

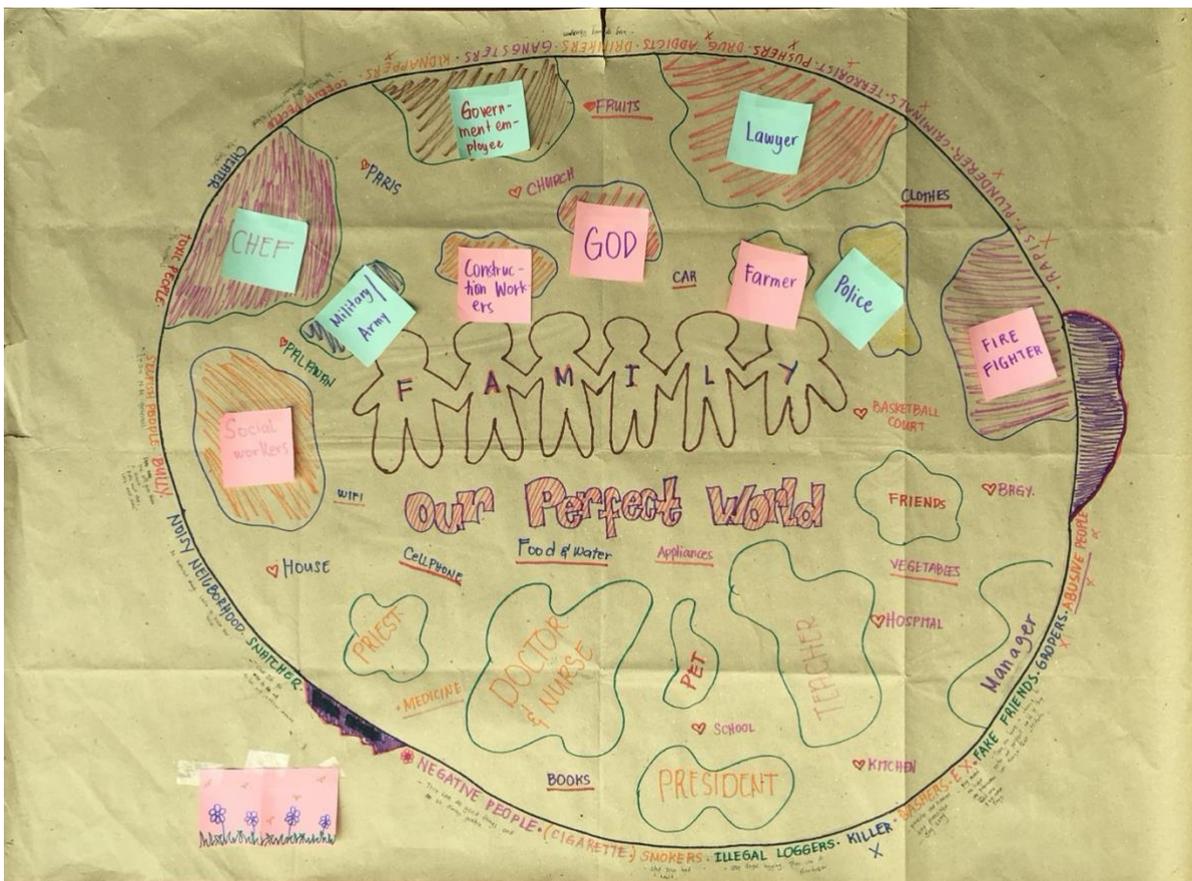


LOCALISING NATIONAL ACTION PLANS TO END VIOLENCE AGAINST CHILDREN

A guide to Pathfinding Cities for
practitioners and policy makers



END VIOLENCE LAB



THE UNIVERSITY
of EDINBURGH





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Localising National action plans to end violence against children

A guide to Pathfinding Cities for practitioners and policy makers.

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Produced by End Violence Lab. The End Violence Lab strives to improve the lives of children by harnessing data, evidence and learning. It is a collaboration between the Global Partnership to End Violence Against Children and The University of Edinburgh.

A dynamic document. This guide will evolve with developments in the field of violence prevention and in response to feedback. Therefore, the document can be easily edited - with simple graphics and layouts - to enable us to publish new versions quickly and efficiently.

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CIVIC APPROACHES TO LOCALISING NATIONAL ACTION PLANS



This guide offers a series of strategic approaches to build the data and evidence infrastructure needed to localise National Action Plans to end violence, and to prepare a better future for all children.

In this document we focus on the Pathfinding City approach, and the initial experience of localising the Philippine Plan of Action to End Violence against Children in the urban context. This approach can also be used wherever there is a need to adapt national action plans to end violence against children within any geographical unit – a community, a city, a district or a region.

In 2030, at the end of the current Sustainable Development Goals, 60% of the world's citizens will live in cities. This means that an increasing majority of children are growing up in urban and peri-urban communities where complex social and infrastructure challenges shape nearly all aspects of their lives.

Although cities have long been a preferred site for policy and programme innovation and incubation in the field of public health, there is limited evidence on how city governments have performed in preventing and responding to violence against children.

Globally it is estimated that up to 1 billion children aged 2–17 years have experienced physical sexual or emotional violence or neglect in the past year.

