



**AFRICAN NETWORK FOR THE PREVENTION AND PROTECTION  
AGAINST CHILD ABUSE AND NEGLECT**

**STRATEGIC PLAN**

**2023-2027**

*“Pursuit of Organizational Sustainability for achievement of  
ANPPCAN Vision”*

**2022**

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

<b>ACRWC</b>	<b>African Charter on the Rights and Welfare of the Child</b>
<b>ANPPCAN</b>	<b>African Network for the Prevention and Protection against Child Abuse and Neglect</b>
<b>AU</b>	<b>African Union</b>
<b>CAN</b>	<b>Child Abuse and Neglect</b>
<b>CLAN</b>	<b>Children’s Legal Action Network</b>
<b>CHDs</b>	<b>Child Help Desks</b>
<b>COVID-19</b>	<b>Corona Virus Disease 2019</b>
<b>DAC</b>	<b>Day of the African Child</b>
<b>DD</b>	<b>Deputy Director</b>
<b>EAC</b>	<b>East African Community</b>
<b>ECOWAS</b>	<b>Economic Community of West African States</b>
<b>FK</b>	<b>Fredskorpset</b>
<b>HIV/AIDS</b>	<b>Human Immunodeficiency Virus / Acquired Immuno-Deficiency Syndrome</b>
<b>HO</b>	<b>Head Office</b>
<b>HQ</b>	<b>Head Quarter</b>
<b>ICT</b>	<b>Information, Communication &amp; Technology</b>
<b>IGAs</b>	<b>Income Generating Activities</b>
<b>ILO</b>	<b>International Labour Organization</b>
<b>ISPCAN</b>	<b>International Society for Prevention of Child Abuse and Neglect</b>
<b>KAPs</b>	<b>Knowledge, Attitude and Practice Survey</b>
<b>M&amp;E</b>	<b>Monitoring &amp; Evaluation</b>
<b>NGOs</b>	<b>Non-Governmental Organizations</b>
<b>OAU</b>	<b>Organization of African Union</b>
<b>PEEP</b>	<b>Parents Economic Empowerment Programme</b>

<b>SADC</b>	<b>Southern African Development Community</b>
<b>SBU</b> s	<b>Strategic Business Units</b>
<b>SDG</b> s	<b>Social Development Goals</b>
<b>UN</b>	<b>United Nations</b>
<b>UNCRC</b>	<b>United Nations Convention on the Rights of the Child</b>
<b>UNICEF</b>	<b>United Nations Children’s Fund</b>
<b>WHO</b>	<b>World Health Organization</b>

## **ACKNOWLEDGEMENT**

The Strategic Plan being presented would have not been possible without contribution of ANPPCAN Board Members, who met several times in Nairobi, Kenya and made critical observation for ANPPCAN to come up with a progressive Strategic Plan, taking into consideration the changes taking place globally. They observed that ANPPPCAN Network may not survive these global changes. Thus, the need to come up with a Strategic Plan that fits the situation. The Board members are appreciated for this observation.

Gratitude is also given to ANPPCAN staff at ANPPCAN Regional Office, who also took time to look at major changes taking place, especially those related to child protection. These staff members bear the burden of implementing programmes at the ANPPCAN Regional Office and have experienced some of the difficulties faced in the communities they interact with. Thank you so much Comrades in child protection.

The contribution was also made by Yovan Muhsin, who reviewed ANPPCAN's needs and was able to identify its needs as an organization and possible ways to overcome resource mobilization from external sources. Yovan's technical contribution to this Strategic Plan is highly appreciated.

To ANPPCAN partners in implementation of project activities, as well as, funding ANPPCAN programmes and projects, "thank you for making ANPPCAN face reality that dependency may not be sustained."

To all these groups ANPPCAN thanks them for their timely contributions.

## FOREWORD

ANPPCAN is now 36 years old as a continental network of individuals who intended to bring child protection issues to another level. The organization was able to start what they call Chapters in 26 countries in Africa. A positive move indeed, which can only be admired by those who have been in contact with ANPPCAN during these years. Every two years, since its inception, ANPPCAN has been able to organize huge conferences after sampling issues affecting children in the continent. After these conferences, major issues were identified affecting children in the continent. These important gatherings gave other organizations with resources opportunity to pick the identified issues and address them.

However, ANPPCAN continued to function under challenging situation, mainly relating to sustaining staff and great projects for obvious reasons, that the funders of these projects could support these efforts for two years on average, as these groups have their agenda to deal with. So ANPPCAN faced a situation, where the noble efforts, which are described in this Strategic Plan, have to be abandoned, because the projects timelines have ended. Undertaking a project for two years cannot accomplish the important changes ANPPCAN intended to make. Hence, the need to change the strategy.

The issue of child protection became even more challenging with the arrival of Covid-19 pandemic, where major studies undertaken by different groups, such as, UNICEF, ILO, World Bank and ANPPCAN itself have revealed that poverty has resurfaced sending many children from school and driving them into child labour, early marriages, sexual abuse and teenage pregnancies to mention but a few. All this means is that more work has to be done to return children back to school, as well as, enabling the children graduating to develop their skills, which they can use to earn a living. All this needs money.

ANPPCAN has created systems with government departments to effectively address and deal with the issues affecting children in Africa effectively. But the creative approaches require resources. Lack of raising adequate resources has seen a huge number of ANPPCAN Chapters being closed. Those operating are doing so with difficulties and being faced with unsustainable efforts.

Above all, the founding members of ANPPCAN, who had the drive and the ambition to establish an effective network in Africa, have done their best and there is need to bring in young people to drive ANPPCAN's efforts to another level. However, according, to ANPPCAN's experience, the young staff also need to earn a

decent living to take care of their families. As such, ANPPCAN has experienced situations, where many of their staff, whether at Chapter or Regional level, have to leave and join other organizations that can pay them well. ANPPCAN has seen this as a true need to find resources to attract young individuals to join the network, with the ultimate goal, of sustaining the efforts of staff appropriately.

Therefore, the need to reengineer ANPPCAN's internal processes, procedures and systems to attain highest levels of efficiency and effectiveness of service delivery, not only to children and their families, but to staff of ANPPCAN both at the Head Office and at Chapter level. ANPPCAN has no option, but to deliver services the best it knows, while creating innovative, well governed and change oriented organization.

As such, this Strategic Plan recognizes ANPPCAN, as a corporate entity, made of National Chapters operating at different levels in the continent. The corporate entity provides ANPPCAN with an identity of a unique brand, which it has built overtime and, which it needs to protect and enhance its identity for the good of children in Africa. This brand will enable ANPPCAN to extend the Vision and Mission of ANPPCAN at Chapter level and beyond. This simply stated, ANPPCAN has to come up with ways and means to raise its resources for sustaining its efforts at National and Regional level of the Network.

The time has arrived, where ANPPCAN has to find other ways of raising resources to sustain the network, as it delivers services to children and sustain itself and the noble activities.

## EXECUTIVE SUMMARY

Over the 36 years of ANPPCAN's operation, a lot of has been achieved in the area of its mandate, mainly child protection, which includes child abuse, exploitation and neglect. ANPPCAN has also undertaken studies on child issues ranging from child labour, street children, trafficking of children to exploitative situations. Huge gatherings, namely conferences and workshops have been undertaken by ANPPCAN. This led to creating systems with participation of key government ministries and departments, which deal with children issues in countries with ANPPCAN Chapters.

As ANPPCAN has been doing this, it became apparent that having a resource base is key if ANPPCAN has to keep on advocating for the rights of children reflected in many information and regional conventions ratified by governments in Africa. This, in particular, is due to the environment under which ANPPCAN has been operating. According to available information, sub-Saharan Africa continues to harbour challenges emanating from diseases, such as, HIV/AIDS, leaving a large number of children parentless, cultural practices, such as, early marriages and genital mutilation are still in plenty. Unemployment making parents unable to educate their children, still favours countries, where ANPPCAN operates. In 2019 a new infection better known as Covid-19 virus affected the world and before this, Ebola affected a great part of Africa. The Covid pandemic, in fact, affected the entire world, making raising resources to address the issues ANPPCAN deals with, impossible. This definitely has made ANPPCAN to review its operations. Hence, the development of this Strategic Plan that looks at what ANPPCAN, as an African network, can do to raise resources for its activities.

The assumption here is that ANPPCAN is capable of undertaking activities that can be able to sustain these activities and beyond. As such, this Strategic Plan 2023 – 2028 for ANPPCAN, has experience of many years of practice. In this Strategic Plan, the Vision, Mission, Core Values and Beliefs have been set to fit the current needs of ANPPCAN.

These are as follows:

### **Vision**

A financially solid and autonomous continental network spearheading an African Network, where children are free from all forms of maltreatment, abuse and neglect.

## **Mission**

To attain complete financial and institutional sustainability, ensuring a robust pan-African Network that supports child protection and development initiatives throughout its Chapters in Africa.

## **Core Values and Beliefs**

- Ethical Partnership
- Integrity
- Partnerships and Alliance building
- Probity
- Professionalism
- Competency

The Strategic Plan is presented into 7 parts indicating the intentions and the outcomes, as well as, the resources needed to realize the goals and its objectives.



