

African Committee of Experts on  
the Rights and Welfare of the Child



ACERWC Secretariat

African Charter on the Rights and Welfare of the Child



Charte Africaine des Droits et du Bien-être de l'Enfant



## THE AFRICAN COMMITTEE OF EXPERTS ON THE RIGHTS AND WELFARE OF THE CHILD



## STRATEGIC PLAN (2015-2019)

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## List of Acronyms

ACERWC	African Committee of Experts on the Rights and Welfare of the Child
ACHPR	African Charter of Human and Peoples' Rights
ACmHPR	African Commission on Human and Peoples' Rights
ACPF	African Child Policy Forum
ACRWC	African Charter on the Rights and Welfare of the Child ("Children's Charter")
ACtHPR	African Court on Human and Peoples' Rights
AU	African Union
AUC	African Union Commission
CLC	Community Law Centre, University of Western Cape
CRC	Convention on the Rights of the Child
CSO	Civil Society Organizations
DAC	Day of the African Child
DPA	Department of Political Affairs at the African Union
DSA	Department of Social Affairs at the African Union
EAC	East African Commission
ECOSOCC	Economic, Social and Cultural Council of the African Union
ECOWAS	Economic Community of West African States
IHRDA	Institute of Human Rights and Development in Africa
OAU	Organization of African Unity (predecessor to African Union)
PRC	Permanent Representative Committee
PSC	Peace and Security Council of the African Union
REC	Regional Economic Communities
SADC	Southern Africa Development Community
UNECA	United Nations Economic Commission for Africa
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNOHCHR	United Nations Office of the High Commissioner for Human Rights
WACSOFF	West African Civil Society Forum
WHO	World Health Organization

**Foreword**

# **Philosophical Underpinnings of the African Committee of Experts on the Rights and Welfare of the Child**

## **Vision**

An Africa where children's rights and welfare are enjoyed by all children, everywhere, every day, and where happy and healthy children make positive contributions to a peaceful and prosperous Africa.

## **Mission Statement**

The African Committee of Experts on the Rights and Welfare of the Child is a treaty body committed to playing a leading role in the promotion and protection of the rights and welfare of the child in Africa through informing and influencing child friendly laws, policies and practices, empowering children and their parents to understand and exercise their rights, keeping governments accountable, and securing the African Children's Charter.

## **Core Values**

In discharging its mandate, the Committee shall be guided by the universality, interdependence, interrelationship and indivisibility of children's rights as provided for in the African Children's Charter and other international children's rights instruments. It shall do this in an independent and objective manner. The Committee shall strive to be accessible, accountable and open.

## **Guiding Principles**

- The Committee will work to ensure that laws, policies and practices relating to children's rights and welfare in Africa compare favorably with the highest international and regional standards.
- When and where children's rights and wellbeing are violated, undermined or inadequately protected, the Committee will act swiftly, proactively and responsively in a clear, impartial and unequivocal manner to advocate for the promotion and protection of children's rights and wellbeing.
- The Committee shall work in concert and tandem, where relevant and appropriate, with domestic, sub-regional, regional and international stakeholders to facilitate dialogue, consultation and collaboration to ensure the promotion and protection of children's rights and welfare in Africa.
- In order to use scarce resources wisely and attain maximum effect, the Committee will avoid duplication, and work collaboratively and collectively with other organizations, agencies and individuals to secure the African Children's Charter.

## Section 1. Introduction

1.1.

### ***About the Committee***

The African Committee of Experts on the Rights and Welfare of the Child (the Committee) is the only regional human rights treaty body with the mandate to promote and protect the rights and welfare of children in Africa. The Committee was established by the Organization of African Unity (OAU), now the African Union (AU), by virtue of Article 32 of the African Charter on the Rights and Welfare of the Child (The African Children's Charter) as an independent treaty body.

The Committee consists of 11 members of high moral integrity, elected by the Assembly of Head of States and Governments of the African Union for a single term of five years. The members of the Committee serve in their personal capacity. The Committee elects its own Bureau for a period of two years. The Bureau is made up of the Chairperson, three Vice Chairpersons and a Rapporteur. The Committee meets twice a year for its ordinary sessions.

The Committee does not have a Permanent Seat, thus, its Secretariat is located within the Department of Social Affairs of the African Union Commission. The Chairperson of the African Union Commission appoints the Secretary of the Committee and is expected to provide the necessary staff and resources needed for the effective discharge of the mandate of the Committee.

The Committee is supported by a Secretariat headed by a Secretary and at time of writing includes four additional staff. The efforts of the Committee to effectively discharge its mandate have been hampered by serious lack of human, financial and material resources. The Committee is one of three human rights treaty bodies in Africa and, in line with AU policy, the three need to be aligned in terms of structure, working methods, rules of procedure and reporting.

### ***1.2. The Mandate of the Committee***

Article 42 of the African Children's Charter mandates the Committee with the following functions:

- (a) To promote and protect rights enshrined in this Charter and in particular to:
  - i. Collect and document information, commission inter-disciplinary assessment of situations on African problems in the fields of the rights and welfare of the child, organize meetings, encourage national and local institutions concerned with the rights and welfare of the child, and where necessary give its views and make recommendations to Governments;
  - ii. Formulate and lay down principles and rules aimed at protecting the rights and welfare of children in Africa;
  - iii. Cooperate with other African, international and regional Institutions and organizations concerned with the promotion and protection of the rights and welfare of the child.
- (b) To monitor the implementation and ensure protection of the rights enshrined in this Charter.
- (c) To interpret the provisions of the present Charter at the request of a State Party, an Institution of the Organization of African Unity or any other person or Institution recognized by the Organization of African Unity, or any State Party.
- (d) Perform such other tasks as may be entrusted to it by the Assembly of Heads of State and Government, Secretary-General of the OAU and any other organ of the OAU or the United Nations.

As the continent enters a period of renewed optimism about the prospects for growth and social development, the situation of children remains precarious in many countries. Despite significant achievements reflected in Millennium Development Goal reports, the gains of earlier investments in children have been rolled back by

reductions in expenditure or political instability in some countries. As one of only three human rights treaty bodies serving the continent, the work of the African Committee of Experts on the Rights and Welfare of the Child to promote and safeguard the rights of children takes on special significance.

### **1.3. Core functions of the Committee**

The core functions of the Committee include the following:

- Promote and advocate for States Parties to ratify and report on progress in implementation of the African Charter on the Rights and Welfare of the Child;
- Review and provide Concluding Observations on States Party Reports and undertake follow up missions to assess progress in their implementation;
- Review and respond to Complimentary Reports prepared by Non-State Actors;
- Prepare General Comments on key elements of the African Charter on the Rights and Welfare of the Child as a contribution to the development of jurisprudence in the area of child rights;
- Respond to Communications received regarding significant violations of child rights and undertake investigative missions where appropriate;
- Commission studies to inform the work of the Committee and its partners

In all of the above the Committee works closely with a wide range of partners at continental, regional and country levels.

### **1.4. Foundations of the Plan**

This Strategic Plan is based on the requirements of the African Charter on the Rights and Welfare of the Child (ACRWC) that defines the scope of work and the mandate of the Committee. It is grounded in a situation analysis and identification of priority areas for action by the Committee, which were used to develop Strategic Results. The plan has been prepared bearing in mind the framework of Agenda 2063, which attempts to develop a 50-year vision for Africa and the African Union Human Rights Strategy for Africa published in 2011. ACERWC is also committed to the integration of gender equality and equity in all its policies and programs and its work will be in conformity with the AU Gender Policy of 2009.

### **1.5. Preparation Process**

This Strategic Plan covers the period 2015-2019. It is based on the outcomes of the Review of the previous Strategic Plan (2010-2014) supplemented by an extensive literature review and interviews of key informants including Committee members, Secretariat members and strategic partners. The review of the previous plan identified achievements, challenges, lessons learned and provided findings and recommendations. It also identified a number of good practices that the Committee can build on. All of these elements have fed into the development of this plan.

In addition to reviewing documents and providing valuable comments and insights, Committee members were involved in an interactive process of studying recommendations of the Review of the previous Strategic Plan and identifying priorities and strategic directions for this plan.

A validation workshop was held with partners in November. At that stage, key elements of the document were reviewed and suggestions made to facilitate finalization. The document was then finalized and submitted to the Committee in early December.



## Section 2. Context and Lessons Learned from Past Experience

### **2.0. Situation Analysis**

In 2013, there were estimated to be 506 million children in Africa, approximately half of the population of the continent. Africa's future depends on these young citizens and it is essential that priority be given to the full development of their potential. On aggregate the continent has become a better place for its children than five years ago. According to MDG Reports there has been slow but steady progress in a number of areas. There is an encouraging trend of governments allocating a larger share of their budgets to financing social sectors, notably education. Consequently, there has been strong progress in areas such as school enrolment and gender parity in education. Today, African Children live longer and are better educated and protected than ever before.

There has been considerable progress in ratification and harmonization of legal and policy instruments for the protection of children in Africa. Many countries are progressively moving towards establishing child friendly justice systems, and a number of countries have promulgated laws on trafficking, education, sexual offences and harmful traditional practices.

However, despite improvements over the years, Africa is still a region in which a large number of children die of preventable causes and in which civil conflict and political instability rollback the gains of earlier investment. MDG 4 on Child Mortality is not on track to achieve its targets. Poverty and inequality lead to many children being deprived of access to their basic needs. The African average poverty rate of 42.3% remains the highest in the world, while the 1.29% annual rate of reduction is the lowest. Poverty in early childhood affects physical, cognitive and social development.

Despite high enrolment in basic education, school completion and quality remain challenges to be addressed. Each year approximately 10 million children drop out of basic education. Violence against children is also widely prevalent in Africa, and well-functioning child protection systems are largely non-existent. Limited progress has been made in terms of realizing children's right to freedom of expression and their right to be heard.

Ratification of international and regional standards has not always meant full harmonization of laws with these standards. For instance many countries still have low or discriminatory minimum ages of marriage for both boys and girls, and the minimum age of criminal responsibility is set very low in some countries.

In the past five years African governments have established implementation mechanisms such as National Human Rights Institutions that cover aspects of child rights. However, gaps remain with regard to implementation and monitoring of children's rights on the ground.

This is due to many factors including human and financial resource constraints. In addition, many African countries party to the ACRWC still do not observe their reporting obligations under this Charter — only twenty three (23) of the forty-seven (47) countries who have ratified the Charter have submitted reports at the time of writing. In short, much remains to be done.

Despite this, the outlook going forward remains cautiously optimistic and there are a number of opportunities for addressing the challenges noted above. As the target date for the MDGs approaches and post 2015 discussions are well underway, children's issues are moving up the agenda of the AU and Member States. The unfinished business of the Millennium Agenda, including unmet targets of the MDG such as poverty and child mortality and elements of the Millennium Declaration such as inequality and human rights, provides a wealth of essential material for advocacy. The trend towards increasing growth and wealth creation in Africa implies the availability of additional resources, which could be leveraged to increase investment in children. At the same time, opportunities for partnership are also expanding. Particularly promising is the potential for partnership with national human rights institutions, which would further extend the reach of the Committee.

