



It takes partnerships:

CASE STUDY

ARMENIA

LEAVING EGOS AND LOGOS AT THE DOOR

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This work would not have been possible without The Partnering Initiative and the excellent collaboration and contributions from World Vision Armenia, led by Gayane Martirosyan.

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Published June 2019 by World Vision International

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World Vision is a Christian relief, development and advocacy organisation dedicated to working with children, families and communities to overcome poverty and injustice.

www.wvi.org/ittakesaworld

Globally, violence affects half of the world's children and costs the global community up to US\$7 trillion a year, or roughly 8% of global GDP.

Recognising the urgency of the issue, World Vision launched *It takes a world to end violence against children*, a global campaign to raise awareness, improve accountability for commitments and inspire action related to ending violence against children. Given the complex, multi-sectoral nature of the issue, partnerships were identified early on as a key driver for the campaign.

We wanted to learn more and delve deeper into how partnerships enhanced national-level campaigns and achieved desired outcomes for *It takes a world*. So, World Vision conducted semi-structured interviews from July to August of 2018 with focal points from World Vision Armenia, Eswatini and Lesotho and some of their campaign partners.

World Vision's CAMPAIGN STRATEGIC DRIVERS

DRIVEN BY
THE FIELD

LOOKING
OUTWARDS
—
NEW
PARTNERSHIPS
& COALITIONS

FAITH IN
ACTION

CHILDREN
& YOUTH
AS AGENTS
OF CHANGE

MOST
VULNERABLE
IN THE
HARDEST
PLACES

WHOLE OF
WORLD VISION

This is what we learned in **Armenia**

PROBLEM | PHYSICAL AND PSYCHOLOGICAL VIOLENCE AGAINST CHILDREN

In Armenia, physical and psychological violence against children are well-recognised as major challenges for the country. World Vision Armenia's latest strategy baseline survey from 2015 found that '7 in 10 children aged 6–14, and 68% of children under 5 have experienced some form of psychological or physical punishment during the past 30 days'. Another finding from the survey showed: '27% of children aged 11–15 have reported to have participated in a fight at least twice in the last twelve months, with bullying becoming an increasingly important issue in Armenia'.

There was a clear need to raise awareness, establish common understanding and have more partners working together around this issue.

CONTEXT | ELEMENTS OF THE COLLABORATIVE ECO-SYSTEM IN ARMENIA

When World Vision Armenia began planning their campaign to end violence against children in 2017, there was no existing collaborative mechanism in place at the national level. As a result, it was difficult to harness the efforts of civil society and other actors around ending violence against children. The tide started to turn in December of 2017 when the National Assembly of Armenia adopted legislation aimed at addressing domestic violence by introducing criminal and administrative liability for those found guilty of the newly defined crime.

In 2018, protecting children and ending violence against children continued to stay high on the government's agenda. This was evidenced by the Armenian government making the commitment to become a pathfinding country for the *Global Partnership to End Violence against Children*.¹ This partnership initiative promotes multi-stakeholder, collaborative implementation. In line with this approach, the government is developing their own national *End Violence* action plan to further open opportunities for collaboration between government and other key stakeholders across sectors of society.



A lack of synergy can result in less efficient outcomes. The campaign was an attempt to address the issue on a joint basis and it has the objective to consolidate the main actors in this field both local and international. Advocacy and field work to make a comprehensive approach to the issue.

Save the Children



ARMENIA FACTS

Capital: Yerevan

Population: 2.93 million

Area: 29.7 km²

Language: Armenian

Currency: Dram

¹ <http://www.end-violence.org/>

SHARE LOVE NOT VIOLENCE COALITION:

AIM, OBJECTIVES AND PARTNERS



The goal of the coalition is 'to promote and contribute to a functional national system of identification, prevention and response to all forms of violence against children in the Republic of Armenia, as well as a change of social norms and practices giving rise to violence'. This includes objectives around reducing physical and psychological abuse, creating an enabling environment, reforming legislation, systems, policy, norms and social practices to protect children, supporting rehabilitation of children that are victims of child violence and ensuring the issue is a donor priority.