In 2016, halfway to the ambitious Sustainable Development Goal of 16.2 'to end abuse, exploitation, trafficking and all forms of violence and torture against children', the UN Secretary-General launched the Global Partnership to End Violence Against Children (EV) to catalyse global resources to prevent violence against children. An important part of these efforts is the Partnership's work with a growing number of Pathfinding Countries to localise national violence prevention plans.

Recognising the potential to harness civic leadership in rapidly changing cities, End Violence is initiating a pilot, from 2018 onwards, to explore the concept of Pathfinding Cities with Mayors and city officials. This guidance captures early lessons learned from the City of Valenzuela, part of greater Metropolitan Manila, Philippines – the first EV Pathfinding City.





STEPS TO LOCALISATION AND BECOMING A PATHFINDING CITY



This document provides guidance based on early experiences of building a city-wide violence prevention strategy. It offers a step-by-step approach to build local commitment, accountability and coordination.

This city-level process builds on 2 essential elements:

- The country level National Action Plan (NAP) to End Violence Against Children that provides context, metrics and measures; and

[The INSPIRE Handbook and Technical Package](#) known to effectively reduce violence against children. Localising a NAP, in any context, requires a phase of exploratory and preparatory work which includes a set of actions and processes:

- Coordinating leadership
- Building consensus
- Mapping INSPIRE
- Co-creating a city action plan using Outcome Mapping
- Including children's voices through Child-Centred Indicators

Leadership coordination continues for the duration of the planning phase and beyond. It is important to build consensus and then conduct INSPIRE mapping before moving on to Outcome Mapping and Child-Centred Indicators. Outcome Mapping and Child-Centred Indicators are complementary and can be conducted in parallel to speed up the process of getting started.





PATHFINDING CITY PRINCIPLES



Cities become Pathfinding Cities by applying city-led, local and child-centred principles.

City-led

Cities, and similar localities, provide a context to plan and test new ways of implementing interventions, programmes and policies that can then be translated to other contexts, and scaled to nationally, and globally. The city provides an adaptive and flexible site for programme innovation.

Location-specific solutions can be developed, trialled and implemented with the participation of local government, academic institutions, civil society, non-profit organisations, private industry, and youth.

The Global Partnership to End Violence against Children supports this process by bringing people together and creating momentum around the Pathfinding City idea. It works with local experts to identify where capacity-building support might be needed and provides information about how preparatory activity training might take place.

Lessons from the City of Valenzuela—Building local capacity

The City of Valenzuela and Global Partnership to End Violence against Children commissioned support from partner organisations to build capacity:

- **Matter of Focus** facilitated the outcome mapping workshops;
- **University of West Sydney** facilitated the Child-Centred Indicator work;
- **End Violence Lab** convened events with City officials, facilitated talks to secure funding to the project, brokered consultants, and continues to document this effort for continued global learning.
- All support from outside of the Philippines came from partners who could provide skill sharing and remote technical support if requested.

Locally directed

The processes leading to positive change must be owned and controlled locally. Initiatives must be integrated into existing structures and activities. Actions must observe the customs, laws and policies which apply locally.



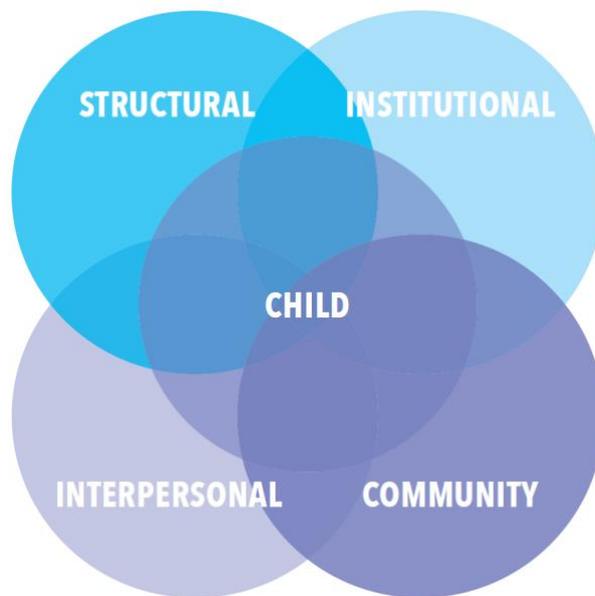


Child-centred

The Pathfinding City concept is based on the knowledge that violence against children must be addressed at all levels of society according to the socio-ecological model. Motivated by child rights principles, the project configured children as agents of change. Children can and should help generate, interpret and activate evidence in planning and decision-making fora and co-implement and monitor strategies to end violence against children in their communities and beyond

When children and their relationships in different environments are at the centre of our understanding of violence, we have a framework that illustrates the relationships among structural, institutional, community and interpersonal forces in a child's life.