## **2.1. Lessons Learned**

Findings from recent stocktaking exercises are consistent with those highlighted in the 2010 ACERWC evaluation with regard to the identification of the Committee's strengths or Good Practices, weaknesses to be mitigated, opportunities to be seized and threats to be taken into consideration in the new Strategic Plan.

### *Good Practices*

- Partnerships and networking, particularly with Civil Society Organizations, have proven to be powerful strategies for expanding the reach, achieving results and increasing the visibility of the ACERWC.
- Day of the African Child (DAC) celebrations have been used as a platform for increasing the involvement of children in the work of the ACERWC and for mobilizing countries behind an agenda for children. The Committee provides a concept note on the theme of the Day and a template for reporting which is widely circulated to Member States and CSOs. With strong support from CSOs, the DAC was celebrated across the continent. Following the festivities, many countries adopted new policies and plans that advanced the cause of child rights. In terms of the Theory of Change it has contributed directly to both outputs and outcomes.
- The Communication procedure is a powerful tool that produces great value-added for broadening the debate on children's issues and interpreting the provisions of the African Charter on the Rights and Welfare of the Child. Greater use of this procedure should be encouraged bearing in mind capacity constraints. The Communication on the Nubian Child, which brought the concerns and plight of these children to the attention of the relevant Government, was particularly well managed and addressed by the Committee.
- Days of General Discussion supported by experts in relevant areas during each meeting provide a useful forum for learning and exchange of ideas. These days contribute to increasing the awareness and capacity of Committee members and partners to address the issues they face in reviewing and responding to Reports.
- The Induction Process is a useful way of bringing new members up to speed on the working methods and culture of the Committee. It is a key building block in the establishment process.
- The two General Comments, one on Article 30 of the Charter relating to the treatment of expectant mothers and to the mothers of infants and young children who have been accused or found guilty of breaking the law and the other of on Article 6 of the Charter on the right to a name and birth registration have been particularly important in establishing jurisprudence.
- Progress in Charter's ratification, The fact that up to 47 Member States out of 54 (87%) have already ratified the Charter is an achievement that lays a solid foundation for the future work of the Committee.
- Effectiveness of Promotional Missions and Lobbying efforts, e.g. missions to Tunisia and Niger lobbying and partnership with CSOs and UN Bodies, particularly UNICEF.

### *What Did Not Work So Well*

- More effort is needed to systematically document and discuss progress against results reflected in the

Strategic Plan. The absence of a clear results framework with indicators and a Monitoring and Evaluation (M&E) Plan and Officer to follow up means that it is quite difficult to pin down the exact extent of the contribution of the Committee to advancing child rights on the continent.

- Resource mobilization efforts, starting with the African Union, need to be accelerated, based on evidence and sound logic, to ensure the availability of sufficient resources to scale up the activities of the Committee. In particular, it has been seen that there is a significant payoff to mission travel for advocacy in support of ratification, to cement partnerships, for investigation and follow up on Concluding Observations.
- Despite its best efforts, the Committee faces challenges in addressing the rights of children in situations of conflict and civil unrest.
- While the quality of Reviews and Concluding Observations has improved, there is room for further enhancement. This is due to capacity issues in both the Secretariat and the Committee.
- Feedback from partners suggests that the process of consideration of reports should be streamlined to reduce the time frame between submission of reports and receipt of Concluding Observations
- The Committee engages in a wide range of activities not always clearly articulated in the Strategic Plan. There is a need for the Committee to prioritize its activities and strengthen its strategic focus.

#### *Institutional Challenges*

- Limited autonomy and independence of the Committee can partly be linked to the location of its secretariat in the African Union compound.
- Insufficient **financial resource** to carry out its mandate remains the primary challenge facing the Committee. When the Committee has to rely on external partners to fund regular sessions and undertake missions there is a risk that its independence and autonomy may be compromised.
- Insufficient **technical capacity** in the Secretariat and the part time nature of the assignment of members reduces the speed at which the Committee can address pending reports and Communications.

#### **2.2. Required Institutional and Strategic Shifts**

Guided by findings from the review and analysis of trends in the African Child changing environment, this plan incorporates the following strategic shifts intended to strengthen the functioning of the Committee and its achievement of results:

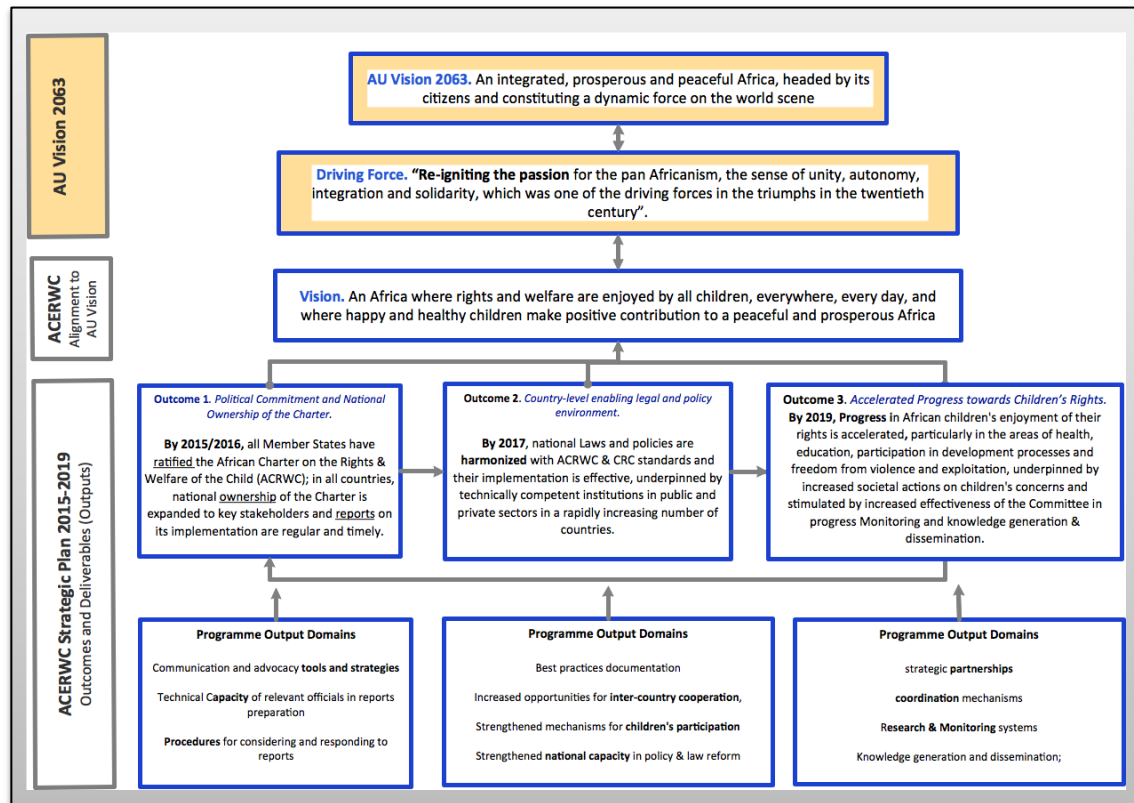
1. **Consolidation of institutional structures** – the Committee will move proactively to fill gaps in the financial, human and systems capacity to ensure that it is adequately equipped to fulfill its mandate and be consistent with the structures and functioning of the two other human rights treaty bodies in Africa.
2. **Increased capacity through use of Special Mechanisms and interns** – the Committee will identify thematic areas of emphasis and Special Mechanisms or Rapporteurs to carry forward these elements of the Committee’s work. In addition, it will come to agreement with an academic institution offering studies in human rights with the objective of obtaining a steady supply of interns to directly assist Committee members with research in the areas they have been assigned.
3. **Greater emphasis on generation of evidence to support advocacy, public information and decision-making** – more evidence is needed to facilitate the work of the Committee and increase its visibility and credibility.
4. **Greater emphasis on performance monitoring** – the Committee will continuously monitor, document and report on the achievement of results identified in its results framework and take corrective action where necessary. To enable this, a project officer with adequate skills in M&E will be hired.
5. **Shift from a plan, focused on the activities of the Committee, to one that focuses on the achievement of results for the children of Africa.**

## Section 3. Key Strategic Shifts in Committee's Work

### 3.0. New Strategic Plan Key Results and their Alignment to the AU's Vision for Africa

Graphic 1. Provides a visual summary of the Committee's Intervention Model with focus on its alignment to the African Union's long-term Vision for Africa. It shows how, in spite of its human and financial limitations, ACERWC intends to contribute to the realization of Africa Vision 2063.

**Graphic 1. SP Alignment to the African Union's Vision for Africa**



The new ACERWC Five-Year Strategic Plan is fully aligned to the African Union Vision of “an integrated, prosperous and peaceful Africa, headed by its citizens and constituting a dynamic force on the world scene”). Through their focus on the building of African human capital, this new strategic plan and the future ones will contribute to the “re-igniting of the passion for the Pan-Africanism, the sense of African unity, autonomy, coherence and solidarity.”

ACERWC believes that the true measure of any society's development potential and value system is determined by how well it attends to its children, ensuring that they all develop to their full potential to constitute a dynamic force on the world scene. Based on this conviction and the Committee's status as the only regional human rights treaty body with the mandate to promote and protect the rights and welfare of children, ACERWC's work is driven by the vision of “An Africa where children's rights and welfare are enjoyed by all children, everywhere, everyday, and where happy and healthy children make positive contribution to a peaceful and prosperous Africa”.

### 3.1. Strategic Re-direction of ACERWC's work

Article 42 of the African Charter on the Rights and Welfare of the Child defines two broad mandates for the Committee: first, the mandate to promote the rights and welfare of children in Africa; and second, the mandate to protect the rights and welfare of African children.

The **mandate on Promotion** of Children's Rights and Welfare defines the responsibility of the Committee in the facilitation of implementation of the African Children's Charter in ways that will address the identified challenges. These include:

- Promoting children's rights and welfare at national, sub-regional and Pan-African levels;
- Enhancing the visibility and credibility of the work of the Committee;
- Improving the efficiency and timeliness of information sharing and documentation to foster the implementation of the Committee's mandate; and
- Cultivating a network of national, sub-national and international partners to promote children's rights and welfare.

The **Protection of Children's Rights and Welfare mandate** aims at:

- Preventing violations and abuse of children's rights; and
- Ensuring accountability and providing redress for actual violation of children's rights in Africa

In its past work, the Committee converted each of the mandate domains into a project: Child Rights & Welfare Promotion project; and Child Rights & Welfare Protection project. Viewed from a strategic planning angle, such an approach can and has been associated with the following challenges: first, the concepts of 'Promotion' and 'Protection' technically belong to the operational dimension of actions required to change the conditions of children; second there would be major gaps between the completion of ACERWC's promotional and protective activities and the desired changes in the conditions of the child, thereby raising questions on relevance and attribution; and, thirdly, the limited human (11 part-time members), financial and technical resources of the Committee would prevent it from visibly impacting on the African Child's conditions through project-level activities. These explain why evaluators were unable to link documented impact level results to the actions of the Committee (2010 ACERWC Evaluation Report, pages 49-51).

