

THE EASTERN AFRICA CHILD RIGHTS NETWORK

STRATEGIC PLAN 2022 – 2027



EACRN

The Eastern Africa Child Rights Network

FOREWORD

I am delighted to present to you the *Eastern Africa Child Rights Network (EACRN) Strategic Plan 2022–2027*, which outlines the strategic visions and goals we have identified to help to strengthen and grow the Network into realizing its full potential and better fulfill its mission to serve the children of Eastern Africa through promoting the rights of children.

The process of formulating the first *Strategic Plan* at EACRN has given us the opportunity to reflect on the purpose of the Network to set down our goals and aims in light of the dynamic landscape of civil society organizations. We have had the chance to put forward our strategies for development as active and participating drivers of social change.

The strategic themes attest to our commitment to achieve excellence through our core function of advocating for children rights across the African region. Our strategies for partnerships and collaborations will ensure that our work is collaborative and all-inclusive. We shall endeavor to uphold our duty to stakeholders and the community in realizing children rights.

Through engagement with various stakeholders, we will better articulate, develop and communicate an identity consistent with our mission in order to facilitate the community in understanding our goals and recognizing our achievements.

In order to implement these strategic aims, we need to develop an enabling environment in which our resources are efficiently utilized to help us attain sustainable excellence in promoting children rights within and beyond the Eastern African region.

The *Strategic Plan* represents the concerted efforts of the Network stakeholders, whose valuable input has been incorporated in this document. Let me take this opportunity to thank all of them for giving us so much material during the process of consultation and drafting of the *Strategic Plan*. I would like to thank, in particular, the Network members for approving the *Strategic Plan* on December 7, 2021 and taking up the responsibility for overseeing and monitoring its implementation.

I am sure that with the collaboration of all stakeholders, the goals we aspire to accomplish will in time translate into milestones which we can be proud of. By investing in the future of EACRN, we are investing in a better future for the child, in the national, regional and global community.

Our gratitude to our partners; Save the Children International and Plan International for the support in coming up with this document. The secretariat for the efforts to have this strategic plan reaches this point. I would like to invite you to join hands with us to help this unique organization maintain its characteristics whilst fostering its further developments. May I thank you, heartily for taking an interest in the future of EACRN and the communities we serve.



Damon Wamara
Chairperson, EACRN Board of Directors



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ACRONYMS

ACRWC	-	African Charter on the Rights and Welfare of the Child
AU	-	African Union
BCRC	-	Burundi Child Rights Coalition
BCRF	-	Burundi Child Rights Forum
CR	-	Child Rights
CRCSC	-	Child Rights Civil Society Coalition
CRFN	-	Child Rights Forum Network
CRI	-	The Child Rights Institute
CSEC	-	Commercial Sexual Exploitation of Children
CSO	-	Civil Society Organization
CTM	-	Child Trafficking and Migration
CUI	-	Rwanda Coalition Umwana Ku Isonga
EAC	-	East Africa Community
EACRN	-	Eastern Africa Child Rights Network
EACSO	-	East African Civil Society Forum
ECD	-	Early Childhood Development
GAA	-	The Girls Advocacy Alliance
GCAP	-	Global Call to Action Against Poverty
HTP	-	Harmful Traditional Practices
ICT	-	Information and Communications Technology
IGAD	-	Intergovernmental Authority on Development
ILO	-	International Labour Organization
KAACR	-	Kenya Alliance for Advancement of Children
M & E	-	Monitoring and Evaluation
MCCR	-	Madagascar Coalition for Child Rights
MEESA	-	Middle East, Eastern and Southern Africa
OCA	-	Organization Capacity Assessment
PASAP	-	The Pan-African State Accountability Project
PBO	-	Public Benefit Organization Act
PESTEL	-	Political, Economic, Social, Technology, Environment and Legal
RDC	-	Regional Dialogue Committee
REC	-	Regional Economic Communities
ROAA	-	Reality of Aid Africa Network
SGBV	-	Sexual Gender Based Violence
SOCRIF	-	Somaliland Child Rights Forum
SP	-	Strategic Plan
SWOT	-	Strength, Weakness, Opportunity and Threat
TCRF	-	Tanzania Child Rights Forum
TOR	-	Terms of Reference
UCRNN	-	Uganda Child Rights NGOs Network
UNCRC	-	United Nations Convention on the Rights and Welfare of the Child
UNEG	-	United Nations Evaluation Group
UNICEF	-	United Nations Children's Fund
UPR	-	Universal Periodic Review
VAC	-	Violence Against Children

CHAPTER ONE: INTRODUCTION

1.1 Background of EACRN

Eastern Africa Child Rights Network of Civil Society Organizations (EACRN) was established in March 2014 in Nairobi Kenya by Tanzania Child Rights Forum (TCRF), Rwanda Umwana Kw'isonga, Uganda Child Rights NGO Network (UCRNN), Burundi Child Rights Coalition (BCRC), South Sudan Child Rights Civil Society Coalition (CRCSC) and Kenya Alliance for Advancement of Children (KAACR). The network was formed to coordinate efforts by civil society organizations in Eastern Africa to effectively advocate for children's rights. The network's mandate is to implement programmes that are focused on the realization of Children rights as contained in the African Charter on the Rights and Welfare of the Child (ACRWC) and the United Nations Convention on the Rights of the Child (UNCRC). This, the network seeks to achieve through capacity building of national CSOs coalitions and information sharing among network members. The network also endeavors to engage with national and regional bodies in the promotion of the child rights agenda.