Child-centred integrated framework for violence prevention



M. C. Maternowska & D. Fry (2018) The Multi-Country Study on the Drivers of Violence Affecting Children: An overview, *Vulnerable Children and Youth Studies*, 13:sup1, 12-25, DOI: [10.1080/17450128.2018.1476748](https://doi.org/10.1080/17450128.2018.1476748)

Multi-sectoral

Ending violence against children needs a multi-level, multi-system response. INSPIRE can be adapted to suit the specific historical, cultural, political and economic context. It is a tool to help multi-sectoral stakeholders work together to define feasible strategies. These strategies should reach measurable outcomes that can be successfully implemented locally.

Success in preventing violence requires the coordinated planning of many partners, across several sectors. This readiness checklist, based on our experiences in The City of Valenzuela, defines the actions to complete before planning the process.





Readiness checklist for Pathfinder Cities



- The city is in a Pathfinder Country.
- There is a commitment to meet the benchmarks of a Pathfinder Country through the Pathfinder City process.
- The existing Pathfinder Country focal person (such as a senior government figure who leads the in-country process) agrees to organise the initial consensus building to identify which city or geographic area will be a Pathfinder City or appoints a focal person to do this.
- The local government agrees to engage two distinct multi-stakeholder groups:
 - 1) a Pathfinder Coordinating Group to oversee the Pathfinder City consensus process and
 - 2) Pathfinder Data and Evidence Group to manage data and evidence.
- The Pathfinder City process is clearly understood as the localisation of the National Action Plan to end violence against children (where this exists) or existing Pathfinder Country plans using INSPIRE.
- The city has conducted a Drivers of VAC study, national VACS survey or other study that provides evidence to inform localisation of interventions needed to reduce and prevent VAC.
- A strong consensus has been built around a focus on at least one main and not more than three contributing INSPIRE strategies that are decided at the city level and connected to the National Action Plan. These strategy areas will respond to local needs and be evidence-based.
- An agreement exists to work with children and follow Partnership standards on child participation and ethics.

Lessons from City of Valenzuela:

What existing resources did the City of Valenzuela use to plan for its city-wide prevention?

- Access to brokering and convening of people and resources at the global and regional levels since the Philippines is a Pathfinder Country of End Violence.
- An identified national advisor recognized by the Government, by the UN, in academic settings and in the city supported the consensus building process.
- A strong Government commitment to localise the Philippines Plan of Action to End Violence against Children (PPAEVAC)
- Existing evidence in the Philippines, including a Philippines VAC survey and related review documents
- The City is one of eight cities worldwide involved in a longitudinal study looking at factors that affect child well-being in the first 1000 days of life, the Evidence for Better Life Study (EBLS)—which meant that sensitization around violence prevention was already established.
- The City has been recipient of numerous awards as the 'second safest city in SE Asia'—this provides a platform to promote the work and ensure it is measured.
- A strong commitment from all stakeholder groups to uphold principles around child participation.





COORDINATING LEADERSHIP



The Pathfinding City localisation model requires participation from a range of partners to harness a commitment for change and strong leadership at city level. Partners can include national or local academic institutions, civil society and non-profit organisations, private industry, government and children themselves.

Building capacity within a city (or locality) happens at three levels:

- The individual workforce level to raise awareness about, and improve planning, preparation and implementation of violence prevention programmes and INSPIRE.
- The organisational level to increase the number of agencies and donor organisations that promote these programmes and INSPIRE.
- The system level to address the structures and policies that support active programmes within and across government department, agencies, NGOs and the private sector.

Establishing two working groups is a critical step towards curating local leadership and accountability at the city-level:

1. **The Pathfinding Coordinating Group** oversees city-wide prevention efforts
 - Sets standards for what constitutes city-wide prevention
 - Reviews and advocates for city-wide prevention across multi-stakeholder groups
 - Creates guidelines for governance and accountability in the city so that all violence prevention activities are data-informed
 - Serves as a convening body to the Mayor
2. **The Pathfinding Data and Evidence Group** ensures sound data and evidence inform the Pathfinding Coordinating Group
 - Defines and sets up a system to communicate city-wide goals in relation to data and evidence information, including the transparent use of data and statistics to improve violence prevention interventions
 - Ensures that all ethical guidelines to protect stakeholders, especially children are in place
 - Improves and therefore builds capacities in information development, analysis and communication of statistics that support policy and programme implementation, monitoring and evaluation





BUILDING CONSENSUS



Complex problems require collective and collaborative responses - ending violence cannot be achieved through individual effort alone.

Consensus means stakeholders commit time, effort and resources to a series of actions in order to achieve the declared goal of the group. It is more than just verbal agreement.

The Pathfinding City and localisation consensus building process includes:

- Inclusion of a full range of stakeholders
- A shared desire for timely, meaningful impact
- Participants who establish guidelines for agenda-setting and decision-making
- Dialogue where all are heard, respected and equally able to participate
- Information that is accessible and fully shared among all stakeholders, city- level government and city officials, service providers, local university academics, CSOs, UNICEF and children.

This happens through discussion leading to agreement about how Pathfinding Cities, or similar localities, can accelerate our work and lead to positive results for our children and our communities.

Building consensus – a four-step process

Consensus building ensures participation by all stakeholders: national and local government officials, field practitioners, UNICEF and other international and local NGOs working on child welfare, as well as academic partners researching programmes and interventions in the area of child welfare and violence response and prevention.