Building on the above observations and learning from the past programs, the current Strategic Plan moves ACERWC away from a project and activity-focused toward a more strategic programming approach that places children at the center of State Member-driven transformational development efforts that the Committee can influence. Under its new five-year Strategic Plan, the Committee will influence the achievement of three mutually reinforcing and synchronized outcomes: the achievement of a **Political Commitment and National Ownership of the Charter** by 2015/2016; the realization, by 2017, of **Country-level Enabling Legal and Policy Environment** for the implementation of the Charter; and the removal, by 2019, of major bottlenecks (weaknesses in partnership, coordination and knowledge generation and use) to the acceleration and sustained progress towards **children's enjoyment of rights**.

This Strategic Plan, therefore, positions the mandate and strategies of the Committee within a broader continental and State-Members-driven agenda for implementing the Charter. Table 1, below shows how each of the Promotion or Protection-related operational results will be related to the above transformational development outcomes.

The strategic shift is also designed to improve the Evaluability of the Committee's Programme, notably assessment of relevance, effectiveness and sustainability of results achieved under Committee's influence. Table 1 shows the links between each of the 11 outputs and the promotional and Protective mandate of the Committee.

Table 1. SP Alignment to ACERWC's Mandate

SP Outcomes	SP Outputs	Nature of ACERWC's Activities in relationship to its Mandate
Outcome 1.1. Political Commitment and National Ownership of the Charter.	Output 1.1. Communication tools and strategies.	• Promotion
	Output 1.2: State members' report capacity.	• Promotion
	Output 1.3: ACERWC's report processing effectiveness.	• Promotion • Protection
Outcome 2: Country-level enabling legal and policy environment.	Output 2.1: Documented Law/Policy reform Best practices.	• Promotion • Protection
	Output 2.2: Inter-country cooperation opportunities.	• Protection
	Output 2.3: Children's Voice.	• Promotion • Protection
	Output 2.4: National capacities in law and policy reform.	• Promotion • Protection
Outcome 3: Accelerated Progress towards Children's Rights.	Output 3.1: Partnership.	• Protection
	Output 3.2: Coordination.	• Protection
	Output 3.3: Research & Monitoring Systems.	• Protection
	Output 3.4: Tools for Knowledge Management & Dissemination.	• Promotion • Protection

The committee intends to contribute to the realization of each of the above outcomes through the achievement of 11 program outputs, defined on the basis of bottleneck analysis from the 2010 ACERWC Evaluation as well as experience in implementation of the Strategic Plan 2010-2014.

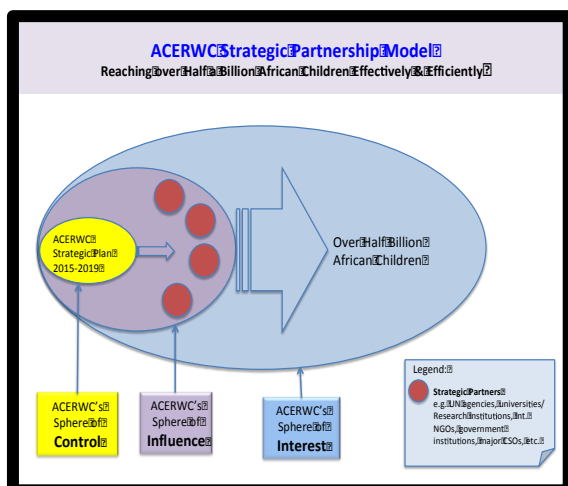
### 3.2. Specific Strategies

Learning from past successes and challenges, the Committee will strengthen its strategies in the areas of advocacy, partnership building, resource mobilization, national capacity development, and the launching of investigation missions.

#### 3.2.1. Advocacy

ACERWC's strategies for engagement with State Parties will be strengthened by providing practical and context-tailored interpretation of the Charter; setting standards for its implementation, monitoring and reporting; improved use of evidence; making better use of channels provided in the Charter such as General Comments, Concluding Observations, Communications, reporting mechanisms and investigative missions; and creating opportunities of working with Champion Heads of State to ensure linkages with the AU decision-making machinery for political and financial support.

Graphic 2 Partnership Model



#### 3.2.2. Strategic partnership

Acknowledging the limitation of its resource base and sphere of control, the Committee intends to achieve greater results in its sphere of interest (506 million children) by building

strategic partnerships within its sphere of influence (Graphic # 2). This sphere of influence includes, firstly, government's institutions at central and decentralized levels and, secondly other partners working on child-related issues including universities and research institutions, UN agencies and international NGOs, and Civil Society organizations. More specifically:

- Within African Union, with the two other Human Rights treaty bodies (The African Commission on Human and Peoples' Rights and the African Court on Human and Peoples' Rights);
- With key universities and research institutions working on child-related issues to leverage technical resources in support of its normative mandate;
- With relevant UN agencies (such as UNICEF, UNHCR, WHO and others) and international NGOs to take advantage of their strong field presence and advocacy, technical and operational capacity;
- With key government ministries and departments, to foster national ownership of the Charter and leverage national resources for its implementation;
- With inter-governmental organizations such as the EU and OIF who support child rights issues;
- With CSOs and national human rights institutions, to promote societal support to the Charter and reach out to a maximum number of children and primary duty bearers (families and communities); and
- Private sector foundations and corporate social responsibility divisions to broaden corporate understanding of and support for child rights and welfare.

As depicted in Graphic # 2, the Committee will work through this strategic partnership network to amplify the impact of its activities on all African children.

### *3.2.3. National Capacity Development*

Through its network of strategic partners, the Committee will ensure that each state party has the required technical and functional capacity to fully implement the provisions of the Charter. On the technical front, the plan will aim at improved understanding at all levels of the concept of child rights, their relation to sustainable development and their practical meaning and implications in relevant development sectors (health, education, social protection, etc.) and in cross-cutting development domains such as good governance, gender equality, equity and environmental sustainability. More importantly, the Committee will work towards ensuring that African parents and community leaders understand that respecting children's rights is not a threat, but rather the best way of realizing their own dreams.

On the functional capacity front, emphasis will be on ensuring that children's concerns are mainstreamed in strategies to build strong national institutions, strengthen leadership capacity, promote knowledge for development, and foster a culture of accountability.

### *3.2.4. Investigations*

In planning its field investigation missions, the Committee will give high priority to countries and regions where severe violations of children's rights have been reported and, secondarily, to countries with emerging opportunities to further the realization of children's rights so that good examples can be set for the continent.

### *3.2.5. Resource mobilization*

A major bottleneck hampering the Committee's effectiveness has been a shortage of human, technical and financial resources required to carry out its mandate. In order to ensure the credibility and independence of its work, funding strategies under the new Strategic Plan will be directed primarily but not exclusively to the African Union and Member States. During the new SP cycle, ACERWC will explore the opportunity for developing and using country-level investment plans models that can be used to mobilize resources for its in-country strategic partners

and for supporting its continental normative and technical role. Such models could be used to attract funding from targeted Member States, African institutions such as the Mo Ibrahim Foundation, the Bretons Wood Institutions and multi-donor trust funds, which constitute sources of flexible funding. A Resource Mobilization Strategy will be developed to facilitate implementation of this strategy.

### **3.3. ACERWC's Deliverables**

Conforming to the principles of aid effectiveness (Paris Declaration), ACERWC will provide strategic upstream support towards the achievement of all three outcomes at the continental level and will hold itself accountable for the following related deliverables:

- **Towards achievement of Outcome 1:** Strengthened communication and advocacy tools and strategies; strengthened capacity of relevant officials in reports preparation; streamlined procedures for considering and responding to reports.
- **Towards achievement of Outcome 2:** Documented good practices in legal and policy reform; increased opportunities for inter-country cooperation, e.g. for addressing cross-border issues; strengthened mechanisms for children's participation; strengthened national capacity in policy and law reform.
- **Towards achievement of Outcome 3:** Expanded and strengthened strategic partnerships; effective coordination mechanisms; improved availability of research & monitoring data, including internal data generated from research and from country the use missions and investigation to support State Members responsive capacity and partners' support; documented good practices and inter-country experience exchange.

### **3.4. Theories of Change**

Development models used by ACERWC at each result level are based on sound theories of change, defining all building blocks required to bring about a given medium- or long-term result. This is materialized through well-defined pathways of change, which are graphic representations of the change process in each result area.

For example, *Table 1* and related *Graphic in Annex 1* describe the pathway of change toward achieving the AU vision through (among others) the realization of children's rights: (1) At entry point, Universal Political Commitment to the Charter and the national ownership of this instrument is achieved by 2015/2016; (2) creating the conditions for full harmonization of national laws and policies to ACRWC standards by 2017; and (3) leading to the beginning of sustained and accelerated progress in the fulfillment of African children's rights by 2018. The achievement of Outcome 3 is expected to create incentives, through Committee-stimulated feedback mechanisms, for furthering political commitment and further eliminating persisting gaps in laws and policy implementation, and so on.

The change scenario would work if: (a) ACERWC is able to strengthen its advocacy with AU and Member States using evidence from research and monitoring of Outcome achievements; (b) Children's issues and the work of the Committee are adequately positioned at the African Union level; and (c) the current positive trends in improved governance across the continent with enhanced democratic participation of children and improved accountability systems is sustained. In order to better direct ACERWC's advocacy work and facilitate future bottleneck analysis, the new strategic Plan has adopted a three-dimensional log-frame model, which reflect required actions by other players to systematically address the above extraneous factors at the AU and State Parties' levels during the SP cycle.



## Section 4. Strategic Plan Results

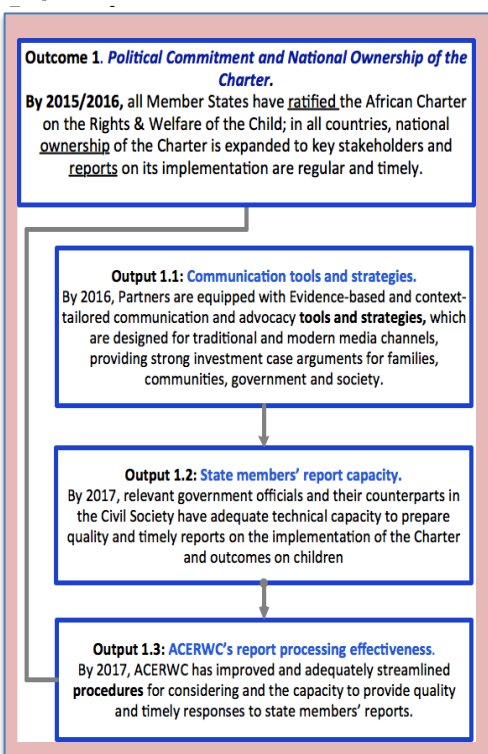
### 4.1. Result Area One: Political Commitment & National Ownership of the Charter

#### 4.1.1. Rationale

The welfare of children has long been considered in traditional Africa as a barometer of a healthy and successful family, community or society and, thus, a collective responsibility. However, as much as childhood was considered as precious, children were not always treated with due care, sensitivity and respect. For different reasons, children represented sources of economic security to their parents, and in the process were subjected to all kinds of abuse in the name of tradition. Under this result area, the committee will work through its strategic partners to help generate solutions from within African society that could address this somewhat contradictory image of childhood in traditional African Society.

