



It takes partnerships:

CASE STUDY

ESWATINI
BUILDING ON EXISTING STRENGTHS

CASE STUDY ESWATINI

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This work would not have been possible without The Partnering Initiative and the excellent collaboration and contributions from World Vision Eswatini, led by Sakhile Dlamini.

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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 Eswatini

PROBLEM | SEXUAL VIOLENCE AGAINST CHILDREN

In Eswatini (formerly Swaziland), sexual violence against children is a critical issue. An estimated one in three children experience some form of severe violence, including sexual violence.¹ Less than one in seven incidents of sexual violence resulted in victims seeking help from available resources² due to lack of awareness about abuse, lack of understanding of where to report and fear of stigmatisation and abandonment. Sexual abuse can also lead to other issues of vulnerability, such as teenage pregnancy, dropping out of school, sexually transmitted infections and HIV infection, depression and even suicide.

CONTEXT | ELEMENTS OF THE COLLABORATIVE ECO-SYSTEM IN ESWATINI

The *It takes Eswatini to end sexual violence against children* campaign launched in March 2018 to achieve zero tolerance to sexual violence against children in Eswatini by 2022, with the tagline “Together we can stop it!” The campaign aims to ensure:

- Children are empowered to protect themselves against sexual violence;
- Increased quality of service delivery and timely interventions on sexual violence; and
- Improved implementation of laws against sexual violence on children.

When World Vision Eswatini began planning their campaign, they looked to various existing structures and partnering examples that comprised the collaborative eco-system in the country. For example, the National Strategy to End Child Violence (2013 – 2018) was the result of extensive collaboration among government, NGO and UN actors, and became the basis upon which World Vision Eswatini could create partnerships to drive the successful implementation of the campaign. Also, the Co-ordinating Assembly of Non-Governmental Organisations (CANGO)³, the national umbrella body for NGOs in Eswatini, which focused on coordination, capacity building and advocacy, provides for a strong existing collaborative platform. Finally, World Vision Eswatini already enjoyed effective partnering relationships with branches of government and UN bodies.

Building on these current structures allowed World Vision Eswatini to strengthen existing relationships while seeking inspiration for the campaign.



ESWATINI FACTS

Capital: Mbabane

Population: 1.37 million

Area: 17.4 km²

Language: Swazi, English

Currency: Swazi lilangeni

¹ Mbabane: UNICEF Swaziland, 2016 The Swaziland Deputy Prime Minister's Office (DPMO), the University of Edinburgh (UoE), the University of Swaziland (UNISWA) and the United Nations Children's Fund (UNICEF), A National Study on the Drivers of Violence Affecting Children in Swaziland.

² UNICEF 2018, Ten things everyone should know about violence against children and young women in Swaziland, A brief from UNICEF Swaziland, https://www.unicef.org/swaziland/SWL_resources_10thingsviolence.pdf

³ <https://cangoswaziland.wordpress.com/who-we-are/>

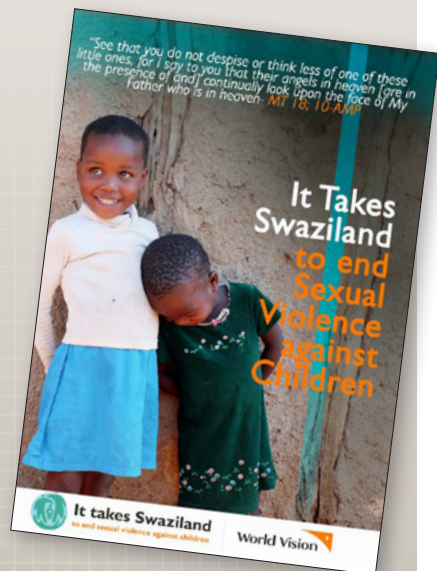


PARTNERS

- **Civil Society** | FLAS, FODSWA, SWAGAA, mothers2mothers, Lusweti, Sacro, SOS, Greater Hope, Supper Buddies, World Vision Eswatini
- **Churches** | Council of Swaziland Churches, Swaziland Conference of Churches, League of African Churches, Church Forum
- **UN** | UNICEF, WHO, UNFPA
- **Government** | Children's Services Department, Social Welfare Department, Gender and Family Issues Unit, Ministry of Justice and Constitutional Affairs, Ministry of Education and Training, Home Affairs – civil registration and vital statistics, Royal Swaziland Police

SUPPORTERS

- Media (TV and Radio)
- Corporate Institutions



SOLUTION | SEXUAL VIOLENCE AGAINST CHILDREN

In response to both the existing collaborative context, or eco-system, and the status of sexual violence against children in Eswatini, World Vision embedded partnering within its campaign approach using a hybrid model. The first element of the model can be characterised as **embedding within the existing national-level architecture**:

- Positioned as contributing to the government's National Strategy to end child violence, specifically on child sexual violence
- building on already existing coordinating structures rather than create duplication / parallel structures.

Whilst embedded within these existing systems for coordination and collaboration, the campaign is overseen by World Vision Eswatini, with several parallel structures at this level which support collaborative action. There is a technical working group, comprised of a small group of NGOs and government ministries which plays an advisory role, whilst advocacy to influence legislation takes place with a wider group through CANGO's Children and the Gender Consortia.

The second element of the model, sees World Vision Eswatini **working in bi-lateral partnerships on specific issues**. For example, World Vision Eswatini partners with the police on community outreach; with relevant ministries for access to justice for child survivors of violence; and with SWAGAA, a local civil society organisation focused on addressing gender-based violence and provision of support facilities for affected children.

