



## **The National Council for Children's Services**

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**Strategic Plan 2013-2017**

The National Council for Children's Services

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### **Vision**

*To be a vibrant agency in the realization and protection of the rights and welfare of children for national prosperity*

### **Mission**

*To formulate policies, plan, monitor, coordinate and mobilize resources for the implementation, realization and safeguarding of the rights and welfare of the child*

## **Foreword**

The enactment of the Children Act, 2001 was a major milestone in the provision of the necessary legal framework for the promotion and protection of children rights and welfare. It domesticated and incorporated the provisions of the United Nations Convention on the Rights of the Child (UNCRC) and the African Charter on the Rights and Welfare of the Child (ACRWC) taking cognizance of other human rights instruments that relate to children. The Act established statutory structures among them, The National Council for Children's Services (NCCS).

According to the Children Act, the Council is mandated to exercise general supervision, control over the planning, financing and co-ordination of child rights and welfare activities and to advise the Government on all aspects thereof.

The Council was inaugurated on 27<sup>th</sup> September 2002 and thereafter, in consultation and collaboration with key stakeholders, developed a five year Strategic Plan 2005-2009 which was reviewed and a second one developed for 2008-2012. This was done in compliance with the government's development plans and the First Medium Term Plan of Kenya Vision 2030.

The Strategic Plan, 2013-2017 has been developed when the government has devolved to the county level thus calling for very clear strategic objectives in order to retain and promote a clear strategic focus. This Strategic Plan was informed by various government documents among them the Kenya Vision 2030, Second Medium Term plan, Millennium Development Goals, the Constitution, Children Act 2001 and the Situation Analysis on Children among others.

Having set a clear strategic focus, a range of activities have been proposed for each thematic area of the Council: Policy Development and Legal Issues; Resource Mobilization, Management and Organizational Development; Planning, Research, Monitoring and Evaluation and Advocacy, Media, Participation and Partnerships.

The Strategic Plan will enable the Council to provide leadership, coordinate and supervise all child rights and welfare activities.

**Hellen W. Waweru, HSC**  
**Chairperson**  
**The National Council for Children's Services**

## **Preface**

The Strategic Plan is a standard feature of management in Semi-Autonomous Government Agencies (SAGAs), parastatals and government ministries which helps to enhance efficiency in delivery of services. Such a plan includes clearly measurable inputs and outputs over a specific period of time.

The strategic plan contains six (6) strategic objectives;

- a) To develop and review legal and policy framework policies for care and protection of children,
- b) To advocate for child rights and welfare,
- c) To mobilize resources for delivery of child rights and welfare services,
- d) To establish and operationalize coordination mechanism on service delivery to children,
- e) To enhance research, monitoring and evaluation on children issues and create conducive environment for sharing findings,
- f) To enhance utilization of Information Communication and Technology in service delivery.

Under each of the objectives, are activities and outputs. The Council will pursue them as a roadmap towards the fulfillment of the vision and mission.

It is hoped that having drawn heavily from the review of the Strategic Plan (2008-2012), lessons learnt and experiences, the new Strategic Plan (2013-2017) will build on the achievements realized and consolidate the resolve to meet the goals and targets stated therein. To achieve this, all work plans, service delivery charters and performance appraisal systems will be based on the Strategic Plan.

**Ahmed Hussein, MBS, HSC**  
**Director of Children's Services / Secretary**  
**The National Council for Children's Services**

## **Acknowledgement**

The development of the Strategic Plan 2013-2017 could not have been possible without the dedication and hard work by stakeholders in particular those who participated from the onset in development of the plan. Generally, wide consultations were done during the development and finalization of this Strategic Plan.

The combined effort was made by a committee comprised of the Council Members, NCCS Secretariat, Department of Children's Services, and Ministry of Labour, Social Security and Services. Special thanks go to University Research Company (URC) for their financial support. I am also indebted to all individuals and stakeholders otherwise not mentioned here for their invaluable support during the consultation, development, and production and dissemination process.

**Kellen Karanu, HSC  
Head, NCCS Secretariat**

### **Executive Summary:**

The National Council for Children's Services is a Semi-Autonomous Government Agency (SAGA) established under section 30 of the Children Act, 2001 to exercise general supervision and control over planning, financing & coordination of children rights and welfare. The Council was inaugurated on 27<sup>th</sup> September, 2002 and it is now on its fifth council, the first one being 2002 – 2005, the second 2005-2008, the third 2008-2012 the fourth 2012-2013 and the fifth one 2013 – 2016.

The previous strategic plan 2008 -2012 was reviewed. The review took account of the achievements, key gaps and challenges which were encountered during the implementation period as well as the lessons learnt, thus forming a rationale and justification to develop this strategic plan 2013 -2017.

The NCCS being a public institution is expected to deliver on the national development agenda which is guided by the Constitution, Kenya Vision 2030 and other key national development plans. The Council will contribute to the national development agenda through the formulation of policies, projects, programmes and implementation of activities on social protection with emphasis on protection of children.

The level of success of this plan will depend to a great extent on the Council's operational environment. This will include both the internal and external environment which will have impact on activities, projects and programmes spelt out in the plan. SWOT and PESTEL was done to establish the factors that are most likely to influence the implementation of the plan and those that are likely to influence its implementation.

The strategic model will guide the actual implementation of the strategic plan. The Council will focus and get direction set out in the vision and mission. The core values, key result areas will form the focus areas and finally strategic objectives, challenges and activities for each key result area will be of great importance for accountability during the implementation period.

The Strategic Plan will be implemented over a five year period. Proper coordination of planned activities, projects and programmes will be ensured through coordination between the thematic committees of the Council.

The extent of the implementation of this plan is dependent on human resource, financial, infrastructural and technological capacities available. Further to these, efforts will be made to enhance efficient utilization of available resources and resource mobilization for additional resources.

The Council will develop and implement internal monitoring mechanism and participate in external monitoring. Periodic monitoring and benchmarking with the world's best practices in children services will be undertaken accordingly. Finally,

monitoring and evaluation reports will be prepared and submitted to the relevant authorities.

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## Abbreviations and Acronyms

<b>AAC</b>	Area Advisory Council
<b>ACRWC</b>	African Charter on Rights and Welfare of the Child
<b>AG</b>	Attorney General
<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>ANPPCAN</b>	African Network for the Prevention and Protection against Child Abuse and Neglect
<b>AU</b>	African Union
<b>CA</b>	Children Act, 2001
<b>CBO</b>	Community Based Organization
<b>CCI</b>	Charitable Children's Institutions
<b>CBF</b>	Constituency Bursary Fund
<b>CDF</b>	Constituency Development Fund
<b>CRC</b>	Convention on the Rights of the Child
<b>CSEC</b>	Commercial Sexual Exploitation of Children
<b>CSO</b>	Civil Society Organisations
<b>CST</b>	Commercial Sex Tourism
<b>CT</b>	Cash -Transfer Programme
<b>DAC</b>	Day of the African Child
<b>SCCO</b>	Sub County - Children's Officer
<b>DCS</b>	Director Children's Services
<b>FBO</b>	Faith Based Organization
<b>FGM</b>	Female Genital Mutilation
<b>GDP</b>	Gross Domestic Product
<b>GoK</b>	Government of Kenya
<b>HIV</b>	Human Immunodeficiency Virus
<b>ICT</b>	Information Communication and Technology
<b>IEC</b>	Information Education Communication
<b>J/G</b>	Job Group
<b>KLRC</b>	Kenya Law Reform Commission
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MoEST</b>	Ministry of Education, Science and Technology
<b>MTEF</b>	Medium Term Expenditure Framework
<b>MTP</b>	Medium Term Plan
<b>NCCS</b>	National Council for Children's Services
<b>NCP</b>	National Children Policy
<b>NGO</b>	Non-Governmental Organization
<b>NPA</b>	National Plan of Action
<b>OVC</b>	Orphans and Vulnerable Children
<b>P-PESTEL</b>	Policy, Political, Economic, Socio-cultural, Technological and Environmental Legal (environmental analysis)
<b>SAGA</b>	Semi-Autonomous Government Agency

<b>SDGs</b>	Sustainable Development Goals
<b>SITAN</b>	Situational Analysis (on children)
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>UN</b>	United Nations
<b>UNCRC</b>	United Nations Convention on Rights of the Child
<b>UNICEF</b>	United Nations Children Education Fund

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Introduction

The Council's first Strategic Plan covered the period 2005-2009, the second from 2008-2012 and this is the third Strategic Plan since the inauguration of the Council in 2002. This Strategic Plan was necessitated by the need to align it with the Constitution of Kenya, Government development plans, the Second Medium Term Plan (2013-2017) of Vision 2030, the Sustainable Development Goals, The National Children Policy, Framework for the National Child Protection System in Kenya and the emerging issues on child protection and child rights.

#### 1.2 Background

The National Council for Children's Services was established under Section 30 of the Children Act 2001 to exercise general supervision and control over the planning, financing and coordination of children rights and welfare. It is a body corporate with perpetual succession and a common seal. Since it was inaugurated on the 27<sup>th</sup> September 2002, five Councils have been formed as follows: 2002-2005, 2005-2008, 2008-2012, 2012-2013 and 2013-2016.

The NCCS is comprised of a Chairperson who is knowledgeable in, or has actively contributed to the promotion of the rights and welfare of children and is an appointee of the President; Principal Secretaries from line ministries; the Director of Public Prosecutions; Inspector General of Police Service and six persons representing NGO's engaged in child rights and welfare activities, three representatives of mainstream religions and two representing the private sector and the Director for Children's Services who is the Secretary to the Council. The Children Act, 2001 provides for Co-option of other members as need arises.

The Council meets four times a year and to ensure that the Council maintains its strategic focus, its activities are grouped into four thematic areas namely;

- Policy Development and Legal issues
- Resource mobilization, management and organizational development
- Planning, Research, monitoring and evaluation
- Advocacy, media, participation and partnerships.

The Children Act mandates the secretary to establish a secretariat to implement decisions made by the Council and to generally oversee the day to day operations of the Council.

The functions of the Council have been cascaded to the grass root levels through the Area Advisory Councils (AACs) at County, Sub-County and Ward level(s). The Council guides the operations and functions of the AACs. Primarily, AACs safeguard the survival, development, protection and participation rights of children as contained in the Constitution, Children Act 2001, Convention on the Rights of the Child (CRC) and the African Charter on the Rights and Welfare of the Child (ACRWC).

, The Council and AACs work with diverse stakeholders; both local and international, as well as local communities and children to safeguard the rights and welfare of children in Kenya.

While developing this Strategic Plan, the Council utilized the guidelines issued by the Ministry of Devolution and Planning in order to ensure that it meets requisite standards.

### **1.3 Mandate**

The National Council for Children's Services draws its mandate from the Children Act 2001, Executive Order No. 2 of 2013 and other Government policies and circulars issued from time to time.

The Council's core functions are to;

- a. Formulate policies and develop programmes on children issues.
- b. Coordinate and supervise child rights and welfare.
- c. Plan, monitor and evaluate children programmes.
- d. Mobilize and coordinate resources for child welfare projects.
- e. Advocate for child rights and welfare.
- f. Create linkages and partnerships.
- g. Capacity building for Agencies working with and for children.
- h. Ensure the full implementation of Kenya's international and regional obligations relating to children and facilitate the formulation of appropriate reports under such obligations.
- i. Registration of Charitable Children's Institutions.
- j. Establish Area Advisory Councils.

In the implementation of its programmes the Council's focus will mainly be on the following policy areas:-

- Promotion of Children rights.
- Advocacy on children rights and welfare.
- Ensure adherence to national, regional and international obligations on child rights.
- Planning, coordination and supervision of children services.
- Resource mobilization for child rights and welfare activities.
- Quality assurance and standardization.