1.2 About the National CSO Networks under EACRN

1. **Kenya Alliance for Advancement of Children (KAACR):** is a national umbrella body for NGO's cooperation and exchange of information on children rights in Kenya with a membership of over 250 children's agencies in Kenya. KAACR envisions a society that protects all the rights of children and youth to survive, develop and participate in all matters concerning them. KAACR's mission is to advocate for and promote the realization of rights and responsibilities of children and youth in Kenya.
2. **Uganda Child Rights NGOs Network (UCRNN):** is a coalition of 200 child focused organizations including community based, national and international organizations working for the welfare and the rights of children in

Uganda. UCRNN envisions a society where children's rights are realized and exists to promote a coordinated action for the promotion and protection of children's rights in Uganda.

3. **Child Rights Civil Society Coalition (CRCSC), South Sudan:** Child Rights Civil Society Coalition (CRCSC) is a voluntary network of 36 South Sudanese Civil Society Organizations committed to ensuring that all children fully enjoy their rights as defined by the Convention on the Rights of the Child. The Child Rights Coalition provides a coordinated platform for CSOs action and plays a central role in key child rights developments at the state and national level in South Sudan.
4. **Child Rights Forum Network (CRFN) Sudan:** The Child Rights Institute (CRI) which is the organization that hosts the coalition has 57 members. It is responsible for organizing and hosting regular forums for the members to reflect their work, share their experiences, raise, and discuss issues of concern related to children rights in Sudan. The Forum advocates for the promotion and realization of child rights in Sudan.
5. **Somaliland Child Rights Forum (SOCRIF):** is a coalition of 25 CSOs from different regions in Somaliland and they have programs focusing on children living with disabilities and HIV. The forum was formed to offer coordination, research, and advocacy services on child protection issues in Somaliland.
6. **Tanzania Child Rights Forum (TCRF):** is a Network of Civil Society Organizations that works with and for children in Tanzania. TCRF's Mission is to support the country efforts in ensuring that every child leaves safe and free from all forms of abuse, violence, and exploitation, while enjoying all their rights through a quality work delivered by CSOs

working with and for children and the government in Tanzania.

7. **Rwanda Coalition Umwana Ku Isonga (CUI):** is a unique and dynamic National Coalition about child rights which is made of 19 member organizations. Since its creation in 2010, CUI elaborated various programs that focus on promoting child rights and child protection through advocacy. CUI has made tremendous achievements in conducting advocacy activities on child rights promotion and protection to the children of Rwanda.
8. **Burundi Child Rights Forum (BCRF):** it's an initiative of 19 Burundian associations committed to the promotion and protection of the Rights of the children. The forum currently has 20 national Organizations(including 19 founding members and 1 adhering member)committed to the defense of the Rights of the child with particular emphasis on improving the wellbeing of Children and families in particular difficult circumstance.
9. **Burundi Child Rights Coalition (BCRC):** is a registered platform of 15 National Child Focused CSOs created to promote human rights and open membership committed to credibly support the fulfillment human rights of with a specific focus on children. BCRC take lead in coordinating CSO initiatives to support the Government in its efforts to implement the Law of the Child Act, international and regional child rights instruments and the recommendations of international and regional child rights treaty.
10. **Madagascar Coalition for Child Rights (MCCR):** was established through an initiative by UNICEF Madagascar in 2011. The coalition established local monitoring committees to advocate for state implementation of concluding observations and recommendations of the CRC in six provincial capitals involving CSOs and other partners (media, religious leaders, and traditional leaders).

1.3 Geographical Scope

With its presence across over 10 countries, the network traverses a range of policy typographies, legislation, CSOs, CBOs and other institutions and therefore the footprint of EACRN is essential in harmonizing the voice of call to adherence to child rights. The network's membership constitutes child focused national CSOs coalitions from Kenya, Uganda, Tanzania, Rwanda, Burundi, Somaliland, South Sudan, Sudan and Madagascar.

1.4. Mandate of EACRN

Goal

To improve child rights governance in Eastern Africa through strengthened national child right coalitions that effectively promote child rights to ensure appropriate child survival, development, protection, and child participation in decisions that affect them.

