



The East African Centre for Human Rights
Enhancing ECOSOC Rights



STRATEGIC PLAN 2019-2023



STRATEGIC PLAN 2019-2023

I Want the government to:

more fields to play
my name is Daniel Etemesi

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Daniel Etemesi

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Daniel Etemesi

TABLE OF CONTENTS

TABLE OF CONTENTS.....	iii
LIST OF ACRONYMS AND ABBREVIATIONS.....	v
FOREWORD.....	1
SECTION 1: BACKGROUND AND INTRODUCTION.....	3
1.1 About Eastern Africa Centre for Human Rights.....	4
1.2. Our Organizational Identity.....	4
1.3..Our Offer: Value Proposition.....	6
1.4.Looking Back: Organisational Track Record.....	7
SECTION 2: ANALYSIS OF THE OPERATING CONTEXT.....	9
2.1 External Context Analysis.....	10
2.2. Stakeholders Analysis.....	16
2.3. Overview of Strengths, Weaknesses, Opportunities and Threats (SWOT).....	18
2.4 Implications of Context Analysis: What We Have Learnt.....	19
SECTION 3: STRATEGIC ANALYSIS AND FOCUS.....	21
3.1 Strategic Areas of Focus and Objectives.....	22
3.2 Theory of Change.....	23

SECTION 4: KEY INTERVENTIONS AND IMPLEMENTATION STRATEGIES.....	25
4.1. Overview.....	25
4.2 Strategic Focus Area 1: ECOSOC Rights Advocacy.....	25
4.3 Strategic Focus Area 2: Capacity Development/ System Strengthening.....	26
4.4 Strategic Focus Area 3: Research and Knowledge Management.....	27
4.5 Strategic Focus Area 4: Partnership Development.....	28
4.6 Strategic Focus Area 5: Institutional Development of EACHRights.....	29
SECTION 5: MANAGEMENT AND GOVERNANCE.....	31
5.1 Management and Governance.....	31
5.2 Organisation Structure.....	31

LIST OF ACRONYMS AND ABBREVIATIONS

ACERWC	African Committee of Experts on the Rights and Welfare of the Child
BOD	Board of Directors
BOT	Board of Trustees
CoK	Constitution of Kenya 2010
CSI	Corporate Social Investment
CSOs	Civil Society Organisations
CWD	Children with Disability
CYwD	Children and Youngsters with Disability
DFID	Department for International Development
EAC	East Africa Community
EACRN	Eastern Africa Child Rights Network
EACHRights	East African Centre for Human Rights
ECOSOC	Economic, Social, and Cultural Rights
FGM/C	Female Genital Mutilation/ Cutting
GHEA	The Greater Horn of East Africa
GBV	Gender Based Violence
HR	Human Resources
HLM2	High Level Meeting on Development Effectiveness

HRD	Human Resources Development
ICT	Information and Communication Technology
M&E	Monitoring and Evaluation
MERL	Monitoring Evaluation Research and Learning
NGO	Non-Governmental Organisation
NSAs	Non-State Actors
OCA	Organisational Capacity Assessment
OSIEA	Open Society Initiative for Eastern Africa
PBO	Public Benefit Organisations (Act)
PPP	Public Private Partnerships
PwD	Persons with Disability
SDGs	Sustainable Development Goals
SMT	Senior Management Team
SWOT	Strengths Weaknesses Opportunities and Threats
UN	United Nations
VAC	Violence Against Children

FOREWORD

Established in May 2010, The East African Centre for Human Rights (EACHRights) is non-partisan, Regional Non-Governmental Organization (NGO). EACHRights exist to initiate and undertake programmes that promote and enhance Economic, Social and Cultural (ECOSOC) rights for vulnerable and marginalized groups in Kenya, Uganda and Tanzania.

It comes as a great pleasure to present the EACHRights Strategic Plan 2019 – 2023. The Strategic Plan outlines EACHRights' strategic vision and ambitions as well as the intervention strategies for reaching the same. The choices contained in the plan are largely informed by the lessons learnt, conclusions and recommendations from the analysis of EACHRights operating context as well as a reflection on the organisational past performance and track record.

In an era of increasing economic globalisation and growing inequality within and between States, Civil Society Organisations (CSOs) in Kenya and Africa have continued to concentrate on civil and political rights at the expense of economic, social and cultural rights

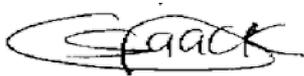
leading to a gap in the understanding of the same. There is therefore an urgent need for grassroots groups, NGOs, academics, other organisations and individuals to unite in recognising and dealing with patterns of poverty and deprivation of ECOSOC rights rather than see them as instances of mere misfortune, events outside human control, or the result of individual shortcomings. It is indeed thus an obligation of States and increasingly, of corporations and other non-state actors to prevent and address such situations.

This Strategic Plan is anchored on five key pillars around which our work will be focused over the plan period. These are ECOSOC Rights Advocacy; Capacity Development and Systems Strengthening; Knowledge Management; Partnerships Development and Institutional Development of EACHRights.

EACHRights will amongst others facilitate dialogue and establishment of supportive policy, legal and institutional frameworks for entrenching ECOSOC rights. Additionally, we will address growing cases of inequity in the distribution of public resources and opportunities.

EACHRights recognizes that the promoting and protecting rights requires combining efforts for the work to be impactful and sustainable. We will thus pursue a system orientation, working with multiple stakeholders, and pursuing multiple strategies across multiple levels and sectors. We will also use these partnerships to scale models that we have proved to work.

We remain committed to and will continue to be guided by our vision of a society that respects and upholds human rights and human dignity. We are confident of making significant progress towards this ambition over



Mr. Isaac Okero
Chair, Board of Directors

the strategic plan period.

Our advance gratitude goes to our partners, collaborators and constituents who continue to subscribe to this vision, for their continued moral, financial and/or material support. We look forward to vibrant collaborations as we work to deliver the goals contained herein.



Dr. Judith Oloo
CEO



SECTION 1: BACKGROUND AND INTRODUCTION

1.1 About East African Centre for Human Rights

The East African Centre for Human Rights was founded in May 2010 and registered as a Trust in Kenya in November 2010. The organization was established to undertake human rights work within a regional context. The establishment of the organisation followed consultations with academics and human rights practitioners that revealed a lacuna about economic, social and cultural rights in Kenya and within the Eastern Africa region.

EACHRights is a non-partisan, regional Non-Governmental Organization that seeks to initiate and undertake programmes that promote and protect Economic, Social, and Cultural Rights in Kenya, Uganda, and Tanzania for vulnerable and marginalized groups. The organisation extensively specializes on the Right to Education, Right to Health and Child Protection.

The establishment of EACHRights was driven by the developments in the international, regional and national human rights arena and discourse; the gaps that were identified with regard to Human Rights in East Africa and the emerging opportunities that have presented themselves with regard to the promotion,

protection and enhancement of human rights in general and specifically to the realization of economic, social and cultural rights, the forgotten child of the human rights family.

1.2 Our Organizational Identity

EACHRights has a well-defined organizational identity as elaborated below:

Vision Statement: A society that respects and upholds human rights and human dignity.

Mission Statement: To promote and protect economic, social and cultural rights in Africa through advocacy, partnerships, capacity building and knowledge management.