*School children and child protection stakeholders gathered to commemorate the Day of the African Child (DAC) in Teso North Sub-County, Busia*

## **PART 1:**

### **Introduction**

ANPPCAN was founded in 1986 in Enugu, Nigeria after a successful conference on child labour in Africa, with founding members from six countries. These were Kenya, Nigeria, Senegal, Zimbabwe, Lesotho and Tunisia. The issues of concern for ANPPCAN at that time were child labor, children in situations of armed conflict, street children, displaced children (refugees and internally displaced by war) and children with disability. Over the years, issues of concern for ANPPCAN have been expanded to include education for all children, HIV/AIDS and orphaned children, trafficking of children, physical, emotional and sexual abuse of children, abandoned and neglected children, children and slum settlements, children and criminal justice. Since its inception ANPPCAN has sought to address the plight of children in Africa by initiating local, national and regional programmes for child protection.

The vulnerability of children, from infancy throughout their childhood years of dependency on adults for safety and ongoing nurturing, puts them at risk of neglect and maltreatment in many forms. Extreme forms of maltreatment, including child soldiers, children of war, child prostitution, child physical abuse, child sexual abuse, and child labour are generally abhorred, and attempts are made to prevent such extreme abuse in most countries. In July 1990, the 26th Session of the Assembly of Heads of State and Government of the Organization of African Unity (OAU) adopted the African Charter on the Rights and Welfare of the Child (ACRWC). The Charter, which entered into force in 1999, is a real positive step towards securing the protection of children's rights in Africa.

The Charter provides a basis for the promotion and protection of the rights of children at the national and regional level and codifies the responsibilities of the state, community and individual in the protection of the civil, cultural, economic, political and social rights of the child. The Charter covers some specific aspects which are peculiar to Africa and raises standards in many significant areas. For example, a child is anyone under the age of 18 years. It reaffirms the unique and privileged position children occupy in African society. In this regard, it supplements the UN Convention on the Rights of the Child as it spells out some clauses that have not been covered in the UN Convention. Some of the children's rights adopted within the UNCRC and the ACRWC include the right to name and identity, right to no discrimination, protection against drug abuse, right to education, freedom of expression, protection from child labor, support of refugee children and freedom from social malpractices among others. The development and operationalization of the ACRWC benefited immensely from efforts initiated by ANPPCAN.

To effectively address the above issues the founder members of ANPPCAN decided to employ different strategies. These included advocacy and networking with key institutions on the continent. These institutions include the African Union (AU), formerly the Organization of Africa Unity (OAU), and international organizations operating in Africa, such as UNICEF, Save the Children Alliances, ISPCAN and a number of Universities. Further, ANPPCAN has continued to closely partner with trade unions and Governments on the continent to champion children's rights.

To effectively deal with emerging issues, the network has been expanded and currently there are ANPPCAN Chapters in 26 African countries. These Chapters are at different levels with some highly vibrant in activities while others are experiencing some unique challenges occasioned by the prevailing political, economic and financial concerns. In addition to the work being done through its various Chapters, ANPPCAN also undertakes specific initiatives in Kenya, where the Head Office (HO) is situated. The Kenyan NGOs registration requirements demand that the office conducts some specific programmes locally. The key role of the HO however, continues to coordinate and support Chapters in undertaking country specific programmes on Child Abuse and Neglect (CAN). The HO also develops and tests model programmes for possible replication by the Chapters in their respective countries. ANPPCAN has been generating regional issues, which has been informing its Biannual conferences on partnership with other organizations to effectively address CAN issues. However, these functions have been affected by lack of financial resources to sustain the noble efforts to deal with CAN in the continent.

Consequently, this Strategic Plan is intended to guide ANPPCAN chart its strategic direction for the next five years (2023-2028) and enable it realize Vision 2030 *"From Grant Seeking to Grant Making."* In this regard, the plan sets ANPPCAN HO on a self-sustenance path so that it marshals the highly required resource capacity to develop and implement effective programmes that address child protection, as well as, build capacity of Country Chapters for them to be able to deal with CAN effectively. This plan is also intended to redefine and distill relationships between the HO and Chapters and among Chapters, in order to harmoniously develop and position the ANPPCAN brand in the international arena as a continental Organization well reputed and recognized in the protection and prevention of child abuse and neglect. Therefore, it is expected that Country Chapters will borrow from this Strategic Plan and develop their specific plans that address unique Child Abuse and Neglect (CAN) issues in the respective countries. This way, the plan provides the impetus for ANPPCAN to ultimately achieve its mission and realize its vision, as its founders are also exiting the network.

## **PART 2:**

### **ANPPCAN Vision, Mission, Core Values and Functions**

African Network for the Prevention and Protection against Child Abuse and Neglect (ANPPCAN) is a pan-African child rights organization registered in Kenya as an International Non-Governmental Organization No. OP.218/051/9264/61, under section 10 of the Non-Governmental Organizations Co-ordination Act. ANPPCAN was founded in 1986 in Enugu, Nigeria during the First African Conference on Child Abuse and Neglect whose theme was '*Child Labour in Africa.*' and has its headquarters in Nairobi.

It has observer status with the African Union and similar status with the African Commission on Human and Peoples Rights.

#### **Vision**

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#### **Mission**

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#### **Core Values and Beliefs**

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## **Strategic Objectives**

- To be a financially stable organization within the next 10 years, having adequate technical, human and financial resources to meet institutional programme needs at the Headquarters and Chapters. This will include core costs of the Regional Office, support and growth of its Chapters, as well as, specific programme costs at all levels.
- To be a grant making organization within the next 10 years, supporting National Chapters and other organizations in Child Rights and Protection in key areas in line with the Strategic focus.

## **Our Competencies for Sustainability**

With over 36 years of work with governments, agencies, world and continental bodies and communities across Africa, we have the following competencies to enable us to realize our Sustainability Vision.

### ***2.1 Knowledge Bank and Knowledge Management***

We have a vast knowledge on children and child protection issues gathered from over 36 years of research, documentation work and relationships with many partners and stakeholders. Our baseline, KAPs and own scientific research over many years, has enabled us to establish a library that is going to be key in our Sustainability Strategy.

### ***2.2 International and Continental Credibility***

We are known internationally as the leading implementer of Child Rights and Child Protection Programmes across Africa. Our influence spans United Nations, African Union, Governments, Agencies and Communities at all levels. We have played host to international and national conferences and meetings and will continue to be the reference point for key international and continental scientific and network gatherings of institutions and individuals involved in Child Protection programmes. Nationally, we are respected across governments and communities as change agents and pioneers in child rights and protection, advocacy and support programmes in countries where we have the Chapters. All these achievements have been recognized when in 2004 the organization received the Kellogg's Children Department Award and in 2007 received Gold Partners of FK Norway. The organization also was awarded by the African Union as the winner of the first ever Children's Champion Award in 2006.

## **2.3 Continental Presence**

We are active in a large part of the continent with 26 Chapters spread across the 5 regions of Africa, namely, Eastern, Central, Northern, Western and Southern Africa.

In each of these countries we have a community presence, through a network of organizations that we support and partner with. In recognition, in 2006, our organization was selected from a field of over 50 Child Rights Organizations throughout Africa and emerged the winner of the first ever African Union Children's Champion Award.

## **2.4 Capacity and Capability**

We have strong intellectual resources in all aspects of child protection and care. We have advised governments, UN, AU and several agencies over the past 30 years. In addition, we have implemented diverse programmes and carried out work on behalf of other organizations, who fund these efforts. The challenge is sustainability of the good work, including, the staff. We have been able to engage highly qualified and competent staff, but retaining them when projects end, has been a challenge.

However, some of these staff are engaged by the organization on a consultancy basis and over time, the organization has been able to build a rich pool of consultants; who offer professional services to ongoing projects and even participate in project design, enhancing organizational capacity.

## **2.5 Rich History**

Our history is rooted in a Continent seeking solutions to African problems, with specific focus on child abuse, neglect and protection. We began as a response to an immediate and genuine need across the continent and received the backing and support of leading global agencies. We sought to address the challenges of child abuse, neglect and protection through the eyes of Africans with its diverse cultural, lifestyles, politics and development. Many of these challenges are still very much in our continent.

That history is what has shaped our programmes. Today it gives us the justification to remain focused as the lead African agency in child protection and care. Thus, the genuine need to sustain our efforts beyond donor support.

## 2.6 Global Networks

In addition to our presence across the continent, over the time we have established a number of networks with leading organizations including International Society for Prevention of Child Abuse and Neglect (ISPCAN), Anti-Slavery International, Defence for Children International, UNICEF, International Labour Organization (ILO), World Health Organization (WHO), Fredskorpset (FK Norway), among others.

These Networks have enabled us to address African challenges with global perspective, while raising African concerns on international platforms.



*Students from different Secondary schools in Busia discussing with one of the Teachers issues concerning violence against children.*

## **PART 3:**

### **Background to the Strategic Plan**

#### ***Strategic Analysis***

ANPPCAN, like any organization, operates within an environment in which changing parameters impact on its operations and business. Therefore, there is need to understand and respond to these developments. The analysis below provides the description of the context, within which, this strategic plan will be operationalized.

#### ***3.1 External Analysis***

Organizations depend on their external environment to identify the implied opportunities and threats that provide the agenda for future strategic actions. The developments set out below present a strong case for Child Abuse and Neglect (CAN) programmes and set out the challenge for ANPPCAN, especially in the area of resource mobilization.