## CHAPTER TWO

### SETTING THE CONTEXT OF THE STRATEGIC PLAN 2013-2017

#### **2.1 Introduction**

This Strategic Plan is developed in the context of several changes that have occurred during the implementation of the previous Plan. This Chapter reviews the achievements of the council during the Plan period, key gaps and challenges that were encountered during implementation and lessons that were learnt. At the end, a rationale is presented to justify the development of this Strategic Plan.

#### **2.2 Overview of the Strategic Plan 2008-2012**

The 2008-2012 Strategic Plan coincided with the implementation of the First Medium Term Plan 2008-2012 of the Kenya Vision 2030. The Plan was also guided by the following objectives:-

1. To mobilize resources for delivery of child rights and welfare activities.
2. To provide enabling policy and conducive legislative framework.
3. To establish coordination and consultation forums.
4. To conduct research and create a conducive environment for sharing research findings.
5. To advocate for child rights and welfare.
6. To utilize ICT in service delivery.
7. To develop monitoring and evaluation framework of children activities and programmes.
8. To develop an organized and well -coordinated child protection system.

## 2.3 Milestones/key achievements of the Strategic Plan 2008-2012

### Achievements

#### a) Reporting on international and regional instruments on children;

- Consolidated Third, Fourth and Fifth State Party report to the Committee of Experts on UNCRC prepared and submitted to Geneva in July 2012.
- African Charter on the Rights and Welfare of the Child first periodic report prepared and submitted to the AU in Addis Ababa , Ethiopia in 2012.
- Optional Protocol on the Involvement of Children in Armed Conflicts initial report prepared and submitted to CRC Committee in Geneva.
- World Fit for Children +10 prepared and submitted in 2012
- Africa Fit for Children report prepared and submitted to AU in 2012

#### b) The following policies were developed;

- National Children Policy, 2010.
- National Plan of Action for children in Kenya, 2008-2012.
- A Sessional Paper on National Children Policy.
- National Plan of Action against Sexual exploitation of children in Kenya.
- Early Childhood Development Action Plan.
- Automation Policy for NCCS.
- Capacity building strategy on automation for NCCS.
- NCCS HIV/Aids work place policy.
- Gender Based Violence work place policy.
- Gender Mainstreaming workplace policy.
- Corruption Prevention Policy for NCCS.
- Code of Conduct and Ethics for NCCS.
- Prevention of alcohol, drugs and substance abuse policy.

#### c) The following documents were developed.

- Framework for National Child Protection System for Kenya, 2011.
- Child Protection referral guidelines and tool.
- Good practice in child care –A manual for children caregivers.

**d) Resources mobilization for children's activities undertaken**

- Requests made to development partners and other stakeholders in the children's sector to support children activities.
- Increased Government funding from Kshs 1,500,000.00 in 2002 gradually to Kshs 70,000,000.00 in 2012/13 financial year.
- Increased support for programmes by partners.
- Introduced funding to AACs at Kshs 10,000.00 in 2009 per quarter and gradually increased to the current Kshs 20,000.00 per quarter per AAC.

**e) Information and Communication Technology (ICT).**

- NCCS website: [www.childrenscouncil.go.ke](http://www.childrenscouncil.go.ke)
- Establishment of the National Children Database.
- ICT Staff.
- NCCS email domain.
- Computers and other ICT accessories procured.
- Training of NCCS Secretariat in ICT.
- Local Area Network done.

**f) Capacity building.**

- 6 more staff (from 11 to 17) deployed to the Secretariat.
- All staff trained in various fields.
- One study tour undertaken in the United Kingdom.
- International workshops and trainings undertaken.
- International Children's forum attended for example the Children Summit in Rwanda.
- Countrywide trainings undertaken for AAC members, police and judicial officers.
- 153 Sub-County AACs operationalized (in 2007 they were 84).

**g) ISO 9001:2008 Certification process.**

- The Council and Secretariat sensitized on ISO processes.
- NCCS ISO processes and procedures developed.

**h) Research and Development.**

- Research Unit established.
- 2009 report on the Situation Analysis of Children, Young People and Women in Kenya.

- Consolidated report on researches undertaken between 1990 and 2007 on children.
  - Research on child marriage among the Rendille and Kuria communities.
  - Research to establish the situation and magnitude of children living with albinism in Kenya.
  - Research on children accompanying their mothers to prison.
  - Early Childhood Development Study.
- i) Charitable Children’s Institutions (CCIs)**
- CCIs inventory developed.
  - Seven hundred and twenty six CCIs registered (726) of which two hundred and sixty two (262) were renewals. Two CCIs were deregistered.
- j) Advocacy on child rights and welfare**
- Press statements on emerging issues, child rights and welfare.
  - Radio programmes in vernacular on children rights and welfare.
  - Kenya Children Assemblies (KCA) operationalized both at national and county level.
  - International days on children observed for example the Day of the African Child and World Play Day.
- k) Monitoring and Evaluation.**
- Monitoring and evaluation done on CCIs and AACs quarterly.
  - Monitoring and evaluation tool developed.

#### **2.4 Targets in the Strategic Plan 2008-2012 not met.**

Several targets for critical activities, projects and programmes planned for implementation during the 2008-2012 period were not achieved, such as;

- Amendment of the Children Act, 2001.
- Autonomy of the Council.
- Acquisition of more resources.
- The establishment of an ombudsman for children.
- Development of monitoring and evaluation framework
- Children sector directory was not developed.
- Operationalization of AACs in all sub-counties.

## **2.5 Challenges in the implementation of the Strategic Plan 2008-2012**

- Increasing cases of violence against children.
- Child poverty.
- Inadequate resources.
- Weak protection systems for children in the community, at home, schools and care institutions.
- Children with special needs including children with disabilities.
- Increasing incidents of drug and substance abuse.
- Child Trafficking and illegal adoptions.
- HIV/AIDS, malaria and other ailments infecting and affecting children.
- Inadequate and unreliable disaggregated data for all categories of children.
- Inadequate enforcement of laws. .
- Inadequate systems to track budgets benefiting children in all sectors.
- Child labour.
- Rapid population growth
- Children living and working in the streets.
- Lack of autonomy of NCCS
- Weak monitoring and evaluation systems
- Inappropriate use of internet by children.

### **Emerging Issues impacting on child rights and welfare.**

- Terrorism /Radicalization.
- Cultism.
- Infanticide.
- Child to Child abuse.
- Natural and Man-made disasters.
- Online sexual abuse and pornography.
- Cyber crime.
- Jam sessions.
- Terminal diseases such as cancer, HIV and AIDS among others.

## **2.6 Lessons learnt from the implementation of the Strategic Plan 2008-2012**

- a) It is important to align the Strategic Plan with the current legal framework.
- b) Engaging a variety of stakeholders and professionals is crucial for support and implementation of programmes.
- c) The public needs more empowerment and information on child rights and welfare.

- d) A databank on children issues is vital in planning and designing children services.
- e) There is need to carry out impact assessment of various programs for children.
- f) Budget tracking for children is important.
- g) Political goodwill is necessary for successful review and legislation on children issues.
- h) Emergency and disaster preparedness is key.
- i) It is important to monitor trends in population growth for purposes of planning for children.

## **2.7 Rationale for the Strategic Plan 2013-2017**

The Council's first Strategic Plan covered the period 2005-2009, the second from 2008-2012 and this is the third Strategic Plan since the inauguration of the Council in 2002. This Strategic Plan was necessitated by the need to align it with the Constitution of Kenya, Government development plans, the Second Medium Term Plan (2013-2017) of Vision 2030, the Sustainable Development Goals, The National Children Policy, Framework for the National Child Protection System in Kenya and the emerging issues on child protection and child rights.

Following the lapse of the previous Plan, (2008-2012) the Council needed to maintain the strategic focus by building on the successes of the previous strategic plan and also address the gaps and the unmet targets.

## CHAPTER THREE

### THE COUNCIL IN THE CONTEXT OF THE NATIONAL DEVELOPMENT AGENDA

#### 3.1 Introduction

As a public institution, the Council is expected to deliver on the National Development Agenda. This is mainly articulated in the country's long term development blueprint the Kenya Vision 2030 and its Medium Term Plans, The Constitution and other key development policies. Strategies and activities in this Strategic Plan have been aligned to the development blueprints outlined in order to ensure that they deliver on the National Development Agenda.

#### 3.2 Kenya's Development Agenda

The country's development agenda is guided by The Constitution, Kenya Vision 2030 and other key national development plans. The Constitution provides the fundamental principles upon which the country's development, in all its forms, will be carried out. The Kenya Vision 2030 is the premier national development policy which is expected to guide the country's Economic, Social and Political Development for the long term – up to the year 2030. The Vision is to be implemented in five-year Medium Term Plans, the first of which covered the 2008-2012 period. The Second Medium Term Plan (MTP) will be implemented in the 2013-2017 period and coincides with the period of this Strategic Plan.

#### 3.3 The Constitution

A key reform element of the Constitution is the greater premium placed on service delivery to the citizens while ensuring every citizen enjoys the rights and fundamental freedoms in the Bill of Rights. In particular, the country's supreme law demands for public participation in all policy formulation and implementation by state organs. The Council is therefore required to involve all stakeholders in the development of policies that will address the needs of children and ensure that the State enacts and implements legislation to fulfill its international obligations. Further, the Bill of Rights has greatly enhanced child rights, which directly relate to the mandate of the Council. These are; right to a name and nationality from birth, free and compulsory basic education, basic nutrition, shelter and health care, protection from abuse, neglect, harmful cultural practices, all forms of violence, inhuman treatment and punishment and hazardous or exploitative labour, parental care and protection and protection in judicial processes.

Section 53 of the Constitution specifically provides for children rights and welfare.

### **3.4 The Kenya Vision 2030**

The Vision 2030's overall goal is to transform Kenya into a middle-income country providing a high quality life to all its citizens by the year 2030. This is in line with its theme of "A globally competitive and prosperous nation with a high quality of life by 2030". The Vision is anchored on three pillars, namely: the Economic Pillar which targets sustained economic growth of 10% per annum; Social Pillar which seeks to create a just and cohesive society enjoying equitable social development in a clean and secure environment; and the Political Pillar aims to realize a democratic political system founded on issue based politics that respects the rule of law and protects the rights and freedoms of every individual of Kenya's society. The three pillars are underpinned by the Foundations for Socio-economic Transformation, which seek to provide the necessary support for the country's social, economic and political development.

The Council's projects and programmes are mainly linked to the Social Pillar. The goal of the Gender, Youth and Vulnerable sector under the Social Pillar, is "equity in power and resource distribution between the sexes, improved livelihoods for all vulnerable groups and responsible, globally competitive and prosperous youth." In addition, the Vision provides for increased opportunities for women, youth and all disadvantaged groups (including children). To achieve this, the government commits to increasing the participation of disadvantaged groups to reduce vulnerability in all economic, social and political decision-making processes, improving access to business opportunities and social amenities to all disadvantaged groups and minimizing vulnerabilities through prohibition of retrogressive cultural practices such as child labour, FGM, and child marriage.

### **3.5 The Second Medium Term Plan 2013-2017**

The theme of the Second Medium Term Plan (MTP) of Kenya Vision 2030 is "Transforming Kenya: Pathway to Devolution, Socio-Economic Development, Equity and National Unity." The Plan places emphasis on the full implementation of devolution in the context of a rapidly growing economy, promoting equity, inclusiveness, and employment to meet the needs of the youth. The Second MTP, just like the Vision 2030, is anchored on the Economic, Social and Political Pillars, with the Foundations for Socio Economic Transformation underpinning them. It consists of 20 sectors across the three pillars and foundations. It has been aligned to the priorities outlined in the Jubilee Coalition Manifesto "Agenda for Kenya 2013-2017 and Beyond."