Core Values: EACHRights is guided by the following ideals:

Respect: We recognise the diversity and variety among people and believe everyone is entitled to individual human rights, privacy and opportunity to pursue their ambitions.

1. Integrity: We consistently hold ourselves and partners to the highest level of honesty, truthfulness

and ethical uprightness. We do the right thing even when no one is watching!

2. **Professionalism:** Guided by international benchmarks, we stand for what is right, orderly and of highest possible quality.
3. **Selflessness:** We give everything we can to alleviate the situation of the underprivileged and the underserved.

Philosophy: We understand that ECOSOC Rights are human rights. We recognize the historical limitation of withholding of ECOSOC rights and the effects it bears on children, young people, women and men. We are convinced that by shining a spotlight on the Rights of Children and the community, will promote a culture of responsiveness, recognition, protection and promotion of the rights for all, especially ECOSOC Rights.

We do this by investing in citizen and leaders' empowerment, strengthening governance institutions, and promoting progressive regulatory frameworks. Our key strategies for achieving these are advocacy,

research, partnerships development, capacity strengthening and civic engagement.

1.3 Our Offer: Value Proposition

We have proposed ways in which we will add value to local, national, regional and global partners in promoting and protecting ECOSOC rights as summarized here below:

CONSTITUENCY	VALUE PROPOSITION
People (Citizens)	<ol style="list-style-type: none"> 1. Build capacity to recognise ECOSOC rights violation, reporting and claiming of the same. 2. Provide platforms for people to speak about, share information on, and address child and ECOSOC rights concerns. 3. Provide researched data, information and analysis on ECOSOC Rights, to be used as a basis for people-led advocacy against violations of the said rights.
Civil Society Organizations & CSO Networks	<ol style="list-style-type: none"> 1. Partnerships for increased reach, scaled impact and enhanced service delivery 2. Capacity development support (mobilizing, organizing, linking, training, technical backstopping, sharing tools etc.). 3. Sharing of research data / evidence & other knowledge products to support their work. 4. Possibilities for joint programming and resource mobilization.
Private Sector	<ol style="list-style-type: none"> 1. Capacity strengthening in relation to ECOSOC rights (training, technical backstopping, sharing of tools etc.). 2. Access to our networks and reputed brand.
Authorities / Governments	<ol style="list-style-type: none"> 1. Collaborations and leveraging resources towards Governments development agenda. 2. Contributions to relevant policy and legal (re)formulation processes at all levels. 3. Capacity strengthening support ECOSOC rights 4. Information and data (evidence) on rights violations/limitations.
Development partners and investors	<ol style="list-style-type: none"> 1. Provision of crucial data/ evidence for policy level discussions/ engagements. 2. Use of EACHRights as a platform to deliver positive and sustainable change. 3. Reliable professional partner with impeccable track record (accountable, trustworthy). 4. Knowledge of and access to governments, local communities and markets.

1.4 Looking Back: Organisational Track Record

1. Collaborative leadership Successes: EACHRights has played significant collaborative leadership roles within the child rights sub-sector. EACHRights together with Save the Children spearheaded the formation of the Eastern Africa Child Rights Network (EACRN) in 2014. EACRN comprises of national child rights coalitions from South Sudan, Sudan, Madagascar, Ethiopia, Uganda, Tanzania, Burundi, Rwanda and Somaliland. EACHRights currently hosts the EACRN secretariat. Separately, EACHRights is also the joint secretariat of the African CSO Forum for the Rights and Welfare of the Child together with the Child Rights Network for Southern Africa.

Together with the respective partners, EACHRights has through these networks enhanced engagement with regional and international mechanisms to promote on child rights; strengthened child rights coalitions in member countries; developed the networks' capacities; participated in key processes for child rights enhancement at continental level; and developed alternative reports to treaty bodies.

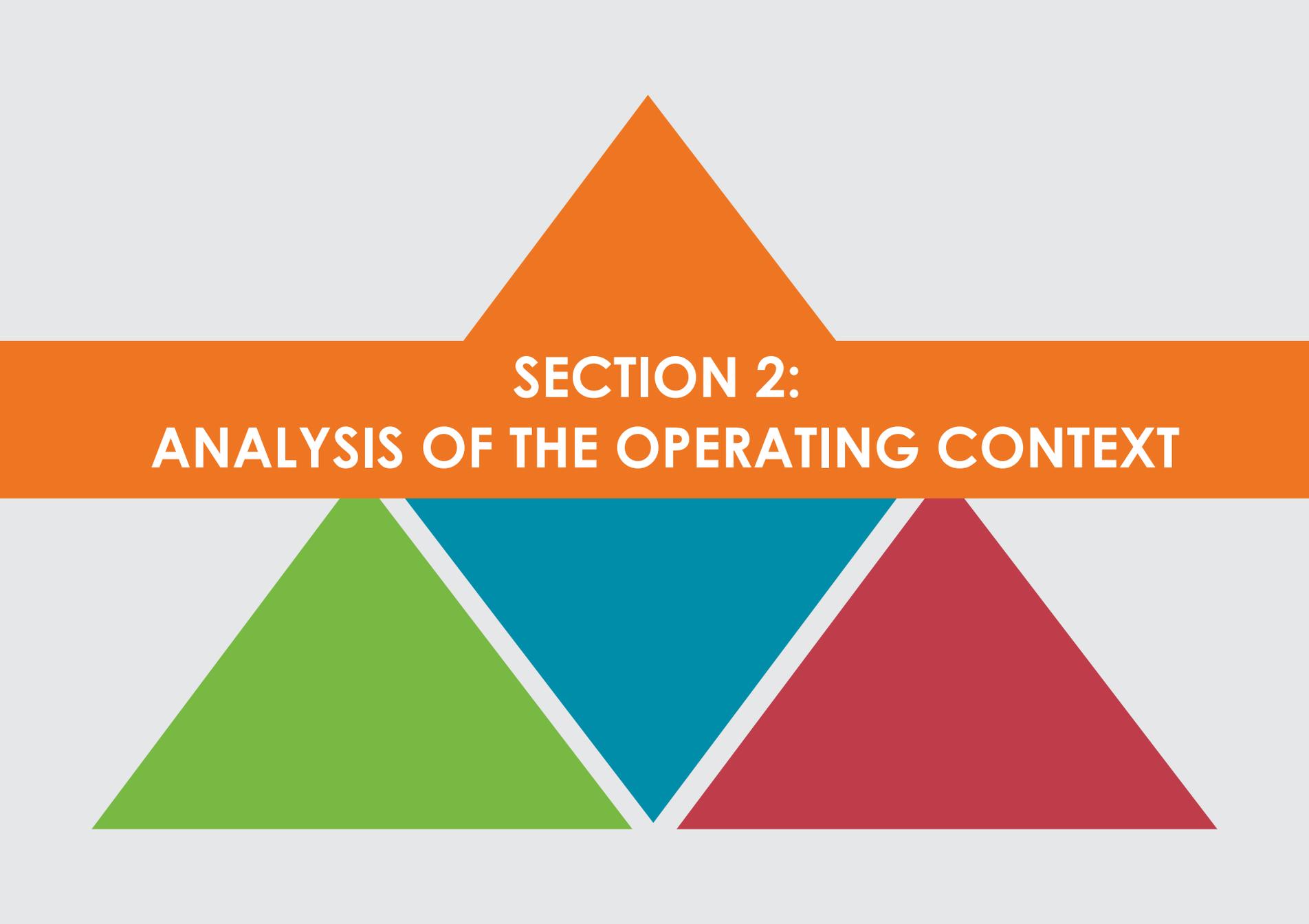
2. Coordination of crucial advocacy mechanisms for children and youth in the region: During the 2016-Second-High Level Meeting on Development Effectiveness (HLM2) which was held in Nairobi, EACHRights mobilized other child rights and youth serving organizations and spearheaded the development of the Children and Youth Forum Concept note to guide the youth and child rights side meetings. The deliberations from this convening were included in the final Nairobi Outcome Document which is the HLM2 outcome document, as key recommendations to the Organisation for Economic Co-operation and Development OECD state parties and governments in the on children and youth. Child rights issues had not been given much attention by the previous Effective Development Cooperation and the Global Partnerships for Effective Development Cooperation forums.
3. Engagement with County governments on policy formulation: EACHRights is currently partnering with the County Government of Kajiado to carry out a comprehensive review of the County policy for the eradication of Female Genital Mutilation (FGM),