##### ***3.1.1 Global Economic Trends***

- According to information coming from UNICEF and the World Bank, the world economy has been gravely affected by COVID-19 and the Ukraine war. As such, poverty levels have increased in both developed and developing countries putting millions of families and children at risk. This has resulted in children and families being subjected to poverty, poor health or loss of a caregiver and job loss, which has been very common.

According to UNICEF and ILO, this has pushed many children to child labour leading to some 160 million children in child labour. This is an increase of 8.4 million children entering child labour within the last 4 years with some additional 9 million being put at risk due to impact of Covid-19 (UNICEF June 2021). All this drives children out of their normal environments, i.e. in school, playgrounds etc. This is an outright denial of children's basic rights and highlights the urgent need for development organizations to intensify and accelerate their efforts to mitigate these challenges.

Studies have also revealed that Migrant and Refugee children have increased, many being displaced by conflict, disasters of all forms including poverty, meaning that these children have been subjected or put at risk of forced labour and trafficking. In fact, in countries such as Kenya, cases of sexual abuse leading to teenage pregnancies have increased, mostly related to children being trafficked into child labour and sexual abuse (prostitution). All this makes children not only vulnerable to all forms of CAN and exploitation but makes them even more vulnerable to poverty and all forms of exclusion.

### *3.1.2 Social Development Goals (SDGs)*

- The adoption of Social Development Goals (Eradicate extreme poverty & hunger; Achieve universal primary education; Promote gender equality & empower women; Reduce child mortality; Improve maternal health; Combat HIV/AIDS, malaria & other diseases; Ensure environmental sustainability; Develop a global partnership for development) has economic policy implications on efforts towards prevention and protection against child abuse and neglect. For instance, the first goal relates to eradication of extreme poverty and hunger which has driven many children to child labour besides exposing them to sexual exploitation and child trafficking; while the second goal seeks to achieve universal primary education, which is in consonance with Article 28 of the United Nations Convention on the Rights of the Child.

However, the current situation according to the World Bank Updates, Covid-19 pandemic has triggered the largest global economic crisis in more than a century and by 2020 economic activities had reduced in 90% of countries. This obviously has major challenges for families and children globally. This will need different forms of intervention to prevent and respond to CAN everywhere, especially in Africa. But this needs source of resources to initiate and sustain the efforts to effectively address the impact this will have on children.

### *3.1.3 Ratification of International Conventions and Charters*

- Almost all governments of African countries have ratified most international conventions and charters on child rights, and the protection and prevention against child abuse and neglect. Key among them are: The United Nations Convention on the Rights of the Child (UNCRC) of 1989; African Charter on the Rights and Welfare of the Child (African Charter) of 1990; International Labour Convention Number 138 of 1973 on the Minimum Age of Entry into Employment; International Labour Organization (ILO) Convention 182 on Worst Forms of Child Labour of 1999 and Recommendation 190 among others.

However, there are gaps in the implementation of these conventions because of lack of resources to create and strengthen systems to deal with the issues contained in these Conventions. The need for the implementation and close monitoring of their implementation and evaluation of the effectiveness of their implementation, calls for different ways of mobilizing resources. Given the state of the economic situation globally, the NGOs operating in Africa such as ANPPCAN, will need to intensify their activities and this needs a lot of resources, which cannot be mobilized in the traditional way of proposal writing. New ways and strategies of raising and generating resources need to be found. Hence the need for this Strategic Plan.

### *3.1.4 African Governments' initiatives*

- Many African governments have demonstrated political willingness in legislating for the protection of children and prevention of child abuse and neglect. Many have ratified the majority of International Conventions and enacted legislations and policies to implement what has been ratified or adopted. This has led to National Plan of Actions and a number of studies on issues of children. The challenge has been to generate enough resources to implement them. The trend has been for governments in the continent to depend on donations from their external partners, which may not generate enough resources.

The above efforts notwithstanding, there seems to be habitual political turmoil and internal conflicts in some African countries as a result of failed democracy, scramble for resources, and mounting pressure for accountability, which often leads to challenging political elections. This at times leads to violence, which subjects children to various forms of violence and abuse. But with Covid-19 pandemic and the current war in Ukraine, the situation has been made worse for children. This has led to schools being closed, many parents losing their jobs, making feeding and clothing children a difficult task. As such, the intervention of organizations like ANPPCAN are more than needed. Hence, the need for this Strategic Plan.

### *3.1.5 HIV/AIDS Scourge*

- The HIV/AIDS scourge has had disastrous effects on children: increased orphanhood and increased child-headed families and dropping out of school. Although strides have been made in HIV response, children are still affected by this pandemic. In 2020 there were 38.0 million people living with HIV worldwide, where 2.78 million were estimated to be children, many of these being in Africa. Each day in 2020 approximately 850 children became infected with HIV.

Approximately 330 million children died from AIDS related causes, mainly due to inadequate access to HIV prevention, care and treatment. Children from 0 – 17 years or under 18 years who lost one or both parents to AIDS related causes were 15.4 million. Children below 18 years some 15.4 million of them lost one or both parents due to AIDS related causes. Millions more have been affected due to increased risk of poverty, homelessness, school dropout, lost opportunities, discrimination, as well as, Covid-19, hardships, including prolonged illness and death. Of the estimated 680,000, people who died of AIDS related illnesses in 2020, 120,000 (approximately 18%) were children under 20 years of age.

### *3.1.6 Children and Covid-19*

Children of all ages and in all countries have been affected by Covid-19, which has pushed many households into poverty. Global economy has been plunged into a recession, making more households fall into monetary poverty. The situation is worse for those families in social protection and already poor. Sixty (60) million

children could be living in monetary poor households by the end of 2021. Four hundred and sixty-three (463) children were not able to access remote learning as indicated by studies (ILO/UNICEF 2021).

### *3.1.7 Regional Integration*

Continental, regional and sub-regional groupings on economic cooperation and integration arrangements (EAC, ECOWAS, SADC, AU etc) have the potential of opening avenues for networking and the development of strategic partnerships on CAN to enable the prevention and protection of children. There are also strong educational institutions like the Universities, and other regional institutions, which are candidates for possible collaborative alliances on research in child abuse and neglect, as well as, child protection issues in the continent.

### *3.1.8 Cultural Practices*

- There is continued presence of ardent and die-hard cultural practices in many African communities that are retrogressive in the fight against child exploitation and abuse within the households, schools, and other institutional care centres. Some of these practices include, female genital mutilation, violent initiation rites, early marriages, corporal punishment, non-formal fostering, and children exclusion from decision-making among others. United Nations (2008) estimates that 3 million girls and women are subjected to genital mutilation/cutting every year in Sub-Saharan Africa. In Ethiopia, 21% of urban School children and 64% of rural school children reported bruises or swellings on their bodies resulting from parental punishment.

### *3.1.9 Development in Information Communication Technology (ICT)*

- Developments in ICT have made it possible for organizations to reengineer their processes and share vital information internally and externally. This offers opportunity for easy access of information about child abuse and neglect, through the use of child help lines, social mobilization and resource mobilization through the internet and mobile telephone technology. The developments also open opportunities for the establishment of virtual platforms to articulate children rights. However, increased access and use of modern digital and communication technology has exposed children to unsafe materials, such as, violent or pornographic materials and 'grooming' of children through the internet by paedophiles.

The above external developments have implications for organizations such as ANPPCAN, which are manifested in either opportunities that they can take advantage of, or threats that they must negate. This requires solid resources to undertake. Hence, the need to mobilize resources to strengthen ANPPCAN's systems including its Chapters.

### **3.2 Opportunities**

- Availability of a wide variety of international, continental and regional laws, conventions, declarations and protocols that can be used to guide policy and legislation proposals and form the basis for advocacy and articulation of child-related affairs at continental, regional and national levels to effectively deal with challenges children face. But resource base must be strong.
- Child rights-related legislation, emanating from political willingness by governments of many African countries, offer an avenue for ANPPCAN to seek justice and channel any other appropriate amendments to strengthen the provisions of the laws that safeguard the rights of children, e.g. Victim Friendly Courts in Zimbabwe for cases involving sexual abuse of children.
- The adoption of Social Development Goals provides a platform for ANPPCAN to lobby developing countries in formulating appropriate economic and social development policies whose implementation will ensure reduction in CAN predisposing factors such as poverty, unemployment, disease, negative cultural practices, etc.
- Development of continental, regional and sub-regional economic cooperation and integration arrangements offer avenues for ANPPCAN to enhance its networking and enter into strategic partnerships with institutions like universities, EAC, ECOWAS, SADC, etc.
- The multi-dimensional impact of the HIV/AIDS endemic and current Covid-19 pandemic, as well as, the extant gaps in intervention measures offer entrepreneurial opportunities for ANPPCAN to mainstream relevant interventions in to its programmes.
- There is opportunity for ANPPCAN to leverage on developments in ICT to undertake research, share relevant information on child-related issues, undertake social and resource mobilization, and establish virtual platforms to articulate children's rights.
- Current drought in Northern Kenya and the Horn of Africa, which has resulted in water scarcity and food insecurity issues among households. These affects mostly children with those under 5 suffering from acute to severe malnutrition and even death and the older ones dropping out of school and normal children environments. These present an opportunity to ANPPCAN to tap into and advocate for children rights through relevant programming.

