Coordinated, multi-sectoral, survivor-centred GBV services are in place.	◯
Different segments of the community have been involved in programme design and planning, including: • Adult women and men;	◯
• Adolescent girls;	◯
• Well-respected community members (e.g., traditional birth attendants, community elders and others);	◯
• Formal and informal community gatekeepers, decision-makers and leaders (e.g., local authorities, religious leaders, traditional leaders, women's and youth leaders and others); and	◯
• Representatives from different ethnic, religious and socio-economic groups.	◯
Safety and other risks associated with programme activities have been identified in consultation with programme stakeholders and community members, including – but not limited to – consideration of: • Risk of community backlash against girls;	◯
• Risk of community backlash against stakeholder groups; and	◯
• Risk of community backlash against programme staff.	◯
A risk management plan has been developed in consultation with programme stakeholders and community representatives.	◯
Programme participants are aware of potential risks associated with programme participation, and they have been involved in designing risk management strategies.	◯

Part A: Risk Management Checklist for Child Marriage Prevention Programming (continued)

Mechanism is in place to receive feedback from programme participants to help monitor positive and negative programme impacts and consequences.	◯
Mechanism is in place to receive reports of safety problems and unintended negative consequences from programme stakeholders and community members.	◯
Regular consultations with programme participants and community-based groups have been planned to identify and address any safety or protection concerns that may arise.	◯
Programme volunteers, such as community discussion leaders, are well-respected in the community and are committed to preventing GBV, including child marriage.	◯

Part B: Risk Management Planning Template

Step 1 Identify the threat or issue	Step 2 Assess the risk – list the consequences and likelihood of them happening	Step 3 List the actions needed to remove or reduce the risk, as well as who is responsible for completing each action		Step 4 Identify how the risk will be monitored, who is responsible, and what the timeline for review is	
What could cause harm to or negatively impact girls, community members or staff?	**What could happen? How likely is it?**	**Actions**	**Who**	**Review method and who is responsible**	**When**

Gender-Based Violence in Emergencies
Programme Resource Pack