Step 1: Orientation on VAC

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| What? | Present the Pathfinding City concept and INSPIRE strategies; introduce this to city-wide Departments. |
| Why? | Orientation builds deep understanding of the Pathfinding City concept and INSPIRE, and helps define needed support, both formal and informal, for implementation; city departments have often never worked together around a common goal. |

Step 2: National Action Plans (NAP) to end VAC and the process of localisation

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| What? | Review how the NAP to end VAC describes the localisation process; if a localisation process is not in place preparatory work needs to be done to create a localisation plan before the next steps can be taken. |
| Why? | The Pathfinding City concept needs to be understood and implemented as part of an existing process of localisation. |





Step 3: Data Review

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| What? | Review all recent published data and evidence (e.g. Drivers of VAC study, national VACS survey, secondary analyses, or other studies) that provide evidence to inform which interventions are needed to reduce and prevent VAC. |
| Why? | All stakeholders need to know what the existing and most recent findings are so that agreement is reached to prioritise strategies. |

Step 4: Agreement

| | |
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| What? | Discussion and analysis of the data and evidence to define where improvement is needed. |
| Why? | Stakeholders need to agree on what areas need improvement to inform the next steps for the Pathfinding City. |

Note on Steps 1-3

All stakeholders need a clear understanding of who does what and how the Pathfinding City concept is embedded into the existing NAP.

Understanding all stakeholders' roles and responsibilities is key – for example, what are local NGOs doing to contribute to city-wide prevention and how do these activities feed into the existing NAP, or how are national academics contributing to city-wide data and evidence generation and does this align with INSPIRE indicators of success?

Communication between national-level and city-level organisations, addressed through the holistic framework provided by INSPIRE is critical. The INSPIRE framework allows for all policies, programmes, actions and actors working to end VAC to be mapped in one place (see INSPIRE Survey section).

Note on Step 4

The decision to become a Pathfinding City must be taken by the city government itself. High-level political will and leadership are necessary to support and strengthen multi-sectoral approaches to ending VAC. UNICEF, other NGOs and academic partners also need to consider how their work contributes to city-level programmes.





Launching – a two-step process



Launching the Pathfinding City is a public expression of commitment. Once consensus is built this is an important two-step process to officially gain membership to the Global Partnership to End Violence Against Children.

Step 1: An official letter of intention

| | |
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| What? | New members to the Global Partnership must write a letter of intent to the EV Secretariat – ensuring that there is political will at the city-level along with a commitment to engaging children in the process. See this letter from Mayor Gatchilon. |
| Why? | Political will, and especially a focal point assigned to coordinate the multi-sectoral stakeholder bodies that are required to deliver robust violence prevention response and services is an indicator of future success. |

Step 2: City-wide launch

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| What? | In the example of the City of Valenzuela, the Mayor hosted 500 adults and children during the event. Children who participated in some of the early Child-Centred Indicator sessions presented on their findings. Adults who participated in early consensus building and in Outcome Mapping made explicit their commitment. National children’s organisations and notably the Child Welfare Committee were present as engines to the process. The event was significant with community leaders playing an important role. |
| Why? | Launch events are public declarations so that city constituents can hold their leaders accountable. They also provide important promotion for the SDGs. |

Lessons from City of Valenzuela: awareness raising through political advocacy in the media

- Capturing the event on the Philippines national news ensured that the message from the Mayor was archived signalling that his city-wide team would be held accountable to deliver INSPIRE strategies, measure their impact and contribute to a more robust city-wide prevention effort.
- A launch is also a great way to thank and honour all of the stakeholders for their participation.





INSPIRE MAPPING



INSPIRE mapping situates all data, activities and resources that relate to addressing violence against children. Pathfinding Cities strengthen and accelerate the work of ending violence against children using the INSPIRE technical package. The [INSPIRE Handbook and Technical Package](#) is an evidence-based technical package to support countries in their efforts to prevent and respond to violence against children aged 0-18 years. It is the result of the collaboration among 10 international agencies including the WHO, UNICEF, UNODC and the World Bank.

The strategies work towards achieving the Sustainable Development Goal target 16.2 to end all forms of violence against children. They are based on the best available evidence of what works. INSPIRE is an acronym made of the seven strategies to end violence against children:



| | |
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| <p>Implementation and enforcement of laws: such as those limiting access by young people to firearms and other weapons and those criminalizing the violent punishment of children by parents;</p> | <p>Income and economic strengthening: including microfinance combined with training around gender norms;</p> |
| <p>Norms and values: by changing beliefs and behaviours around gender roles;</p> | <p>Response and support services: such as treatment programmes for juvenile offenders;</p> |
| <p>Safe environments: by targeting violent “hotspots” and enhancing the built environment, for example, by improving housing;</p> | <p>Education and life skills: for example, establishing a safe school environment and improving children’s life and social skills.</p> |
| <p>Parent and caregiver support: such as the provision of training in parenting;</p> | |

Further information can be found on the INSPIRE Working Group webpages hosted by CPC Learning Network. www.cpcnetwork.org/inspire-working-group





The INSPIRE technical package consists of:

- a document describing a set of seven strategies based on a review of what works for tackling VAC aged 0-17 years (World Health Organization, 2016);
- an implementation handbook that provides recommendations on how to put the strategies into action (World Health Organization, 2018);
- a set of indicators to monitor the implementation and the impact of the seven strategies in a given community (United Nations Children’s Fund, 2018).
- INSPIRE also includes two cross-cutting strategies to boost the impact of the seven strategies: ‘multisectoral actions and coordination’ and ‘monitoring and evaluation’ (World Health Organization, 2016):
 - **Multisectoral actions and coordination:**

Any action aimed at ending VAC can be more effective if implemented as part of a multisectoral plan involving governmental (e.g. education, health, justice and social welfare) and non-governmental actors (e.g. community leaders, faith-based organisations, academic institutions and NGOs).
 - **Monitoring and evaluation:**

Reliable information about the impact of programmes is critical to setting priorities, measuring efficacy and maintaining political and financial support (Moon et al., 2010). INSPIRE emphasises two sources of data for monitoring: administrative data routinely collected by public agencies and population-based surveys.





Mapping INSPIRE at the local level—a three-step process



Mapping serves as a useful resource to situate all current city activities that relate to addressing VAC onto the INSPIRE framework. This preparatory activity will help all stakeholders see what existing interventions or programmes relate to which INSPIRE strategy. It will also show how and where different organisations are working at city-level, where gaps exist and lead to defining strategic priorities to help a city address VAC in a holistic manner.

Knowing the constituency is essential. INSPIRE mapping should be done by nationals who work in the field of violence prevention; in this case, city officials and people on the front line.

Step 1: INSPIRE — assessment of resources and strengths

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| What? | This section asks targeted questions about each INSPIRE strategy. For example, under Safe Environments it asks: Is there effective control over the sale of alcohol to minors? Are there safety wardens around schools and playgrounds? Are their supervised child-friendly spaces? Is there a curfew for minors? |
| Why? | Questions about the strategies situates INSPIRE in the local setting. |

Step 2: INSPIRE — assessment of challenges and gaps

| | |
|--------------|---|
| What? | This section asks targeted questions about each INSPIRE strategy focusing on what is missing and how these gaps could be addressed. |
| Why? | Often perspectives from the ground are insightful and may not be reflected in routine data; understanding challenges and gaps for each strategy build a bigger and better city-wide prevention programme. |

Step 3: Recommendations

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|--------------|---|
| What? | This section asks for recommendations across each strategy. |
| Why? | Based on all the findings, each of which are rated on a scale, the consultants make recommendations on how best to fortify a city-wide prevention plan. |

Once the mapping of INSPIRE activities has taken place, stakeholders are ready to identify which areas of INSPIRE to focus on.

For more information about INSPIRE Mapping see [Annex 1](#).





OUTCOME MAPPING



Once the INSPIRE Mapping is completed and stakeholders have agreed on the INSPIRE strategies, the same stakeholders need to agree on a plan of activities and expected outcomes. Mapping how the activities they deliver reach the outcomes that are important to them is called Outcome Mapping. In this way it continues to build understanding and consensus about the outcomes that matter to staff and stakeholders and in the local context.

The outcome mapping process supports evaluative thinking, participatory decision-making, and repeated processes of self-assessment and reflection. It helps stakeholders separate out outcomes into different levels that help understand and explain the change mechanism that underpin violence prevention work. It can help stakeholders think about outcomes at the level of reactions, knowledge, skills and capacities, changes in behaviour, policy or practice, and at the level of longer-term social change.

Planning the workshop

Logistical planning for the first two-day Outcome Mapping workshop requires a number of important preparatory steps at city-level. This is a critical part of the sensitisation process that makes the whole city approach effective.

| | |
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| 2 months | Letters of invitation to organisations/departments/associations are sent out, with specific information about the goal, nature, date, location and required time commitment of the workshop. Guidelines about the type of sector specific information and expected participant expertise should be included in the communication |
| 2 weeks | The workshop venue should be chosen based on its capacity for comfortable seating, a work surface for all participants, easy to create small group workspaces by moving tables and chairs, feedback forums, presentations, etc. |
| 1 week | The orientation letter should remind participants of the nature and objective of the workshop and specify any documents to bring, preparatory exercises to complete before the workshop, or other requests. Material such as name tags, memo pads, large paper, pens, Wi-Fi connectivity, etc. should be made available in the workshop room |

People who benefit from Outcome Mapping include representatives from social work, education, health, the police, justice, city planning, NGOs/CSOs, and other relevant stakeholders. Building on the expertise brought together, participants learn and create (or reform) their collective strategy for ending violence against children.