### **3.3. Threats**

- Unfavorable political conditions in some countries that hamper the operations of civil society organizations like ANPPCAN. This leads to poor co-operation and support from governments in those countries.
- Ineffective legislation on child-related issues in some African countries makes it difficult for ANPPCAN to fully and legally back all the actions it may be undertaking with regard to prevention and protection of child abuse and neglect. ANPPCAN may also find it challenging in handling some child-related cases within the justice systems of such countries.

- Consequences of the current global economic crisis that aggravate the phenomenon of child abuse and neglect. The impact of the current global recession on the donor community implies that ANPPCAN should develop innovative programmes that can sustain its activities beyond donors.
- Ardent and unprogressive cultural practices in many African communities impede the fight against child exploitation and abuse. But they need to be effectively addressed.
- Uncontrolled patterns of social mobility that expose children to abandonment, sexual abuse, child neglect, kidnapping and hawking.
- Continuous inter-tribal and/or ethnic conflicts in some African zones exposes children to different forms of maltreatment. Some situations may make it difficult for ANPPCAN to intervene.
- Retrogressive developments in the application of ICT, such as, child pornography on the net and 'grooming' of children by paedophiles.



*Global epidemics and economic impact currently being faced by the whole world*

Photo Courtesy: <https://www.istockphoto.com/photos/global-recession>

## **PART 4:**

### **ANPPCAN'S PAST CONTRIBUTIONS**

#### ***4.1 ANPPCAN's Past Achievements***

Since its inception, ANPPCAN has made great strides towards promotion of the rights of and welfare of children in Africa. Some of ANPPCAN's contribution include the following:

- In 1987, ANPPCAN in collaboration with UNICEF organized the first conference to discuss children in situations of armed conflict. The meeting brought the Organization of African Unity (OAU), currently AU, on board in the campaign for children's rights. This conference saw changes in strategies to address armed conflict in Africa, especially in relation to children. In 1988, ANPPCAN organized another conference to discuss the then draft UN Convention on the Rights of the Child. The meeting mandated ANPPCAN and OAU to develop an African Charter on children. ANPPCAN produced the draft Charter in 1989, and it was adopted by the OAU in 1990.
- In 1997, ANPPCAN spearheaded a review of the situation of children in armed conflict on the continent, culminating in a pan-African conference where a Special Committee led by the then Minister of Gender, Youth, Labour and Social Affairs of Uganda, Hon. Janet Mukwaya, was formed to ensure implementation of the Charter. ANPPCAN was mandated to coordinate the committee's activities. The Committee brought the Charter into force in 1999, thereby establishing a monitoring mechanism on the rights and welfare of children on the continent. This led to the establishment of the Committee of Experts in 2001. This Committee is currently operational.
- ANPPCAN has Chapters in 26 African countries and has managed to establish networks in 10 English speaking countries to fight child labor under the umbrella of Global March Against Child Labour. The Chapters and the Global March networks contributed a great deal to the formulation and ratification of ILO Convention 182 on the Worst Forms of Child Labor.

- ANPPCAN Chapters have actively lobbied for the ratification and implementation 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) and their domestication in their respective countries. This has led to review and enactment of laws and policies on children in many countries in Africa. In the process, ANPPCAN shifted its focus to train and mentor youth to be able to protect and promote children's rights. This was done through an Exchange of Personnel Programme and by the time it was ending, 16 countries in Africa had been covered with these efforts.
- Since the promotion of the rights and welfare of children involves different groups including, children and their parents, ANPPCAN has been helping countries to develop strategies that are all-inclusive. In Kenya, for example, ANPPCAN created a Coalition on Child Rights and Child Protection. It has helped to establish over 120 family based day care centers in some informal sectors, e.g. in Korogocho, Nairobi using Day Care Centres and making them affordable. They are called Family Based Day Care Centres. It has also organized residents of Korogocho, Kibera and Mukuru in Nairobi to protect their children. Also in Kenya, ANPPCAN worked with the Police department and Ministry of Education to develop curricula on child rights for inclusion in the training of police and teachers. ANPPCAN has assisted in setting up Child Help Desks (CHDs) in schools where cases of child abuse are reported and attended to. Advocacy and training materials have also been produced for service providers, which have gone a long way to inform the public about child rights.
- It has helped different professionals to set up lobby groups to support children's rights. For example, this has seen the creation of child protection teams in 43 districts in Kenya. Among others, ANPPCAN helped in the creation of Children's Legal Action Network (CLAN), an organization of lawyers that offered free legal services to children whose rights had been violated. Another area that ANPPCAN has excelled in, is the creation of Alliances between government departments and other groups at district and community level to address child labour. This model, popularly known as Child Labour Committees, has been developed in Kenya and is widely used by other groups. In Kenya ANPPCAN has created district child labour committees in 14 districts. These committees have been established up to Location and school levels in 10 districts. ANPPCAN has prevented many children from getting into child labour; withdrawn many from worst forms of child labour and supported the children back to school and vocational training. Many schools and youth polytechnics have been supported to

undertake income generating activities whose produce has been used to not only keep children in school, but to make children learn how to take care of themselves in their homes.

- ANPPCAN has also initiated strategies and concepts that have been tested and have brought significant changes in the communities, where they have been applied. To upscale these approaches, resources are required.



*A demonstration of doing IGAs in schools and making children stay in school. Schools with such activities have high retention of pupils.*

- ANPPCAN has been involved in many research activities on children's rights. In Kenya, a study that ANPPCAN conducted on street children, following a request by the Attorney General in 1991, led to a National Hearing on Street Children. This led to a review of laws affecting children, culminating in the enactment of the Children's Act in 2001. This Act has been revised and amended to accommodate emerging issues, such as, teenage pregnancies, parental role and removing children from institutional to Family Based Child Care. It allows children to be adopted or fostered in Kenya. It was signed and brought into force on July 7, 2022. ANPPCAN has conducted a study on Trafficking of Children and Young Women in Ethiopia, Kenya, Uganda and Tanzania which has led to the development of a six year programme to fight child trafficking in those countries. It has also conducted studies on violence in 4 countries and the findings have been published for reference. Information obtained has led to revision of the 2001 Children's Act of 2022.
- ANPPCAN has targeted border towns with awareness raising and advocacy to prevent trafficking of children. In these border towns, ANPPCAN has

established many child rights clubs in schools, as an effort to involve child participation in issues affecting them. The children are also involved in IGAs, where vegetables are grown, sold and money used to pay school fees or buy school uniforms for children who cannot afford. Parents have also been involved in protecting their children by improving their incomes through Parents Economic Empowerment Programme (PEEP).



*Tuinuwane  
PEEP Group at  
Mundika  
Primary School.  
This is to  
improve  
incomes in  
families to help  
them provide  
education for  
their children.*

- ANPPCAN organizes bi-annual conferences in collaboration with the International Society on the Prevention against Child Abuse and Neglect (ISPCAN) on Child Abuse and Neglect in Africa. The fifth Conference was held in 2007 in Kampala, Uganda. The Sixth Conference whose theme was *Early Childhood Development and Education* took place from 4<sup>th</sup> to 6<sup>th</sup> May 2009 in Addis Ababa, Ethiopia and attracted over 500 delegates from all over the world. ANPPCAN also conducts issue based conferences which started with Children in Situations of Armed Conflict in 1987 and 1997 and The First International Conference in Africa on Child Sexual Abuse in 2007 in Nairobi, Kenya. These are often well attended conferences attracting participation from international community. The Head Office also organized a conference on Family Based Care as opposed to institutional care of children that was held in Nairobi in September 2009. The last Conference ANPPCAN conducted was in 2016 addressing conflicts and children. Staff at Head Office have also participated in other conferences both national and international. Most of these conferences are related to areas of work and ANPPCAN's mission.
- The Head Office runs an information centre, where many books are stored and is often visited by readers and researchers from universities, both international and local groups.

- The staff have represented the organization in many task forces, steering committees and National Council for Children Services, where they make contributions. ANPPCAN sits on a number of boards and forums at national and international levels and has organized many biannual conferences to raise issues affecting children in the continent. These conferences have been organized in collaboration with many partners leading ANPPCAN to win Awards.



*African Union Champion of Children's Award*

## **4.2 Strengths of ANPPCAN**

The achievements above imply certain well-earned strengths that ANPPCAN has built and developed as it pursues its goals.

- Wealth of experience and knowledge accumulated on child rights and child protection through extensive research and participation in various international and regional forums.
- Achievements in research and documentation on child-related issues.
- International reputation as a leader on child rights and protection issues at national, continental, and global levels.

- ANPPCAN is capable of reaching out to other African countries through its network of Chapters.
- Collectivity nature of ANPPCAN provides high numbers that are a source of strength that is necessary in articulating child-related issues and accomplishing tasks.
- Close working relationships with both governments and organizations dealing with issues of children. It is a clear indication that ANPPCAN can do more if its financial Base improves.
- Adequate legitimacy due to the large constituency and demographic boundary covered by ANPPCAN in the African region is a huge asset to effectively deal with issues affecting them.
- Highly skilled, competent and professional staff at all levels of management with wealth of expertise drawn from diverse backgrounds that can create positive results on children issues.
- ANPPCAN network providing consistency, moral support and strength needed by most organizations, makes ANPPCAN a potential effective change agent.