PARTNERS

- **Civil Society** | Family and Community NGO, Children of Armenia Fund, Fund for Armenia Relief/Children's Support Centre, Save the Children International, Armenia Country Office, World Vision Armenia, Civil Society Institute, SOS Children's Villages, 'Partnership and Teaching' NGO, Child Development Foundation, Child Protection Network
- **UN** – UNICEF
- **Ombudsman's Office** | Human Rights Defender

SUPPORTERS

- **Media** (TV and Radio)

SOLUTION | THE CAMPAIGN'S PARTNERING APPROACH

World Vision Armenia initially planned to start a campaign to end violence against children with very limited resources. When they saw a timely opportunity to reduce violence against children while it was high on the government's agenda, they decided to go in another direction. World Vision Armenia came together with partners and made a collective decision to create a broad coalition to end violence against children instead. A coalition-based approach was intentionally chosen because it would: 1) increase potential for influence when several organisations speak with one voice, 2) increase available resources, and 3) leverage expertise more effectively.

There were clear benefits but it came with some sacrifice. World Vision Armenia knew that joining with partners would require leaving World Vision's logo as well as the *It takes a world* campaign logo at the door. This partnership required that personal and organisational egos not be used or 'left at the door' in order to create a coalition that was owned and led in an equitable way. Also, getting there was not a straightforward process.

First, an initial meeting of organisations who placed the issue of ending violence against children high on their priorities, was convened with the aim of creating a wider coalition and co-defining a strategy, purpose and focus. The process involved engaging and working towards reconciliation between partners with divergent opinions, approaches and unequal power relations. Other steps such as a root cause analysis were critical towards agreeing a systemic approach and finding common priorities such as awareness-raising and changing social norms. The *Share Love Not Violence* coalition launched in September 2017 with its own branding and logo.

Next was agreeing on governance structure. The coalition partners put in place a leadership 'committee' consisting of one delegate representing each partner organisation. Decision-making is by consensus and specific working groups are being created to collaborate on specific opportunities and/or needs. Partners self-select the areas in which they want to work and lead based on their competencies and priorities. Currently World Vision is coordinating the leadership committee. The leadership of the Communications Working Group, the only permanent working group, is a rotating role.