Outcome Mapping at the local level—a three-step process



Step 1: Outcome Mapping

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|--------------|--|
| What? | <p>Each City Department builds its own Outcome Map asking seven essential questions that link activities of the Department, like data collection or policy making, to the outcomes that are important.</p> <p>Outcomes are separated into different levels (the level of knowledge skills and capacities, changes in behaviour policy or practice, and at the level of longer-term social change) that help understand the change mechanism that underpins people-based work. With these maps completed a city-wide outcome map is produced.</p> <p>More about outcome mapping: www.matter-of-focus.com/what-is-outcome-mapping</p> |
| Why? | <p>The maps make sure that all multi-sector stakeholders commit to building a strong national implementation plan by showing how multiple partners contribute to the same outcomes.</p> |

Step 2: Data audit and improvement

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| What? | <p>Consultants ask Department leads to collect current data, information and feedback mechanisms; the collective group analyse how adequately they capture key outcomes and contributions. For example, this could include information about people who receive services (social welfare), crime incident reporting systems (police), number of children in feeding programmes (health), number of people involved in report and referral training (education), etc.</p> |
| Why? | <p>Often existing collected data is overlooked or simply needs improvement. This step can help adjust or adapt new mechanisms where needed, especially to ensure alignment with INSPIRE strategies.</p> |

Step 3: Ongoing support and monitoring

| | |
|--------------|--|
| What? | <p>Consultants train Department leads on how to use a cloud-based outcome monitoring software called OutNav, developed by Matter of Focus, which collates data and allows analysis to track the progress of each of the key outcome areas.</p> |
| Why? | <p>A data collection tool can meaningfully present the information and evidence needed to understand change, and to tell the story of the difference a city can make when there is a common strategy.</p> |





Outcome mapping as it is described here leans heavily on the work of [Matter of Focus](#). The process and products described in this guide come from years of work with this small firm in several different Pathfinder countries including Peru and Zimbabwe as well as the Philippines. In addition to training in Outcome Mapping basics, Matter of Focus consultants help review the data, feedback and evidence already in place and identify opportunities to improve this. There are other companies and consultants who also do outcome mapping; End Violence can help you choose the best expertise for your context.

For more about Outcome Mapping see [Annex 2](#).

Lessons from City of Valenzuela—Outcome Mapping

During the data audit workshop participants in Valenzuela City made some important discoveries: they found they needed more data about processes and more qualitative data. They also observed that focusing only on high-level outcome data may not give a good indication of change in the short-term.

Practitioners from the different sectors were trained using OutNav, the online tracking system that allows for real-time monitoring of work in relation to goals and multi-stakeholder teams began to think about data collection and the level at which progress will be tracked against outcome maps.





City-wide outcome map created by multi-sectoral team in Valenzuela City





INCLUDING CHILDREN'S VOICES



Including children's voices in a Pathfinding City or in any local effort means engaging directly with children to understand VAC from their perspective. It is important that the way we talk about and measure our progress towards ending VAC reflects the way children see their world.

Indicators for VAC must include the areas of concern and definitions for success that children think are important.

Using Child-Centred Indicators

One way of engaging with children to create and test indicators is through a process using Child-Centred Indicators. The approach was developed by the [Young and Resilient Research Centre](#), a group of child-focused research practitioners at the University of Western Sydney. The process allows children talk about their perspectives on violence in their communities in workshop settings. The data from the workshops are then analysed by a city team made up of child and adult stakeholders. The team works together to assess where existing indicators (such as the INSPIRE indicators) reflect children's experiences, identify any gaps and develop additional indicators to fill these gaps.

In preparation for the workshop, it is important to identify different groups within the child population and to try to work with as many of the same children as possible throughout the project. A range of 25 - 35 child participants, aged 14 – 171, needs to be defined, including general population children, children with disabilities, children in care, children in conflict with the law. It is also important to receive parental/caregiver consent, follow all [ethical guidelines](#) for working with children and to prepare city-based co-facilitators for the workshop.

A Steering Committee and Project Advisory committee should be set up prior to beginning the preparation work; members ensure that children's rights are protected and that the process is understood intergenerationally.

*₁ The Young and Resilient Research Centre consultants have determined, through much experience, that this is a useful age range. City officials may feel differently, so this should be discussed and agreed upon.





Child-Centred Indicators at the local level – a three-step process

Step 1: Map critical issues

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|--------------|---|
| What? | Child participants are first asked to map the people, places and things that they consider important in their community. They are asked to identify the places in their communities where children feel safe, where they feel unsafe, and where they think children should always feel safe. Activities are then carried out to elicit children's views on key issues and potential actions for preventing and reducing VAC. Children are asked how they view the barriers and opportunities for violence prevention in their communities |
| Why? | These activities help to answer the question of where children see issues related to safety and violence in their environment - at interpersonal, community, institutional or structural levels - and who addresses these issues. |

Step 2: Making sense of children's worlds

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|--------------|--|
| What? | Child-friendly versions of the INSPIRE and national action plan indicators are presented to the children to understand where gaps in these indicators may exist, and to identify where changes to the indicators are needed. For example, a child-centred version of the INSPIRE indicator relating to 'reduction of number of murders' is 'a reduction of the number of children who are affected by murder'. |
| Why? | Mapping issues critical for children and the available expertise and resources for addressing violence helps situate children's experiences directly into violence prevention programming. Done well it can realign priorities. |

Step 3: Community mapping, testing and refinement of indicators

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|--------------|--|
| What? | Children and adult stakeholders work together to test and refine the indicators and to share ideas about how to measure progress. |
| Why? | The intergenerational nature of this work raises awareness of the value and importance of involving children in decision-making processes. |

For more information about Child-Centred Indicators see [Annex 3](#).