### **4.3 Challenges facing ANPPCAN**

While ANPPCAN has accomplished so much, sustainability of these efforts has been a challenge. Some of the challenges facing ANPPCAN to sustain itself and further progress as an effective change agent for child protection in the continent are:

- Capacity to sustain programmes and staff to effectively respond to the needs of Chapters and children.
- Ability to scale up good practices to effectively provide services to both the Chapters and children.
- Ability to invest in organizational development at all levels in terms of physical and structural development.
- Ability to synchronize synergies between the Head Office and Chapters and between the Chapters themselves, thus, the inability to solidify ANPPCAN's brand.
- Ability to mobilize resources beyond donors. Often donors change focus and move their services to other organizations and themes/sector focus.
- The transit of the founders of ANPPCAN is long overdue. But it is impossible to undertake this without resources. This is much so, because the majority of donors support project activities and project officers and are reluctant to support the institution in totality.
- Consequently, a significant number of ANPPCAN Chapters had to terminate their efforts, while a number are struggling.



*Engaging children in sustainable activities beyond class activities. Child Rights Club members at Mundika Primary School practicing farming activities. The money in turn supports the vulnerable children with school levies, school uniforms, shoes, books, etc. This ensures that no child is chased away from school due to lack of basic items.*



*Another good example of an IGA farm in one of the schools that ANPPCAN is implementing the Child Participation Programme.*

## **PART 5:**

### **Strategic Objectives and Programmes**

Faced with the issues being raised and given the reality that issues affecting children have increased, made worse by the Covid-19 virus, which has affected families globally, ANPPCAN decided to review its strategies that will go a long way to ease the efforts of those partners that have been supporting ANPPCAN for many years.

It has become apparent that raising money year in and year out is not an easy task. Individuals raising resources also want to see quick results, putting a lot of demand and expectations on the organizations they support. Yet the issues of children ANPPCAN is dealing with, takes more time to yield results.

Drafting and submitting quality proposals, on yearly basis and maintaining high level of accountability on funds utilization on monthly basis, has taken a toll on ANPPCAN staff. However, ANPPCAN invests heavily in staff, especially Project Officers, directly implementing actions at the field level, to ensure effective and efficient programme implementation, as well as, comprehensive and complete reporting. Unfortunately when projects come to an end, staff who have been trained and mentored, have to leave since the organization is not able to retain them and this is denting the capacity of ANPPCAN.

The donor driven support comes with strict compliance regulations, which must be followed. These regulations are so detailed that reading them is tasking and hence missing critical detail is very possible. In real situations, organizations, which have been in child protection for many years, can afford to harmonize salaries to bring harmony and respect in an organization. But the practice that many donors prefer is that each project is treated as an autonomous entity and no funds can be borrowed from one project to pay salaries of staff in other projects, while the organization is waiting for funds disbursement for another project so as to refund where it was borrowed from. This in fact, is a violation of accounting procedures, and yet some donors, especially at the beginning of a funding period/project, will request that the organization pre-finances activities to ensure that the contract period is adhered to, as you await fund disbursement.

Twice ANPPCAN Regional Office has been found in this situation, leading to a donor terminating a project, which has just been introduced. Why? Because some funds were borrowed to facilitate payment of other staff members' salaries without interfering with the implementation of the project. In fact, when a donor decides to stop supporting a project without even giving the organization opportunity to explain, the targeted groups suffer more. In reality, some Chapters have suffered this as well.

Many NGOs initiated by Africans, have had to slow their activities or totally stop the activities, because of lack of funding and they are not supported by their governments. Such many NGOs, as ANPPCAN, depend entirely on donor funding, which is completely unpredictable and unsustainable as donors can decide to abandon/terminate projects at their will and move on to other issues and groups.

To enhance sustainability, and ensure ANPPCAN is able to retain staff and its programmes, strategic thinking is required and ANPPCAN will need to strategically venture into other activities that will assist in realization of this very important position.

Besides, for organizations as ANPPCAN to operate optimally, administrative systems must have adequate resources to ensure the organization is being managed well to realize its goals by ensuring that policies and action programmes are implemented effectively.

The reality is that most funders support direct programme staff and provide only a small percentage of funds to support its core staff like Director of Programmes and the Accountant. This brings a lot of challenges as the organization is faced with inadequate finances to fund critical positions that provide necessary support during project administration and implementation.

Organizations require to document, showcase and share their programmatic experiences and impact with other organizations, as well as, with donors. These require effective communication systems that also need resources. One was initiated at ANPPCAN Regional Office, but it lacked resources to effectively implement and upscale it.

Therefore, time has come when ANPPCAN has to once more restructure its activities, to ensure that it remains a going concern even when its founders exit. Hence the following activities will make ANPPCAN remain a vibrant organization and sustainable beyond its founders and enhance its ability to attract many funders.

## **5.1 Resource Base and Sustainability**

The goal of this strategic agenda is to create a financially self-sustaining ANPPCAN capable of supporting its programmes and staff, administrative costs, while extending support to its chapters. Under the current economic crisis and challenges globally, ANPPCAN will need to employ innovative efforts to identify multiple sources of funding and reduce reliance on external (or donor) funding. With increased competition for scarce grant resources, thinking of, and creating options for new, diverse, and multiple funding streams will help ANPPCAN manage and implement programmes on a more sustainable basis.

## ***Strategic Objectives***

### **1. Develop new and repackage existing programmes as commercial products to address current issues affecting children. These products include:**

- ◆ Commercial enterprises
- ◆ Social and Community enterprise products
- ◆ Investment services
- ◆ Training and Consultancy services
- ◆ To establish and equip investment and resource mobilization office
- ◆ To establish an endowment fund.

### ***Expected Results***

- ◆ An office of Resource Mobilization established and equipped
- ◆ Seven new programmes developed and repackaged for fundraising purposes
- ◆ Seven new economic empowerment programmes initiated
- ◆ An Endowment Fund of 1 million dollars established

STRATEGIC OBJECTIVE	ACTIVITIES	KEY MEASURES	TARGETS	RESPONSIBILITY	TIME FRAME	RESOURCES
Develop new and repackage existing programmes as commercial products to address current issues affecting children. These products include; <ul style="list-style-type: none"> <li>▪ Social and community enterprise products</li> <li>▪ Commercial enterprises</li> <li>▪ Training and Consultancies Services</li> <li>▪ Investment services</li> </ul>	Develop new and repackage existing programmes <ul style="list-style-type: none"> <li>▪ Restructure all existing Economic Empowerment programmes (PEEP)</li> <li>▪ Carry out research on new programmes that are market driven</li> <li>▪ Engage in Economic Empowerment through partnerships with ANPPCAN Chapters</li> <li>▪ Develop capacity to invest in new and viable commercial enterprises that are independently run</li> </ul>	Number of new programmes developed  Number of IGA projects restructured  Number of research carried out and documented  Number of partnerships engaged in Economic Empowerment  Quantity and quality of resources	At least five new PEE programmes  At least five Resource mobilization or PEEP projects  At least three new PEEPs  Fully completed  Fully completed	Resource mobilization, Marketing, Communications Officer	Year 1 and 2	US\$300,000

	<ul style="list-style-type: none"> <li>Rejuvenate and initiate enterprises and make them commercially viable</li> </ul>	Number rejuvenated PEE programmes	Fully completed			
Establish an Endowment Fund	<ul style="list-style-type: none"> <li>Prepare a legal instrument for the fund</li> <li>Establish a Foundation to manage funds generated through enterprises</li> </ul>	Fund deeds in place  Number and amount of funding  Number of stakeholders aware of the existence of the Foundation	Fully completed  An Endowment fund of US\$1,000,000 put under the Foundation	Director	Year 2	US\$5,000
Establish and equip investment and marketing office for mobilizing resources	<ul style="list-style-type: none"> <li>Draw job description for the function</li> <li>Recruit the required staff</li> <li>Create and furnish office space and equipment</li> <li>Budget for the office</li> <li>Operationalize office</li> </ul>	Job description in place Staff in place  Furnished office in place  Budget line exists  Level of funding accessed	Fully completed  Fully completed  Fully completed	Director	Year 1 and 2	US\$125,000 US\$40,000

### **Required Budget**

YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
167,500.00	167,500.00	40,000.00	47,500	47,500	470,000.00

### **5.2 Internal Processes Reengineering**

Focus on internal processes will ensure efficiency and effectiveness in service delivery by ANPPCAN. This calls for the development of the required skills and changes in individual and organizational behavior, in terms of systems, structures, procedures, culture, strategies and decision-making. The purpose of reengineering the processes is to enhance ANPPCAN's capacity to deliver its service and be best placed to play its oversight and leadership role for the chapters. Of specific concern in the internal processes reengineering are:

- Programme coordination and implementation between the Regional Office and the Chapters;
- Human Resource capacity, especially on resource mobilization;
- ICT capacity;
- Administrative processes and procedures; and
- Communication and publicity.

**Goal: Attain highest levels of efficiency and effectiveness in resource mobilization and in service delivery to different groups being targeted**

**Strategic Objectives**

- Rationalization of human resource capacity in areas of resource mobilization, administration, ICT, Documentation, sales and marketing, finance, human resource and programming.
- Review and enhance internal administrative and financial policies and procedures to facilitate resource mobilization, programme coordination and implementation.
- Develop an ICT based platform for raising resources and internal operations to leverage resources and child services programmes.