The theme for the Gender, Youth and Vulnerable Groups sector is "Equity in Access, Control and Participation in Resource Distribution for Improved Livelihoods of Women, Youth and Vulnerable Groups." The Second MTP recognizes the critical role played by the sector in creating an enabling environment for socio-economic service delivery and human resource utilization for sustainable national economic growth and

development. The sector has also recognized the need to emphasize on sustainable programmes for women, youth, vulnerable groups, and persons living with disabilities. Focus has been placed on the improvement of livelihood of vulnerable groups specifically the orphans and vulnerable children.

### **3.6 Kenya's Development Challenges**

Key challenges outlined in the Second MTP which will have implications on the Council's programmes during the 2013-2017 period include: rapid population growth; weak policy, legal and institutional frameworks for child protection interventions and uncoordinated implementation of child care and protection programmes; low coverage of Consolidated Social Protection Fund due to insufficient funding; poor infrastructure in rehabilitation schools, children homes, remand homes and lack of proper coordination mechanisms for the Consolidated Social Protection Programme.

The Second MTP also notes that over-reliance on donor funds has created uncertainty and sustainability issues especially when dealing with vulnerable groups such as children; and increase in the number of children in need of special protection.

### **3.7 The Role of the Council in the National Development Agenda**

All the three pillars of the Vision 2030 require sufficient protection for all children. Indeed, the Vision recognizes a just and equitable society as a key development goal. The Council will contribute to the national development agenda through formulation of policies projects, programmes and implementation of activities, on social protection, with emphasis on protection of children.

The Council will deliver on the National Development Agenda through; setting standards for children priorities, project planning and coordination of interventions.

### **3.8 The Role of the Council in the Current Constitutional Dispensation**

The Council will play a key role in implementing the Constitution mainly through ensuring progress towards the achievement of Article 53, focusing on children. Children have a right to: be protected from abuse, neglect, harmful cultural practices, all forms of violence, inhuman treatment and punishment, and hazardous or exploitative labour; parental care and protection, which include equal responsibility of the mother and father to provide for the child, and not to be detained, except as a measure of last resort. Overall, the Constitution declares the paramount importance of a child's best interests in every matter concerning the child.

Every child with disability is entitled to be treated with dignity and respect and to be addressed and referred to in a manner that is not demeaning; have access to educational

institutions and facilities for persons with disabilities; reasonable access to all places, public transport and information; use Sign language, Braille or other appropriate means of communication; and access materials and devices to overcome constraints arising from the child's disability.

The Council shall propose amendments to the Children Act, 2001 and other existing legislations to align them to the Constitution.

### **3.9 The Role of the Council in International and Regional Obligations**

Kenya is a signatory to the international conventions and protocols on the Rights of the Child among them, UNCRC, Convention on the Worst Forms of Child Labour 182, the Hague Convention on Cooperation in inter country adoption (1993) and African Charter on the Rights and Welfare of the Child (ACRWC) which were domesticated through the Children Act, 2001. The Council is mandated to prepare reports on the country's implementation of the international and regional obligations.

At the Regional level, Kenya has signed EAC protocol on free movement of goods and persons. The protocol is geared towards elimination of labour migration rules which will enhance creation of and implementation of activities, employment and integration of labour standards in the region.

A large part of the financing and investment of the programmes and projects is expected to come from the private sector through the Public Private Partnerships (PPPs).

## CHAPTER FOUR

### SITUATIONAL ANALYSIS

#### 4.1 Introduction

The level of success of this Strategic Plan will depend to a great extent on the Council's operational environment. This will include both the internal and external environments which will have impacts on the activities, projects and programmes spelt in the Plan. An assessment of the Council's Strengths, Weaknesses, Opportunities and Threats (SWOT) has been carried out to establish those factors that are most likely to influence the implementation of the Plan. In addition, an analysis of the Policy, Political, Economic, Social, Technological, Environmental and Legal (P-PESTEL) factors has been outlined to ascertain external environment likely to shape the Council's success. The Strategic, Financial and Operational risks which the Council is likely to face have also been analyzed and a Risk Management Framework established for mitigation. Lastly, the Council's stakeholders have been identified and their needs elaborated to provide a basis for constructive engagement during implementation.

## 4.2 SWOT Analysis

Table 1: SWOT Analysis

	STRENGTHS	WEAKNESSES
	<ul style="list-style-type: none"> <li>• Skilled and competent staff</li> <li>• Institutional, legal and policy framework that facilitates outreach of programmes up to the Sub-County level.</li> <li>• Existence of operational guidelines. such as:- Child participation , AAC training manual , Framework for the National Child Protection System in Kenya and Good practice in child care ; A manual for children caregivers.</li> <li>• Diverse knowledge and expertise base of council membership</li> <li>• Commitment from Partners and key stakeholders in the children’s sector.</li> <li>• Volunteer children officers</li> <li>• Secondary School bursaries</li> <li>• Functional AACs <b>structures</b> at the Sub-County levels</li> <li>• Available funding from the Exchequer.</li> <li>• Network with other agencies and government ministries.</li> </ul>	<ul style="list-style-type: none"> <li>• Weak legal, policy and institutions framework.</li> <li>• Inadequate ICT infrastructure.</li> <li>• Inadequate disaggregated data for all categories of children.</li> <li>• Lack of succession management.</li> <li>• Absence of reward strategy.</li> <li>• Inadequate M &amp; E framework.</li> <li>• Inadequate resources</li> <li>• Inadequate institutional support from line ministries.</li> <li>• Inadequate mechanisms of responses to disasters and other emerging issues affecting children</li> <li>• AAC’s do not exist in all sub-counties, ward and locations.</li> <li>• Some AAC’s are weak.</li> <li>• Under staffing of children officers.</li> </ul>

	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>INTERNAL</b>	<ul style="list-style-type: none"> <li>• Availability of specialized training opportunities</li> <li>• Progressive Bill of rights</li> <li>• Public sector reforms and performance Contracting</li> <li>• Existence of e-Government Strategy</li> <li>• Availability of opportunities for collaborations with institutions of higher learning in training and research.</li> <li>• Existence of international days on children.</li> <li>• Existence of a broad based number of partners for example UN Agencies, Development Partners, Intergovernmental agencies, International Agencies, Local Agencies</li> <li>• Devolved structures.</li> <li>• Inclusion of children issues in County Integrated Development Plans.</li> <li>• Free and Compulsory Primary Education and subsidized Secondary Education.</li> <li>• Existence of children institutions.</li> <li>• Cash Transfer to the Orphans and Vulnerable Children.</li> <li>• The constitution.</li> <li>• Children Assembly.</li> <li>• Vision 2030.</li> <li>• Volunteer Children’s officers</li> <li>• Secondary school bursary.</li> </ul>	<ul style="list-style-type: none"> <li>• Complex nature of devolution.</li> <li>• HIV and AIDS scourge</li> <li>• Low public awareness of the Council</li> <li>• Breakdown of social and family values leading to suffering of children</li> <li>• Rising numbers of orphans and vulnerable children</li> <li>• Disasters, Poverty and natural calamities</li> <li>• Global and National Economic down turn.</li> <li>• Weak child participation.</li> <li>• Alcohol, drugs and substance abuse.</li> <li>• Terrorism and inter-community conflicts.</li> <li>• Unemployment and Rural-Urban migration.</li> <li>• Global warming and climate change.</li> <li>• Child trafficking.</li> <li>• Misuse of ICT</li> <li>• Emerging modes of child abuse.</li> <li>• Disinheritance of orphaned children.</li> <li>• Globalization.</li> <li>• Fundamentalism and Cultism</li> <li>• Retrogressive socio-cultural practices.</li> </ul>
<b>EXTERNAL</b>		

### 4.3 Environmental Scanning

Like any other organization, the operations of the Council are heavily dependent on the internal and external environments. However, external environments are the greatest determinant of its operations. This environment is analyzed below under Policy (P), Political (P), Economic (E), Social-Cultural (S), Technological (T) Environmental (E) and Legal (L) environmental factors P-PESTEL, with each positive and negative attributes highlighted.

### 4.4 P-PESTEL Analysis

Table 2: PESTEL Analysis

Factor		Influence on the Council's Activities
<b>Policy</b>	Opportunity	<ul style="list-style-type: none"> <li>• The Kenya Development blue print Vision 2030</li> <li>• The Second Medium Term Plan 2013-2017</li> <li>• Sector Plans and policies and guidelines</li> <li>• The Constitution of Kenya</li> <li>• Children Act, 2001</li> </ul>
	Threat	<ul style="list-style-type: none"> <li>• Inadequate national budget to provide universal social security for children.</li> </ul>
<b>Political</b>	Opportunity	<ul style="list-style-type: none"> <li>• Devolution</li> </ul>
	Threat	<ul style="list-style-type: none"> <li>• Dynamic political environment</li> <li>• Effects of expected Mergers and restructuring of SAGAS and State corporations</li> </ul>
<b>Economic</b>	Opportunity	<ul style="list-style-type: none"> <li>• Support from Non state actors.</li> <li>• Private Public Partnerships.</li> <li>•</li> </ul>
	Threats	<ul style="list-style-type: none"> <li>• Government austerity measures due to various reasons may lead to budget cuts.</li> <li>• Increase in the prices of basic commodities which affect the citizens purchasing power and increases the number of vulnerable persons as well as aggravating their vulnerability.</li> </ul>
<b>Social</b>	Opportunity	<ul style="list-style-type: none"> <li>• Free and compulsory primary education.</li> <li>• Cash transfer to Orphans and Vulnerable Children.</li> <li>• Support from Non state actors.</li> </ul>

<b>Factor</b>		<b>Influence on the Council's Activities</b>
	Threats	Increasing number of people falling below poverty line. <ul style="list-style-type: none"> <li>• Retrogressive cultural practices.</li> <li>• High dependency levels.</li> <li>• Weakened social fabric.</li> </ul>
<b>Technological</b>	Opportunity	<ul style="list-style-type: none"> <li>• E- government.</li> <li>• Email and social media communication.</li> <li>• Penetration of mobile phones.</li> <li>• Child abuse Toll free line 116.</li> <li>• NACADA toll free line 1192.</li> <li>• GPS system.</li> </ul>
	Threat	<ul style="list-style-type: none"> <li>• Cyber-attack/crime targeting children.</li> <li>• Rapid technological change.</li> <li>• Inadequate resources to keep up with technological changes.</li> </ul>
<b>Environmental</b>	Opportunity	<ul style="list-style-type: none"> <li>• Green jobs approach.</li> <li>•</li> </ul>
	Threat	<ul style="list-style-type: none"> <li>• Asbestos roofing.</li> <li>• Unsafe work environment.</li> <li>• Climate change.</li> </ul>
<b>Legal</b>	Opportunity	<ul style="list-style-type: none"> <li>• Constitution.</li> <li>• Existence of legislations such as Children Act, 2001.</li> <li>• International treaties conventions and protocols.</li> </ul>
	Threats	<ul style="list-style-type: none"> <li>• Lengthy process of development and amendment of legislation.</li> <li>• Various pieces of legislation that are not in harmony.</li> </ul>

#### **4.5 Risk Management**

The Council will capitalize on its strengths, exploit opportunities available while making efforts to turn weaknesses into strengths and avert threats or transform them into opportunities. Risk analysis will be done and risk mitigating strategies developed and implemented.