Vision statement

An Eastern African region where children enjoy their rights to survival, development, protection, and participation

Mission Statement

To enhance the capacities of national coalitions and promote evidence-based advocacy on child rights within the Eastern Africa region



CHAPTER TWO: SITUATIONAL ANALYSIS

2.1 Organizational Performance Analysis

During implementation of the child rights programs since inception, the East Africa Child Rights Network has been engaged in achieving key milestones in fulfilling its mandate to implement programs that are focused on the realization of Children rights as contained in the African Charter on the Rights and Welfare of the Child (ACRWC) and the United Nations Convention on the Rights and Welfare of the Child (UNCRC). The Network was engaged in the following programs:

- **Child Rights Governance and Policy Advocacy:** EACRN implemented a five-year project initiated by East African Centre for Human Rights (EACHRights) which focused on Strengthening Child Rights Governance Systems in Eastern Africa. The project addressed the three sub themes on Child Rights Governance prioritized by Save the Children in the 2017 – 2021 period namely, Children Monitoring and demanding child rights with children (strengthening the demand side of accountability for child rights), Good governance delivering child rights (strengthening the supply side of accountability for children's rights) and public investment in children.
 - **Partnership and Collaboration:** EACRN assisted in implementation of The Pan-African State Accountability Project (PASAP) which is a multi-partner, multi-level pan-African project coordinated by the Plan African Union and Pan Africa Programme office, with EACRN assisting in its implementation. The PASAP project focused on addressing the gap that exists between policymaking and implementation affecting children's rights (CR) in African countries. The projects also strengthened Civil Society Organizations (CSOs) capability and technical capacity to hold state actors within their respective countries accountable for the implementation and advocacy of child rights programming.
 - **Institutional Strengthening and Development:** EACRN was involved in the implementation of
- The Civil Society Organization (CSO) Effectiveness program which works with youth and children's organizations and governments to create structures and policy frameworks for engaging youth and children in development effectiveness. The program covers five-year work to be undertaken by Development Effectiveness project cohort from the year 2019 to 2024. Through this EACRN participated by giving guidance and capacity building to implementing partners and CSOs on child rights and child participation.
- **Child Protection and Children Services:** EACRN supported implementation of The Girls Advocacy Alliance (GAA) project that focused on addressing Child Trafficking and Migration (CTM) and Commercial Sexual exploitation of Children (CSEC) in Africa region with specific reference to three-member states, Uganda, Kenya and Ethiopia. Whereas Kenya, Uganda and Ethiopia seemingly have adequate Child Protection legislation, GAA seeks to further engage member states to allocate adequate budgets for effective implementation of the laws. This was done through regional bodies such as, the East African Community (EAC); African Union (AU); African Committee of Experts on the Rights and Welfare of the Child (ACERWC); and Intergovernmental Authority on Development (IGAD).
 - **Research, Knowledge Management and Learning:** The EACRN commissioned CRI-EA to carry out this study on the impact of COVID19 on Child Rights programming within the EACRN child rights member coalitions in Eastern Africa sub-region. This came against the background of the project titled 'Enhancing CSO Effectiveness in the Region of Eastern and Southern Africa, funded by SIDA through Plan International'. Due to emergence of COVID19 Pandemic, Plan International – Middle East, Eastern and Southern Africa (MEESA) region programme supported EACRN to enhance CSO Effectiveness project output interventions on emerging challenges resulting from this pandemic.

2.2 PESTLE Analysis

A broad Political, Economic, Social, Technological, Legal and Environmental (PESTLE) is a strategic analysis tool used to identify the macro forces facing an organization in order to appreciate the dynamics that will either enhance or impede the process of implementing the strategic plan. The following were noted:

<p>POLITICAL</p> <ul style="list-style-type: none"> • Divisive politics and disregard for the rule of law leading to shrinking democratic space and lack of political good-will • Political tensions. • Limited legislation of child friendly policies. • Political coups in the region affect disrupting the lives of children. • Political conflicts have led to violent clashes that force children to be displaced. • In retrospect, there is an opportunity for engaging in 'high profile' activism to advance child rights agenda. 	<p>ECONOMIC</p> <ul style="list-style-type: none"> • The region is part of the global village and its economy could be subject to international trade trends including money laundering, child trafficking and smuggling of migrants. • Different economic policies and competing government priorities amongst member States • Lack of social and basic provisions such as education and health. • The high cost of capital and inflation rates. • Different levels of economic growth and development • Illicit financial flows from money laundering activities that affect service delivery for children.
<p>SOCIAL-CULTURAL</p> <ul style="list-style-type: none"> • The region has a diverse population in terms of tribe, creed, religion and culture. • The cultural diversity of member countries requires a balanced multi-cultured approach. • Existence of harmful traditional cultural practices like FGM, child marriages • Effects of emerging social issues: such as population growth, rural-urban immigration, HIV/AIDS and other emerging diseases such as Ebola, COVID 19. 	<p>TECHNOLOGICAL</p> <ul style="list-style-type: none"> • There is a great opportunity to leverage on the various digital platforms and especially the use of social media • The emerging cybercrime and data protection calls can be prioritized by the EACRN and member coalitions to strengthen cyber security systems • Cyber grooming for child trafficking is also another growing concern in the space of child protection. • Children recruitment through online platforms to engage in terrorism, child pornography. • Cyber bullying which is affecting the mental health of children.
<p>ECOLOGICAL</p> <ul style="list-style-type: none"> • Environmental conservation and human rights • Depletion and degradation of natural resources and pollution of environment • Impact of global warming on member countries has continued to impact negatively on agricultural production and shift of government priorities • Emerging divergent interest in blue economies for water management systems (lakes, rivers, streams, dams etc.) • Children engaged in labour activities during extraction of minerals on sites and this leads to increase in number of school drop outs. 	<p>LEGAL</p> <ul style="list-style-type: none"> • Independent Constitutions and other emerging issues unique to member countries create hurdles • Lack of regional legislative framework to enable implementation of regional policies • Member countries don't understand such policies like agenda 2040, they don't understand some of these issues and how they can domesticate them, • There is need to review the extent to which countries are domesticating the regional and international protocols on child rights and how governments have adopted recommendations from national reports review processes. • Conflicting member countries Acts of parliament

2.3 SWOT Analysis

The EACRN will build on its strengths, utilize opportunities and endeavor to mitigate the effects of threats and weaknesses.