**Expected Results**

- Human resource for resource mobilization put in place
- Internal administrative and financial policies procedures reviewed and enhanced
- ICT based platform for resource mobilization and publicity put in place
- Resource mobilization and publicity office created.

STRATEGIC OBJECTIVE	ACTIVITIES	KEY MEASURES	TARGETS	RESPONSIBILITY	TIME FRAME	RESOURCES
Rationalization of human resource capacity in areas of administration, ICT, documentation, marketing, finance, human resources and programming	<ul style="list-style-type: none"> <li>▪ Review HR requirements in Finance, Programmes and Administration</li> <li>▪ Review staff Remuneration packages</li> </ul>	Review report in place  HR policy in place  Reviewed remuneration package	Fully completed  Fully completed  Fully completed	Director, Finance & Administration Officers	Year 1	US\$400,000
Review and enhance internal administrative and financial policies and procedures to facilitate programme coordination and	<ul style="list-style-type: none"> <li>▪ Review administrative structure and processes</li> <li>▪ Implement recommendations of review</li> </ul>	Administrative review report  Streamlined administrative structures	Fully completed  Fully completed	Administrative Officer	Year 1 and continuous	US\$100,000

implementation	report					
Develop and ICT based platform for internal operations to leverage the child services programme	<ul style="list-style-type: none"> <li>▪ Review ICT requirements</li> <li>▪ Implement recommendations of ICT report</li> </ul>	<p>Report on ICT services and programmes</p> <p>ICT leveraged services and programmes</p>	Fully completed	Programmes and Administrative Officers		US\$60,726

### **Required Budget**

YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
130,000.00	102,200.00	107,440.00	118,184.00	102,902.00	560,726.00

### **5.3 Governance, Change and Growth**

The focus of this plan is a transformation of ANPPCAN to reposition it in the challenging environment. A strong governance, leadership and change management orientation will be critical in ensuring success of this transformation. The purpose of this strategic dimension is to ensure change; growth oriented and well governed ANPPCAN applying known best practices of accountability and responsibility. Focus will be on:

- Optimal structure of ANPPCAN as reflected in its constitution
- Creating a governance system based on best practices
- Innovation and change management
- Organizational leadership and growth

**Goal: Innovative, well governed and result oriented ANPPCAN**

#### **Strategic Objectives**

1. Build and enhance a strong ANPPCAN brand image that reflects emerging children issues in Africa.
2. Strengthen board operations and governance systems to enhance the effectiveness of boards at both Regional and Chapter levels in accordance to the constitution.
3. Develop an appropriate organizational structure to enhance working relationships between the Regional Board and Management of ANPPCAN and its Strategic Business Units.
4. Develop a strong leadership, innovation, and change culture, including; enhancement of leadership capacity to ensure innovation and change.

### **Expected Results**

- ANPPCAN Brand documented and packaged and the brand especially its approaches, registered
- Board members and Chapter Heads trained on resource mobilization and management
- Manual on Governance and resource mobilization developed
- Leadership forums conducted

STRATEGIC OBJECTIVE	ACTIVITIES	KEY MEASURES	TARGETS	RESPONSIBILITY	TIME FRAME	RESOURCES
Build and enhance a strong ANPPCAN brand image that reflects emerging children issue in Africa	<ul style="list-style-type: none"> <li>▪ Document and package the ANPPCAN brand attributes</li> <li>▪ Register the brand and sell it to stakeholders</li> <li>▪ Establish communications and publicity office</li> </ul>	<p>Documented ANPPCAN brand</p> <p>Brand registration certificate</p> <p>Office established</p>	<p>Fully completed</p> <p>Fully completed</p> <p>Fully completed</p>	Marketing, Resource Mobilization and Communications Offices	Year 1 and continuous	US\$80,000
Strengthening of Board operations and governance systems to enhance the effectiveness of boards at both Regional and Chapter levels	<ul style="list-style-type: none"> <li>▪ Undertake periodic board training</li> <li>▪ Streamline the operations of the Regional Board and Chapters</li> <li>▪ Enhance working relationships between the Regional Board and Management of ANPPCAN and its Strategic Business Units</li> </ul>	<p>Number of Board training programmes at Regional Office and Chapter offices</p> <p>Governance policy manual in place, Calendar of Boards meetings</p> <p>Number of Joint meetings</p> <p>Number of team building workshops</p>	<p>1 per year per group</p> <p>Fully completed</p> <p>2 per annum</p> <p>1 per annum</p>	Director	Semi and Annually	US\$ 100,000
Develop an appropriate organizational structure to enhance working relationships between the Regional Board and Management of ANPPCAN and its Strategic	<ul style="list-style-type: none"> <li>▪ Engage consultant to undertake job evaluation and review of organization structure</li> <li>• Operationalize new organization</li> </ul>	<p>Consultant in place</p> <p>Job evaluation report and new organization structure</p> <p>New structure</p>	<p>Fully completed</p> <p>Fully completed</p> <p>Fully</p>	Board and Director	Year 1	US\$ 50,000

Business Units	structure	in place	completed			
Develop a strong leadership, innovation, and change culture including enhancement of leadership capacity to ensure innovation and change	<ul style="list-style-type: none"> <li>▪ Engage consultant to facilitate culture change including:</li> <li>▪ Innovation and culture change</li> <li>▪ Team building</li> <li>▪ Organizational Development</li> <li>▪ Develop a Succession plan for all key positions within ANPPCAN</li> </ul>	<p>Consultant in place</p> <p>Number of Workshops and Reports for activities undertaken</p> <p>Succession plan in place for all key leadership positions in ANPPCAN</p>	<p>Fully completed</p> <p>2 work-shops per year</p> <p>100%</p>	Director	<p>Annually</p> <p>Year 4</p>	US\$ 105,000
Enhance Chapter-head office and chapter-chapter relations and engagements	<ul style="list-style-type: none"> <li>▪ Define areas and levels of engagement between chapter and head office</li> <li>▪ Develop a contractual deed to be counter-signed.</li> </ul>	<p>Clearly defined areas and levels of engagement</p> <p>Contractual deed</p>	<p>Fully completed</p> <p>Fully completed</p>	Board and Director	<p>Year 1</p> <p>Year 1</p>	US\$60,000

### **Required Budget**

YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
78,800.00	65,700.00	74,700.00	80,853.00	94,947.00	395,000.00

### **5.4 Chapter establishment and development**

The thrust for the development of this plan is the positioning of ANPPCAN in the international arena as a continental organization dealing with CAN issues. To ensure that ANPPCAN achieves this goal, it is imperative that adequate effort is expended to establish new chapters, as well as, develop capacity for the existing ones. The purpose of this strategic dimension is to ensure that ANPPCAN increases its reach to other parts of the Continent and address the CAN phenomenon, while staying connected to its Chapters.

**Goal: To ensure that ANPPCAN increases its reach to other parts of the continent, in order to effectively address the CAN phenomenon**  
**Strategic Objectives**

1. Establish new chapters
2. Develop the capacity of existing chapters
3. Enhance Chapter – Head Office and Chapter-Chapter relations and engagements

**Expected Results**

- Research is conducted to identify suitable locations for new Chapters.
- Ten (10) new Chapters created and launched.
- At least the capacity of the Chapters strengthened.
- Office of Chapter coordination created and equipped at ANPPCAN Regional Office.
- Manual on engaging Chapters developed.
- Chapters trained on Resource Mobilization.

STRATEGIC OBJECTIVE	ACTIVITIES	KEY MEASURES	TARGETS	RESPONSIBILITY	TIME FRAME	RESOURCES
Establish new Chapters	<ul style="list-style-type: none"> <li>▪ Undertake research to identify areas for new Chapter creation</li> <li>▪ Identify potential collaborators</li> <li>▪ Identify suitable location (town).</li> <li>▪ Launch and operationalize the new Chapter</li> </ul>	<p>Documented research report</p> <p>List of potential collaborators.</p> <p>Suitable location identified. Number of operational Chapters</p>	<p>Fully completed</p> <p>Fully completed</p> <p>Fully completed At least 10.</p>	Board and Director	Year 1 and 2	US\$150,000
Develop the capacity of existing Chapters	<ul style="list-style-type: none"> <li>▪ Identify existing Chapters and their areas of need.</li> <li>▪ Develop a budget line</li> <li>▪ Undertake capacity building in</li> </ul>	<p>Number of Chapters and their areas of need identified</p> <p>Budget exists</p> <p>Number of Chapters'</p>	<p>Fully completed</p> <p>Fully completed</p>	Programme Officer	Continuous	US\$130,000

	identified chapters and areas	capacity- built.	Fully completed			
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### **Required Budget**

YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
45,400.00	52,000.00	55,600.00	63,240.00	63,760.00	280,000.00

## **5.5 Children Services and Programmes**

**Goal: Provide consistent and seamless services to Chapters, children and stakeholders through innovative programmes addressing the needs of children**

Provide consistent and seamless service to chapters, children and other networks of stakeholders through innovative programmes addressing the needs of the children. An effective child protection intervention requires focused and collective intervention by all ANPPCAN chapters. Creating of new chapters and strengthening existing ones should be undertaken in earnest in order to ensure and guarantee a strong and cohesive network in the delivery of services to children. The Head Office of ANPPCAN will particularly focus on the following areas of children service:

### **Strategic Objectives**

1. Develop innovative child-focused programmes and services
2. Create and equip Programming office
3. Strengthen Research, Publication, Documentation & information sharing
4. Enhance Advocacy and partnerships services
5. Strengthen Monitoring and Evaluation of programmes

### **Expected Results**

- ◆ At least 3 programme areas identified on CAN and 2 programmes developed per year
- ◆ Programme offices for advocacy and M&E created and equipped
- ◆ Monitoring and Evaluation of programmes enhanced and strengthened
- ◆ Services for advocacy and partnership enhanced
- ◆ Research, publications, documentation and information sharing enhanced

STRATEGIC OBJECTIVE	ACTIVITIES	KEY MEASURES	TARGETS	RESPONSIBILITY	TIME FRAME	RESOURCES
Develop innovative child-focused programmes and services	<ul style="list-style-type: none"> <li>▪ Conduct research on new CAN areas</li> <li>▪ Initiate programmes to address the identified areas</li> </ul>	<p>Number of research conducted</p> <p>Number of programme areas identified</p> <p>Number of programmes initiated (started)</p>	<p>At least 2 per year</p> <p>At least 3 areas per year</p> <p>At least 2 per year</p>	Programmes Officer	Spread annually	US\$145,000
Create and equip Programming office	<ul style="list-style-type: none"> <li>▪ Draw job description for the function</li> <li>▪ Recruit the require staff</li> <li>▪ Create and furnish office space and equipment.</li> <li>▪ Budget for the office</li> </ul>			Director		<p>US\$180,000</p> <p>US\$50,000</p> <p>US\$60,000</p> <p>US\$80,000</p>
Strengthen Research, Publication, Documentation & information sharing	<ul style="list-style-type: none"> <li>▪ Operationalize office</li> <li>▪ Establish fund for research</li> <li>▪ Prepare a business plan for the documentation centre</li> <li>▪ Prepare a calendar for conferences and other information sharing events</li> </ul>	<p>Amount of funds availed for research</p> <p>Business plan in place</p> <p>Calendar in place</p>	<p>Fully completed</p> <p>Fully completed</p>	Research and documentation Officer	Year 2	US\$200,000
Enhance Advocacy and partnerships services	<ul style="list-style-type: none"> <li>▪ Create advocacy office</li> <li>▪ Create new advocacy programmes</li> <li>▪ Enhance existing advocacy programmes</li> </ul>	<p>Office in place</p> <p>New advocacy programmes created</p> <p>Number of existing advocacy programmes enhanced</p>	<p>Fully completed</p> <p>50% increase</p> <p>By 100%</p>	<p>Director</p> <p>Advocacy Officer</p> <p>Advocacy Officer</p> <p>Director</p>	<p>Continuous</p> <p>Year 1</p> <p>Year 2</p>	<p>US\$150,000</p> <p>US\$63,918</p>

<b>Strengthen Monitoring and Evaluation of programmes</b>	<ul style="list-style-type: none"> <li>▪ Mobilize resources for advocacy</li> <li>▪ Establish position of M&amp;E</li> <li>▪ Acquire adequate facilities for M&amp;E</li> <li>▪ Hire competent staff for the office</li> </ul>	Budget for advocacy  Established position Budget line exists  Equipped M&E Office				US\$170,000
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### ***Required Budget***

YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
180,000	198,000	217,800.00	239,580	263,538.00	1,098,918.00

## PART 6:

### Implementation of Strategic Plan

#### **6.1 Structural Implications of the Strategic Plan**

The implementation of the Strategic Plan will require some structural adjustment, which will include creation of new positions, as well as, strengthening the office of Executive Director. The new positions to be created are:

##### ♦ **Deputy Director in charge of Finance, Strategy and Administration**

Reporting to Director, the Deputy Director (DD) will be in charge of resource mobilization including overseeing the Strategic Business Units (SBUs) and ensuring the financial strategy of ANPPCAN is realized. S/he will also oversee the administration and human resources of ANPPCAN.

Reporting to this office will be officers in charge of Finance and Accounting, Strategic Business, as well as, Human Resources.

##### ♦ **Deputy Director in charge of Programmes**

Reporting to the Director, this position will oversee the programmes and support functions of the chapters. The new organization structure shown on page 23 indicates the reporting relationships.

##### ♦ **Strengthening of Office of the Executive Director**

For a number of years, this office has been run on welfare basis by one of the founder members of ANPPCAN. This won't be the case when the current Executive Director transfers. As such, resource mobilization should be directed to this office and its constituents. Above all, any of the programmes or projects funded by funders/donors must recognize this position and make reasonable contribution for its administration.

Key to the structural changes is the mobilization of resources through long term programmes, improving investment initiatives with the ultimate goal of establishing an endowment fund. This will ensure sustainability of programmes and retention of staff.

### ***Expected Results***

- ◆ Deputy Directors engaged
- ◆ Periodic reports on implementation
- ◆ Office of Executive Director strengthened

STRATEGIC OBJECTIVE	ACTIVITIES	KEY MEASURES	TARGETS	RESPONSIBILITY	TIME FRAME	RESOURCES
Strengthen management	<ul style="list-style-type: none"> <li>▪ Establish 2 positions of Deputy Director of Resource Mobilization and Programmes</li> <li>▪ Strengthen the office of Regional Director</li> </ul>	<p>Two Deputy Directors in place</p> <p>Office of the Regional Director strengthened</p>	<p>Fully completed</p> <p>Fully completed</p>		Continuous for 5 years	US\$1,172,179
Strengthen monitoring and evaluation	<ul style="list-style-type: none"> <li>▪ Undertake oversight activities</li> </ul>		Fully completed		Continuous Third year End of 5 <sup>th</sup> year	US\$130,000
<b>Total Budget</b>						<b>US\$1,302,179.00</b>
<b>TOTAL RESOURCES</b>						<b>US\$4,107,823.00</b>

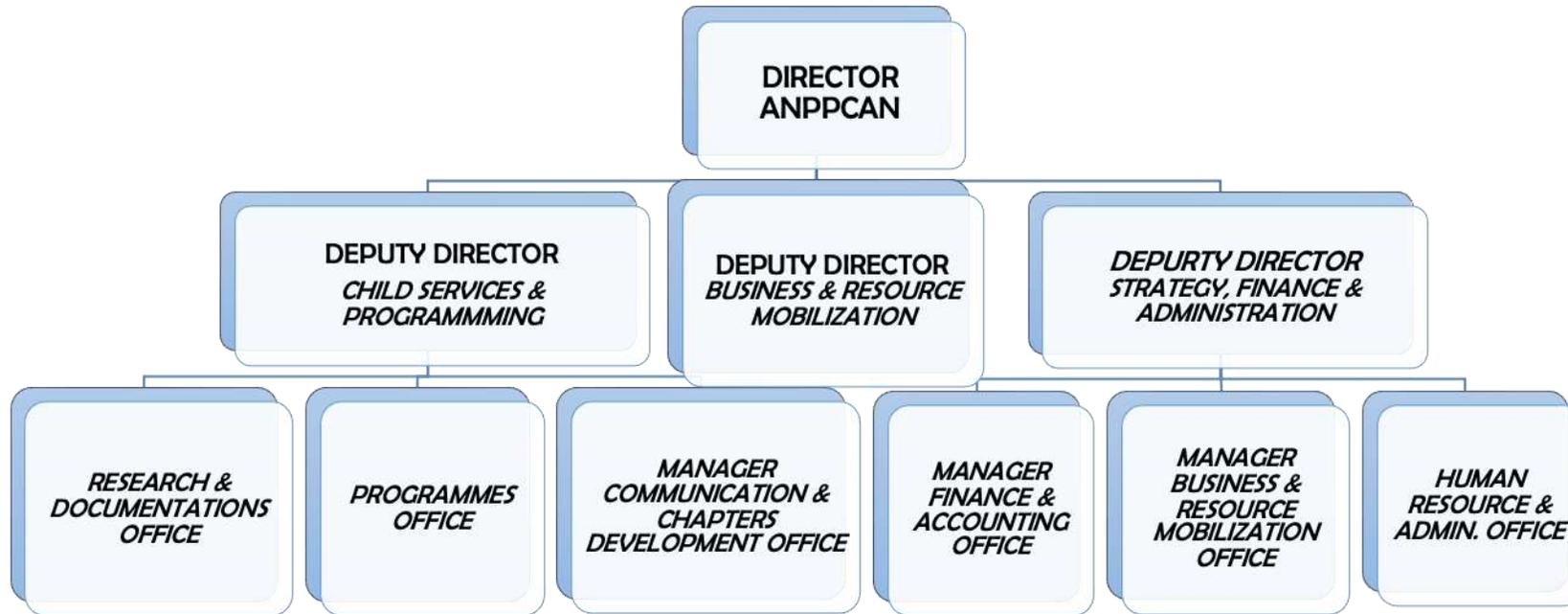
## **6.2 Monitoring and Evaluation**

Continuous monitoring and evaluation is essential for successful implementation of the strategic plan. This will form the basis for strategic plan direction, as well as, the development of the next strategic plan. Monitoring and evaluation of performance, will be the responsibility of those who are most closely involved in the implementation of the plan. Accordingly, the responsible managers will carry out continuous performance self-assessment. They will be expected to have the capacity, and will be given the responsibility, to undertake performance measurement and reporting. The monitoring will focus on collecting data on the various activities and progress regarding the implementation of the activities of the strategic plan. It will also include mid term and end term review reports of the implementation of the plans.