## RISK AND MITIGATION MEASURES

Table 3: Risk and Mitigation Measures

No.	RISK FACTORS	SOURCE	MITIGATION MEASURES	RISK OWNER
1.	Existence of other institutions with similar mandate.	Democratic space given by the Constitution.	Advocacy on the Mandate of the Council.	Cabinet Secretary-Parent Ministry  Principal Secretary - Parent Ministry,  Chairperson-NCCS,  Secretary- NCCS.
2.	Merging of State Corporations and SAGA's.	Government Policy on State Corporations and SAGA's.	Advocacy and lobbying	Cabinet Secretary-Parent Ministry  Principal Secretary - Parent Ministry,  Chairperson-NCCS,  Secretary- NCCS.
3.	Inadequate capacity to offer effective and efficient services	Low staffing levels	Staff recruitment  Promotion of Volunteerism  Capacity building of	Cabinet Secretary-Parent Ministry  Principal Secretary - Parent Ministry,

			existing staff to multitask	Chairperson- NCCS, Secretary- NCCS. HRM
4.	Inadequate capacity to deliver Councils Mandate	Inadequate funding	Resource Mobilization  Advocate for increase in exchequer allocation	Cabinet Secretary- Parent Ministry  Principal Secretary - Parent Ministry,  Chairperson- NCCS, Secretary- NCCS Head of Finance
5.	Increasing numbers and forms of child abuse	Population growth  Breakdown in social family values  Increasing poverty  Moral decadence	Advocacy for children rights  Empower children to protect themselves.  Enforcement of Child related laws  Economic growth  Strengthen family and community structures	National Government and County Governments  NCCS  Law enforcers  Inspector General of Police  Stakeholders
6.	Mushrooming of organization and Institutions purporting to provide services to	Duplication and overlap in service delivery	Mapping of children service providers  Monitor implementation of national standards and	Cabinet Secretary- Parent Ministry  Principal Secretary - Parent

	children		legislations	Ministry, Chairperson- NCCS, Secretary- NCCS Stakeholders.
7	Information Communication Technology	Globalization and Liberalization of the media,	Advocate for controlled Content	Cabinet Secretary- Parent Ministry  Principal Secretary - Parent Ministry,  Chairperson- NCCS,  Secretary- NCCS  Stakeholders.

## 4.6 Stakeholders Analysis

Table 4: Stakeholders Analysis

Stakeholder	Functions of stakeholder	Stakeholder expectations	Council's role in meeting stakeholder expectations	Stakeholder's role in facilitating service delivery
The Child	<ul style="list-style-type: none"> <li>• Participation in decisions affecting them at all levels.</li> </ul>	<ul style="list-style-type: none"> <li>• Realization of their Rights as per the legal provisions on issues concerning them</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate on child rights and welfare.</li> </ul>	<ul style="list-style-type: none"> <li>• Uphold their duties and responsibilities stipulated in the Children Act,2001</li> </ul>
The Public	<ul style="list-style-type: none"> <li>• Nurture and care for children to responsible adulthood.</li> <li>• Watchdog on quality of service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• To be informed on child rights.</li> <li>• Efficient service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• To sensitize the public on child rights.</li> <li>• To adhere to the standards set in the Citizens Service Delivery Charter.</li> </ul>	<ul style="list-style-type: none"> <li>• Upholding Children's rights.</li> <li>• Give feedback on the Council on standards and levels of service delivered.</li> </ul>
County government	<ul style="list-style-type: none"> <li>• Mobilization, collaboration, administrative support.</li> <li>• Inclusion of children's activities in the County Integrated Development Plans.</li> <li>• Establishment of Childcare facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration, networking and involvement in child protection.</li> <li>• Sensitization and awareness on children matters.</li> <li>• Strengthen link between county and national government.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination and linkages</li> <li>• Conduct sensitization and awareness sessions on children matters.</li> <li>• Engagement with the County Government on children Issues</li> </ul>	<ul style="list-style-type: none"> <li>• Goodwill, Participation and feedback</li> <li>• Cooperation and Consultation</li> </ul>

Stakeholder	Functions of stakeholder	Stakeholder expectations	Council's role in meeting stakeholder expectations	Stakeholder's role in facilitating service delivery
County Assemblies	<ul style="list-style-type: none"> <li>• Legislate on children laws and policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Strong legal and policy frameworks.</li> </ul>	<ul style="list-style-type: none"> <li>• Setting standards for legal and policy framework</li> <li>• Collaboration network</li> </ul>	<ul style="list-style-type: none"> <li>• Children Participation at all levels in decisions affecting them.</li> </ul>
Line Ministries and Departments	<ul style="list-style-type: none"> <li>• Cooperation and collaboration</li> <li>• Coordination and implementation of Government development policies and strategies.</li> <li>• Mainstreaming of children issues</li> </ul>	<ul style="list-style-type: none"> <li>• Co-operation in the coordination and implementation of Government development policies and strategies</li> <li>• Timely submission of reports</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate Government development policies and strategies</li> <li>• Ensure timelines are adhered to.</li> <li>• Frequent consultations</li> </ul>	<ul style="list-style-type: none"> <li>• Co-operation</li> <li>• Provide detailed required details</li> </ul>
The National Treasury	<ul style="list-style-type: none"> <li>• Exchequer provision</li> <li>• Coordination of the budgeting process</li> <li>• Increase budgetary allocation to children's programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Prudent utilization of financial resources</li> <li>• Optimum utilization of allocated funds.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure prudent allocation and utilization of funds.</li> </ul>	<ul style="list-style-type: none"> <li>• Involve the Council in budgeting.</li> <li>• Monitor and Evaluate utilization of Financial Resources.</li> <li>• Allocation of adequate resources.</li> </ul>
Ministry of Devolution and Planning	<ul style="list-style-type: none"> <li>• Policy coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Timely submission of reports and policy documents and implementation of policy guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Effective development and review of policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Give clear and consistent guidelines, realistic timelines, and offer technical support</li> </ul>
Ministry of Health	<ul style="list-style-type: none"> <li>• Provision of healthcare,</li> </ul>	<ul style="list-style-type: none"> <li>• Networking and partnership on</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration on</li> </ul>	<ul style="list-style-type: none"> <li>• Expedious medical</li> </ul>

Stakeholder	Functions of stakeholder	Stakeholder expectations	Council's role in meeting stakeholder expectations	Stakeholder's role in facilitating service delivery
	child survival, care of abandoned babies in medical facilities.	child health issues.	Children Issues.	interventions on children.
Ministry of Education, Science and Technology	<ul style="list-style-type: none"> <li>• Developing children to their full potential.</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitize education officers and teachers on Children's Rights.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration on Children Issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the ;</li> <li>• Children Act 2001 and Basic Education Act 2013</li> </ul>
Director of Public Prosecutions	<ul style="list-style-type: none"> <li>• Prosecution of offenders.</li> <li>• Providing guidance on case investigation</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate social enquiries</li> </ul>	<ul style="list-style-type: none"> <li>• Providing guidance on conducting social inquires</li> </ul>	<ul style="list-style-type: none"> <li>• Prosecution of child abusers</li> </ul>
The Cabinet Office	<ul style="list-style-type: none"> <li>• Discuss Cabinet Memoranda.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepared and submitted Cabinet memorandum and Sessional Papers,</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare the necessary documentation</li> </ul>	<ul style="list-style-type: none"> <li>• Discussion and approval of bills and policy documents</li> </ul>
Public Service Commission	<ul style="list-style-type: none"> <li>• Mandated with the overall responsibility of, recruitment, appointment, confirmation, promotions, and disciplinary control of public servants.</li> </ul>	<ul style="list-style-type: none"> <li>• Proper interpretation and implementation of Human Resource Management and Human Resource Development, policies and decisions.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely implementation of policies and decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Implement and forward the decisions to the Council</li> </ul>
Directorate of Public Service Management	<ul style="list-style-type: none"> <li>• Issue guidelines on Human Resource</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of and adherence to Human Resource</li> </ul>	<ul style="list-style-type: none"> <li>• Adherence to the given guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely issuance of clear circulars.</li> </ul>

Stakeholder	Functions of stakeholder	Stakeholder expectations	Council's role in meeting stakeholder expectations	Stakeholder's role in facilitating service delivery
	Management.	Management policies and Guidelines.		
Attorney General's Office.	<ul style="list-style-type: none"> <li>• Provision of legal advice on children</li> <li>• Facilitate submission of State reports on regional and international instruments.</li> </ul>	<ul style="list-style-type: none"> <li>• Receive reports on issues of legal concern affecting children that need redress.</li> <li>• Timely submission of periodic State Reports on implementation of regional and international obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation of reports on issues of legal concern affecting children that need redress to the AG.</li> <li>• Effective implementation of legal advice on children.</li> <li>• Prepare and submit the State Party Reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Addressing legal concerns of children.</li> <li>• Timely submission of the State Party Reports to the relevant organ(s).</li> </ul>
Immigration and Registration of Persons.	<ul style="list-style-type: none"> <li>• Implement the provision of the Counter trafficking in Persons act 2012.</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitization of Staff on the, Children Act 2001, Counter trafficking in Persons Act 2012.</li> </ul>	<ul style="list-style-type: none"> <li>• Networking and collaboration on matters such as international adoption and implementation of the Counter trafficking in Persons Act 2012.</li> </ul>	<ul style="list-style-type: none"> <li>• Authentication of travel documents concerning children.</li> </ul>
Parliament	<ul style="list-style-type: none"> <li>• Enactment and amendment of laws.</li> </ul>	<ul style="list-style-type: none"> <li>• Formulation of bills for legislation by Parliament.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely preparation and submission of draft bills and policies for children.</li> </ul>	<ul style="list-style-type: none"> <li>• Passing of legislation on children issues.</li> </ul>

Stakeholder	Functions of stakeholder	Stakeholder expectations	Council's role in meeting stakeholder expectations	Stakeholder's role in facilitating service delivery
The Judiciary	<ul style="list-style-type: none"> <li>• Administration of justice for children.</li> <li>• Interpretation of Laws related to children.</li> </ul>	<ul style="list-style-type: none"> <li>• Reports on child rights violations that need to be addressed by the Judiciary.</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitize judiciary staff on child rights</li> <li>• Networking and collaboration in implementation of existing legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• Expeditious administration of justice.</li> </ul>
Kenya National Bureau of Statistics	<ul style="list-style-type: none"> <li>• Collection and analysis of data and provision of technical statistical advice.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely submission of requested statistics.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide the required data and invite KNBS for technical meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide technical assistance and relevant data</li> </ul>
Ministry of Interior and Coordination of National Government.	<ul style="list-style-type: none"> <li>• Maintenance of internal security, public trustee and co-ordination of national government activities</li> </ul>	<ul style="list-style-type: none"> <li>• To be sensitized on child rights and designed rehabilitation programmes to reduce incidences of children graduating into crime in their adulthood</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitization on child rights</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitation of Alternative Dispute Resolution in Children matters</li> </ul>
The National Police Service	<ul style="list-style-type: none"> <li>• Maintenance of law and order.</li> <li>• Establishment of Child Protection Units(CPUs)</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitization on child rights.</li> <li>• Networking and collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Reporting on child rights violation.</li> <li>• Sensitize the staff of child rights.</li> </ul>	<ul style="list-style-type: none"> <li>• Expeditious investigations and appropriate action taken on child rights violations.</li> </ul>