The State Parties to the African Children Charter are the principal duty bearers for ensuring the respect and fulfillment of the rights enshrined in it. Therefore, the Committee will begin by seeking high-level political commitment in each country. A key aspect of this commitment includes the ratification of the Charter. So far, only

*Graphic 3. Outcome 1 Results*



47 of 54 countries have ratified the Charter and only 27 of the 47 have provided follow up reports. It is also recognized that the ratification of the Charter cannot, by itself, impact on children's conditions, unless its provisions are well understood, domesticated and ultimately owned by all relevant stakeholders, including central and local government bodies, traditional and religious leaders, community formal and informal leaders and families members.

#### 4.1.2. Outcome 1 Result Framework

Under this key result area, the Committee will adjust its strategic approach to ensure that, **"By 2015/2016, all Member States have ratified the African Charter on the Rights & Welfare of the Child (ACRWC); in all countries, national ownership of the Charter is expanded to key stakeholders and reports on its implementation are regular and timely."** This will be achieved through the removal of three critical bottlenecks identified during the past program review related to: (a) communication strategies and tools; (b) State members' reporting capacity; and (c) ACERWC report processing effectiveness.

In pursuit of the above outcomes, ACERWC has identified three causally related and concrete operational results (Outputs) to be delivered sequentially between 2015 and 2017:

**Output 1.1. "By 2016, Partners are equipped with evidence-based and context-tailored communication and advocacy tools and strategies, which are designed for traditional and modern media channels, providing strong investment case arguments for families, communities, government and society."** Innovation will be reflected in: i) the extent to which evidence will be used; ii) the efforts to adapt communication strategies and tools to each country's context; and iii) the use of economic and

development arguments not only at the government level, but also at the family and community levels where many of the actions will take place.

**Output 1.2. “By 2017, relevant government officials and their counterparts in the Civil Society have adequate technical capacity to prepare quality and timely reports on the implementation of the Charter and outcomes on children.”** ACERWC will work with its strategic partners (UN and international NGOs) to address capacity gaps of implementing partners on both the technical (substantive thematic knowledge) and functional (e.g. networking, coordination, conflict resolution) fronts.

**Output 1.3. “By 2017, ACERWC has improved and adequately streamlined procedures for considering, and the capacity to provide quality and timely responses to state members’ reports.”** Efforts will be made to ensure that not only reports are processed in a timely manner, but that Observations submitted back to Member States are of high quality and relevance, in order to accelerate the transformational processes towards the full achievement of children’s rights. A timely achievement of this output requires further actions from the AU and State Members (highlighted in Table 2.). These include: strengthening the institutional capacity and positioning of the Committee, expansion of the reporting cycle to 5 years and more pro-active involvement of State Parties.

#### **4.1.3. Theory of Change for Result Area One**

The Theory of Change in achieving political commitment for the implementation of the Charter and its national ownership is described below. According to this theory, improving *Communication Tools and Strategies* for the promotion of the Charter is an entry point of a transformational process to be supported and monitored by the Committee and its partners at country and continental levels:

- Improvement in Communication strategies and tools aims at accelerating the processes of domestication and ownership of the Charter at all critical levels, including families and communities. This should generate genuine demands for capacity building.
- Capacity building on reporting will be, therefore, undertaken on an environment that is demanding and receptive and will lead improved depth, quality and timeliness of reports;
- Streamlined ACERWC report processing procedures, including adjustments in the periodicity of reporting should facilitate timely processing of the reports and feedback to state members with concrete recommendations for further actions;
- Feedback observations are utilized to further improve the use and effectiveness of communication strategies and tools. The cycle continues at gradually increasing speed until all stakeholders achieve full and self-sustained political commitment to and ownership of the Charter.

#### **4.1.4. Key ACERWC Activities**

ACERWC’s activities under this result area aim at promoting the rights and Welfare of African Children through: (a) increased use of evidence in advocacy; (b) greater support to processes of Charter provisions’ domestication and ownership building; (c) development of innovative communication tools; (d) strengthening of national capacities in report preparation; (e) simplification of procedures in report preparation, submission and treatment and (f) translation of all relevant documents and promotional materials into the 4 AU languages.

The required enabling or complementary actions from other key stakeholders are highlighted. The African Union should revised the status of ACERWC in line with its role and responsibilities and provide the required resources for accomplishing its mandate. AU should also heighten the visibility of Children’s rights and welfare in its own high level agenda, including timely approval of revised report submission procedures. State members should play a pro-active role in the process of domestication of the Charter. National CSOs and HR bodies should play increasing role in data collection, social mobilization and lobbying of the Charter ratification where required. Finally, international partners and donors should work within national plans to provide quality and timely technical supports for design and implementation of national plans.

#### 4.1.5. Outcome 1 Log-frame

#	Results (Indicators; Baselines; Targets; Means of Verification)	Partnership Arrangement	Resource Needed	Available + Pledged	Funding Gaps
ACERWC's Vision	<p><b>An Africa where rights and welfare are enjoyed by all children, everywhere, every day, and where happy and healthy children make positive contribution to a peaceful and prosperous Africa.</b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• <b>Average Under-Five Mortality rate for Africa</b>; Baseline (2015): xxx <sup>0</sup>/1000;; Target (2019): yyy <sup>0</sup>/1000;; MoV: IGME Report 2015/2019 (Database: <a href="http://www.childmortality.org/">http://www.childmortality.org/</a>)</li> <li>• <b>AVG IMR for Africa</b>; Baseline (2015): xxx <sup>0</sup>/1000;; Target (2019): yyy <sup>0</sup>/1000;; MoV: IGME Report 2015/2019</li> <li>• Include key <b>education</b> indicators focusing on completion, transition and quality</li> <li>• Include <b>Child poverty</b> indicators, etc.</li> </ul>				
Outcome 1.	<p><b>Outcome: Political Commitment and National Ownership of the Charter. By 2015/2016, all Member States have <u>ratified</u> the African Charter on the Rights &amp; Welfare of the Child (ACRWC); in all countries, national <u>ownership</u> of the Charter is expanded to key stakeholders and <u>reports</u> on its implementation are regular and timely.</b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Charter Ratification Ratio: Baseline 47/54 (2014); Target: 54/54 (2019); MoV: AU Reports</li> <li>• Number and % State members' submitting reports on a timely basis. Baseline (TBD/2014); Target (TBD/2018); MoV (ACERWC Report):</li> </ul>	<p><b>AU Required Actions:</b></p> <ul style="list-style-type: none"> <li>• Availing of adequate resources for the promotion of the Charter</li> <li>• Sponsoring of special events for advocacy, information sharing and fund raising</li> <li>• Alignment of ACERWC status and structures with that of other HR treaty bodies</li> <li>• Timely adoption of the revised procedures for report submission and processing</li> </ul> <p><b>Member States Required actions:</b></p> <ul style="list-style-type: none"> <li>• Ratify the Charter</li> <li>• Timely reporting on Charter implementation and outcomes</li> <li>• Ensure treatment by all sectors of Children's rights as a foundational development issue</li> <li>• Develop national action plan for operationalizing the Concluding Observations.</li> </ul>			
Output 1.1.	<p><b>Output:</b> Communication tools and strategies. By 2016, Partners are equipped with Evidence-based and context-tailored communication and advocacy <b>tools and strategies</b>, which are designed for traditional and modern media channels, providing strong investment case arguments for families, communities, government and society.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Evidence-based Communication strategy document available to partners: Baseline: No (2015); Target: YES (2016); MoV: ACERWC Website</li> <li>• Communication Tools developed and disseminated in in all AU official languages: Baseline: NO (2015); Target: YES (2016)</li> </ul>				

#	Results (Indicators; Baselines; Targets; Means of Verification)	Partnership Arrangement	Resource Needed	Available + Pledged	Funding Gaps
	<b>ACERWC's Activities:</b> <ul style="list-style-type: none"> <li>• Documentation of Human Interest Stories on children's rights in Africa</li> <li>• Documenting and commissioning comparative Studies of social and economic benefits of investing on children</li> <li>• Revision of Charter promotion communication strategies</li> <li>• Translation of key communication materials into AU official languages;</li> <li>• Development of partnership with major continental, regional and national media companies and journalists;</li> <li>• Organization of international workshops on Communication for Children's Rights promotion;</li> <li>• Mobilization of support from top African informal leaders such as Mo Ibrahim.</li> <li>• Use of the DAC to promote, extend and strengthen the process of Charter domestication in African Societies.</li> <li>• Implementation of the Campaign on Universal Ratification of the ACC by the 25<sup>th</sup> anniversary</li> </ul>	<b>National Partners (CSOs; HR Bodies)</b> <ul style="list-style-type: none"> <li>• Data generation (Generate relevant data to improve quality, content and relevance of communication)</li> <li>• Social mobilization</li> <li>• Advocacy with States Parties to become more involved in ratification and reporting processes.</li> </ul> <b>International Partners' actions (e.g. UNICEF, Save the Children; SIDA)</b> <ul style="list-style-type: none"> <li>• Provide quality and timely technical and financial support to ACERWC activities</li> <li>• Provide technical and financial support to country ratification and reporting processes</li> </ul>			
Output 1.2.	<b>Output:</b> State members' report capacity. By 2017, relevant government officials and their counterparts in Civil Society have adequate technical capacity to prepare quality and timely reports on the implementation of the Charter and its outcomes on children  <b>Indicators:</b> <ul style="list-style-type: none"> <li>• Number and proportion of reports meeting quality standards as reflected in Working Methods document</li> <li>• Number of Government counterparts who have been provided with training on report preparation by the Committee or its partners</li> <li>• Proportion of reports delivered by the deadline.</li> </ul>				
	<b>ACERWC Activities:</b> <ul style="list-style-type: none"> <li>• Develop concrete and comprehensive guidelines to State Parties on how to implement and report on the ACC's specific provisions</li> <li>• Develop and disseminate simplified reporting templates</li> <li>• Organize capacity building workshops for States Parties, National Human Rights Organizations ND CSOS to familiarize them with the requirements of and methodologies for preparation and submission of timely reports</li> <li>• Prepare and disseminate technical notes on requirements and methodologies for report preparation and submission.</li> <li>• Highlight good examples of States Party Reports on the website of ACERWC</li> </ul>				