INTERNAL FACTORS	STRENGTHS	WEAKNESSES
External factors	Opportunities	Threats
	<ul style="list-style-type: none"> • Strong and strategic partnerships • Organizational capacity development • Members are committed to ensure we have a very strong network that actually address child issues and then the commitment itself, • CSO forum which provides avenue for raising children issues. • EARN has a website through which digital communication can be enhanced. 	<ul style="list-style-type: none"> • EACRN does not have all organizational policies that are essential and require documentations in place • EACRN is at a nascent transitional stage, considering it is not yet registered as an independent organization, • Some of the countries within the region have not ratified the conventions, the UN and the African charter convention • Lack of a Monitoring and Evaluation plan / strategy, essential for effective implementation of the EACRN initiative. • Some countries have not formed a National Coalition.
	<ul style="list-style-type: none"> • SDG and Development priorities • Increased area of operation and resource mobilization • Opportunities for collaboration and Linkages with other institutions, CSOs, Private organizations, foundations • Availability of resources 	<ul style="list-style-type: none"> • Uncertain political environment • Emerging child rights issues e.g. from Cyber insecurity: • Existence of unfriendly government policies towards NGOs e.g. Public Benefit Organization Act (PBO Act 2013) • Climate change



CHAPTER THREE: STRATEGIC DEVELOPMENT PROGRAMME

3.1. Child Rights Governance and Policy Advocacy

EACRN will engage in Child Rights Governance initiatives that are aimed at ensuring that human rights and child rights instruments are being utilized by the member coalitions and children to monitor the implementation of child rights in the Eastern Africa region.

EACRN will build the capacities of the member coalition's to advocate for child rights and hold governments accountable. On policy advocacy, member coalitions will be supported to identify policy issues affecting child rights governance in their countries and conduct evidence-based advocacy on child budgeting, monitoring how countries are ranking and including children rights concerns in their planning, costing and service delivery processes.

EACRN will undertake effective child rights advocacy and monitoring in the Eastern Africa region through strengthening the ability of member coalitions in monitoring the implementation of the UNCRC, ACRWC and national promises to children's rights in their countries. The member coalitions will be supported to participate in child rights reporting processes through engaging in country-based child sector peer reviews on how their countries and non-state actors are performing on implementation of regional and international protocols on child rights. EACRN will also support regional advocacy efforts aimed at creating and strengthening existing inter-country partnerships on improving child rights programming and enhancing implementation of regional policies affecting the wellbeing of children.

To promote child participation on child rights governance and reporting, EACRN will support member coalitions on activities aimed at ensuring that children participate in platforms like validation

processes of country based national reports on child rights and NGO alternative reporting processes. EACRN will support initiatives that will ensure structures like the children's assemblies in the member countries are strengthened and their capacities enhanced.

Goal: To strengthen the capacities of member coalitions and promote evidence based policy advocacy on child rights governance.

Strategic Objective

1. To strengthen the capacities of member coalitions towards improving child rights governance in Eastern Africa;
2. To influence the implementation of child focused policies at national and regional level;
3. To build the capacities of member coalitions on child rights reporting & support the monitoring of implementation of regional and international protocols on child rights.

Illustrative activities

- 1) Training on child rights governance;
- 2) Conduct policy research;
- 3) Develop policy briefs;
- 4) Media engagement;
- 5) Advocacy on ratification of regional and international protocols;
- 6) Policy awareness campaigns;
- 7) Participation in child rights reporting processes on CRC;
- 8) Participation in the NGO alternative reporting processes;
- 9) Participation in VNR and UPR processes.

3.2. Partnership and Collaborations

EACRN will support the member coalitions to engage with relevant AU, UNCRC, Human Rights Council and regional mechanism to influence their agenda for the promotion and protection of child's right in Eastern Africa. EACRN will focus on supporting initiatives that advance proactive networking and collaboration aimed at strengthening collective actions on monitoring the outcomes of advocacy efforts on child rights by CSOs and relevant stakeholders within the Eastern Africa region. EACRN will strengthen existing partnerships with regional bodies like EAC and build relationships with structures like IGAD who support policy driven child rights advocacy.

EACRN will engage in initiatives that ensure that the member coalitions and partner CSO platforms are coordinated and strengthened in the way they operate so that they can demand mutual accountability from governments on child rights within Eastern and Southern Africa region. This will be achieved through engaging in Joint evidence-based advocacy aimed at creating enabling environment for national CSOs in Eastern and Southern Africa.