previously rejected by the county authorities due to glaring gaps. EACHRights has also been invited by Marsabit County Government to partner in the formulation of a draft County Child Protection Policy, besides existing working relations with the Homa-bay County.

4. Partnering with national government for policy development: EACHRights has well established working relationships with Government agencies. These include for instance the Anti-FGM Board, Department of Children's Services and Ministry of Education. The organisation is amongst others a member of the National Technical Working Group that advises the national Anti-FGM Board, the Urban Education Group and Shule Yangu Alliance. EACHRights also engages policy makers on issues of enhancing the right to education.
5. Research, Analysis and modelling: EACHRights plays a significant leadership role in research and analysis. To exemplify, the organisation successfully coordinated Kenyan CSOs to develop a complementary report to the African Charter on the Rights and Welfare of the Child (ACERWC) in 2015,

providing more information on the status of child rights in Kenya, including education. EACHRights has also drafted and submitted reports to the UN Committee on Economic, Social and Cultural Rights and the United Nations Committee on the Rights of the Child detailing the slackness of the State in taking up its obligation to provide free quality basic education. EACHRights further developed an advocacy tool based on advocacy issues raised by the ACERWC and mapped out a strategy that has guided advocacy initiatives by CSOs in subsequent years

6. Increased donor funding: EACHRights has over the years established amicable working relations with funding partners. The growing donor trust and goodwill coupled with integrity in managing large funds and demonstration of results has seen significant growth in the institutions' funding level. As an example, over the last three years, EACHRights funding grew from Kes 9 million in 2015 to Kes 34.2 million in 2016 and eventually Kes 62.5 million in 2017. This represents a growth of 280% in 2018 and 82.8% in 2017 respectively.

The image features a central orange horizontal banner with white text. Above the banner is an orange triangle pointing upwards. Below the banner are three triangles: a green one on the left, a blue one in the center pointing downwards, and a red one on the right. The background is light gray.

SECTION 2: ANALYSIS OF THE OPERATING CONTEXT

2.1 External Context Analysis

Cognizant that the external context may change over time, this section of the strategy provides a high-level overview of the situation in East Africa, upon which this strategy is premised. We will thus continuously monitor this context and will adjust the strategy should the operating context so demand.

2.1.1 Child Rights Status in East Africa Community

According to the East Africa Community (EAC) children constitute more than 50% of the EAC population, a figure that is projected to grow much larger by 2050¹. All the EAC States have comprehensive Bills of rights incorporated into their constitutions. As an example, the Constitution of Kenya (CoK) 2010 has a robust framework for the realization of human rights, while the 1995 Constitution of Uganda, has fundamental human rights and freedoms inherent to all Ugandans contained in Chapter 4 of the same. Tanzania on its part in 1885 incorporated a Bill of rights in to its 1977 Constitution (amended 2005). Kenya has also set its sight on establishing the national legal aid service by the end of 2018.

¹EAC Strategic Plan for Gender, Youth, Children, Persons with Disabilities, Social Protection and Community Development

Similarly, the EAC partner states have instituted several policy frameworks to facilitate the implementation of child rights. Key among these is the EAC development strategy (2012-2016), the EAC Social Development Framework 2013, the EAC Strategic Plan for Gender, Youth, Children, PWD 2012-2016), the EAC Youth Policy (2014) and the EAC Child Policy (2016) which specifically targets². The States have further, in their individual capacity, signed and/or ratified a range of documents on children's rights, and adopted a variety of legislative, policy and programmatic measures to implement the resulting obligations.

The United Nations (UN) Sustainable Development Goals (SDGs)³ on their part explicitly address equality and inclusion, with a key message of 'Leave No One Behind'. This implies that no person - regardless of ethnicity, gender, race, disability, geography or other status - should be denied universal human rights and basic opportunities. These offer a powerful political framework for inclusion. There is however still a need to grow the knowledge that specific groups encounter specific barriers, hence require tailored strategies.

²<https://www.eac.int/gender/children/child-rights>

³<https://www.un.org/sustainabledevelopment/development-agenda/>

Despite the above gains, several challenges and risks have limited the actualization of the Governments' ambitions for improved welfare of children. Poverty leads as the main cause of neglect and Violence Against Children (VAC); followed closely by weak enforcement of regulations; weak child protection systems; poor coordination amongst key actors; and insufficient resource allocation. There is thus a need to reaffirm the commitment of the EAC States towards promoting, protecting and fulfilling the rights of children in the region, including mechanisms and resources for the same.

On the economic front, the budgetary allocations to children's issues remain low, with most of the priority issues affecting children not being effectively addressed. In 2017, EACRights conducted an analysis of the last three years' fiscal plans for Kenya and Tanzania, with a view to assessing resources allocation towards children's welfare. The findings show that the allocations remained very low over the three years. The over-reliance on donor funding for children's sector activities in the East Africa reflect a lack of commitment by the Governments to prioritize children's issues. The said donor funding is itself reducing rapidly.

Further, privatization of basic services like education and health has pushed the availability of the same beyond the reach of many people. In Kenya, for instance, while the recently launched 'big four agenda' offers a unique opportunity to improve ECOSOC rights, financing of the same through higher taxation is likely to cause further distress to already economically depressed households. Overall, the high cost of living continues to negatively affect children's access to basic and essential services.

Finally, the East Africa region has experienced exponential growth Information and Communication Technology (ICT) infrastructure, with Kenya leading the pack⁴. Increased permeation of internet, mobile telephony and social media have enhanced ease of communication, social linkages and transacting businesses. ICT also offers opportunities to further EACRights' human rights advocacy agenda, besides greater visibility for its work. On the other hand, there has also been a rise in cybercrimes which threatens the wellbeing of children. This calls for inclusive establishment of online and offline protection mechanisms especially for children, as well as systems for resourcing, enforcement and monitoring of the same.

⁴<https://www.standardmedia.co.ke/article/2000162611/how-ict-drives-kenya-s-economic-growth>

2.1.2 Social and Demographic Structures

The major trends and patterns as far as social and demographic structures are as follows:

Changing family structures: Several studies of families have noted with concern emerging trends of changing family structures, including increased cases of single parents and breakdown of extended family system. There also exists a noted increase in child headed households attributed to HIV/AIDS related deaths, negligence by parents, rampant child prostitution as well as increase in cases teenage pregnancies. These changing family structures are noted to contribute significantly to the growing numbers of street children, cases of SGBV, poor parenting and increasing cases of substance abuse amongst others.