Stakeholder	Functions of stakeholder	Stakeholder expectations	Council's role in meeting stakeholder expectations	Stakeholder's role in facilitating service delivery
Probation and Aftercare Services	<ul style="list-style-type: none"> <li>• Presentation of Probation Officers' report on offenders to court.</li> <li>• Implementation of Community Service Orders.</li> <li>• Monitor probationers and rehabilitate youth offenders.</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitize Probation officers on Children's Rights.</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitize Probation officers on Children's Rights.</li> </ul>	<ul style="list-style-type: none"> <li>• Preparation and presentation of court reports on matters pertaining to children</li> <li>• Advocate for community service orders for female offenders with children below 4 years.</li> </ul>
Kenya Prisons Service	<ul style="list-style-type: none"> <li>• Rehabilitation of youthful offenders.</li> <li>• Provision of services to Children under 4yrs accompanying mothers to prisons</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitization of Prison Staff on Child rights.</li> </ul>	<ul style="list-style-type: none"> <li>• Networking and collaboration</li> <li>• sensitization of the prison staff on child rights.</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in the Borstal institutions board.</li> <li>• Ensuring protection of rights for Children under 4yrs accompanying mothers to prisons.</li> </ul>
Development partners, NGO's and FBO's	<ul style="list-style-type: none"> <li>• Mobilizing and supplementing resources,</li> <li>• Capacity building for officers/ Council.</li> <li>• Collaboration on community mobilization and empowerment</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability and transparency in utilization of resources.</li> <li>• Project proposals, Work Plans, and framework for good governance</li> </ul>	<ul style="list-style-type: none"> <li>• Adherence to Terms of Reference for specified programmes.</li> <li>Putting in place accountability systems to deliver services.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of programmes in accordance to terms of reference</li> <li>• Funding</li> <li>• Capacity building</li> <li>• Monitoring and Evaluation</li> </ul>

Stakeholder	Functions of stakeholder	Stakeholder expectations	Council's role in meeting stakeholder expectations	Stakeholder's role in facilitating service delivery
			<ul style="list-style-type: none"> <li>Monitoring and Evaluation.</li> </ul>	
Academic and Research Institutions	<ul style="list-style-type: none"> <li>Conducting research on children issues.</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration on Children Issues.</li> </ul>	<ul style="list-style-type: none"> <li>Creating avenues for cooperation.</li> <li>Propose research gaps in the children's sector</li> </ul>	<ul style="list-style-type: none"> <li>Propose interventions on children issues.</li> <li>Undertake research on children's issues</li> </ul>
The Media	<ul style="list-style-type: none"> <li>Highlighting issues of children.</li> </ul>	<ul style="list-style-type: none"> <li>Networking and partnership.</li> <li>Improved service delivery/functioning systems.</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration and networking with media on children's issues</li> </ul>	<ul style="list-style-type: none"> <li>Bringing Children issues to the lime light.</li> <li>Advocating for children rights and welfare</li> </ul>
Constitutional Offices	<ul style="list-style-type: none"> <li>Oversight on children issues</li> </ul>	<ul style="list-style-type: none"> <li>Ensure compliance with Constitutional provisions related to children.</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration on Children Issues</li> </ul>	<ul style="list-style-type: none"> <li>Interpretation and guidance on Constitutional provisions related to children.</li> </ul>
Law Society of Kenya	<ul style="list-style-type: none"> <li>Offering legal aid to children.</li> </ul>	<ul style="list-style-type: none"> <li>Oversee the implementation of children laws</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration on legal issues</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration and support on children issues.</li> </ul>
Private Sector	<ul style="list-style-type: none"> <li>Support programmes as part of Corporate Social Responsibility (CSR)</li> </ul>	<ul style="list-style-type: none"> <li>Submitted requests/ activity proposals for support</li> </ul>	<ul style="list-style-type: none"> <li>Prepare requests and proposals</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration, and Support</li> </ul>

#### **4.7 Key Success Factors**

The extent of achievement of this Strategic Plan will depend greatly on the following factors:

- a. Strict adherence to the results accountability framework.
- b. Availability of resources
- c. Continuous synergy between the Council, and all other stakeholders in the children's sector.
- d. Leveraging on ICT.
- e. Capacity of the Council members and Secretariat.

## CHAPTER FIVE

### THE STRATEGIC MODEL

#### 5.1 Introduction

This Chapter presents the Strategic Model which will guide the actual implementation of the Strategic Plan. The Council's focus and direction are set out in the Vision and Mission. The corporate identity is spelt out in the Core Values while Key Result Areas (KRAs) that form the focus areas for implementation are also outlined. Finally, the Strategic Objectives, Strategic Challenges and Activities for each Key Result Area are presented for accountability during implementation.

#### 5.2 Vision and Mission Statements

##### **Vision**

To be a vibrant agency in the realization and protection of the rights and welfare of children for national prosperity.

##### **Mission**

To formulate policies, develop plans, monitor, coordinate and mobilize resources for the implementation, realization and safeguarding of the rights and welfare of the child.

#### 5.3 Core Values

In furtherance of the mission, the Council will be guided by the following core values:-

- *Children first:* Commitment to serve in the best interest of the child;
- *Professionalism:* Commitment to exercising competency, skills, knowledge and ethical behavior in service delivery.
- *Integrity, transparency and accountability:* the council is committed to promoting openness and reliability in fulfilling its mandate.
- *Inclusiveness:* the Council will promote equity and equality in all its programmes.

#### 5.4 Key Result Areas, Strategic challenges, Strategic Objectives, Strategies and Activities

These are as contained in the Annex I and Annex II of this Strategic Plan.

## CHAPTER SIX

### IMPLEMENTATION AND COORDINATION FRAMEWORK OF THE STRATEGIC PLAN

#### 6.1 Introduction

This Strategic Plan will be implemented over a five year period. The functions and activities of each thematic committee have been outlined to elaborate the implementation framework. This will require proper coordination between the thematic committees of the Council so as to ensure that planned activities, projects and programmes are implemented by the end of the Strategic Plan period.

#### 6.2 Overall Implementation Strategies

Implementation strategies are outlined in Annex I: Implementation Matrix.

#### 6.3 Phasing and sequencing

To implement this Strategic Plan, the Council will be guided by the Constitution, Children Act 2001, policies, legal reforms, programmes and projects in the Vision 2030 as outlined in the MTP II.

Focus will be pegged on the realization of the projects and programmes anchored to the social pillar of the Vision 2030 and the Constitution. The Council will track progress on the implementation of the Strategic plan at the end of each financial year.

#### 6.4 Focusing on quick wins

All thematic committees are expected to identify activities that are geared towards realization of Kenya Vision 2030 and MTP II. This shall provide a foundation for long term activities.

#### 6.5 Results Based Management

A Results Matrix (Annex II) has been included to facilitate monitoring of performance and strengthen the accountability framework. Performance Contracting will be utilized to set agreeable annual and quarterly targets for key activities which shall be evaluated to assess performance. Each member of staff will also be placed on the Performance Appraisal System (PAS) where individual results-based performance targets shall be set, tracked and assessed to gauge the level of individual performance. Further, Rapid Results Initiatives (RRI) will be implemented in identified result areas to fast-track the achievement of results and initiate small-scale performance culture changes.

#### 6.6 Accountability Framework

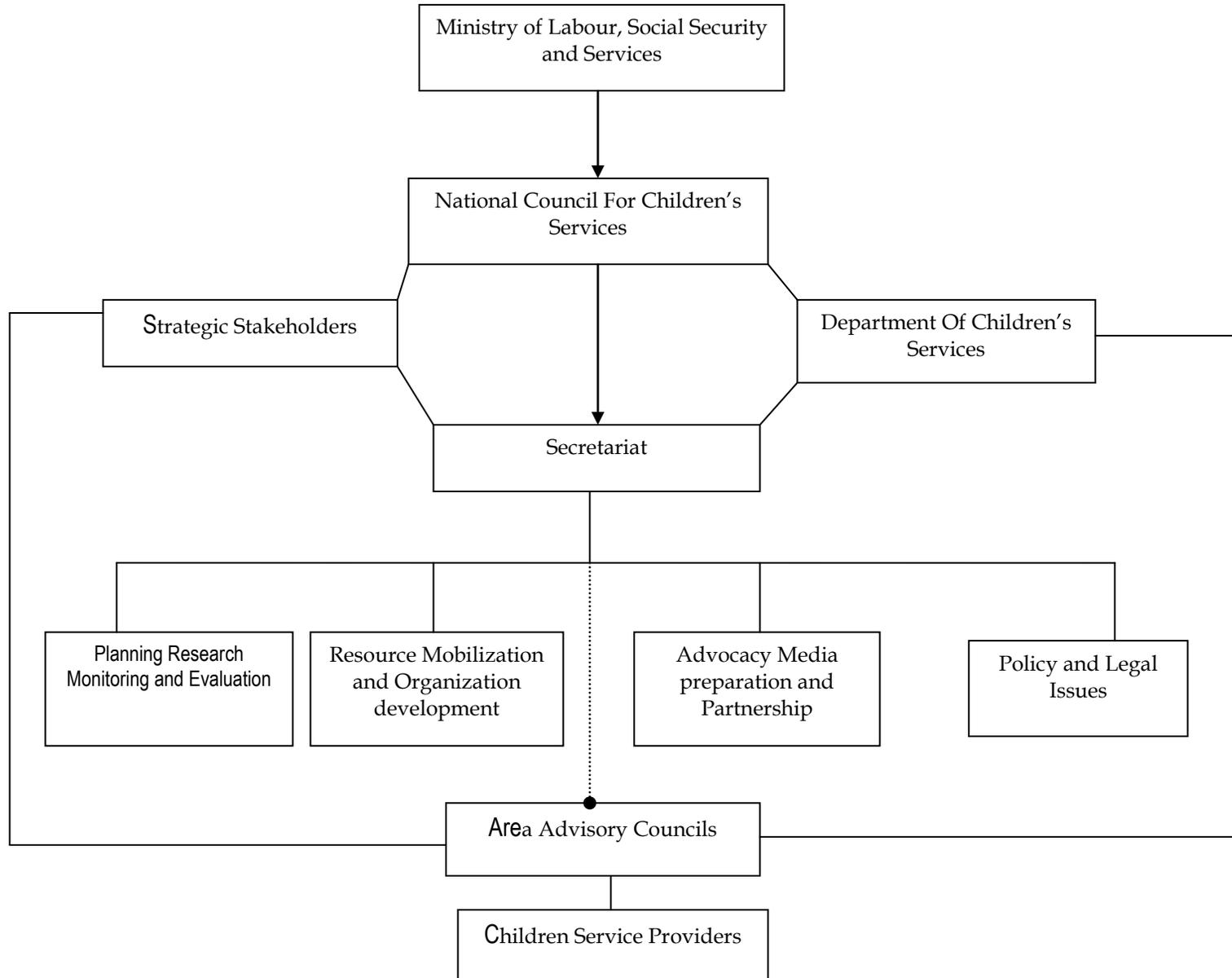
The overall responsibility for the achievement of this Strategic Plan lies with the Council. This however, does not diminish the respective roles of each Thematic Committee and the Secretariat. Individual members of staff will also be accountable for performance on targets. The Results Matrix has outlined the thematic area

responsible for each and every activity in this Strategic Plan. The Secretary of each Thematic Committee will be solely responsible for results in each activity under their respective Area. The accountability framework will be cascaded further through Annual Work Plans and Individual Work Plans, all of which will be aligned to this Strategic Plan.