EACRN will support strategic partnerships on monitoring of implementation of child rights focused policies at the regional level through regional reporting. The member coalitions will also be supported to establish working collaborations with like-minded CSOs at their country level on promoting child rights advocacy.

Goal: To build sustainable partnerships and improve working collaborations with child protection actors in Eastern and Southern Africa.

Strategic Objectives

1. To strengthen collaboration with national CSOs and child protection agencies in Eastern and Southern Africa;
2. To build strategic partnerships with child protection agencies and actors in Eastern and Southern Africa.

Illustrative objectives

- 1) Organize symposiums, open days, events during international days like Day of the African Child;
- 2) Conduct multi-stakeholder forums with partners and regional government agencies on child protection;
- 3) Networking and partnerships forums at national and regional levels;
- 4) Conduct stakeholder mapping;
- 5) Establish strategic Public and Private Partnership (PPP) to support EACRN activities.

3.3. Child Protection & Children Services

EACRN will enhance advocacy efforts on CTM and CSEC in the member countries through the member coalitions. This will be achieved through supporting regional and sub-regional CSOs to effectively connect and build the capacities of their counterparts in influencing national and regional policies on CTM and CSEC. EACRN will conduct regional and national based advocacy on GBV as a cross cutting issue that affects child protection in Eastern Africa. Under this Strategic Objective, EACRN will implement programs through the national coalition that promote meaningful participation of children and youth in the advocacy for child rights and protection.

EACRN will develop a child focused Disaster Response and Preparedness Plan to help the network build the capacities of member coalitions on measures that they can take to prepare for and reduce the effects of disasters that affect the wellbeing of children. The plan will assist in predicting disasters and where possible prevent them, mitigate their impact on children, and respond to and effectively cope with their consequences.

Mental health awareness has become a growing conversation within the child protection space in Eastern Africa. There still exists a lot of stigma and lack of recognition of mental health as a prevalent child rights issue and the network will focus on implementing programs addressing this.

EACRN will conduct an analysis of the situation of peace, security and conflict resolution in countries affected by internal clashes, wars and how they are affecting the rights of children within Eastern Africa. This will aid implementation of programs focusing on Conflict Resolution and Peace Building by the member coalitions.

EACRN will also conduct an analysis of how climate change is affecting realization of the rights of children in Eastern Africa with a key focus on the Right to Education. EACRN will engage in a robust Post COVID 19 Advocacy on Child Rights which focuses on analysing the vulnerabilities of children that were exposed during the pandemic and how to put sustainable measures in place to support the children who were most affected by the effects of the pandemic.

Goal: To promote child protection processes in Eastern and Southern Africa through policy advocacy actions on child rights.

Strategic Objectives

1. To promote awareness and advocacy on CTM and CSEC;
2. To promote awareness and advocacy on addressing GBV
3. To promote the awareness of children on mental health
4. To promote meaningful participation and inclusion of children on child rights advocacy;
5. To develop frameworks of supporting child protection during disasters and conflicts;
6. To analyse and develop programs on management of the effects of climate change on children;
7. To conduct Post COVID 19 Advocacy on Child Rights.

Illustrative activities

- 1) Joint advocacy on CTM, GBV and CSEC;
- 2) Conduct research on CTM and CSEC and disseminate findings and publications;
- 3) Analysis of regional Trade policies in relation to CTM;
- 4) Awareness creation and sensitization on effects of CTM, GBV and CSEC;
- 5) Rehabilitation and reintegration programs for survivors of CTM and CSEC;
- 6) Capacity building on child budgeting and budget tracking;
- 7) Participation in budget making and validation processes;
- 8) Research on the state of mental health for children and inclusion of mental health programs in schools;
- 9) Development of Disaster Response and Preparedness Plan;
- 10) Advocacy programs on Conflict Resolution and Peace Building;
- 11) Awareness and sensitization on climate change management.
- 12) Joint advocacy on child protection issues brought by Covid 19

3.4. Institutional Strengthening and Development

EACRN will use findings from the OCA to strengthen their internal structures and programs for better service delivery on child rights at the regional level. This will be complimented with developed organizational policies and manuals on HR, Communication, Finance, Procurement, M & E and the Board charter. EACRN will also establish internal structures and source for technical expertise as recommended in the organizational policies and OCA report.

EACRN will also engage in strengthening institutional and technical capacity of the member coalitions and partner CSOs to strengthen their advocacy effectiveness, legitimacy and inclusivity for state accountability. This will be achieved through supporting national coalition's members to conduct OCA and develop country based strategic plans to strengthen their coalition's internal capacities and effectiveness on implementation of child rights projects. EACRN will also support Organizational Capacity Development (OCD) to strengthen the national coalition's organization's processes, knowledge, relationships, assets, behaviors and improve their performance when implementing the strategic plan.

EACRN will also strengthen the M & E frameworks of the member coalitions to enable them to effectively monitor implementation of child rights policies and push governments and development agencies to invest on child rights programming.

Goal: To strengthen the institutional capacity of EACRN Network and member coalitions.

Strategic objectives

1. To Improve institutional leadership and governance structures of the network;
2. To Strengthen the visibility of the Network;

3. To improve the internal governance systems of member coalitions;
4. To strengthen M & E practices for EACRN network and member coalitions.