Child Vulnerability and Protection: Many children across East Africa are orphaned or vulnerable, including children living with HIV/AIDS and Children with Disability (CWD). Access to services and participation in community life by children with is also relatively low. Further, it is estimated that children constitute 50-60% of those affected by disasters, wars and conflicts. Violence Against Children (VAC) is especially rampant in the

region, with sexual, physical and emotional violence being the most rampant forms⁵.

Children across the EAC region also face challenges of ineffective child protection systems, inequitable access to quality services, limited participation and exposure to harmful practices. These are in addition to exposure to violent conflicts often leading to child abandonment, homelessness, rape and other forms of abuse. Notably, parents are the leading perpetrators of VAC followed by teachers. Violations of child rights are also reported to occur in institutional care settings with unclear procedures for reporting such cases.

Changing Demographic Structures: East Africa continues to experience huge demographic shifts, key amongst these being urbanization and an expansion. Hobut unemployed young labour force. Research forecasts that by 2025, 50% of Africa's population will be urbanized. These situations have very serious challenges relating to employment as well as pressure on infrastructure (roads, housing, energy) and essential services (education, health etc.). The combination of the above factors is leading to frustrated youngsters

⁵<http://www.eala.org/uploads/Report%20of%20the%20oversight%20activity%20of%20rights%20of%20the%20child%20%20in%2019%2008%2015.pdf>

easily open to manipulation by terrorist, extremists' groups and other criminal groupings.

2.1.3 Prevailing Civil Society Capacity in East Africa

Even though the civil society in East Africa is perceived as strong, several capacity constraints emerge. Grassroots civil society actors are especially confronted by funding diversity and stability challenges; limited capacities for citizen mobilization and organization; inadequate visibility; inability to attract and retain the more skilled and experienced personnel; as well as weak capacity for documentation, evidence building and impact demonstration. There are also challenges with the overall coordinative ability and solidarity amongst CSOs, besides limited structured collaboration between CSOs, media and the private sector in general. Similarly, most CSOs have insufficient capacity to raise resources to sustain their operations, commonly characterized by donor dependency and undiversified funding. The changes in the donor policies often lead to some organizations drifting off their mandate to the available funds. Further, many CSOs lack proper systems especially those for financial management, human resources management and Monitoring and Evaluation

(M&E) as well as suitable checks and balances, which grossly compromises their sustainability. The other significant problem is that some CSOs lack strategic focus (plans) and tend to be 'jacks of all trade', get easily drifted by available monies, that may not necessarily be within their mandate or scope which make them less effective.

2.1.4 Shrinking Civic Space

The civil society space across all the East African countries has been steadily shrinking with moves by political leaders to establish and implement policies and laws that confine or restrict CSOs operations, scope, funding and sustainability. The relationship between CSOs and governments has been characterized by growing distrust. This has arisen partly due to CSOs being seen by the authorities encroaching upon State functions, with their receipt of external funding leading to a perception that they are agents of external powers bent on undermining the national sovereignty. Most CSOs on their part see governments as being only interested in attaining and maintaining power, with limited accountability.

Because of the above, many countries in the region have, over the past decade, promulgated

and implemented legislation that undermine the constitutional and international protection of freedom of association. This has created a framework of laws regulating the formation, registration, operations, funding and accountability of CSOs that are highly restrictive. Laborious registration processes, restrictions on funding sources and operations and onerous reporting requirements have in their part created formidable barriers to the enjoyment of freedom of association across the EAC bloc⁶.

International and constitutional protection of human rights is further threatened by the regressive practices of CSO regulatory bodies. Where self-regulation measures are in place for CSOs these are subject to the government's regulatory body, thus rendering them as extensions of the government rather than as ethical self-supervisory bodies. Such regulatory bodies often lack independence from the government. Exercising sweeping powers, these bodies interfere in almost all aspects of CSO life, undermining the independence of CSOs and their rights to freedom of association. Too often, legislation has limited the possibility of judicial review of these decisions, undermining key due process

⁶http://www.kacesudan.org/wp-content/uploads/2017/09/PAX_REPORT_KACE_FINAL_digi_single_page.pdf

safeguard.

Further, there has been limited political will to operationalize perceived progressive civil society laws, where these exist. Kenya for example has had a more than 5 years delay in the operationalization of the Public Benefits Organizations (PBO) Act. The same applies to delays in the passing of Kenya's Children's Act. In Burundi, a new law requiring fresh registration of all CSOs has been instituted by the government.

Other elements demonstrative of the shrinking civic space include: administrative restrictions (burdensome registration requirements, challenges of obtaining work permits, disproportionate penalties for non-compliance with set regulations); targeting and or harassment (censorships & clampdowns of CSOs, undue surveillance by security forces, extra judicial killings and disappearances); and reducing democratic space (banning or criminalization of protests, picketing, limiting citizen's ability to organize). These situations call for continued initiatives towards protecting the civic space; protection of CSO actors (including HRDs) as well as strengthening the general capacity of civil society to push back.

2.1.5 Corruption as a Violation of Human Rights

Corruption is the most neglected human rights violation of our time. It fuels injustice, inequality and deprivations and is a major catalyst for migration and terrorism. Corruption and misappropriation of public funds is emerging as one of the biggest barriers to achieving ECOSOC rights. As an example, according to Oxfam, as much as 30% of African financial wealth is estimated to be held offshore, costing an estimated \$14bn (£10bn) in lost tax revenues every year⁷. The social and political consequences of corruption rob nations of resources, drives inequality, resentment and radicalisation. Corruption also discourages donors and destroys investor confidence, thereby strangling development, progress and prosperity.

While most East African States have made great steps to address corruption, weak operationalization of relevant frameworks leads to continued growth of cases of corruption. This is amongst others demonstrated by blatant misuse of State resources, fraud and resource leakages; bloated and inefficient State bureaucracies; as well as disrespect for and or selective application

⁷<https://www.theguardian.com/global-development/2016/sep/16/corruption-africa-violates-human-rights-fuels-radicalism-why-do-we-tolerate-it>

of law on corruption matters. Other challenges faced in fighting corruption include growing levels of citizen apathy, growing impunity, political & ethnic patronage, rogue and or unaccountable legislators⁸ and a backlash against anti-corruption crusaders.

2.1.6 Changing Funding Architecture

Major shifts in the funding environment have been witnessed across the board over the last decade. Besides the general reduction in development funding, there is a gradual shift in interest amongst donors from conventional aid to market oriented and impact driven initiatives⁹, besides reduction of development funding support for good governance and human rights work¹⁰. For instance, development aid fell by 4% in real terms in 2012, following a 2% fall in 2011¹¹, partly due to the euro zone financial crisis that led several governments to tighten their budgets as well as shift their international corporation policies. These is besides shifting donor attention towards the international migration crisis.

⁸http://siteresources.worldbank.org/EXTGOVANTICORR/Resources/Kenya_HumanRightsCommission_web.pdf

⁹https://ec.europa.eu/europeaid/home_en on 11/05/2015.