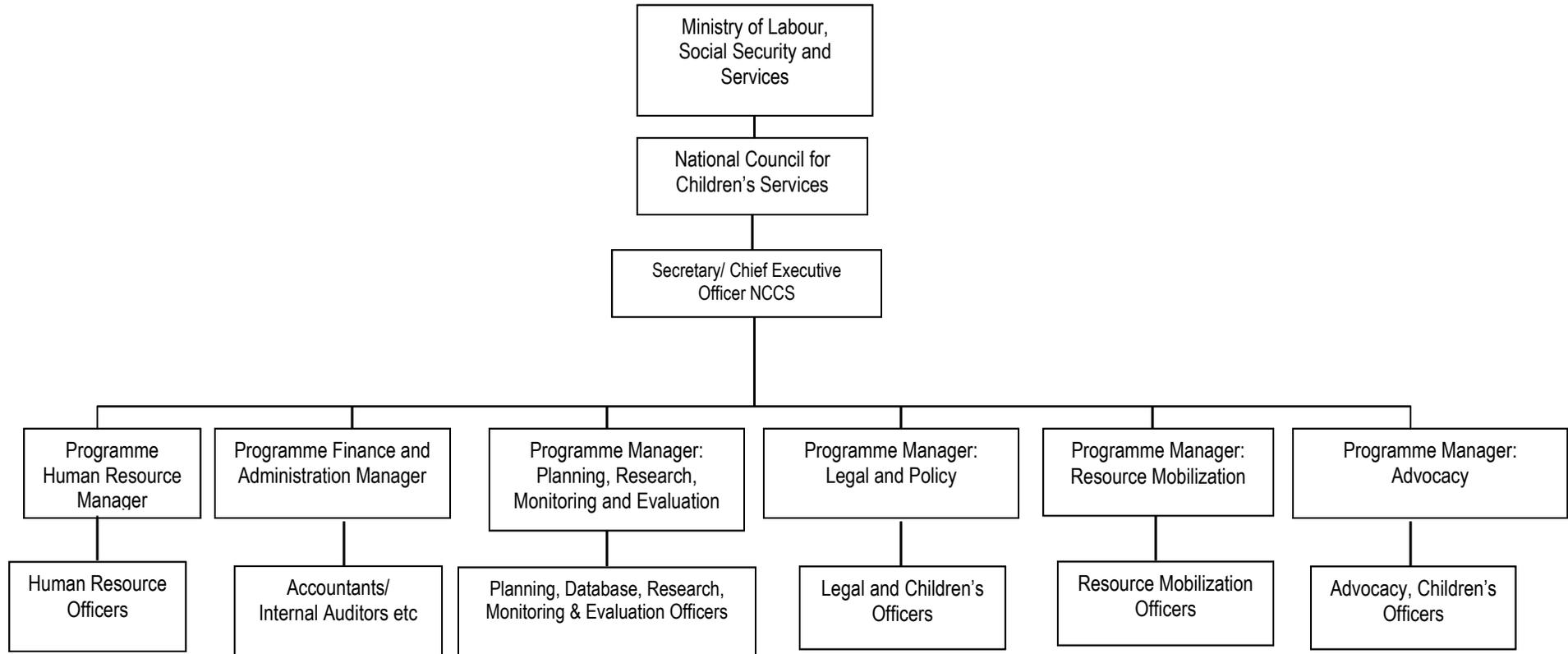
### **6.7 The Implementation Framework**

This Strategic Plan places accountability for performance of each activity on the respective Secretary of Thematic committee responsible for reporting on it. The Secretary NCCS will be responsible to the Council. Collaboration amongst sections and units will be utilized to achieve greater synergy during implementation.

**Current Organizational Structure**



## 6.8 Proposed Organizational Structure



## **6.9 Functions and general objectives of Thematic Committees**

### **(1) Advocacy, media, participation and partnership**

#### **General Objective**

The general purpose of this committee is to advocate for children rights and nurture partnership for effective advocacy, as well as ensuring optimum participation of children.

#### **Functions**

- Develop advocacy, media participation and partnership strategies, towards protection of children rights and welfare
- Develop and disseminate I.E.C materials and other documents to relevant stakeholders
- Develop thematic guides in various languages on the provisions of the Children Act and other instruments on child protection
- Hold advocacy meetings to upscale strategic collaboration for improved coordination, planning financing and information sharing in the children sector and lobbying for inclusion of the council programmes in development partners work plans.
- To create linkages and programmes with other organization locally and abroad to learn best practices.

### **(2) Resource mobilization, management and Organizational development.**

#### **General Objective**

The general purpose of this committee is to develop and implement resource mobilization strategies for the children sector, and ensure that the same is efficiently managed to strengthen organizational development.

#### **Functions**

- Develop a comprehensive resource mobilization and fundraising strategy
- Establish financial management system through the development of appropriate guidelines
- Determine the criteria for disbursement of funds and resources to needy and deserving cases
- Build the capacity of the Council to implement the Strategic Plan
- Conduct training and other capacity building activities to strengthen management and organizational development for the Council and its partners.

### (3) Planning, research, monitoring and evaluation

#### **General objective**

The general purpose of this committee is to coordinate planning, research, monitoring and evaluation activities and to ensure that capacities are enhanced to optimize impacts of these processes in the children sector.

#### **Functions**

- Organize the hosting, planning forums to improve child welfare
- Establish monitoring and evaluation framework at both nation and local levels
- Collaborate with appropriate research institutions to ensure data gathered is disaggregated on children issues
- Mainstream Council's programmes into relevant development partners work plans
- To create linkages and programmes with other organizations locally and abroad to learn best practices.

### (4) Policy development and legal issues

#### **General Objective**

The general objective of this committee is to ensure that the policy and legal instruments are developed and institutionalized.

#### **Functions**

- Develop and maintain an inventory of all existing policies and legal instruments relating to children
- Appointing and functionalizing technical teams for review and harmonizing identified policies and any other emerging issues regarding children
- Disseminate policies and legal instruments to the stakeholders
- Establish and strengthen existing structures to ensure that relevant information for reporting on national, regional and international protocols are collected, collated and adhered to.
- Liaising with the monitoring committee in setting standards and performance expectations to ensure that legal processes for children are adequately monitored and evaluated.
- Create linkages and programmes with other organizations locally and abroad to learn best practices.

## CHAPTER SEVEN

### CAPACITY FOR IMPLEMENTATION

#### 7.1 Introduction

The implementation of this Strategic Plan requires the Council to have adequate resources both human and financial. The infrastructural and technological capacities available will be important as the Council make efforts to enhance efficient utilization of available resources and engagement in mobilization of additional resources.

#### 7.2 Human Resource Capacity

The Council currently does not have its own staff but relies on the staff deployed from the Ministry/Department of Children Services. The Secretariat currently has 19 officers deployed in the four thematic areas of the council and the administrative unit which offers supportive services to all the four thematic areas.

#### 7.3 Staff Establishment and Gaps

The Council requires professionals with diverse skills and expertise like Children Officers, Planners, Monitoring and Evaluation Experts, ICT officers, Legal Officers, Resource Mobilization Specialists, Publicity officers, Auditors, Accountants, Human Resource Officers amongst others to adequately realize its vision founded on competencies required.

Table 5: Current and proposed staff establishment

<b>Cadres</b>	<b>In-Post</b>	<b>Proposed establishment</b>
Chief Executive Officer	0	1
Programme Managers	0	6
Children's Officers	9	17
Legal Officers	0	2
Social Economists	0	2
Resource Mobilization Specialists	0	2
Publicity Officers	0	2
Secretarial Staff	2	2
Records Management Officer	1	1
Clerical Staff	1	4
Driver	0	2
Support Staff	1	2
Supply Chain Management	2	2
Accountants	1	2
Human Resource Officer	0	3
Auditors	0	2
ICT Officers	1	2
Planning Officers	0	2
Finance Officers	0	1
<b>TOTAL</b>	<b>19</b>	<b>57</b>

#### 7.4 Succession Management

The Council will focus on ensuring the availability and sustainability of a supply of capable staff that are ready to assume critical roles. This will be done as an integrated process involving forecasting of human resource requirements, assessment of employee competence, identification of competence gaps, implementation of learning and development programmes, performance management and recruitment of staff both from internal and external sources.

The Council will also develop a strong justification for increased funding and approval to ensure succession gaps are filled.

#### 7.5 Training Needs

The Council will conduct training needs assessment annually covering all the officers. The exercise will be conducted in accordance with the government training policies and guidelines. Training in the Council will be needs driven to avoid instances of *professional students* amongst the staff. Training needs assessment tool will be developed and periodically reviewed to retain its relevance. A skills inventory will be developed and updated annually. The training function will be managed by the Council Training Committee.

#### 7.6 Financial Capacity

The Council's activities are mainly funded by the Government of Kenya. In the financial year 2013/14, the Council was allocated Kshs. 66.5 million. The funding was inadequate and the Council, through partnerships, secured funding for activities from partners. During this strategic period, the Council will require Kshs. 597.54 million. It will partner with Development Partners and other non-state actors to realize the estimated funding for the activities outlined in this Strategic Plan.

#### 7.7 Projected Resource Requirements

This Strategic Plan will require the following funding disaggregated per year which will be from the Exchequer and the stakeholders.

**Table 6: Projected Resource Requirements**

Financial year	2013/14	2014/15	2015/16	2016/17	2017/18
Estimated budget (Kshs. Million)	70.1	100.93	128.81	139.2	158.5

#### 7.8 Resource Mobilization

The Council has developed a Resource Mobilization and Disbursement Strategy. Resource Mobilization and Disbursement Guidelines will be developed within the first year of this Strategic Plan and will be the blue print document for resource mobilization and disbursement during this strategic period.

## **7.9 Resource Gaps and Mobilization Strategies**

The Council has the following resource gaps;

1. Human resource
2. Office equipment
3. Office space
4. Vehicles
5. ICT equipment and connectivity.

In order to address the resource gaps, the Council will;

1. Advocate for increased funding from the Exchequer and the development partners.
2. Advocate for an increase in the NCCS staff establishment and management structures.
3. Procure more office equipment, vehicles, office space , ICT equipment and connectivity.

## **7.10 Infrastructure Capacity**

The Council has been allocated 10 office rooms in the fourth floor of the Social Security House Block 'C' at the Community area in Nairobi. The space allocated is not adequate and this has led to the Council keeping its stores at the Nairobi Children Remand Home in Kabete.

## **7.11 Implementing structures**

The Council has its replica, the Area Advisory Councils at the Sub-County, Ward and Locational levels. Further, in implementing and enforcing its decisions on children services, the Council works with the County Children's Coordinators and the Sub-County Children's Officers. The Department of Children's Services currently is in all the 47 Counties and 175 Sub-Counties and there is progressive establishment in every financial year.

The Council also works with relevant line ministries and stakeholders including children in pursuant of its vision.

## CHAPTER EIGHT

### MONITORING, EVALUATION AND LEARNING MECHANISM

#### 8.1 Introduction

The Council will develop and implement internal monitoring mechanism and participate in external monitoring.

The following activities will be undertaken;

- Develop monitoring tool(s)
- Undertake periodic monitoring of implementation of this plan
- Monitor children activities and programmes
- Benchmark with the world's best practices in children services
- Periodically report on activities and programmes being undertaken to the relevant authorities

#### 8.2 The Monitoring and Evaluation Framework

Evaluation of this Strategic Plan will be conducted annually. The Council will establish, host and continually update a National Children Database and Children Service Providers Directory that will provide data for evaluation purpose and reporting to various authorities including ratified regional and international instruments.

A comprehensive monitoring and evaluation framework will be developed and be subjected to periodic review.

Monitoring and evaluation reports will be prepared and submitted to the relevant authorities in given formats.

#### 8.3 Learning Mechanisms

Depending on the activities being undertaken, periodic reports will be prepared as prescribed and submitted to the relevant authorities.

The Council will continuously take cognizance of challenges, emerging issues and identified gaps based on monitoring and evaluation reports to inform efforts that seek to improve and enhance service delivery.