#	Results (Indicators; Baselines; Targets; Means of Verification)	Partnership Arrangement	Resource Needed	Available + Pledged	Funding Gaps
Output 1.3.	<p><b>Output:</b> ACERWC report processing effectiveness. By 2017, ACERWC has improved and adequately streamlined <b>procedures</b> for considering and the capacity to provide quality and timely responses to state members' reports.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Working methods document contains streamlined processes, quality standards and time frame for preparing responses</li> <li>• Average time it takes to provide a response to States Party Reports</li> <li>• Proportion of responses that meet quality standards</li> </ul>				
	<p><b>ACERWC Activities</b></p> <ul style="list-style-type: none"> <li>• Prepare Working methods document containing streamlined procedures and quality standards for all core processes of the Committee</li> <li>• Systematically monitor and make available periodic reports on timeliness and quality standards of reports through the website</li> </ul>				

## 4.2 Result Area Two: Enabling Legal and Policy Environment

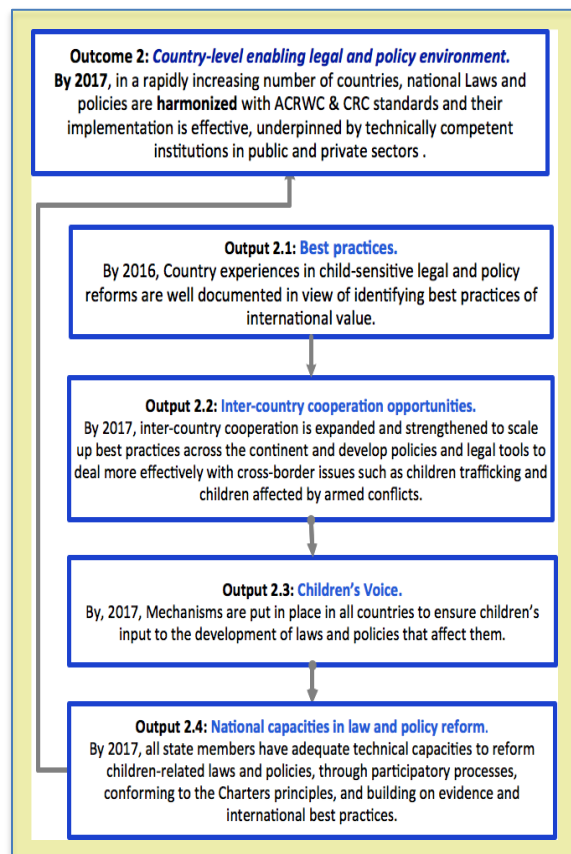
### 4.2.1. Rationale

The next step toward translation of political commitment and cultural legitimation of the Charter (outcome 1) into a reality for the African child is proper understanding of best ways and methods to do so through laws and policies that are both Charter-compliant and culturally sensitive. This will require, from the Committee’s side, a special attention to existing or emerging good practices.

### 4.2.2. Outcome 2 Results Chain

In all countries, which have ratified the Charter, the Committee will work with its partners to eliminate bottlenecks on the legal and policy fronts in ways to ensure that *“By 2017, national Laws and policies are **harmonized** with ACRWC & CRC standards and their implementation is effective, underpinned by technically competent institutions in public and private sectors.”*

Graphic 4. Outcome 2 Results Framework



use of appropriate ICT technology.

**Output 2.4. “By 2017, all state members have adequate technical capacities to reform child-related laws and policies, through participatory processes, conforming to the Charter’s principles, and building on evidence and**

To achieve this result, the Committee and its partners have identified, on the basis of the SWOT analysis, four interrelated and mutually reinforcing outputs. These are to be attained between 2016 and 2017 and are related to documentation of good practices, creation of international cooperation opportunities, children’s participation, and national capacity strengthening in law and policy reform.

**Output 2.1. “By 2016, country experiences in child-sensitive legal and policy reforms are well documented in view of identifying good practices of international value.”** To be effective, the documentation of good practices will use, as much as possible, human stories and evidence of social and economic benefits for families, communities and nations, of strategies such as girls/boys education, child participation, etc.

**Output 2.2. “By 2017, inter-country cooperation is expanded and strengthened to scale up good practices across the continent and develop policies and legal tools to deal more effectively with cross-border issues such as Child-trafficking and children affected by armed conflicts.”** The achievement of this output will benefit from the results of the previous output 2.1.

**Output 2.3. “By 2017, mechanisms are put in place in all countries to ensure meaningful children’s participation in the development of laws and policies that affect them.”** Strategies for promoting child participation will be based on international best practices in Africa and further supported by children’s networks, including through the

**international best practices.”** After the achievement of outputs 2.1 through 2.3, the Committee and its partners will be in a favorable condition to promote refinement of national laws and policies for full alignment to the Charter. Throughout the reform process, the Committee, through its local strategic partners, will promote and support active participation of children and Civil Society Organizations.

#### **4.2.3. Key ACERWC Activities**

ACERWC’s activities in this result area will be equally related to its promotional and protective roles, e.g. promotion of law and policy alignment to the Charter and used of enacted laws and policies to support the protection of children against abuses, promoting children’s participation so that they can influence laws and policies that address their concerns, supporting inter-country cooperation to address cross-border issues such as child trafficking, etc.

#### **4.2.4. Outcome Two Theory of Change**

The theory of change for this result area obeys the same flow as in the previous result area with the ‘Documentation of Best Practices’ as the initial entry point.

- Documented African good practices in child-friendly legal and policy reform are the entry point to the change process.
- Building on documented good practices, the Committee will promote opportunities for inter-country cooperation in law and policy reform, with special attention to laws and policies that address cross-border issues.
- Children’s participation, already known to be part of international best practices, will be actively promoted and supported through the establishment of effective mechanisms for meaningful children’s participation.
- National capacity development in the area of law and policy reform preparation and formulation, built on international best practices, will not only contribute to improving the legal and policy environment but will also provide opportunities to countries to innovate and contribute to the expansion of the list of good practices.
- The process of preparing General Comments is a good practice that will feed into the process of legal and policy reform .

#### 4.2.5 Outcome 2 Log-frame.

Table 3. Outcome 2 Log-frame

#	Results (Indicators; Baselines; Targets; Means of Verification)	Partnership Arrangement	Resource Needed	Available + Pledged	Funding Gaps
ACERWC's Vision	<p><b>An Africa where rights and welfare are enjoyed by all children, everywhere, every day, and where happy and healthy children make positive contribution to a peaceful and prosperous Africa.</b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• <b>Average Under-Five Mortality rate for Africa;</b> Baseline (2015): xxx <sup>0</sup>/000;; Target (2019): yyy <sup>0</sup>/000;; MoV: IGME Report 2015/2019 (Database: <a href="http://www.childmortality.org/">http://www.childmortality.org/</a>)</li> <li>• <b>AVG IMR for Africa;</b> Baseline (2015): xxx <sup>0</sup>/000;; Target (2019): yyy <sup>0</sup>/000;; MoV: IGME Report 2015/2019</li> <li>• Include key <b>education</b> indicators in areas such as completion, transition and quality</li> <li>• Include <b>Child poverty</b> indicators.</li> </ul>				
Outcome 2.	<p><b>Outcome:</b> Country-level enabling legal and policy environment. By 2017, national Laws and policies are <b>harmonized</b> with the standards set in the ACRWC and the CRC and their implementation is effective, underpinned by technically competent and humanly, technologically &amp; financially resourced institutions in public and private sectors</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Extent to which good practices are adopted and contribute to strengthening the enabling legal and policy environment</li> <li>• Number of countries whose laws and policies are harmonized with standards of the ACRWC and the CRC</li> </ul>	<p><b>AU Required Actions:</b></p> <ul style="list-style-type: none"> <li>• Hold a special AU session on follow up of Human Rights treaties implementation, including the Children's Charter</li> <li>• Set goals, milestones and targets for laws and policy harmonization</li> </ul> <p><b>Member States Required actions:</b></p> <ul style="list-style-type: none"> <li>• Provide adequate institutional and financial resources for the harmonization of national laws and policies with the standards of ACC and CRC, and for the follow up of their implementation</li> </ul>			
Output 2.1.	<p><b>Output: Good practices.</b> By 2016, Country experiences in child-sensitive legal and policy reforms are well documented in view of identifying good practices of international value.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Number of countries for which good practices have been documented</li> <li>• Number of publications or advocacy documents on good practices prepared and shared</li> <li>• Number of inter-country experience sharing sessions on good practices facilitated by ACERWC</li> </ul>	<ul style="list-style-type: none"> <li>• Link CRC and ACC reporting processes to improve efficacy and efficiency</li> <li>• Provide adequate services for ACC/CRC-related laws and policies implementation, including systems for prevention, correction and redress</li> <li>• Provide opportunities (forum) for children's representatives to meet and interact with law makers and decisions makers</li> </ul> <p><b>National Partners (CSOs; HR Bodies)</b></p> <ul style="list-style-type: none"> <li>• Increase their roles as advocates and technical partners in law and policy reform</li> <li>• Support children's participation at the grassroots level</li> </ul>			
	<p><b>ACERWC Activities:</b></p> <ul style="list-style-type: none"> <li>• Annual assessments of progress in harmonization of national laws and policies with the ACRWC and CRC undertaken</li> <li>• Prepare and share user-friendly publications on good practices regarding alignment &amp; harmonization policies and laws to the Charter</li> <li>• Organize and facilitate inter-country experience sharing sessions on good practices in implementation of the Charter</li> </ul>				



#	Results (Indicators; Baselines; Targets; Means of Verification)	Partnership Arrangement	Resource Needed	Available + Pledged	Funding Gaps
Output 2.2.	<p><b>Output: Inter-country cooperation opportunities.</b> By 2017, inter-country cooperation is expanded and strengthened to scale up good practices across the continent and develop policies and legal tools to deal more effectively with cross-border issues such as Child trafficking and children affected by armed conflicts</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Number of operational agreements in place to deal with cross-border issues affecting children's rights and welfare.</li> <li>• Number of African-African experience and information sessions on policy and legal tools for addressing cross-border issues facilitated by ACERWC</li> <li>• DAC held every year and used as a forum to exchange information on good practices</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake social mobilization activities to raise awareness of children's issues</li> </ul> <p><b>International Partners' actions</b></p> <ul style="list-style-type: none"> <li>• Provide timely technical and catalytic financial support to ACC-related laws/policy reform processes</li> </ul>			
	<p><b>ACERWC Activities:</b></p> <ul style="list-style-type: none"> <li>• Advocacy with State's Parties to jointly address cross-border issues through policy and legal means</li> <li>• Create opportunities for sharing of information and experience on development of legal and policy tools to address cross border issues affecting children;</li> <li>• Coordination, joint assessment and action with Peace and Security Council (PSC)</li> <li>• Organize Annual Day of the African Children in conjunction with partners.</li> </ul>				
	<p><b>Output: Children's Voice.</b> By 2017, Mechanisms are put in place in all countries to ensure meaningful children's participation in the development of laws and policies that affect them</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Number of countries having functioning mechanisms in place to facilitate children's meaningful participation in the development of laws and policies that affect them</li> <li>• Number of countries that have a Children's Parliament</li> <li>• % African countries where relevant laws and policies are harmonized with ACC;</li> </ul>				
	<p><b>ACERWC's Activities:</b></p> <ul style="list-style-type: none"> <li>• Document existing mechanisms for children's participation</li> <li>• Provide a menu of options and good practices to countries wishing to develop such mechanisms</li> <li>• Advocate for establishment of appropriate mechanisms in countries where they do not exist</li> <li>• Prepare/upgrade guidelines on national and sub-national Children Parliaments' creation and functioning</li> <li>• Support the establishment of networking among Children Parliaments</li> <li>• Strengthen the Communication tool and improve effectiveness/efficiency in its use</li> </ul>				