### ***Expected Results***

- Periodic reports on implementation
- Mid term review report
- End term review report

Figure 1: Organization's Structure



## Part 7:

### Financial sustainability

#### **General**

Donor funding is becoming limited, strict, highly unpredictable, and certainly not dependable for financial soundness of an organization, and this will even be worse in the coming years. Financial sustainability, therefore, becomes a vital strategic objective for non-governmental organizations.

Financial sustainability enables NGOs meet their daily operations and/or core financial obligations even after withdrawal of donor financial support. This empowers organizations to provide excellent services to the community by concentrating on funding core activities and even fund project closeout after abrupt withdrawal of donor support.

This ensure that the organization maintains good relationship with the community and other direct implementing partners, which is key for growth.

#### **Rationale**

ANPPCAN has in recent time faced challenges meeting it core financial obligations. This is occasioned by unpredictable withdrawal of donor support and with no other sustainable sources of funds, the organization is forced to terminate projects and engagement with grassroot communities and other stakeholders and even worse loose key staff both at the field level and HQ. This dents its capacity to consistently continue delivering it mandate.

ANPPCAN has tremendous experience and knowledge within the CAN sector and has establish a great network within the sector that it can bank on to improve financial sustainability and reduce over reliance on donor funding.

The following strategies are proposed to enhance ANPPCAN's financial sustainability.

## **Financial Sustainability Strategies**

### **1. Enhance Business/Program Development**

**Goal:** Revamp and empower internal fundraising by establishing a robust programmes development department.

**Rationale:** The organization cannot entirely do away with donor funding and support. Therefore, it is required to invest in highly qualified professionals and operationalize the fundraising / programmes development department. The department will need to have reasonable annual targets and provide security of tenure to the staff of not less than 1 year. The department will on a day-to-day basis focus on fundraising.

### **2. Venture into new funding themes within the CAN space**

**Goal:** open new donor funding revenue streams

**Rationale:** ANPPCAN can explore other new themes within the CAN sector that attract a new set of donors and partners. For example, child abuse and neglect can be as a result of lack of income generating opportunities at the household level. Investing in home and kitchen gardens and other small but high value income generating agricultural value chains such as honey production and marketing will open up funding from agricultural focused donors who are keen to support small householder farmers for household income diversity and income diversification. This will in turn ensure parents stay at home and children do not engage forced and bonded labor which opens up avenue for abuse and neglect.

### **3. Consulting services**

**Goal:** open complementary funding stream by providing consulting services within the CAN space.

**Rationale:** ANPPCAN has a wealth of experience and knowledge in CAN space. On the other hand there are a lot of opportunities to provide consultancy services to INGOs, UN agencies, AU and the like that ANPPCAN can tap into. These opportunities however target for profit consultancy firms. ANPPCAN can register a consulting services wing/firm to tap into such opportunities and utilize the same core staff and office space to execute/implement the assignment.

#### **4. Lobby for more unsolicited support**

**Goal:** the objective is to solicit for direct financial support from the AU

**Rationale:** The AU has been a long and committed partner to ANPPCAN. The organization should capitalize on this and lobby for more financial support directly from the multilateral and bilateral partners. This can be through ANPPCAN as not for profit organization or the new to be established consulting sister entity.

#### **5. Operate a child play and care training centre**

**Goal:** utilize its knowledge in children care and establish a day care and play training centre.

**Rationale:** with the ever-busy parents and highly undependable house managers especially in Nairobi, demand for a suitable, convenient children day care and play centre is on the rise. Such a training centre established by a well-known organization will attract high end clients and this will create a sustainable funding stream. The center will require new staff, but management can be done by a dedicated team of business management professionals based out of ANPPCAN HQ.

#### **6. Autonomous Country Chapter**

**Goal:** empower the country Chapter to be autonomous in terms of fundraising and project management

**Rationale:** Empowering the autonomy of the country Chapter is critical to encourage them fundraise and implement projects on their own. A mechanism for the chapter to put in a 5-7% budgetary allocation to HQ for every project should be crafted and put in place. Funds realized should be invested in high-yielding, less risky financial instruments in the money market. This will also increase financial sustainability in the long run.

## Part 8:

### 8.1 Budget Summary of the Five Year Strategic Plan (US\$)

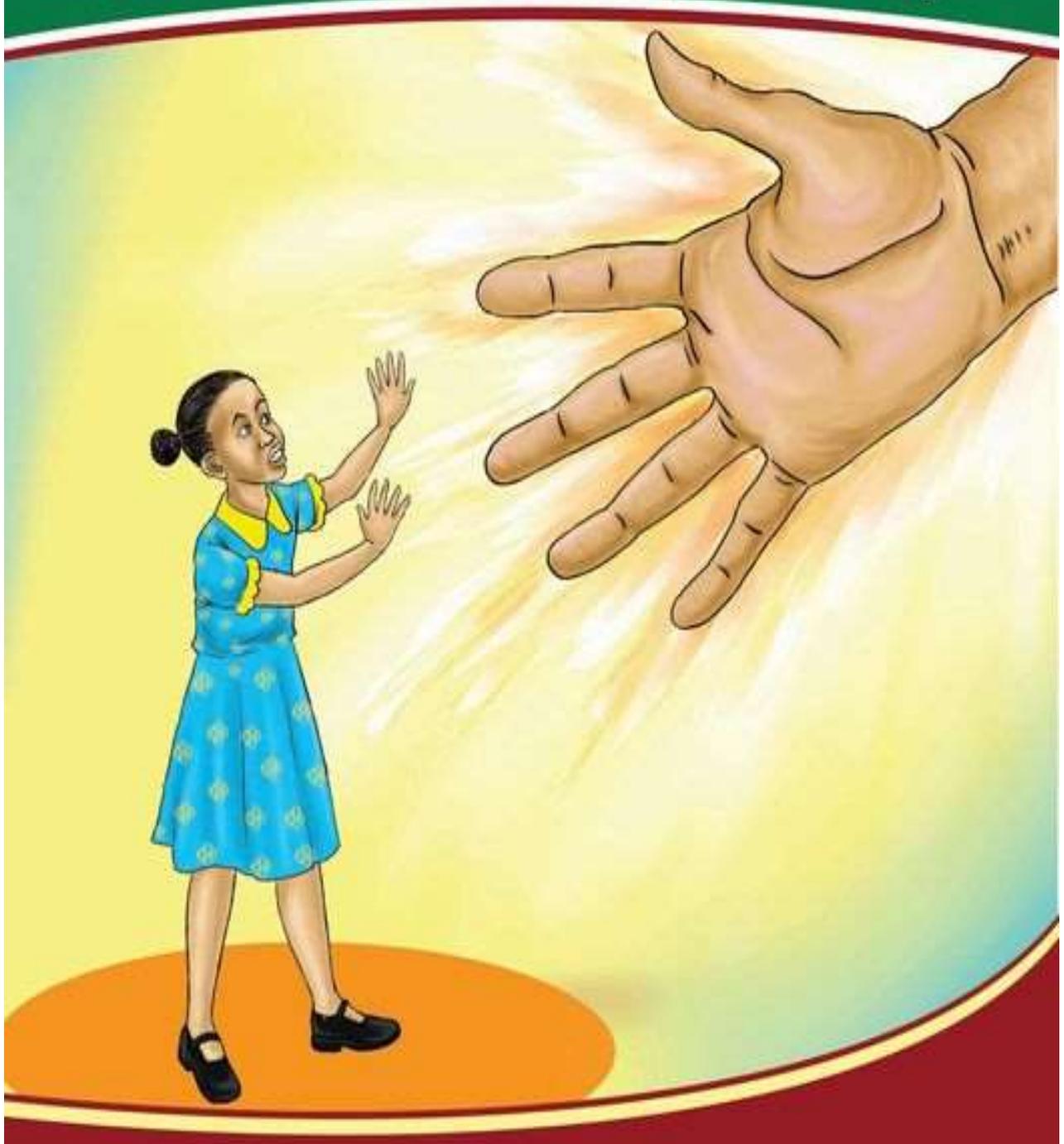
Activity	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Resource Base and Sustainability	167,500.00	167,500.00	40,000.00	47,500.00	47,500.00	470,000.00
Internal Process Re-engineering	130,000.00	102,200.00	107,440.00	118,184.00	102,902.00	560,726.00
Governance, Change and Growth	78,800.00	65,700.00	74,700.00	80,853.00	94,947.00	395,000.00
Chapter Establishment and Development	45,400.00	52,000	55,600.00	63,240.00	63,760.00	280,000.00
Children Services and Programmes	180,000.00	198,000.00	217,800.00	239,580.00	263,538.00	1,098,918.00
Implementation of Strategic Plan	192,000.00	211,200.00	232,320.00	255,552.00	281,107.00	1,172,179.00
Monitoring and Evaluation	10,000.00	15,000.00	40,000.00	15,000.00	50,000.00	130,000.00
<b>TOTAL</b>	<b>803,700.00</b>	<b>811,600.00</b>	<b>767,860.00</b>	<b>819,909.00</b>	<b>903,754.00</b>	<b>4,106,823</b>

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***“Our children our responsibility”***



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