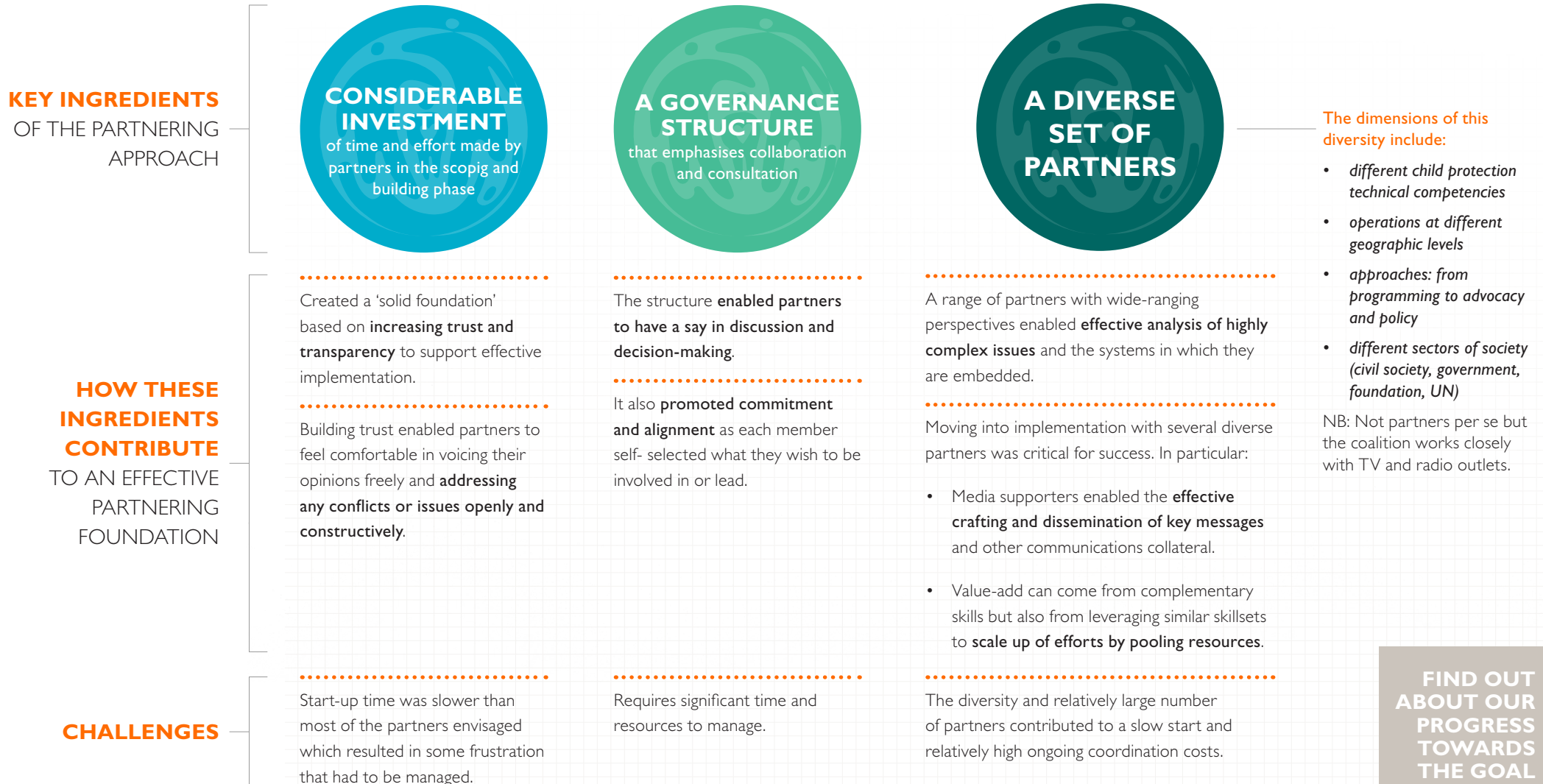


We are different organisations with different personalities; therefore reaching a common aim took a long time. We had some working disputes and negotiations, but they have been addressed due to the common vision of ending violence against children in Armenia. It's important for each organisation to put aside its own ambitions and be a part of the team. (...) It's already 1.5 years we've been working together, and now the campaign gets more structured and working.

Children of Armenia Fund

BENEFITS AND RESULTS | WHAT WE ACHIEVED AND LEARNED FROM LEAVING OUR EGOS AND LOGOS BEHIND

From interviews with various stakeholders, key ingredients for success of the partnering approach in Armenia were identified and listed below. It also outlines how those ingredients contributed to achieving effective collaboration, overcoming challenges and making progress towards the campaign goal.



FIND OUT ABOUT OUR PROGRESS TOWARDS THE GOAL
NEXT PAGE

PROGRESS TOWARDS THE GOAL

THE PARTNERING APPROACH
HAS CONTRIBUTED TO THE
FOLLOWING SUCCESSES:

ONE VOICE The power of multiple organisations speaking with one voice generated credibility, legitimacy and influence for the first time in Armenia. Civil society is 'speaking with one voice' (i.e. many organisations emphasising a common set of key messages) on the topic of violence against children. This has already contributed to influencing the passing of legislation on domestic violence. In addition, smaller organisations that would not normally be heard had a conduit through which to express their views.

ACCESS The coalition, for example, is enabling its members to work with the government on its pathfinder roadmap to end violence against children

RESOURCES In January 2019 the coalition was awarded a grant for nearly US\$3,000 from INSPIRE² fund to promote INSPIRE strategies in Armenia including to develop an evidence-based technical package to support the Government of Armenia in its efforts to prevent and respond to violence against children. The grant will be implemented through the Child Protection Network which is one of the members of the *Share Love Not Violence* coalition.



² INSPIRE is a framework of seven evidence-based strategies for ending violence against children: implementation and enforcement of laws; norms and values; safe environments; parent and caregiver support; income and economic strengthening; response and support services; and education and life skills. https://www.who.int/violence_injury_prevention/violence/inspire/en/

“ It was a joint project from the beginning. That was one of the main reasons the enthusiasm of the partners was guaranteed.

Children of Armenia Fund

“ We had a meeting with Minister of Juvenile Justice. Campaign members ... agreed on joint messages and approaches on desired changes on that draft law. Such an approach enhanced the efficiency. Many suggestions that were accepted by the Ministry would have been more challenging to push through if represented on a sole basis.

Save the Children

“ Without a (common), concrete budget/timeline/log-frame/responsibility and timelines, it's difficult to say if we reached our goal.

World Vision

WHAT'S NEXT FOR THE CAMPAIGN IN ARMENIA

The coalition is now focused on ensuring that it moves towards clear and measurable goals. Some members mentioned that it might be helpful to consider having a full-time dedicated resource as the coordination has proven to be very time consuming.

Some coalition partners mentioned that it would be important to explore that not all partners were fully engaging. Power imbalances have been noted and it will therefore be important to build equity across the coalition – for example, by ensuring the non-financial and time resources are more explicitly valued as key contributions to the collaboration and that all partners actively contribute.





For more information regarding *It takes a world*:

wvi.org/ittakesaworld

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