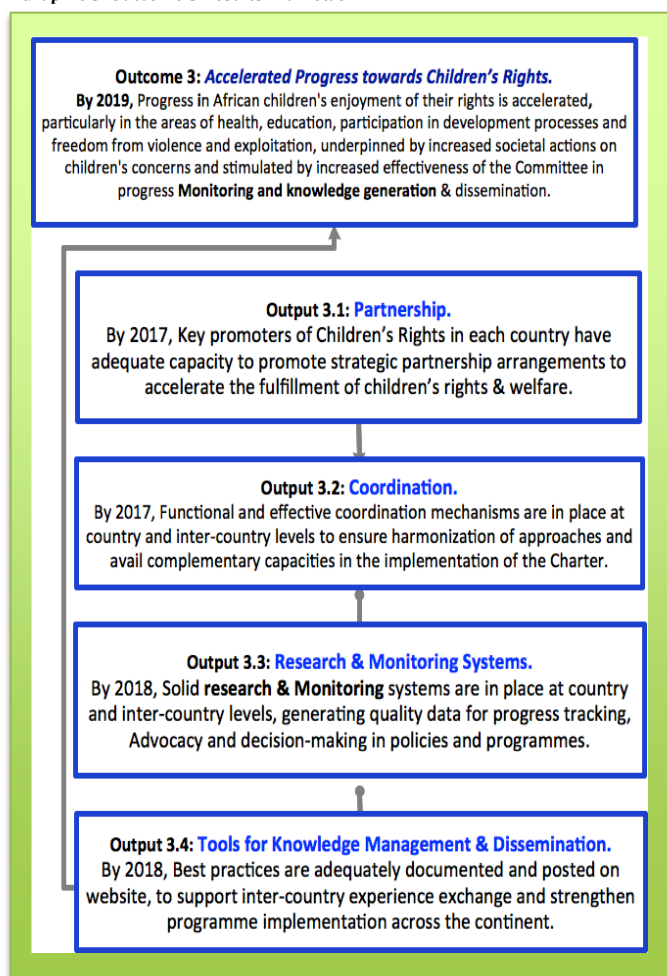
#	Results (Indicators; Baselines; Targets; Means of Verification)	Partnership Arrangement	Resource Needed	Available + Pledged	Funding Gaps
Output 2.4.	<p><b>Output:</b> National capacities in law and policy reform. By 2017, all state members have adequate technical capacities to reform children-related laws and policies, through participatory processes, conforming to the Charters principles, and building on evidence and international best practices.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Number of States that have adequate technical capacities to reform child related laws and policies based on evidence and international best practices</li> </ul>				
	<p><b>ACERWC's Activities:</b></p> <ul style="list-style-type: none"> <li>Document and share good practices in Africa and internationally for reform of children's laws and policies</li> <li>Organize regional and country based training and experience sharing workshops on law and policy reform</li> <li>Prepare General Comments to facilitate the development of Jurisprudence to support law and policy reform</li> <li>Use Concluding Observations to advocate for law and policy reform</li> </ul>				

## 4.3. Result Area Three: Accelerated Progress Towards Children’s Rights

### 4.3.1 Rationale

The protection of children’s rights and welfare is a crosscutting issue in development programming. Creating enabling policy and legal environments (Outcome 2) is just one of the critical steps towards achieving the needed

Graphic 5. Outcome 3 Results Framework



and knowledge generation & dissemination.”

In pursuit of this result, four mutually reinforcing outputs are identified as the Committee’s deliverables, covering the areas of partnership development, program coordination, research and monitoring, and knowledge management and dissemination:

**Output 3.1:** “By 2017, Key promoters of Children’s Rights in each country have adequate capacity to promote strategic partnership arrangements to accelerate the fulfillment of children’s rights & welfare.” The influence of the committee will

behavioral and institutional changes. Despite the Committee’s past efforts through the use of its Complaint Procedures and State parties Outreach strategies, major programmatic gaps remain. In Africa, key actors in children’s rights promotion and protection are of diverse cultural and institutional background. In the absence of a strong government commitment and leadership, the work for children can, therefore, be deeply fragmented and counter-productive. In response to this challenge, the Committee needs to expand its current ‘Child Rights & Welfare Protection’ activities to also include partnership building and strengthening of coordination mechanisms at country and inter-country levels.

### 4.3.2. Outcome 3 Results Framework

At the end of this Strategic Plan, the performance of the Committee and its partners will be assessed based mainly on the solidity of the foundation laid down for accelerated realization of African children’s rights. In order to use this Strategic Plan to help jump-start the acceleration of true changes in the life of children, the Committee and partners will make extra efforts to ensure that “By 2019, Progress in African children’s enjoyment of their rights is accelerated, particularly in the areas of health, education, participation in development processes and freedom from violence and exploitation, underpinned by increased societal actions on children’s concerns and stimulated by increased effectiveness of the Committee in progress Monitoring

be exercised mainly through advocacy, leveraging support from normative partners such as UN, best practice documentation and inter-country experience exchange.

**Output 3.2: “By 2017, Functional and effective coordination mechanisms are in place at country and inter-country levels to ensure harmonization of approaches and avail complementary capacities in the implementation of the Charter.”** The achievement of this output is expected to, firstly, improve coordination among AU human rights treaty bodies and their national counterparts, secondly, provide national platforms for joint planning on *Children Rights & Welfare*, improve visibility of and responses to in-country and cross-border Children’s rights & welfare issues and, ultimately improve efficacy and efficiency.

**Output 3.3: “By 2018, Improved availability of research & monitoring data at country and inter-country levels, to facilitate progress tracking, Advocacy and decision-making in policies and programs.”** Through the achievement of this output, the Committee is expected to leverage partners’ capacities and resources in order to expand the breadth and depth of its Child Rights Monitoring mission. The Committee will use data generated through its complaint procedures and State Parties Outreach activities (Communication, Investigation Missions) to guide the development, by partners, of broader operational research and data collection agendas. This is also expected to provide basis for development of solid country level investment plans for child rights and welfare promotion.

**Output 3.4: “By 2018, Good practices are adequately documented and posted on Website, to support inter-country experience exchange and strengthen program implementation across the continent.”** The achievement of this output is expected to ensure online access to relevant data on the African Child’s rights and welfare, thereby significantly impacting on the perception of strategic relevance of the Committee in the advancement of Africa.

#### **4.3.3. Theory of Change for Result Area Three**

The theory of change for this result area follows the same logic as in the previous result areas. Strategic partnership at continental and country levels is the entry point. This is a pre-requisite to putting in place effective coordination mechanisms. In the context of an expanded partnership and improved coordination, the Committee will be better placed to link its core mission on *‘Monitoring the implementation of the Charter’* to the efforts to accelerate the achievement of concrete results for African children.

The success of this model will heavily depend on the AU’s commitment to addressing Committee and Secretariat’s capacity and resource gaps. This includes responding to the request for a full-time Committee Chair, full time technical staff for website maintenance and a planning and data management team within the Secretariat.

The realization of the outputs will also require extensive collaboration between the Committee and its strategic partners in the UN, universities and research institutions.

#### 4.3.4. Outcome 3 Log-frame

Table 4. Outcome 3 Log-frame

#	Results (Indicators; Baselines; Targets; Means of Verification)	Partnership Arrangement	Resource Needed	Available + Pledged	Funding Gaps
Vision	<p><b>An Africa where rights and welfare are enjoyed by all children, everywhere, every day, and where happy and healthy children make positive contribution to a peaceful and prosperous Africa.</b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• <b>Average Under-Five Mortality rate for Africa;</b> Baseline (2015): xxx <sup>0</sup>/000;; Target (2019): yyy <sup>0</sup>/000;; MoV: IGME Report 2015/2019 (Database: <a href="http://www.childmortality.org/">http://www.childmortality.org/</a>)</li> <li>• <b>AVG IMR for Africa;</b> Baseline (2015): xxx <sup>0</sup>/000;; Target (2019): yyy <sup>0</sup>/000;; MoV: IGME Report 2015/2019</li> <li>• Include key <b>education</b> indicators such as completion, transition and quality</li> <li>• Include <b>Child poverty</b> indicators.</li> </ul>				
Outcome 3.	<p><b>Outcome:</b> Accelerated Progress towards Children’s Rights. <b>By 2019,</b> Progress in African children's enjoyment of their rights is accelerated, particularly in the areas of health, education, participation in development processes and freedom from violence and exploitation, underpinned by increased societal actions on children's concerns and stimulated by increased effectiveness of the Committee in progress <b>Monitoring and knowledge generation &amp; dissemination.</b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Infant Mortality Rate</li> <li>• Education enrolment, retention and completion rates</li> <li>• Degree of violence experienced by children</li> <li>• Progress in indicators of Africa Fit for Children (AFFC)</li> </ul>	<p><b>AU Required Actions:</b></p> <ul style="list-style-type: none"> <li>• Include ACC implementation progress reports in all AU Assembly sessions</li> <li>• Provide adequate and predictable resources for the functioning and independence of ACERWC</li> </ul> <p><b>Member States Required actions:</b></p> <ul style="list-style-type: none"> <li>• Institutionalize best practices in the area of CR/W protection</li> <li>• Provide incentives for private sector’s involvement in the care and protection of African Children’s rights and welfare</li> <li>• Ensure high level positioning of ACC/HR coordination mechanisms in the government machinery</li> <li>• Invest on Children’s Rights related research and data collection and management</li> <li>• Ensure coordination of efforts in support of national development plans in the social</li> </ul>			
Output 3.1.	<p><b>Output:</b> Partnership. By 2017, Key promoters of Children’s rights in each country have adequate capacity to promote strategic partnership arrangements to accelerate the fulfillment of children’s rights.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Availability and accessibility of data on ACC partnership; Baseline: No (2015); Target: Yes (2019); MoV: ACERWC Website</li> <li>• Number of countries with at least one active ACC/CRC partnership system</li> </ul>				