Lessons from City of Valenzuela—Child Centred Indicators

Evidence from the Learning Lab in Valenzuela City shows that children understand and value the rationale behind seeking intergenerational understanding of safety and violence.

- Participants in the Learning Lab included: 6 children from the Bahay Pagasa Youth detention facility, 6 children from the Bahay Kalinga home for neglected and abused children, 6 children living with disability, 6 street children and 20 other general population children.
- National (city level) co-facilitators participated in all of the sessions and thereby picked up new ways of working with children while building capacity at the city level.
- Children involved in the process identified very few locations in which they feel completely safe from violence. While they saw some sites as more unsafe, they tended to see many places as both safe and potentially unsafe. So, for example, school could be a refuge from violence but could also expose them to bullying or abuse by teachers. However, despite those perceptions, they asserted that all places should be safe for children.

City of Valenzuela, Phase 1 workshops: children drew maps of their communities, discussing the places they felt safe and unsafe, and why.





KEY ELEMENTS FOR SUCCESS



The steps to becoming a Pathfinding City described in this document enable civic leaders to lay the foundations for a better future for children. Localising a country's National Action Plan is an important step in the adaptation and contextually appropriate planning for INSPIRE strategies. These same steps and lessons can be applied within any geographical unit – a community, a city, a district or a region.

Our understanding of the Pathfinding City concept continues to evolve with evidence about what works. Through feedback we have identified some of the key ingredients for success at the local level:

People and relationships

By being explicit about the extraordinary human dimensions that make complex interventions stick we can catalyse existing and new communities of practice that motivate, celebrate, re-energise, level up, learn and invent together.

A compelling and adaptable investment

Civic leaders face resource allocation trade-offs. Becoming a Pathfinding City has not only to be the right thing to do; it has to be clearly understood – and politically sellable – as an investment in children now and their futures as adults.

Data, evidence and learning

Cities and other locales need to understand and share progress. The Global EVAC Knowledge Network, a virtual hub and part of the EV website, is coordinating partners to deliver a range of products to enable them to do so.

The Pathfinding City concept demonstrates that building city-wide stakeholder capacity, including the capacity of young people, is critical to sustaining effective violence prevention for decades to come.

As a living document, we will continue sharing our lessons. Users of this guide are important to the global community – share your experiences, your challenges and your successes with us.





ACKNOWLEDGMENTS



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ANNEXES

Annex 1: INSPIRE mapping factsheet

What is it?

Mapping [INSPIRE: Seven strategies for ending violence against children](#) across a given space (a city, a district, a country) can help identify what partners are doing which strategies (or not). It makes visible the strengths and challenges to implementing a comprehensive set of INSPIRE strategies.

For Pathfinding Countries INSPIRE Mapping is a qualitative methodology that offers a rapid and low-cost approach for mapping the INSPIRE interventions. The approach is adopted from INSPIRE mapping done by the [Evidence for Better Lives Study](#) (EBLS) in 8 cities around the world. It is consultative and so assesses an 'all stakeholder' vision of needs and resources. Through interviews led by expert national consultants, it gathers information from a wide variety of stakeholders such as policy makers, academics and frontline practitioners, including the NGOs/CSOs who deliver services; children can also be included in this process. The responses, importantly, reflect national perspectives and are rated and collated and then assessed against the seven INSPIRE strategies.

What challenge does it solve?

Implementing INSPIRE strategies can be overwhelming. Many questions come up: Which strategies? Where? With which partners? Mapping INSPIRE creates a baseline of a shared understanding of what is required to effectively implement different strategies and ensure the end goal of reducing violence is feasible. Mapping INSPIRE helps multi-sectoral planning committees (national or local) clarify and crystallize core questions such as: Which strategies seem to have the most traction? What challenges are most common? Do we need to rethink our approach?

How is it done?

Using an established protocol, based on that used in the EBLS study, the needs and resource assessment is divided into four steps below. National consultants ask diverse stakeholders questions across all INSPIRE strategies. Stakeholders rate their responses using a simple scale. Once collated a report is generated with easy to read visuals.

- 1. Protocol training and participant selection:** An EBLS consultant ensures that the aims, methods, data collection instruments, procedures and expected output are all well-defined and understood by selected national researchers. Participants are then chosen among key local stakeholders who are involved in the planning and/or implementation of services to prevent VAC are chosen using a non-probabilistic sample.
- 2. Desk review:** National researchers review current national legislation, reports by international organisations and government agencies, website contents by public or private sector agencies, other technical reports or previous local research documenting existing interventions or resources needed to address VAC.
- 3. Semi-structured interviews:** Interviews help clarify information gathered during the review and provide more in-depth description of needs, resources and challenges using a set of pre-specified topics and follow-up probes for each of the INSIPRE strategies.
- 4. Summaries and recommendations:** National researchers synthesise the information collected relating to resources, current gaps and challenges and make recommendations for taking action.

The entire mapping process, report and validation can take anywhere from 3-6 months.

Cost & deliverables: ~\$35,000/country; a user-friendly needs and resources assessment report (maximum 30 pages) with visuals, aligned across all INSPIRE strategies.





Annex 2: Outcome mapping factsheet

What is it?