In addition, those interviewed note that **capacity building for partnering** was important to World Vision Eswatini's partnering approach. Very early in the campaign design process in 2016, key World Vision Eswatini staff attended a high-level partnering training provided by World Vision International. *This formative experience has shaped much of what has followed.* On the completion of a partner/stakeholder mapping exercise, World Vision Eswatini invited potential campaign partners to a similar partnering training in order to build a shared understanding, language, and process on partnering. Then, rather than follow an internal campaign design process, World Vision Eswatini instead worked with the organisations who attended the partnering training to co-define the focus areas, joint vision and action plan, thereby building a strong sense of wide ownership from the very start.



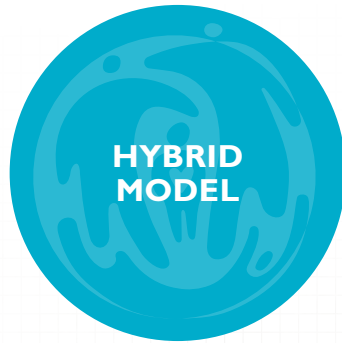
Some partners have been really applauding us saying the training was really helpful ... So that expertise really assisted us and the partners on how to approach working together.

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BENEFITS AND RESULTS | WHAT WE ACHIEVED AND LEARNED FROM BUILDING ON EXISTING STRENGTHS

Interviews with various stakeholders identified the key ingredients (listed below) responsible for the success of Eswatini's partnering approach. This list also outlines how those ingredients contributed to achieving effective collaboration, overcoming challenges and making progress towards the campaign goal.

KEY INGREDIENTS OF THE PARTNERING APPROACH



HOW THESE INGREDIENTS CONTRIBUTE TO AN EFFECTIVE PARTNERING FOUNDATION

Enabled World Vision Eswatini to work within and leverage the existing collaborative/ coordination systems in order to **catalyse 'coalition-like' multiple voice advocacy** pulling together a broad swathe of NGOs to influence legislation.

Whilst, at the same time, also provides the **freedom to initiate bilateral partnerships** on specific issues.

Established a common understanding of partnering and associated competencies; as well as laying the **foundations of trust** among potential partners.

The training was a natural stepping-stone to inviting the potential partners to be fully engaged in the campaign design workshop **enabling partners to make core decisions together** about the campaign from the outset.

There are clear signs that **good partnering practice is being adopted**. For example, (a) Partnership Agreements (MOUs) are now being developed for some of the bi-lateral partnerships in order to ensure, for example, clarity of goal and roles/responsibilities including at different levels (from community to national); (b) partnership coordinators being appointed in each of the partner organisations.

The media (as supporters), police, local artists, and the 'Hyena Bikers Association', brought **valuable complementary perspectives, skills and resources**.

Working with the police, for example, helped the campaign **address the needs of those affected by violence**, encouraging them to speak up, punishing those inflicting it, and working to deter motivations of future perpetrators.

Working with the Bible Society enabled World Vision and the campaign to achieve **wide reach, credibility and endorsement**, through the dissemination of messages against sexual violence.

Enabled collective action to galvanise relatively quickly because the issue is within the government's priority and programmes and highly relevant to the respective mission statements or goals of the partners.

FIND OUT ABOUT OUR PROGRESS TOWARDS THE GOAL NEXT PAGE

PROGRESS TOWARDS THE GOAL

BUILDING ON THE JOINT PARTNERING TRAINING, EARLY WINS HAVE BEEN RECORDED WITH PARTNERS AND IN RELATION TO BOTH DIMENSIONS OF THE HYBRID PARTNERING APPROACH.

THROUGH BEING EFFECTIVELY LINKED INTO EXISTING NATIONAL-LEVEL ARCHITECTURE:

joint advocacy efforts of the wider campaign partners have contributed to the passing of the recent Sexual Offences Act with the campaign adding additional weight and voice to the issue.

THROUGH BILATERAL PARTNERSHIPS: 75% OF THE POPULATION HAVE BEEN REACHED

through television-based awareness-raising messaging in partnership with the Bible Society; the partnership with Voice of the Church has resulted in a joint weekly radio programme also focused on sexual violence-related messaging.



EMERGING CHALLENGE | GOVERNANCE STRUCTURE

Interviewees noted that a challenge is emerging in relation to the governance structure, which has World Vision Eswatini at the centre. The series of bi-lateral partnerships – all involving World Vision Eswatini – enabled relatively quick relationship building and swift action. However, some partners feel like they were not sufficiently kept aware of the wider campaign activities and were thus not contributing to their fullest potential. At the same time, as a result of being the ‘central node’, World Vision interviewees noted that, although it is exciting that the campaign has generated so much enthusiasm, it is difficult at times to satisfy all the partner expectations that the campaign has generated.

“ For us, the challenge has been to maintain the momentum and maintain the expectations of the partners. This hadn’t been really explored previously. Some of the partners are very excited and we want to see how we keep them engaged.

World Vision

“ We wanted to formalise the working relationship, what we are doing now is at the high level, developing the MOU to say this is how we can work together. To have everything planned out. And then going to the regional level, to support and sensitise that relationship and those ways of working (...) Even down to community level.

Campaign Partner

WHAT’S NEXT FOR THE CAMPAIGN IN ESWATINI

World Vision Eswatini and partners are now considering how to adapt the governance structure as the campaign matures. This includes establishing an information-sharing mechanism to ensure the campaign’s activities are widely publicised and encouraging peer-to-peer action between partners (not necessarily involving World Vision) to build partner agency to contribute more fully to the campaign.





For more information regarding *It takes a world*:

wvi.org/ittakesaworld

For more information regarding partnering within World Vision,
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