#	Results (Indicators; Baselines; Targets; Means of Verification)	Partnership Arrangement	Resource Needed	Available + Pledged	Funding Gaps
	<b>ACERWC Activities:</b> <ul style="list-style-type: none"> <li>• Improve links with relevant African research and academic institutions;</li> <li>• Use DAC events as opportunities to strengthen the role of the key line ministries in charge of children and family affairs;</li> <li>• Document and disseminate best practices in partnership building at country level</li> <li>• Organize inter-country experience exchange workshops</li> <li>• Include a partnership page in ACERWC website</li> </ul>	sectors <b>National Partners (CSOs; HR Bodies)</b> <ul style="list-style-type: none"> <li>• Participate, actively, in development partners meetings on children’ issues</li> <li>• Document experience in challenging areas such as child trafficking, addressing the needs of children in conflict situation, etc.</li> </ul> <b>International Partners’ actions</b> <ul style="list-style-type: none"> <li>• Provide adequate technical and financial support to country and inter-country evidence generation activities</li> </ul>			
Output 3.2.	<b>Output:</b> Coordination. By 2017, Functional and effective coordination mechanisms are in place at country and inter-country levels to ensure harmonization of approaches and avail complementary capacities in the implementation of the Charter.  <b>Indicators:</b> <ul style="list-style-type: none"> <li>• Number of countries with functional coordination mechanisms for ACC/CRC/HR</li> <li>• <i>Number of Regional Coordination Mechanisms for ACC/CRC/HR</i></li> </ul>				
	<b>ACERWC Activities:</b> <ul style="list-style-type: none"> <li>• Document good practices</li> <li>• Collaboration with other HR treaties bodies for integrated coordination mechanism at country level</li> <li>• Implement the Cooperation framework for working with Regional Economic Commissions</li> </ul>				
Output 3.3.	<b>Output:</b> Improved availability of relevant data. <b>“By 2018, Improved availability of research &amp; monitoring data at country and inter-country levels, to facilitate progress tracking, Advocacy and decision-making in policies and programs.”</b>  <b>Indicators:</b> <ul style="list-style-type: none"> <li>• Number of countries with easy access to reliable data on children</li> <li>• Number of African universities and research institutions with program/project on child-rights focused research</li> <li>• Number of annual publications on African children’s rights</li> </ul>				
	<b>ACERWC Activities:</b> <ul style="list-style-type: none"> <li>• Advocate with partners to support improved availability of data at country level</li> <li>• Facilitate the development of a research agenda on African children</li> <li>• Advocate for research funding to close critical knowledge and information gaps</li> </ul>				

#	Results (Indicators; Baselines; Targets; Means of Verification)	Partnership Arrangement	Resource Needed	Available + Pledged	Funding Gaps
Output 3.4.	<p><b>Output:</b> Tools for Knowledge Management &amp; Dissemination. By 2018, Best practices are adequately documented and posted on Website, to support inter-country experience exchange and strengthen program implementation across the continent.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Fully functional ACERWC website with linkages to knowledge generation databases</li> </ul>				
	<p><b>ACERWC Activities:</b></p> <ul style="list-style-type: none"> <li>Monitor all countries sustained political commitment, including those in the categories of Ratified/Reporting, Ratified/Not Reporting and Not Ratified.</li> <li>Identify trends or emerging issues affecting (such as Child Marriage, other Harmful Practices, Birth Registration, Children born of Mothers in Prison, children affected by armed conflict</li> <li>Improve investigation procedures, planning and implementation</li> <li>Undertake at least 6 field missions per year</li> <li>Organize thematic workshops on addressing key challenges affecting African children</li> <li>Disseminate key data and research findings</li> <li>Facilitate/promote the <i>use of relevant data and research findings in key events and processes concerning children</i></li> <li>Use evidence to strengthen 'Open Day of Discussions' and 'Day of the African Child' events</li> </ul>				

## Section 5. Program Management

### 5.1 Implementation Arrangements

#### 5.1.1 Effectiveness and Efficiency

In order to maintain and strengthen its effectiveness, the Committee will ensure continuity in its program by building on the good practices of the previous Strategic Plan. Notably it will continue to strengthen partnerships and networking as a key element of implementation. Stakeholder analysis will be undertaken to identify potential additional partners who could further extend the reach of the Committee to national and sub-national levels. It will also continue to make use of the Day of the African Child Celebrations as an opportunity for evidence-based advocacy. It will promote the use of the Communication Procedure as a means to make meaningful contributions to jurisprudence as well as address the situation of vulnerable children. Internally the Committee will continue to use Days of General Discussion as opportunities for building partnerships, increasing visibility, developing research agendas and building the capacity of Committee members and partners. Likewise, it will continue the induction process, which has proven useful for new members.

In order to maintain and strengthen its efficiency, the Committee will take the necessary steps to consolidate, document and disseminate its Working Methods. In particular, this would include all relevant Procedures of the Committee, quality standards for documentation as well as administrative procedures governing the work of the Secretariat. In this regard, the Secretariat will prepare and update monthly a calendar of key events either hosted by the Committee or important for the Committee to participate in.

The Committee will take steps to expand its overall capacity through exploring the possibilities and advocating for a full-time chair, who would help to manage the ever-expanding workload of the Committee paying particular attention to the challenge of managing partnerships and resource mobilization. In addition, the Committee will explore possibilities of increasing the use of Special Rapporteurs. To ensure continuity, efforts will be made to extend the terms of the Committee members. On this note, the Committee will seek to recruit two translators who would help to speed up the availability of translated documents for consideration by Committee members as well as documents to be shared with member states in the official languages of the African Union.

A functional review of the Secretariat to align its functions with the needs of the Committee is needed. To this end, an assessment of the human and financial resources needed to implement the Committee's mandate will be undertaken. Based on the outcomes of this exercise, various means of sourcing the required skills will be explored. To this end, the Committee will advocate with the African Union, Member States, Civil Society Organizations and African private sector foundations to finance the necessary human resources. In addition, alternative means of strengthening the capacity of the Secretariat will be explored. This will include seeking opportunities to negotiate for secondment to the Committee of relevant specialists and recruitment of volunteers and interns.

The pursuit of delocalization will be employed to enhance the stature, visibility, independence and autonomy of the Committee. Delocalization can also be expected to result in improved availability of human, financial and organizational resources. Working methods including development of quality standards for the work of the Committee will be systematically refined and documented to enhance effectiveness and efficiency.



## **5.2 Proposed Minimum Staffing Complement**

At a minimum, will seek to maintain its existing staff while seeking additional research, planning, monitoring and evaluation, translation, resource mobilization, administrative and accounting capacity. During 2015, the Committee will seek support from partners for a Campaign Manager to manage and coordinate the extensive preparations required for the 25<sup>th</sup> Anniversary of the Children’s Charter and the Day of the African Child. Some additional staff members may be required were delocalization to take place.

The Secretary will undertake management of the Secretariat and liaise with the Committee. A Planning, Monitoring and Evaluation Officer will undertake program coordination and performance management while the Administrative and Accounting Officers will be responsible for administrative tasks and ensuring compliance with financial rules and regulations.

Based on the mandate of the Committee, the outcomes of the review of the previous Strategic Plan and the need for coherence and alignment with the other two African human rights structures the minimum staffing complement should be as follows:

### **5.2.1 Professional Staff**

- 1) Secretary at P6
- 2) Planning, Monitoring and Evaluation Officer at P4
- 3) Senior Child Rights Officer at P3
- 4) Senior Child Protection Officer at P3
- 5) Senior Social Worker at P3
- 6) Senior Research Officer at P3
- 7) Finance and Administrative Officer at P3
- 8) Communication Officer at P3
- 9) 2 Translators at P4
- 10) Resource Mobilization Specialist at P2
- 11) Child Rights Officer at P2
- 12) Researcher at P2
- 13) Knowledge Management Officer at P2

### **5.2.2 Support Staff**

- 1) 2 Program Assistants at GSA5
- 2) Protocol Assistant at GSA4
- 3) Messenger at GSB6
- 4) Driver at GSB8
- 5) 2 Security Guards at GSB8 \*\*
- 6) Cleaner at GSB8 \*\*

\*\* In the event of delocalization. In that case a human resources officer (not listed) would also be required

Furthermore it is proposed that interns and volunteers be sought from Universities, Institutes and Foundations such as the Open Society Initiative for Southern Africa to directly support the work of the Committee.

### 5.3 Management of Risks and Assumptions

#### Risks

Identified Risk	Mitigation Strategy
Unexpectedly large number of reports and other activities overwhelm the capacity of the Committee	The committee will prioritize its work and continue expanding its network of partners
Insufficient financial resources to implement the mandate of the Committee	The Committee will develop and implement a resource mobilization strategy, targeting potential supporters
Insufficient human resources to operate effectively and efficiently	The Committee will lobby with partners and credible institutions to provide priority human resources.

#### Assumptions

- High-level results are only possible if adequate funding is available to the Committee.
- That partners will remain committed to facilitating implementation of the mandate of the Committee through alignment of their activities and work plans with those of the Committee.
- State parties continue to accept the authority of the Committee and implement its Concluding Recommendations and Recommendations
- ACERWC is able to strengthen its advocacy with AU and Member States using evidence from research and monitoring of Outcome achievements;
- Children's issues and the work of the Committee are adequately positioned at the African Union level;
- The current positive trends in improved governance across the continent with enhanced opportunities for meaningful participation of children and improved systems of accountability is sustained

#### 5.4 Partnerships

The Committee values the numerous forms of strong support it receives from partners in the form of:

- Advocacy in various forums at continental, regional, national and sub-national levels;
- Intellectual input, in the form of studies, monitoring and evaluation reports;
- Activities at national and sub-national level particularly for popularizing the Charter and facilitating the participation of children in DAC and other activities.
- Provision of human and financial resources to support the work of the Committee.

The Committee will work to strengthen relations with existing partner while developing new partnerships to facilitate achievement of the results set out in this plan. It aims to strengthen relations with existing partners through improving communication and timely notification through an online calendar of events including sessions of the Committee and other events of critical importance. Of particular importance in this regard are strengthening relations with the African Court on Human and People's Rights; the African Commission on Human and People's Rights and Regional Economic Commissions.

The Committee will seek to broaden its partnership based on the principles of complementarity of mandate, similarity of views on child rights and willingness to participate in achieving the results of this Strategic Plan. In particular, it will concentrate on the following stakeholders:

- The twenty-nine National Human Rights Institutions;
- The Organization of Francophone States and the EU;
- Establishment of “Friends of the Committee” comprised of former Committee members and other close allies;
- Private Sector foundations including African Foundations and OSISA and corporate social responsibility programs;
- The media including print, video and audio channels.

In support of the above the Committee will seek to engage in partnership analysis towards development of a Partnership Strategy. It will also seek to identify member states that might be willing to champion the issues of the Committee in the AU and other forums.