## 8.4 Strategic statements

Table 7: Strategic statements

No.	Strategic issue	Strategic objective	Strategies
1	Inadequate legal and policy framework	To develop and review, legislation, policies and programmes for care and protection of children	Take stock of existing legislations , policies and bridge the gaps
2	Inadequate advocacy on child rights and welfare	To advocate for child rights and welfare	Disseminate IEC materials on child rights and welfare
3	Inadequate coordination of service delivery to Children	To establish and operationalize coordination mechanism on service delivery to Children	Create and expand networks in children's services
4	Inadequate resources for delivery of child rights and welfare services.	To mobilize resources for delivery of child rights and welfare services.	Mobilize resources.
5	Inadequate research, monitoring and evaluation of children activities and programmes	To enhance research, monitoring and evaluation on children issues and create conducive environment for sharing findings	Enhance research and development , create avenues for information sharing
6	Inadequate utilization of information communication and technology	To enhance utilization of information communication and technology in service delivery	Automate Council services

## 8.5 Indicators for Reporting

Indicators for each activity are contained in the implementation matrix attached.

## 8.6 Strategic objectives and activities inclusive of outputs

These are as contained in the Annex I and Annex II of this Strategic Plan

## APPENDIX : RESULTS MATRIX

### 1.1. Indicators for Reporting

#### ANNEX I: IMPLEMENTATION MATRIX FOR 2013-2017

<b>Key Result Area</b>		Safeguard the rights and welfare of children in Kenya								
<b>Strategic Issue/Challenge</b>		<ul style="list-style-type: none"> <li>• Inadequate legal and policy framework</li> <li>• Inadequate resources for delivery of child rights and welfare services</li> <li>• Inadequate coordination of service delivery to Children</li> <li>• Inadequate advocacy on child rights and welfare</li> <li>• Inadequate research, monitoring and evaluation of children activities and programmes</li> <li>• Inadequate utilization of information communication and technology</li> </ul>								
<b>Strategic Objective 1</b>		To develop and review, legislation, policies and programmes for care and protection of children								
<b>Strategies</b>	<b>Activities</b>	<b>Outputs</b>	<b>Output Indicators</b>	<b>Actors</b>	<b>Source of funds</b>	<b>Indicative Budget (Million Kshs.)</b>				
						<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
Take stock of existing legislations , policies and bridge the gaps	Finalize amendment of the Children Act, 2001	Revised Children Act, 2001	Children Act amendment Bill	NCCS Development Partners	GOK	2	2			
	Develop a popular version of revised Children Act 2,	Revised Popular version of the revised Children Act, 2001	Popular version of the revised Children Act, 2001	NCCS	GOK			1	1	1

	2001									
	Review seven (7) policy documents	Seven (7) policy documents reviewed	No. of policy documents reviewed	NCCS Development Partners	GOK Stakeholders	10	3	-	-	-
	Develop six (6) policy documents	Six policy documents developed	No. of policy documents developed	NCCS Development Partners	GOK Stakeholders	11	3.5	-	-	-
	Advocate for ratification of the Optional Protocol on the sale of children, child prostitution and child pornography.	Ratified the Optional Protocol on the Sale of Children, Child Prostitution and child pornography..	Optional Protocol on the Sale of Children, Child Prostitution and Child Pornography,	NCCS	GOK	1	1.2	1.5	1.8	2
	Prepare the Sixth UNCRC State Party Report	Sixth UNCRC State Party Report	Sixth UNCRC State Party Report submitted to Geneva	NCCS Development Partners	GOK UNICEF			2.5	2.5	2.5

	Prepare the Second ACWRC State Party Report	Second ACWRC State Party Report prepared	Second, ACWRC State Party report	NCCS Development Partners	GOK UNICEF			1	1	1
	Prepare World Fit for children +15 progress report	World Fit for children +15 progress report	World Fit for children +15 progress report submitted to New York.	NCCS Development Partners	GOK UNICEF	-	-	1	1	1
	Prepare Africa Fit for children progress report	Africa Fit for children progress report	Africa Fit for children progress report submitted to the AU.	NCCS	GOK UNICEF	-	-	1	1	1
	Take stock of existing legislations and policies on children	Stock taken on existing legislations and policies on children	Legislations and policies inventory	NCCS	GOK	1	1	1	1	1

	Sensitize one hundred law enforcers on existing legislations and policies on children	One hundred Law enforcers sensitized on existing legislations and policies on children	No. law enforcers sensitization sessions on existing legislations and policies on children	NCCS Development Partners	GOK	-	4	5	7	9
	Include children issues in <i>Nyumba kumi</i> initiative in the following children issues: defilement, female genital mutilation among others.	Number of Children issues captured in <i>Nyumba kumi</i> initiative	No. of children issues captured in the <i>nyumba kumi</i> on children issues	NCCS Development Partners	GOK Stakeholders	-	1	1.6	2	2.7

<b>Strategic Objective 2</b>			To mobilize resources for delivery of child rights and welfare services							
<b>Mobilize resources</b>	<b>Activities</b>	<b>Outputs</b>	<b>Output Indicators</b>	<b>Actors</b>	<b>Source of funds</b>	<b>Indicative Budget (Million Kshs.)</b>				
						<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
	Implement the NCCS Resource mobilization and disbursement strategy	Resources raised and disbursed.	Percentage of resource mobilization and disbursement strategy implementation	NCCS	GOK	0.5	1.5	1.7	1.9	2
	Participate in MTEF and other bilateral fund raising processes	Participated in MTEF and other bilateral fund raising processes	No of meetings/forums/round tables attended.	NCCS	-	-	-	-	-	-
	Engage children in the national budgetary process	Children participation in budgetary process	No. of Children that participated in the budgetary process.	NCCS Children Stakeholders	GOK Stakeholders	-	1.6	1.7	1.8	2
	Acquire more office equipment, vehicles for NCCS	Office equipment and vehicles for NCCS procured.	No. of procured assets	NCCS Stakeholders	GOK Stakeholders	1	5	7	8	12

<b>Strategic Objective 3</b>			To establish and operationalize coordination mechanism on service delivery to children							
<b>Strategies</b>	<b>Activities</b>	<b>Outputs</b>	<b>Output Indicators</b>	<b>Actors</b>	<b>Source of funds</b>	<b>Indicative Budget (Million Kshs.)</b>				
						<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
Create networks in children's services	Hold annual planning forum with key stakeholders	Annual planning forum with stakeholders held	No. of stakeholder forums held	NCCS Stakeholders	GOK Stakeholders	-	1.5	1.6	1.9	2.2
	Monitor Non-state children service providers	Non-state state children service providers monitored	No. of Non-State children service providers monitored	NCCS Stakeholders	GOK Stakeholders	-	2	2.5	3	4
	Establish County AACs	County AACs established	No. of County AACs established	NCCS DCS Stakeholders	GOK Stakeholders	-	-	3.76	3.76	3.76
	Build AACs capacity	AACs capacity built	Percentage of AACs capacity built	NCCS Stakeholders	GOK Stakeholders	14	15	17	18	20.8
	Monitor AACs operations	AACs operations monitored	Percentage of AACs operations monitored	NCCS Stakeholders	GOK Stakeholders	3	5	8	10	12

	Hold annual counties fora for children sector stakeholders in collaboration with non-state actors in the regions	Annual counties fora for children sector stakeholders in collaboration with non-state actors held	No. of counties forums for children sector stakeholders in collaboration with non-state actors held	NCCS Stakeholders	GOK Stakeholders	-	2	4	5.7	7
<b>Strategic Objective 4</b>			To advocate for child rights and welfare							
Strategies	Activities	Outputs	Output Indicators	Actors	Source of funds	Indicative Budget (Million Kshs.)				
						2013/14	2014/15	2015/16	2016/17	2017/18
Disseminate IEC materials on child rights and welfare	Publish and disseminate 20,000 copies of National Children Policy	20,000 copies of National Children Policy published and disseminated	No. of National Children Policy copies disseminated	NCCS DCS AACs	GOK	0.5	1.5	-	-	-
	Disseminate the revised Children Act, 2001	Revised Children Act, 2001 disseminated	No. of revised Children Act, 2001 disseminated	NCCS DCS UNICEF Non-State Actors	GOK UNICEF Non-State Actors	-	2	3	-	-
	Disseminate reviewed and developed Council policy documents	Council policy documents disseminated	No. of policy documents disseminated	NCCS Non-State Actors	GOK Non-State Actors	15	15	20	22	24

	Disseminate all the regional and international State Party reports submitted in 2013 and the concluding observations	All regional and international State Party reports submitted in 2013 and the concluding observations disseminated	Number of State Party reports and the concluding observations disseminated	NCCS UNICEF Non-State Actors	GOK Non-State Actors		5	12	5	
	Develop and implement NCCS communication strategy	NCCS communication strategy developed implemented	Percentage of NCCS communication strategy implemented	NCCS Stakeholders	GOK	0.3	0.5	1	1.2	1.4
	Mark and report on International and Regional children's days	International and Regional days on children marked and reported on	Number of International and Regional days on children marked and reported on	NCCS DCS UNICEF Stakeholders	GOK Non-State Actors	3	4	5	6	6.6
	Produce and air documentaries on children issues	Documentaries on children issues produced and aired.	No. of documentaries on children issues produced and aired.	NCCS DFS	GOK	1	1.5	2.1	3	4

Undertake on-site case focused advocacy	on-site case focused advocacy undertaken	No. of on-site case focused advocacy undertaken	NCCS	GOK	-	-	1	1	1
Issue quarterly press statements by the Chairperson	Quarterly press statements by the Chairperson on children issues as they emerge	No. of quarterly press statements by the Chairperson on children issues as they emerge	NCCS	GOK	-	1	1.2	1.6	2
Participate in media awards to outstanding champions on child issues	Participated in media awards to outstanding media champion on child issues	No. of media awards given	NCCS DCS UNICEF Stakeholders Media	GOK		0.2	0.25	0.3	0.3
Liaise with the Office of the Ombudsman on establishment of a unit to focus on children issues	Liaised with the Office of the Ombudsman on establishment of a unit to focus on children issues	No. of liaison efforts with the Office of the Ombudsman on establishment of a unit to focus on children issues	NCCS Ombudsman Office	-	-	0.2	0.3	0.7	1
Engage Parliamentary Committee on Labour and Social Welfare.	Parliamentary Committee on Labour and Social Welfare engaged on children issues.	No. of engagements with the Parliamentary Committee on	NCCS Parliament	GOK UNICEF	-	1	1.5	2	2.5

			children issues							
<b>Strategic Objective 5</b>			To enhance research, monitoring and evaluation on children issues and create conducive environment for sharing finding							
Strategies	Activities	Outputs	Output Indicators	Actors	Source of funds	Indicative Budget (Million Kshs.)				
						2013/14	2014/15	2015/16	2016/17	2017/18
Enhance research and development , create avenues for information sharing	Annual update of Children issues in the Situation Analysis (SITAN) on Children	Children issues in the Situation Analysis (SITAN) on Children updated annually	No. of updates on children issues in the Situation Analysis (SITAN) on Children	NCCS DCS AACs  Non-State Actors	GOK	1.5	2	2.5	3	3.9
	Update inventory on children service providers in the country	Inventory on children service providers in the country updated	Up to date children service providers in the country Inventory	NCCS DCS AACs  Non-State Actors	GOK	0.2	0.3	0.4	0.5	0.6

Identify relevant and priority areas of research and commission them to researchers and institutions.	Priority areas of research identified and commissioned to researchers and institutions	No. of priority areas of research identified and commissioned to researchers and institutions	NCCS Research Institutions Stakeholders Institutions of higher learning	GOK	-	0.5	0.5	0.5	0.5
Hold biennial forum to share research findings	Biennial forum to share research findings held discuss progress on research held	No. of biennial forum to discuss progress on research held	NCCS Research Institutions Stakeholders Institutions of higher learning	GOK	-	1	1,6	2	2.5
Undertake study tours to learn from best practices on children issues	Study tours to learn from best practices on children issues undertaken	No. of study tours to learn from best practices on children issues undertaken	NCCS Stakeholders	GOK	1.5	2.33	2.46	3.3	3.7
Review the monitoring and evaluation framework	Monitoring and evaluation framework reviewed	Revised monitoring and evaluation framework	NCCS	GOK	0.5	-	0.7	-	-