Illustrative activities

- 1) Trainings on Good Governance for EACRN secretariat and Board members;
- 2) Conduct regular financial monitoring on sub grantees;
- 3) Conduct workshops on financial management for finance and non-finance officers;
- 4) Continuous review of EACRN secretariat financial systems and policies;
- 5) Conduct training for staffs of EACRN and member coalitions on resource mobilization and fundraising;
- 6) Establish income generating social enterprises for the network;
- 7) Review and develop new fundraising and resource mobilization policy and strategy;
- 8) Conduct trainings for EACRN staffs and member coalitions on organizational policies;
- 9) Hiring of a Human Resource Officer;
- 10) Conduct radio talk shows and TV programs on EACRN child rights work
- 11) Documentation through newsletters and video production
- 12) Train EACRN staff and member coalitions on the communication strategy
- 13) Support Organizational Capacity Development (OCD) for member coalitions
- 14) Support member coalitions to develop their Strategic Plans (SP)
- 15) Establish an active online M&E system for the Network and member coalitions

3.5. Research, Knowledge Management and Learning

To build evidence for advocacy work on child right and Governance, EACRN will support Research, Knowledge generation and Learning initiatives. EACRN will design and implement Knowledge management strategies, production and dissemination of knowledge and learning products, capturing lessons at the regional level in collaboration with the member coalitions. This includes studies/reports, briefs, workshops, case studies, knowledge notes, and e-learning. EACRN will also work collaboratively with the member coalitions and partner CSOs, development agencies to conduct comprehensive analysis of child focused programs learning and research findings; provide summary of findings, learning and recommendations and share these with their beneficiaries and stakeholders. This includes conducting reviews of the past projects learning questions, modification of learning activities and evaluating the learning agenda periodically to ensure its continued relevance to network secretariat and member coalitions.

EACRN will contribute to strengthening of member coalitions and secretariat staff capacity on knowledge management to make better use of information for better decision making on projects. EACRN will support development of a framework that aims to share collective experience and knowhow in order to contribute to positive changes in children's lives. The framework will set out a process of knowledge generation, capture, documentation, sharing and application to meet the networks strategic objectives. It will also help to monitor, collate and disseminate information on projects thematic areas and share with donors and beneficiaries.

EACRN will support the documentation and development of publications on evidence based

and promising practices/how to on child protection in the Eastern and Southern Africa region, with a focus on child survival, child development, child participation and protection. The network will also map and analyze country level data on child protection to create a regional picture of coverage, progress and impact, and identify data and knowledge gaps.

Goal: To build evidence on child rights through research and promote knowledge management and learning for EACRN network and national member coalitions

Strategic Objectives

1. To promote data driven advocacy on child rights through evidence building
2. To develop Knowledge management and learning strategies

Illustrative activities

- 1) Conduct policy analysis and development of policy briefs
- 2) Dissemination of research and policy findings
- 3) Publication of policy briefs, factsheets and project reports, baseline, and evaluation reports
- 4) Partnership with research institutions for research and knowledge management
- 5) Gather, storing and dissemination of information (best practices, research findings and case studies)
- 6) Training on Knowledge management systems, data security and fraud for Secretariat and member coalitions



CHAPTER FOUR: STAKEHOLDERS ANALYSIS

Stakeholder Analysis is a critical aspect of situational analysis for stakeholder identification & analyzing of their needs. It is used to identify all key (primary and secondary) stakeholders who have a vested interest in the Child rights advocacy and other concerns of EACRN. The aim of stakeholder analysis process is to develop a strategic view of the human and institutional landscape, and the relationships between the different stakeholders and the issues they care about most.

Category	Stakeholder Name	Areas of Engagement.
Key stakeholders	Children in Eastern Africa	<ul style="list-style-type: none"> Member coalitions activities supported by EACRN
	EACH Rights	<ul style="list-style-type: none"> Coordination and Technical Support to the EACRN Secretariat
Members Coalition	<ol style="list-style-type: none"> Kenya Alliance for Advancement of Children's Rights Uganda Child Rights NGOs Network Tanzania Child Rights Forum Burundi Child Rights Coalition Burundi Child Rights Forum Child Rights Civil Society Coalition Child Rights Forum Network Madagascar Coalition for Child Rights Somaliland Child Rights Forum Coalition Umwana Ku Isonga 	<ul style="list-style-type: none"> Implementation of EACRN projects at country level Conduct child rights policy advocacy work at the country level Mobilize and build the capacities of National CSOs on child rights advocacy at the country level
Partners	<ol style="list-style-type: none"> Plan International Save the children International 	<ul style="list-style-type: none"> Financial Resources and Donor aid Technical support and accountability oversight
	EAC Secretariat	<ul style="list-style-type: none"> Provide technical expertise Coordination of child focused policies at the EAC
	ACERWC Secretariat	<ul style="list-style-type: none"> Provide technical expertise Joint advocacy on child rights reporting
	Child Rights Network of Southern Africa (CRNSA)	<ul style="list-style-type: none"> Technical expertise in the development of policies, strategies on the rights and Welfare of Children
	Institute for Human Rights and Development in Africa (IHRDA)	<ul style="list-style-type: none"> CSO effectiveness on child rights advocacy Provision of training and capacity building
	Graca Machel Trust (GMT)	<ul style="list-style-type: none"> CSO effectiveness on child rights advocacy Provide technical expertise Networking collaboration and partnership
	Terre Des Homes	<ul style="list-style-type: none"> CSO effectiveness on child rights advocacy Provide technical expertise Networking collaboration and partnership
	Stop The Traffic Kenya	<ul style="list-style-type: none"> Partnership and joint advocacy on CTM Networking collaboration and partnership
	Mtoto News	<ul style="list-style-type: none"> Dissemination on campaigns on child rights advocacy
	SDGs Caucus Parliamentary Group	<ul style="list-style-type: none"> Monitoring of implementation of SDGs by countries
	Haki Nawiri Afrika	<ul style="list-style-type: none"> Partnership and collaboration
	East Africa Civil Society Forum (EACSOFF)	<ul style="list-style-type: none"> CSO strengthening and effectiveness on child rights advocacy Provide technical expertise; Capacity building
	Africa Youth Trust (AYT)	<ul style="list-style-type: none"> Partnering and collaboration
	Reality of Aid Africa network (ROAA)	<ul style="list-style-type: none"> Strengthen Policy reform on the international aid architecture as well as development cooperation.