¹⁰www.gov.uk/government/organisations/department-for-international-development

¹¹<http://www.oecd.org/dac/stats/aidtopoorcountryriesslipsfurtherrasgovernmentstightenbudgets.htm>

Further, there has been a greater push towards multi-level and multisector cooperation. There has been in this regard an increase in cases where development partners prefer to channel their funding through private corporations and Public Private Partnerships (PPPs). Further, private sector entities are increasingly engaging in development work, either as part of their Corporate Social Investment (CSI) initiatives or through Corporate Foundations. In addition to the foregoing, CSOs are

increasingly adopting market-oriented development models, including social enterprises. Subsequently, there is an increasing convergence of the roles of public, private and civil society sectors.

2.2 Stakeholders Analysis

EACHRights works with a diverse range of stakeholders. Some of such groups are outlined below, including potential areas of collaboration.

Group	Examples of Specific Actors	Thematic Areas of Potential Collaboration
Citizen	<ol style="list-style-type: none"> 1. Children 2. Marginalized groups (women and PWDs) 3. Cultural Leaders 	<ol style="list-style-type: none"> 1. Protection of rights 2. Capacity building 3. Evidence building
Civil Society Organizations	<ol style="list-style-type: none"> 1. Networks/ Alliances (for example, Elimu Yetu Coalition; East Africa Child Rights Network; Shule Yangu Alliance, Sexual and Reproductive Health Rights Alliance; Child Agenda Forum) 2. Forums: The Devolution Forum, Kenya Civil Society Platform on Basic Education; 3. Other Collaborations: Child Welfare Society, National Taxpayers Association; 4. Individual CSOs 	<ol style="list-style-type: none"> 1. Collaboration and support to public interest cases focusing on children, women and PwDs 2. Partnerships around rights of marginalised groups, Child safeguarding issues, GBV. 3. Legislative reforms, Movement building etc. 4. Access and Dissemination of information 5. Accountability around delivery of Education and Security for Children, Women and PwDs 6. CSOs capacity Strengthening

Group	Examples of Specific Actors	Thematic Areas of Potential Collaboration
Funding Partners	<ol style="list-style-type: none"> Individual donors: Plan International, Ford Foundation, Open Society Institute for Eastern Africa, UN Agencies; UNICEF, UNDP, UNESCO, HABITAT, World Bank, USAID 	<ol style="list-style-type: none"> Service Delivery Capacity Development of other actors Evidence Building Policy reforms Social change
Private Sector	<ol style="list-style-type: none"> Private Sector Associations: KIPPRA, KEPSA Corporate Foundations; Safaricom, etc) Professional Associations; Kenya Women Judges Association Individual Companies 	<ol style="list-style-type: none"> Philanthropy/ Local Resource Mobilisation Partnerships around Social Enterprises Corporate Social Responsibility Research
State/ Authorities	<ol style="list-style-type: none"> State Department for Children Relevant Ministries/ Units/ Offices (Education, Health,- Gender, Youth etc.) County Governments Parliament & Parliamentary Committees 	<ol style="list-style-type: none"> Capacity Development Information/ Data Sharing (including research) Partnerships for Legal & Policy (Re)formulation & implementation processes Ensuring Social Justice & Accountability

2.3 Overview of Strengths, Weaknesses, Opportunities and Threats (SWOT)

A synthesis of the emerging trends and patterns from the operational context analysis revealed the following strengths, weaknesses, opportunities and threats:

STRENGTHS	WEAKNESSES
1. Strong brand name (EACHRights). 2. Regional Presence and reach. 3. Strategic partnerships and networking. 4. Competent and Committed staff 5. Capacity on ECOSOC rights. 6. Strong community engagement. 7. Track record in delivery of quality projects. 8. Board with diverse expertise in areas relevant to the organisation	1. Lack of a full-fledged Human Resource Unit. 2. Lack of MERL System. 3. Inadequate staff medical care & gratuity. 4. Lack of an advocacy Strategy. 5. Absence of a knowledge management function. 6. Absence of a Resources Mobilization Strategy.

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Linkages arising from being the regional host of East Africa Child Rights Network. 2. Possibilities to expand the EACR Network in Anglophone/Franco-phone Africa. 3. Growing concerns over child rights and child safeguarding by the citizens in the region creates potential for greater engagement. 4. Potential to use international relations to influence policy and practise at higher levels. 5. Possibilities to commercialise some of the research & highly technical work/capacities. 6. Use of ICT, social & mainstream media to achieve greater reach, visibility & resourcing. 7. Existence of regulatory & policy frameworks for rights protection & accountability. 	<ol style="list-style-type: none"> 1. Growing citizen apathy to impunity by State & Non-State Actors(NSAs). 2. Decreasing commitment to political, social & economic accountability by Eastern Africa States&NSAs. 3. Limited national commitments to leadership integrity and other international conventions and charters. 4. Reduced funding for human rights work. 5. Reducing civic space for CSOs. 6. Rising political, ethnic and religious intolerance. 7. Increasing political & ethnic patronage that promotes corruption and or protects the corrupt. 8. Slow/ non-operationalisation of crucial laws and policies.

2.4 Implications of Context Analysis: What We Have Learnt

The following insights, learnt from previous work and engagements, as well as the analysis of operating context have guided the EACHRights strategic choices and thus underpins its work during the strategic plan period 2018 - 2022:

1. **Organisation Positioning:** We recognise the fact that system-wide change requires multi-level and multi-sector engagements. We shall especially work across levels as follows: At the county level we will position ourselves for capacity building of institutions, while we shall engage in policy influencing at the National level with a view to influence policy and practice at the regional, international and global

levels. The primary focus of our work will be children, while paying special attention to PWD, minorities, women and youth.

- 2. Documentation and Evidence Building:** While evidence-based advocacy is deemed to be the most effective, such evidence or data is often missing. We will thus work closely with knowledge institutions as part of strengthening of research/ evidence building and knowledge management capacity. This will be over and above collaborations with such institutions as part of influencing practice.
- 3. Working with and Through Others:** Sustainable development solutions, scaling of impact and leveraging of resources towards these are better achieved through strategic collaborations. We will thus prioritise working with complementary institutions to realise these ambitions. We will particularly seek to play collaborative leadership roles in networks and partnerships that add most value to our ambitions.
- 4. Showing Results:** We will work to strengthen our ability to deliver, demonstrate and report on the impacts of our work, not only for donor accountability, but also

to influence learning as well as spur confidence and position effectively the rights issues affecting children and their communities in the quest for sustained realisation of ECOSOC Rights.

- 5. Project vs. Program Orientation:** Program orientation is sustainable and ensures we deliver on our ambitions as an organisation. We will therefore adopt a programmatic approach for our work. We will also strengthen our internal program cohesion and integration.
- 6. Sustainability:** We will explore alternative financial solutions and models to survive the dwindling financing of governance and human rights work. We will be more deliberate in diversifying, stabilising and ensuring multi-annual resourcing in the quest for resilience. This will include where possible, adoption of a social enterprise approach.