	Monitor implementation of existing legislations and policies on children	Existing legislations and policies on children monitored	Monitoring reports on existing legislations and policies on children	NCCS Law Enforcing Agents	GOK Stakeholders Non-State Actors	-	5	6	6.5	7
	Undertake monitoring and evaluation, produce and disseminate reports	Monitoring and Evaluation undertaken, reports produced and disseminated for intervention	No. of monitoring and evaluation reports disseminated for intervention	NCCS Stakeholders	GOK Stakeholders		1.1	1.2	1.4	1.5
	Capacity build NCCS Staff	NCCS Staff capacity built	No. of NCCS Staff capacity built	NCCS	GOK	1	2	2.5	3	3.5
<b>Strategic Objective 6</b>			To enhance utilization of information communication and technology in service delivery							
Strategies	Activities	Outputs	Output Indicators	Actors	Source of funds	Indicative Budget (Million Kshs.)				
						2013/14	2014/15	2015/16	2016/17	2017/18
Automate Council services	Implement NCCS ICT strategy	NCCS ICT strategy implemented	Percentage of NCCS ICT strategy implemented	NCCS	GOK Development Partners	1.8	2.5	2.7	3	3.5
	Strengthen ICT software and hardware security	Strengthened ICT software and hardware security	Percentage of strengthened ICT software and hardware security	NCCS	GOK Development Partners	0.3	1	1.4	1.6	1.8

	Operationalize the National Children Database with data from the agencies	National Children Database operationalized	Operational National Children Database	NCCS Line Ministries	GOK Development Partners	-	1	1.5	2	2.5
	Continually update the Council website	Council information availed through the website	Percentage of Council documents posted on the its website	NCCS	GOK Development Partners	N/A	N/A	N/A	N/A	N/A

**ANNEX II: MONITORING AND EVALUATION/RESULTS MATRIX FOR 2013-2017**

<b>Key Result Area</b>			Safeguard the rights and welfare of children in Kenya						
<b>Strategic objective 1</b>			To develop and review, legislations, policies and programmes for care and protection of children						
<b>Outcome</b>			Up to date and relevant ,legislations, policies and programmes for care and protection of children						
<b>Outcome Indicators</b>			Reduced cases of child abuse						
<b>Outputs</b>	<b>Output Indicators</b>	<b>Unit</b>	<b>Baseline Value and Year</b>	<b>Targets</b>					<b>Thematic Area/Unit responsible for reporting</b>
				<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	
Finalized amendment of the Children Act, 2001	Children Act amendment Bill	No.	Zero draft 2012/13	Drafting process	Draft Bill				Policy Development and Legal Issues(PDLI)
Popular version of the revised Children Act, 2001 developed	Popular version of the revised Children Act, 2001	No.	-					1	PDLI
Review seven (7) policy documents	Seven (7) policy documents reviewed	No.	-	5	2				PDLI
Develop six (6) policy documents	Six (6) policy documents developed	No.	-	1	3	3	2		PDLI

Advocacy for ratification of child related international conventions advocated.	No. of advocacies on ratification of child related international conventions	No.	-	-	1	1	1	1	ADMP&P
Sixth UNCRC State Party Report prepared	Sixth UNCRC State Party prepared	No.	-	-	-	Drafting process starts	1	1	RMOD and PDLI
Second ACWRC State Party Report prepared	Second ACWRC State Party report prepared	No.	-	-	-	Drafting process starts	1	1	RMOD and PDLI
World Fit for children +15 progress report prepared	World Fit for children +15 progress prepared	No.	-	-	-	Drafting starts	1	1	RMOD and PDLI
Africa Fit for children progress report prepared	Africa Fit for children progress prepared	No.	-	-	-	Drafting starts	1	1	RMOD and PDLI
Inventory on existing legislations and policies on children	Legislations and policies inventory	No.	-	1	1	1	1	1	PDLI

Law enforcers sensitized on existing legislations and policies on children	No. of sensitization sessions on existing legislations and policies on children	No.	-	2	3	4	6	8	AMP&P
Children issues included in <i>Nyumba kumi</i> initiative	No. of <i>nyumba kumi</i> sensitization sessions on children issues	No.	-	1	1	1	1	1	AMP&P

<b>Key Result Area</b>			Safeguard the rights and welfare of children in Kenya						
<b>Strategic objective 2</b>			To mobilize resources for delivery of child rights and welfare services						
<b>Outcome</b>			Adequate resources for delivery of child rights and welfare services						
<b>Outcome Indicators</b>			Increased resources for the delivery of child rights and welfare services						
Outputs	Output Indicators	Unit	Baseline Value and Year	Targets					Thematic Area responsible for reporting
				2013/14	2014/15	2015/16	2016/17	2017/18	
Resource mobilization and disbursement strategy implemented	Percentage of resources mobilized and disbursed	Percentage		Strategy in place	25	25	25	100	<b>RMOD</b>
Participated in MTEF and other bilateral fund raising processes	Percentage of MTEF and other bilateral fund raising processes invited and participated	Percentage	-	25	25	25	25	100	<b>Administration</b>
Children participation in budgetary process	No. of Children participation sessions in budgetary process	No.	-	-	1	1	1	1	<b>AMPP</b>
More office space, equipment including vehicles and staff recruited.	No. of staff recruited and procured assets	No.	2012/13	2	4	6	6	6	<b>RMOD</b>

<b>Key Result Area</b>			Safeguard the rights and welfare of children in Kenya						
<b>Strategic objective 3</b>			To establish and operationalize coordination mechanism on service delivery to children						
<b>Outcome</b>			Coordinated mechanisms of the service delivery to children						
<b>Outcome Indicators</b>			Increased coordination of the service delivery to children						
Outputs	Output Indicators	Unit	Baseline Value and Year	Targets					Thematic Area/Section responsible for reporting
				2013/14	2014/15	2015/16	2016/17	2017/18	
Annual stakeholders forum on coordination of service delivery to children held	No. of stakeholders forums	No.	-	-	1	1	1	1	Administration
Non-state children service providers monitored	No. of Non-State children service providers monitored	No.	-	-	1	1	1	1	Planning, Research , Monitoring and Evaluation
AACs capacity built	Percentage of AACs capacity built	Percentage	-	-	25	25	25	100	Resource Mobilization Management and Organization Development
AACs operations monitored	Percentage of AACs monitored	Percentage	-	-	25	25	25	100	PRME

<b>Key Result Area</b>			Safeguard the rights and welfare of children in Kenya						
<b>Strategic objective 4</b>			To advocate for child rights and welfare						
<b>Outcome</b>			Awareness on child rights and welfare						
<b>Outcome Indicators</b>			Increased awareness on child rights and welfare.						
Outputs	Output Indicators	Unit	Baseline Value and Year	Targets					Thematic Area responsible for reporting
				2013/14	2014/15	2015/16	2016/17	2017/18	
20,000 copies of National Children Policy published and disseminated	No. of National Children Policy copies disseminated	No.	900 copies 2012/13	4100	5000	5,000	-5,000	-	AMP&P
Revised Children Act, 2001 disseminated	No. of revised Children Act, 2001 disseminated	No.	NIL				2,000	2,500	AMP&P
18,500 copies of reviewed and developed Council documents disseminated	No. of policy documents disseminated	No.	-	-	3,000	5,000	5,500	5,000	AMP&P
All regional and international State Party reports submitted and the concluding observations disseminated	No. of regional and international State Party reports submitted in and the concluding observations disseminated	No.	-	-	1	1	1	-	All thematic committees

NCCS communication strategy implemented	Percentage of NCCS communication strategy implemented	Percentage	-	Strategy development	25	25	25	25	AMP&P
International and Regional days on children marked and reported on	No. of days marked International and Regional days on children reported on	No.	1 2012/13	1	1	1	1	1	AMP&P
Documentaries on children issues produced and on-site case focused advocacy undertaken	No. of documentaries on children issues produced and on-site case focused advocacy undertaken	No.	-	1	2	3	4	5	AMP&P
Undertake on-site case focused advocacy	on-site case focused advocacy undertaken	No. of on-site case focused advocacy undertaken	-	-	-	-	1	1	AMP&P
Quarterly press statements by the Chairperson on children issues as they emerge	No. of quarterly press statements by the Chairperson on children issues as they emerge	No.	-	-					AMP&P
Outstanding media champions on child issues awarded	No. of awards to outstanding media champion on child issues	No.	-	-	1	2	2	3	AMP&P

Liaised with the Office of the Ombudsman on establishment of a unit to focus on children issues	No. of Units to focus on children issues	No.	-	-	-	-	-1	-	AMP&P
Engage Parliamentary Committee on Labour and Social Welfare	No. of engagements with the Parliamentarians, on children issues	No.	-	-	1	1	1	1	AMP&P

Key Result Area			Safeguard the rights and welfare of children in Kenya						
Strategic objective 5			To enhance research, monitoring and evaluation on children issues and create conducive environment for sharing findings						
Outcome			Research, monitoring and evaluation on children findings information shared						
Outcome Indicators			Increased research, monitoring and evaluation on children issues findings information sharing						
Outputs	Output Indicators	Unit	Baseline Value and Year	Targets					Thematic Area responsible for reporting
				2013/14	2014/15	2015/16	2016/17	2017/18	
Children issues in the Situation Analysis (SITAN) on Children updated annually	No. of updates on children issues in the Situation Analysis (SITAN) on Children	No.	1 2013/14	1	1	1	1	1	PRME
Inventory on children service providers in the country updated	Up to date children service providers in the country Inventory	No.	2013/14	1	1	1	1	1	AMPP
Identify priority areas of research gaps and commission studies.	No. of priority areas of research identified.	No.	2013/14	1	-	1	-	-	PRME

Hold biennial forum to share research findings	No. of biennial forums to discuss progress on research issues held	No.	2014/15	1	-	1	-	-	PRME
Study tours to learn from best practices on children issues undertaken	No. of study tours to learn from best practices on children issues undertaken	No.	2013/14	-	2	2	2	2	PRME
Monitoring and evaluation framework developed	Monitoring and Evaluation framework developed	No.	-	-	-		1	-	PRME
Monitoring and Evaluation undertaken, reports produced and disseminated for intervention	No. of monitoring and evaluation reports produced and disseminated	No.	-	-	1	1	1	1	PRME
NCCS Staff capacity built	No. of NCCS Staff capacity built	No.	14 2013/14	17	19	20	25	30	PRME

<b>Key Result Area</b>			Safeguard the rights and welfare of children in Kenya						
<b>Strategic objective 6</b>			To enhance utilization of information communication and technology in service delivery						
<b>Outcome</b>			Automation of service delivery						
<b>Outcome Indicators</b>			Increased service delivery automation						
<b>Outputs</b>	<b>Output Indicators</b>	<b>Unit</b>	<b>Baseline Value and Year</b>	<b>Targets</b>					<b>Thematic Area responsible for reporting</b>
				<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	
NCCS ICT strategy implemented	Percentage of NCCS ICT strategy implemented	Percentage	-	-	25	25	-	100	Administration
Strengthened ICT software and hardware security	Percentage of strengthened ICT software and hardware security	Percentage	-	-	25	25	25	100	Administration
National Children Database operationalized	National Children Database report	No.	Piloted 2012/13	1	1			1	Administration
Documents on Children Issues availed through the website	No. of Documents on Children Issues posted.	No.	-	25	25	25		25	Administration