CHAPTER FIVE: RISK ANALYSIS AND MANAGEMENT

This involves detailed consideration of uncertainties, hazards, consequences, likelihood, events, scenarios that may negatively impact on the EACRN programmes. Having a risk management policy is essential for organizational development, for instance, an event can have multiple causes and consequences and can affect multiple objectives of the strategic plan. The matrix below indicates probable risks and mitigation strategies.

Risks and Mitigation		
No.	Risks	Mitigation Measures
1	Political risk due to change of political offices after election	Political risks are profound in the region especially due to political campaigns and hostilities.
2	Legal Recognition	The Network needs to be registered in order to gain legal recognition.
3	Environmental change. This can affect smooth implementation of projects leading to delays like during droughts or flooding.	The region experience different environmental changes that are likely to affect the implementation of the network programmes. There is need to develop emergency response mechanisms to help in such situations like flooding or drought situations
4	Staff turnover	There is a risk for staff turnover due to various internal structures. There is need to improve institutional effectiveness to ensure retaining high quality staff.
5	Insecurity which can affect smooth implementation of the programs	The region is also prone to different forms of insecurity including, political violence, terrorism, cattle rustling among other forms. There is need to implement a security policy and work closely with Member Country security agencies.



CHAPTER SIX: MONITORING, EVALUATION AND REPORTING

6.1 Introduction

A monitoring and evaluation systems are necessary to ensure that EACRN has timely, focused, objective and evidence-based information on the performance of its planned activities and it requires observation, measurement, feedback, and guidance. In this regard, to support the implementation of this plan, the Network will enhance the monitoring and evaluation system to consist of the following key aspects.

- i. Appropriate performance indicators.
- ii. Data collection and reporting system.
- iii. Evaluation and review mechanism.
- iv. Learning mechanism.

The monitoring and review mechanism should enable the Network to assess the extent to which planned targets as articulated in the implementation matrix are being met. Where a variance is registered between planned and actual accomplishment, a basis is provided for appropriate remedial action to be taken by the Network and, where necessary, by the executive and relevant Committee(s) with a view of ensuring that strategic goals and objectives of the plan are realized.

6.2 Monitoring, Evaluation and Reporting Framework

To enhance the EACRN's capabilities to effectively monitor and evaluate the implementation of this Strategic Plan, the Network will use a dynamic Monitoring, Evaluation and Reporting framework that should be integrated into the performance management and programme implementation framework.

Five key guiding principles will guide EACRN's monitoring and evaluation activities. In addition, EACRN will be guided by international norms and standards and align its work to international indicators whenever applicable and possible:

1. Coalitions and Partnership: EACRN will engage with its member's country coalitions and partners in data collection and evaluation of activities.

2. Mutual Accountability: Monitoring and evaluation will be used as a tool for mutual accountability across the coalitions, as described in the Network's monitoring and evaluation framework.
3. Transparency: EACRN will ensure that data and evaluation findings are made widely and publicly available, to promote ownership, participation, mutual accountability and partnership.
4. Quality Standards: EACRN Monitoring and evaluation activities will follow relevant international standards for quality, including the OECD/DAC Principles for Evaluation of Development Assistance and the United Nations Evaluation Group (UNEG) Norms and Standards (2005).
5. Alignment: EACRN is committed to using relevant AU indicators, SDG indicators and other child rights indicators to report on the achievement towards these developmental agendas.

The key aspects of the ME&R tool will be to ensure consistency, accountability and effective, timely monitoring of performance and resource utilization of key activities engrained in the EACRN strategic plan direction. The various coalitions' work plans will be used to draw from the implementation matrix which will be monitored through monitoring and evaluation section and strategic planning committee for assessing levels of implementation, implementation challenges and emerging opportunities to enhance performance and achievement of the plan.