**SECTION 3:
STRATEGIC ANALYSIS AND FOCUS**

3.1 Strategic Areas of Focus and Objectives

Drawing from the context analysis and organisational track record, EACHRights' work over the next five years will be organized into the following strategic focus areas:

1. **ECOSOC Rights Advocacy:** This strategic focus area is concerned with overall policy engagement; facilitating the establishment of ECOSOC standards for adoption in Eastern Africa; working on carefully selected or Strategic (Impact) Litigation to bring to light key concerns against rights violation; and capacity building of partners and stakeholders on child rights advocacy and legal awareness.
2. **Research and Knowledge Management:** Through this strategic pillar, EACHRights will seek to establish itself as dependable research and evidence-based program organization, keen to use field experiences and knowledge in shaping views and stimulating both learning and innovation in ECOSOC rights.
3. **Partnership Development:** This pillar focuses on systems thinking; that alone, EACHRights may

not achieve sustainable change. The partnership and development pillar will focus on; Institutional strengthening for national and regional CSO networks advocating for child rights; providing technical assistance in the development & review of regional and national laws and policies; and facilitating and coordinating CSOs/CSO coalitions/ Network's engagement with treaty bodies and other accountability mechanisms.

4. **Capacity Development/ System Strengthening:** Under this pillar we will be looking to strengthen the capacity of CSOs in the region through knowledge and skills building. We shall also seek to facilitate Organizational Development and Institutional Strengthening of Child Rights Advocacy CSOs and facilitate Knowledge/ Skills Building of leaders of other stakeholders on Child Rights laws and policies.
5. **Institutional Development of EACHRights:** Through this pillar, EACHRights will be working to enhance its own institutional relevance, effectiveness and sustainability. We will seek to strengthen our resource base, demonstration of results, Policy environment and staff care.

3.2 Theory of Change

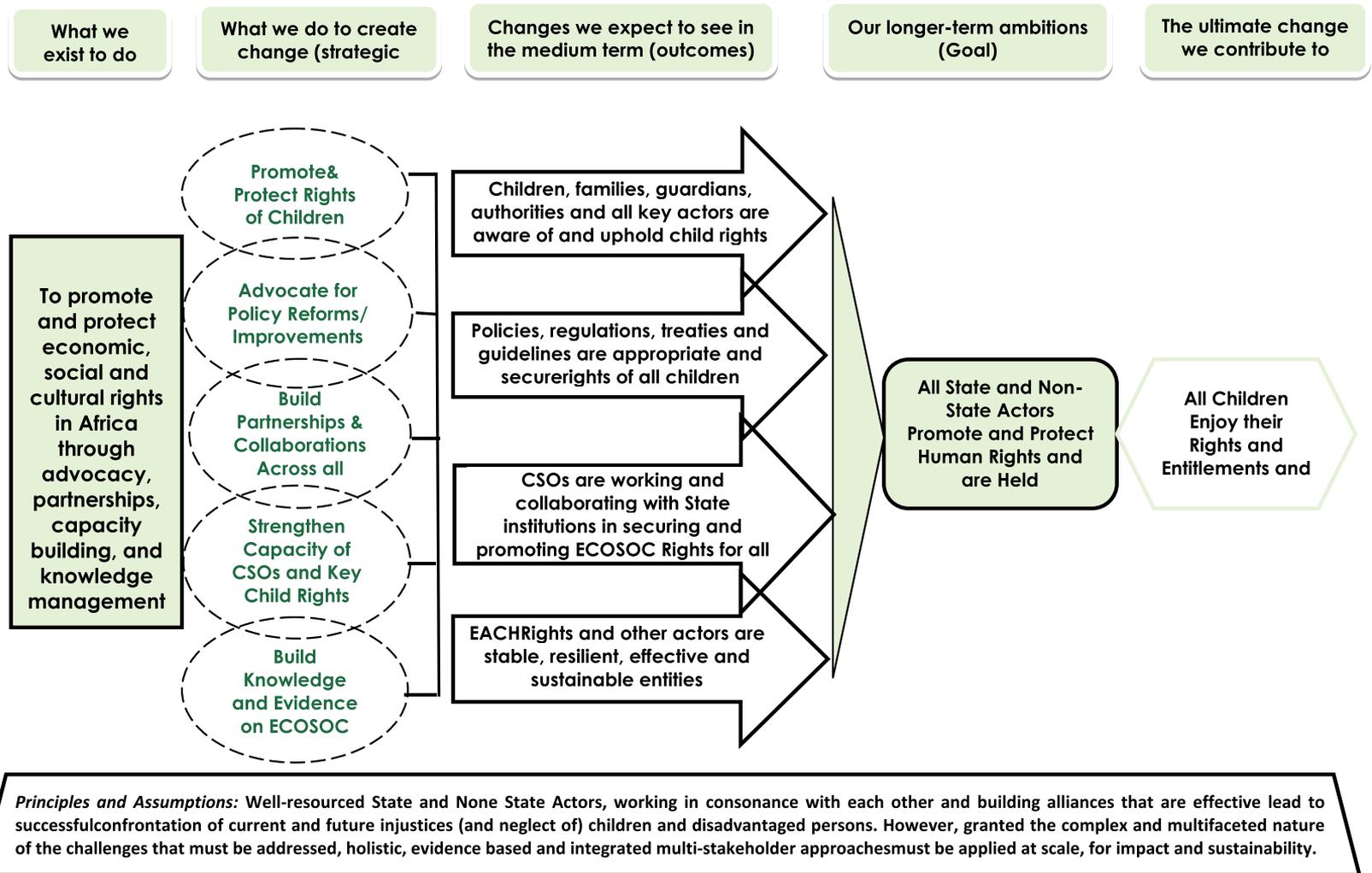
EACHRights believes that investing in ECOSOC rights will promote a culture of responsiveness to recognition, protection and promotion of the rights for all. We are convinced that by turning the spotlight on the rights of children and the communities, especially economic and socio-cultural rights, there shall result in a society that respects and upholds human rights and human dignity.

To realise the above ambitions, we invest in promoting progressive regulatory frameworks, capacity development and knowledge generation and sharing.

Our key strategies for achieving these are; advocacy, research, partnerships development, capacity strengthening and civic engagement. We hold the view that these actions will bring change in the right places, in ways that will enhance the access and enjoyment of ECOSOC rights for all, as well as responsiveness, transparency, accountability and social inclusiveness in the delivery of services.

NOTE: A diagrammatic representation of this theory of change is presented in figure 1 below.

Figure 1: Schematic Representation EACHRights Theory of Change



SECTION 4: KEY INTERVENTIONS AND IMPLEMENTATION STRATEGIES

4.1 Overview

This section presents the areas of focus, objectives and broad strategic interventions for the five strategic areas of focus of EACHRights. The section does not go into the detailed activities as these will be elaborated within detailed annual implementation plans and or proposals.

4.2 Strategic Focus Area 1: ECOSOC Rights Advocacy

This strategic pillar is concerned primarily with ensuring realisation of progressive ECOSOC rights with a view to safeguarding the wellbeing of marginalized groups. Our key constituents will remain children, including Children and Youngsters with Disability (CYwD). We consciously aim to ensure appropriate standards, policy and regulatory frameworks are developed and enforced.

The Strategic objective of the focus areas is “To contribute to existence of and or full operationalisation of progressive standards, policies and regulatory frameworks on ECOSOC rights”. The strategic interventions under this pillar are listed under the

respective sub-pillars as follows:

4.2.1 Strategic/Public Impact Litigation (PIL)

Specific Objective: To increase access to justice and influence thought and practice through strategic litigation on violation of ECOSOC rights.