Outcome Mapping ensures that countries have a robust monitoring and evaluation framework in place to understand how different approaches to ending violence work, and to what extent they are effective. This includes developing a theory of change approach based on contribution analysis and knowledge to action. Outcome Mapping aligns activities with outcomes to ending VAC and creates a framework for sharing the learning.

For Pathfinding Countries, the approach builds on existing national coordination platforms plans and policies. It ensures that all stakeholders are involved in national planning and working towards a common goal but through multiple pathways (or contributions). It includes capacity-building to enable actors to collect, understand, analyse and report on the data, evidence and feedback they need to understand the changes they seek to implement. It can set the groundwork around early planning for a National Action Plan to make sure that all multi-sector stakeholders commit to building a strong national implementation. Or, it can be used within a country where planning and implementation are well underway to reassess, asking: Are we doing the right thing? Are we doing the right thing right? Are we doing the right thing at adequate quantity to impact?

What challenge does it solve?

Outcome Mapping ensures both multisectoral action and coordination and improved monitoring and evaluation—INSPIRE’s two cross-cutting activities. The process enables reporting to other partners and wider stakeholders on how violence against children has been reduced, and helps with sharing good practice in programme design, delivery and monitoring.

How is it done?

Outcome Mapping uses a participatory approach to understanding high-level outcomes and how initiatives, projects, partnerships or programmes meet these outcomes. We work with Matter of Focus, a small firm based in Scotland, who provide face-to-face facilitation and longer-term technical accompaniment. They work directly with representatives from social work, education, health, the police, justice, city planning, NGOs/CSOs, and other relevant stakeholders. Building on the expertise brought together, participants learn and create (or reform) their collective strategy for ending violence against children. There are three phases to the work:

- 1. Outcome Mapping phase (month 1-3):** Maps are built during the first visit followed by continued technical accompaniment where stakeholders and relevant support agencies work to further develop and refine the maps to focus in on what needs to be measured and assessed as the Pathfinding work unfolds.
- 2. Data audit and improvement (month 4-7):** Matter of Focus supports national teams to audit current information and feedback mechanisms and analyse the extent to which they adequately capture key outcomes and contributions. Matter of Focus helps adapt and/or develop new mechanisms where needed, including aligning INSPIRE indicators to outcome maps.
- 3. Ongoing support and monitoring (month 8-12+):** The consultants train identified stakeholders in Pathfinding Countries on how to use a cloud-based monitoring software called OutNav which holds key outcome areas for teams to help to track progress, including allowing for collaborative data collection and analysis which in turn can create innovative reports for internal or external purposes.

Cost & deliverables: ~\$35,000/country; the approach and software give a structured process for national committees to report on different levels of activities and outcomes to tell a story of the difference they make.







Annex 3: Child-Centred Indicators factsheet

What is it?

Child-Centred Indicators capture local specificities while also reflecting up to global indicator standards. The INSPIRE guidance acknowledges the importance of qualitative indicators. However, the core indicators are primarily quantitative and pitched at the intermediate and high outcome levels, measuring end-results like changes in laws and policies, social norms, and professionals' awareness and skills. Child-Centred Indicators create qualitative measures to allow for a richer, deeper and more nuanced understanding of change for children over time, thereby complementing the suite of core INSPIRE indicators and generating 'real-time', child-centred data to iteratively guide the design, implementation and evaluation of strategies in the shorter term.

The resulting indicators complement indicators found in the [INSPIRE Handbook and Technical Package](#). They help Pathfinding Countries engage children and a range of adult stakeholders in mapping children's understandings and experiences of violence and safety in their everyday lives. The process ensures that strategies to end violence directly – and positively – impact children's lived experience. The indicators support Pathfinding Countries to work with children to measure, monitor and report on progress being made on National Action Plans, as well as on localised strategies, as they strive to meet the SDGs related to violence.

What challenge does it solve?

To know whether efforts to end violence against children are successful, governments, NGOs/CSOs and UN agencies need to find appropriate ways of asking children themselves. Using child-centred indicators to guide national and/or local design, monitoring and evaluation is one way to make sure that violence prevention initiatives positively impact children's lived experiences. This intergenerational approach means that both children and adults commit to concrete, achievable actions to end violence, aligned to their relative personal and institutional goals, capacities and resources.

How is it done?

Two consultants and a small in-country team, who benefit from capacity building, run a series of creative workshops with children and adults to generate rich and diverse forms of data, including text, photos, drawings, collage and maps. The process has three parts:

Scoping and collecting phase (6 months): Map children's understandings/perceptions of violence and safety in their everyday lives, alongside the challenges faced by adult stakeholders in reducing violence against children

Making sense phase (2 months): Map critical issues for children, and available expertise and resources for addressing violence, onto a tool based on the social ecological model of violence

Action phase (4 months): Generate a list of child-centred indicators for further testing with child and adult stakeholders and then build these into existing M&E; refinement of the indicators is on-going for several months.

Cost & deliverables

~\$80,000/country; a comprehensive set of outcomes (what matters most to children) and indicators (what children wish to see happen) that can be aligned with National Action Plans or more specifically with a country's INSPIRE implementation strategies.