6.3 Monitoring and Evaluation Indicator Matrix

EACRN understands that it is imperative to conduct regular monitoring and evaluation to keep track of the implementation and measure the effectiveness of programmes. This section shall map out key indicators for the key result areas around which the strategic programme objectives are set



EACRN

The Eastern Africa Child Rights Network

The African State Accountability Project (PASAP)

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ANNEX 5

Annex One Theory of Change



MISSION
To enhance the capacities of member coalitions and promote accountability on child rights in the Eastern Africa region

STRATEGIC OBJECTIVES

Child Rights Governance and Policy Advocacy

Partnership & Collaborations

Child Protection and Children Services

Institutional Strengthening and Development

Research, Knowledge Management & Learning

Capacity Building, Policy & Budget Advocacy

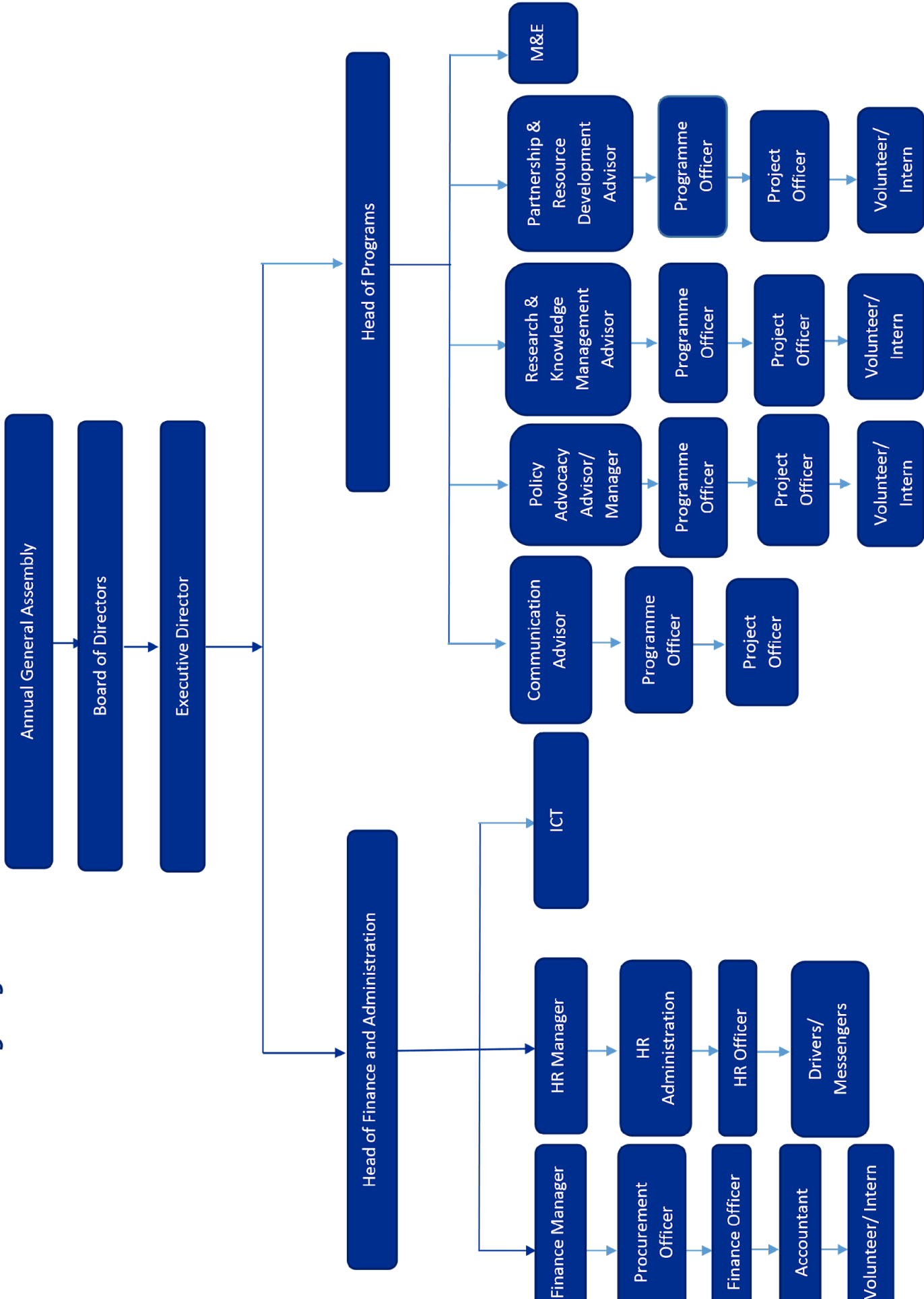
Strategic Networking and Partnership

OUTPUT
Capacity Strengthening and Monitoring and Implementation of Child Protection Policies and Services

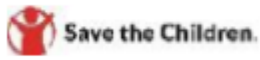
Leadership Resource & Professional Development

Evidence Building and Knowledge Management

Annex Two: EACRN Organogram



PARTNERS



MEMBER ORGANIZATIONS



EACRN

The Eastern Africa Child Rights Network

The Eastern Africa Child Rights Network

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