Strategic Interventions:

- 1. Influencing practice:** Undertake, enjoy in or facilitate strategic PIL that likely to promote/ contribute to adoption of established ECOSOC standards, policies and or related regulatory frameworks.
- 2. Enforcement:** Undertake, enjoy in or facilitate strategic PIL on violation of established ECOSOC standards, policies and or related regulatory frameworks.
- 3. Advocacy:** Facilitate/ support at least 3 citizen led advocacy initiatives annually on emerging ECOSOC issues/ concerns.

4.2.2 ECOSOC Standards Development and Promotion

Specific Objective: To provide a structured space for collective development, review and reformulation of key ECOSOC standards, policies and regulatory frameworks.

Strategic Interventions:

1. **Mapping and analysis:** Undertake a mapping of ECOSOC action groups as well as emerging ECOSOC Rights issues at county, national and regional level.
2. **Standards development:** Participate in development and or reformulation of minimum ECOSOC standards laws, policies and regulatory frameworks in collaboration with relevant stakeholders.
3. **Promoting ECOSOC standards:** Enlighten peers/ collaborators/ partners on international ECOSOC rights and offer relevant actors expert knowledge on taking up violations ECOSOC rights.

4.2.3 Policy Influencing

Specific Objective: To support the existence and enforcement of progressive policy, legal, institutional and other regulatory frameworks on ECOSOC Rights .

Strategic Interventions:

1. **Influencing:** Undertake advocacy initiatives for the adoption and implementation of ECOSOC minimum standards by Government and other responsible actors.
2. **Technical/ expert support:** Provide technical assistance to relevant State and Non-state bodies towards the development and or review of regional and national laws and policies.
3. **Internal policy:** Develop and fully operationalise an internal EACHRights advocacy and communications strategy, policy and plan.
4. **Movement building:** support the establishment and or sustenance of a critical mass of vibrant actors that are actively working towards having supportive ECOSOC laws, policies and institutions.
5. **Linking:** Support establishment of strategic multi-level and multi-sector partnerships to advocate for ECOSOC rights legal, policy and institutional reforms.
6. **Citizen driven campaigns:** Facilitate/ support national and county-based citizen led advocacy initiatives annually on emerging ECOSOC issues/ concerns.

4.3 Strategic Focus Area 2: Capacity Development / System Strengthening

Strategic Objective: To enhance the efficiency and effectiveness of CSO partners through knowledge &

capacity strengthening on child rights.

Strategic Interventions:

- 1. Resource materials:** Undertake development of relevant capacity development tools, ECOSOC models and other relevant resources etc.
- 2. Capacity reviews:** Conduct institutional capacity assessment of partners/ child rights and other stakeholders as a basis of determining strengths and weaknesses. This intervention encompasses the development of capacity development plans.
- 3. Capacity development:** Carry out tailored institutional strengthening initiatives (trainings, workshops, peer exchanges, workplace-based support etc) to key actors based on OCA outcomes; also facilitate sessions on topical issues in EACHRights thematic focus areas.
- 4. Learning and reflections:** Conduct period performance evaluations on the progress (e.g. status of implementation of capacity development action plans from OCAs), outcomes and impacts of undertaken capacity strengthening initiatives.
- 5. Technical Assistance:** Offer high quality demand driven advisory services to States, development partners, public institutions, civil society and private sector institutions on ECOSOC Rights.

4.4 Strategic Focus Area 3: Research and Knowledge Management

Strategic Objective: To generate, document and disseminate knowledge, data and evidence to inform evidence-based advocacy and learning on ECOSOC rights.

EACHRights will focus its work on two sub areas: applied research and knowledge management. These are elaborated as follows:

4.4.1 Applied Research

Specific Objective: To generate and share data, information and evidence to inform organisational practice and policy influencing.

Strategic Intervention:

- 1. Analysis:** Engage in research undertakings (including perception surveys) to meet internal and external data, information and evidence needs of EACHRights and partner organizations; also surface issues/ gray areas that require further strategic analysis and or debates.
- 2. Partnerships:** Establish strategic collaborations with

relevant think tanks and knowledge institutions for purposes evidence generation.

- 3. Modelling:** Develop and promote adoption or scale up of innovative tools and other appropriate solutions to address emerging ECOSOC Rights concerns.
- 4. Knowledge management Capacity Development:** Undertake structured strengthening of EACHRights internal research capacity, systems and research funding.

4.4.2 Knowledge Management

Specific Objective: To improve learning, accountability, visibility and decision making through knowledge generation, documentation and dissemination.

Strategic Interventions:

- 1. Information Capture and Packaging:** Systematically and innovatively capture and (re)package, information generated by EACHRights to meet internal and external needs.
- 2. Knowledge Institutionalization:** Distillation and organization of knowledge generated by EACHRights using appropriate tools, systems and mechanisms.
- 3. Knowledge sharing:** Engage in periodic sharing of

knowledge generated by EACHRights in appropriate media, forums and spaces.

4.5 Strategic Focus Area 4: Partnership Development

Strategic Objective: To contribute to joint learning, program synergies and scaling of impact through established strategic collaborations.

Strategic Interventions:

- 1. Networks building:** Establish and or strengthen the capacity of national and regional child rights focused CSO networks including in the areas of leadership & governance, resource mobilisation and systems (policies, procedures, structures etc.)
- 2. Catalyze linkages:** Support establishment or strengthening of at least 10 partnerships to enhance access of opportunities/ resources, and establishment of critical mass for influencing.
- 3. Networking:** Facilitate and coordinate CSOs/CSO coalitions/Networks engagement with treaty bodies and other accountability mechanisms.
- 4. Nurture Leadership:** Play an active collaborative leadership role in strategic partnerships, networks, alliances, forums and platforms. Key roles envisaged include: coordinator, vision carrier, change catalyst, process facilitator, relations builder, rallying etc.

4.6 Strategic Focus Area 5: Institutional Development of EACHRights

This strategic pillar is inward looking and will mainly focus on internal organizational well-being of EACHRights. It seeks to build on existing organisational strengths while addressing the capacity gaps that emerged from the SWOT analysis and previous OCAs.

Strategic Objective: To strengthen the operational and programmatic capacity of EACHRights for sustainability.

4.6.1 Human Resources and Governance Development

Specific Objective: To attract and retain enough quality staff to meet set organisational ambition.

Strategic Interventions:

- 1. Performance management:** Establish and fully operationalise a result-based staff and board performance management system by 2019.
- 2. Staff welfare:** Continuously improve internal working environments subject to funding conditions/ terms etc.
- 3. Human Resource Development:** Review & enforce an HRD Plan as a basis of addressing noted staff capacity development needs
- 4. Governance strengthening:** Strengthen EACHRights

mechanisms for board development; transition & succession management; Review governance instruments & set up; establish board performance management systems; and Strengthen EACHRights Board & Management Development.

4.6.2 Resource Mobilization and Investment

Specific Objective: To secure and reserve enough resources to ensure continuity of EACHRights services in the foreseeable future.

Strategic Interventions:

- 1. Strategy development:** Review and operationalize EACHRights' sustainability strategy policy and plan (with clear targets & responsibilities).
- 2. Donor Mapping:** Undertake funder mapping for diversification of EACHRights resource base.
- 3. Social enterprise:** Establish a long-term investment policy/framework for EACHRights.

4.6.3 Marketing and Communication

Specific Objective: To strengthen EACHRights Image and visibility

Strategic Interventions:

- 1. Media Engagement:** Undertake sustained media

presence (mass and social media)/ web presence/ campaigns, IEC materials (brochures, posters, caps, etc.);

2. **Strategy Development:** Review and fully implement EACHRights marketing and communications strategy and policy
3. **Other marketing initiatives:** Undertake marketing events by engaging in strategic spaces/ forums - both local and international (e.g. stakeholder forums, Public debates and talk shows).

4.6.4 Monitoring, Evaluation, Reporting and Learning (MERL)

Specific Objective: To enhance documentation and reporting of results to be able to demonstrate impact EACHRights Implementation

Strategic Interventions:

1. **Quality Assurance:** Strengthen supervision, oversight, follow ups on monitoring and evaluation procedures based on set standards and Strengthen reporting capacity especially impact reporting.

2. **MERL capacity:** Strengthen the MERL capacity of EACHRights (quality and quantity of MERL staff, allocation of resources for MERL, clarity of MERL responsibilities, use of ICT).
3. **MERL system strengthening:** Consolidate present MERL practices into a complete MERL system comprising institutional level MERL frameworks, tools, policies etc.

4.6.5 Internal Systems Policies and Structures

Specific Objective: To create a conducive internal policy environment that will enhance the organisation's efficiency and effectiveness

Strategic Interventions:

1. **Internal policy environment:** Develop/ regularly review organisational policy documents (finance & procurement, human resources, MERL etc.) to ensure that they are up-to-date, relevant and complete by 2019. Ensure complete adherence to these documents once reviewed.
2. **Organisational structure:** Develop/ review the structure to align with changes in strategy, as well as to attain greater efficiency, internal cohesion and alignment.

SECTION 5: MANAGEMENT AND GOVERNANCE

5.1 Management and Governance

5.1.1 Governance

EACHRights has a structured governance structure that has evolved over time. At the apex of the organisation is the Board of Trustees (BOT) comprising founding directors. The trustees meet once a year. The BoT are supported in their governance roles by a technical Board of Directors (BoD) who provide oversight and support to the management in the running of the organization. The BOD meets on a quarterly basis, during which they receive program, financial, human resource and resources mobilization updates and discuss any issues that may have arisen over the ending period. The BOD has the overall responsibility of setting policies which are executed by the secretariat headed by the CEO.

The BOD thus provides leadership and governance (policy, oversight and strategic guidance), while the management oversees all day-to-day affairs of the organization, including project development, fundraising and implementation. The Trustees and Directors draw from different professional fields that

are relevant to EACHRights work. The BoD is supported by various board committees, including the human resource, finance and administration as well as programme sub-committees.

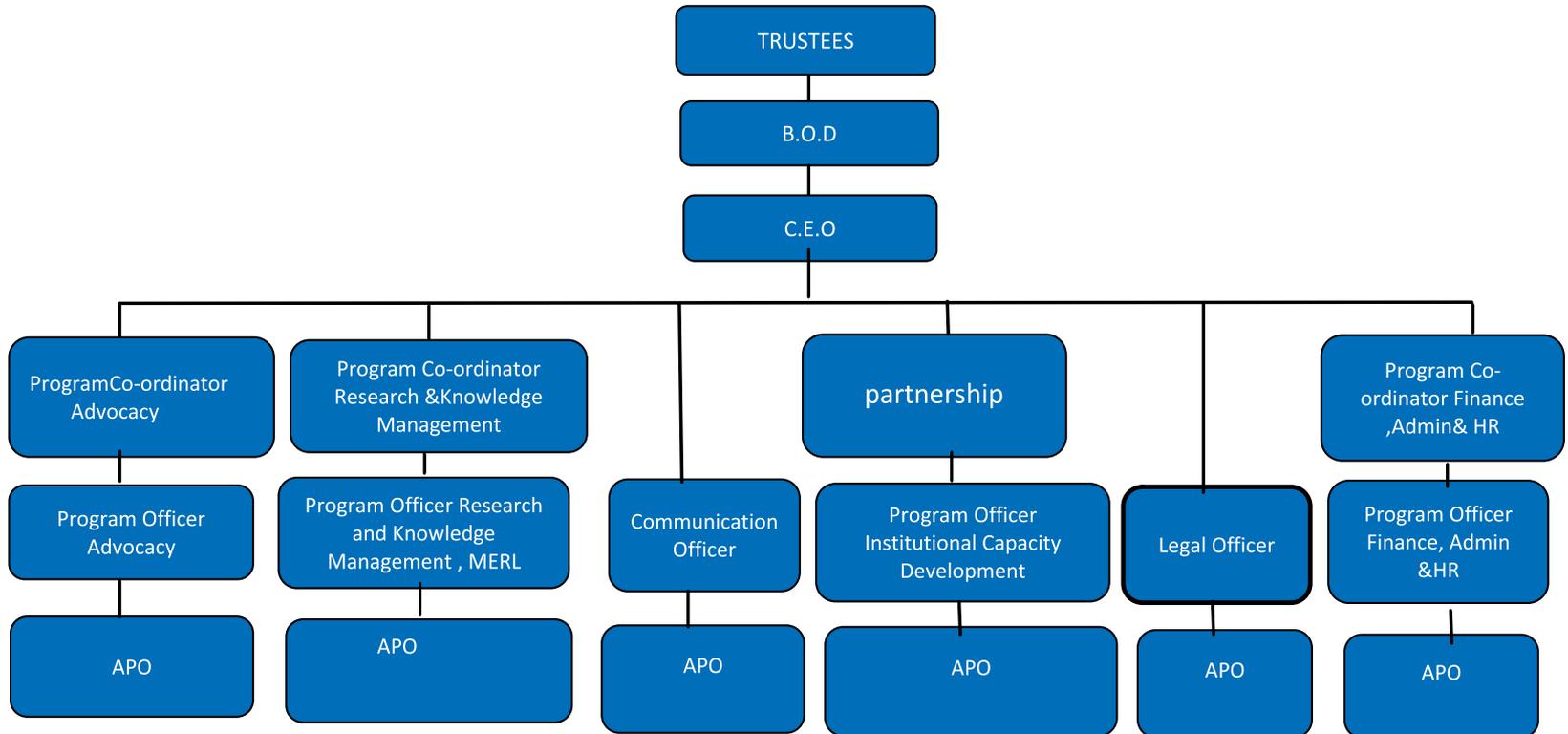
5.1.2 Management

The Secretariat is headed by the CEO who provides the overall oversight for the institution assisted by the Senior Management Team (SMT). The SMT comprises the CEO, Programme Coordinator, Project Manager, and the Head of Finance & Administration. The members of the SMT also have diverse professional backgrounds and expertise. These include specialisations in law, political science, communications, social development, finance and management. The management is responsible for implementing the EACHRights strategy and board directives.

5.2 Organisation Structure

EACHRights has a well-defined organizational structure, with clear segregation of duties between the BOT, BOD and the Management. Figure 2 below presents the corporate organogram for EACHRights.

Figure 2: EACHRIGHTS ORGANOGRAM





The East African Centre for Human Rights

P.O. Box 19494-00100, Nairobi, Kenya

House No. 4, Cedar Court, Timau Road, Kilimani, Nairobi, Kenya

Phone: +254-20-266 7088/9 | Mobile: +254-701-670090

Email: info@eachrights.or.ke

Facebook: The East African Centre for Human Rights (EACHRights)

Twitter: @EACHRights