## Section 6. Resource Requirement

### 6.1. Resources needed to implement the Strategic Plan

The Committee has a broad mandate but seeks to focus on core activities that are essential for implementing its mandate. It will work in collaboration and coordination with other actors in the area of child rights to generate synergies, avoid duplication and achieve value for money. The Budget Table below indicates the key activities for which funding is required. While relying on core funding from the African Union, it will also prepare a Resource Mobilization Strategy aimed at existing and new partners focusing on key funding gaps in achievement of results. To provide structure to the process, a pledging conference will be held early in each year to mobilize financial support from partners. Given the nature of the Committee and its work, provision is made for an Extra-ordinary Session to allow it to keep pace with the ever-expanding workload.

### 6.2. Budget Table

**BUDGET FOR THE STRATEGIC PLAN (2015-2019) US\$**

Item	2015	2016	2017	2018	2019
<i>Program Items</i>					
<b>Ordinary Sessions</b>	196,000	200,000	204,000	208,000	212,000
<b>Extra-ordinary Session</b>	98,000	100,000	102,000	104,000	106,000
<b>Conferences</b>	175,000	175,000	175,000	175,000	175,000
<b>Preparations for 25<sup>th</sup> Anniversary of the ACC</b>	150,000				
<b>Monitoring DAC Recommendations</b>	46,000	46,000	46,000	46,000	46,000
<b>Development of General Comments</b>	60,000	60,000	60,000	60,000	60,000
<b>Preparation of Working Methods documents</b>	50,000	25,000	5,000	5,000	5,000
<b>Independent Assessment of Human and Financial</b>	75,000				

<b>Requirements</b>					
<b>Partner's meetings</b>	45,000	45,000	45,000	45,000	45,000
<b>F/U on Communications</b>	15,000	15,000	15,000	15,000	15,000
<b>Research</b>	100,000	100,000	100,000	100,000	100,000
<b>Publications</b>	50,000	50,000	50,000	50,000	50,000
<b>Development and maintenance of the website</b>	75,000	10,000	10,000	10,000	10,000
<b>F/U on Concluding Observations</b>	21,000	21,000	21,000	21,000	21,000
<b>Coordination with other HR treaty bodies</b>	100,000	100,000	100,000	100,000	100,000
<b>Advocacy for ratification of the Charter and its implementation</b>	15,000	15,000	6,000	6,000	6,000
<b>Participation in AU Summits</b>	20,000	20,000	20,000	20,000	20,000
<b>Special Mechanisms and Interns</b>	100,000	100,000	100,000	100,000	100,000
<b>Translation services **</b>	10,000	10,000	10,000	10,000	10,000
<b>Fact finding mission</b>	25,000	-	-	-	-
<b>SUB TOTAL</b>	<b>1,376,000</b>	<b>1,092,000</b>	<b>1,069,000</b>	<b>1,075,000</b>	<b>1,081,000</b>
<b>Support Costs</b>					
<b>Office Equipment and Supplies**</b>	57,000	10,000	10,000	10,000	10,000
<b>Telecommunication Electricity, water**</b>	30,000	30,000	30,000	30,000	30,000
<b>Staff costs</b>	1,199,973	1,199,973	1,199,973	1,199,973	1,199,973
<b>SUB TOTAL</b>	<b>1,286,973</b>	<b>1,239,973</b>	<b>1,239,973</b>	<b>1,239,973</b>	<b>1,239,973</b>
<b>GRAND TOTAL</b>	<b>2,662,973</b>	<b>2,331,973</b>	<b>2,308,973</b>	<b>2,314,973</b>	<b>2,320,973</b>

Overall total for the 5 years is **US\$11,969,835** including support costs

Previous budget was **\$7,527,460** without support costs

## Notes

1. **Ordinary Sessions** – 2 per year at average cost of \$98,00 = \$196,000 per year increasing by \$4,000 per year for inflation or \$1,020,000 over the 5 years of the plan
2. **Extra-ordinary Session** – to be held in mid-year with built in cost inflation of \$2,000 per year
3. **Preparations for the 25<sup>th</sup> Anniversary of the African Charter on the Rights and Welfare of the Child** includes provides provision for a study, a seminar, child focused activities and a celebratory event
4. **Annual Conferences** - \$175,000 or \$875,000 over the 5 years – this includes an annual conference on a priority theme as well as commemoration of Day of the African Child and provision for annual retreats with the PSC.
5. **Monitoring of DAC Recommendations** – This includes preparatory work and commemoration of the DAC
6. **Development of General Comments** – two per year
7. **Development of Working Methods Documents** – Documents to establish quality standards for internal processes and documents
8. **Independent Assessment of Human and Financial Resource Requirements for the ACERWC.**
9. **Partners Meetings** – opportunity to brief partners, strategize on and advocate for implementation of the Charter
10. **Follow up on Communications received** – Discussion with member states regarding communications received
11. **Research** - \$100,000/year or \$500,000 on priority topics to be identified in a research agenda
12. **Publications** - \$50,000 per year or \$250,000 – including Child Profiles
13. **Revamp of the Website** - Redesign and maintenance of the website
14. **Follow up on Concluding Observations** – Mission travel to countries where Concluding Observations have been sent at least 2 years previously
15. **Coordination with other Human Rights Treaty Bodies** - Joint meetings with the African Court on Human and Peoples Rights, the African Commission on Human and Peoples Rights and the UN Committee on the Rights of the Child
16. **Advocacy at National Level** – in support of Ratification of the Charter – five country visits in years 1 and 2 and two thereafter - \$15,000 in years 1 and 2 and \$6,000per year thereafter
17. **Participation in AU Summits** – twice annually

18. **Establishment of Special Mechanisms and local Interns** to support Committee members
19. **Translation Services** - \$10,000 per year
20. **Fact finding mission** to identify location outside Addis Ababa for the office of the ACERWC
21. **Office Equipment and Supplies** – furniture, IT equipment, photocopiers, running supplies. In the event of a change of venue to another country this would require upfront costs amounting to around \$50,000 in year 1 and maintenance costs in subsequent years. Running costs for supplies are estimated at around \$2000 per year
22. **Telecommunication, electricity, water costs** estimated at around \$2,500 per month or \$30,000 per month. Under ideal conditions this would be paid for by host country
23. **Staff** - 14 Professionals, 6 Support Staff – cost at midpoint of budget range.

## **Research, Monitoring, Evaluation and Communication**

Research, monitoring and evaluation (RME) along with Communication are essential elements for the successful execution of this Strategic Plan.

### **7.1 Research**

There are three main areas of research that the Committee will pursue. They are:

1. Basic legal research in support of the core functions of the Committee most notably preparations of Concluding Observations, General Comments and response to Communications.
2. Mining the research done by others to gather essential information and evidence on trends and issues affecting the rights and welfare of children.
3. Support for or request to partners to undertake basic research in areas of particular concern to the Committee.

To that end, funding will be sought for a Research Officer. At its second Ordinary Session the Committee will agree on priority areas for research in the following year. This Research will focus on meeting its expected need for data and information for evidence based policy and legislative advocacy. The research will also facilitate the development of positioning on critical issues affecting the rights and welfare of the Child. This will allow the Committee to play a more proactive leadership role in events and processes with a bearing on child rights and welfare.

### **7.2 Monitoring and Evaluation**

Managing for Results is at the heart of the ACERWC approach to deliver on its Strategic Plan. Throughout its duration, the Committee and its partners will monitor progress and strive to achieve the results outlined in Chapter 3 of this document. Related indicators and activities are shown in the Logical Framework in Annex One.

Monitoring will be two pronged, focusing on monitoring implementation of the Charter and monitoring implementation and results of the Strategic Plan. For the first item, modalities will be developed with partners to ensure a flow of information. For the second, the log-frame and monitoring and evaluation framework in Annex 3 will form the basis for monitoring of indicators.

Results from monitoring will be discussed in Sessions of the Committee and will be consolidated in an Annual Review, which will assess progress in implementation of activities and towards achievement of outputs. In the third year of the Strategic Plan, a mid term review will be held to assess progress towards results, learn lessons from the first two years of implementation and make necessary course corrections to implementation of the Plan. The review will be based on data from monitoring, annual reviews, research findings and detailed examination of the success factors and challenges influencing implementation. An end cycle evaluation will be undertaken at the beginning of the fifth year of the Strategic Plan and will feed into the development of the next Strategic Plan.

The Secretariat will bear primary responsibility for coordinating and where possible implementing these activities. To that end, a senior program manager with adequate Monitoring and Evaluation skills will be hired by the Committee to ensure quality control and technical soundness. The Program Manager will be responsible for developing a Research, Monitoring and Evaluation plan, which will guide the work in this area.



## **7.2. Communication**

Communication plays a vital role in creating a conducive role for the work of the Committee. In recognition of this a Volunteer was recruited and a Communication Plan developed. This Plan will be reviewed and updated to be consistent and aligned with the requirements of this Strategic Plan. However, given the central importance of Communication to the work of the Committee it is proposed to recruit a P3 Communication Officer who will have primary responsibility for coordinating implementation of the Plan and ensuring quality control of all publications and material to be shared via the website.

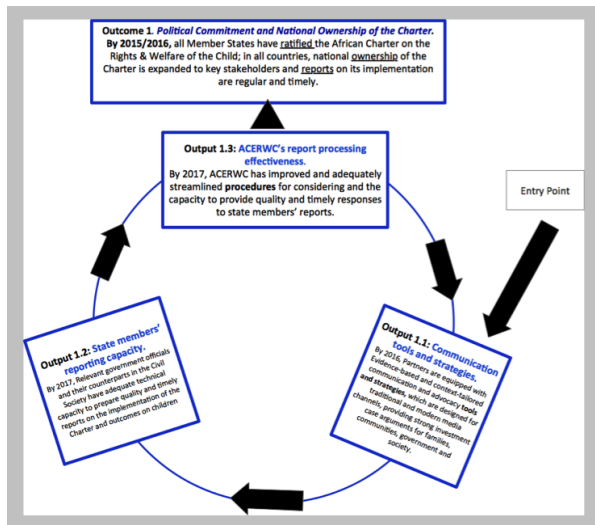
The Committee, with the support of partners, also plans to host its own website and revamp it to be multi-lingual, more user friendly and interactive. To this end it will be redesigned to make it easier to navigate and contain more features. It will also contain the findings of relevant studies and observations, summaries of Concluding Observations and Responses to Communications received. As part of this, Country Child Rights Profiles will be prepared, updated and shared via the website. A concerted effort will be made to highlight and showcase the progress made by Member States in implementing the African Children's Charter. The number of website hits will be tracked as an indicator of its relevance to potential users.

Greater use will be made of currently available technology including social media such as Facebook and Twitter and other platforms to disseminate information on the Charter and the work of the Committee. The Communication Officer will also facilitate the development of posters, brochures and other communication materials to support greater availability of public information in all four AU Working Languages for general distribution and for campaigns and participation in strategic events such as the Day of the African Child, the 25<sup>th</sup> Anniversary of the African Charter on the Rights and Welfare of the Child and meetings of key AU organs such as the PRC and the other two treaty bodies. To further publicize the Charter and the work of the Committee relationships will be built with journalists and a database of key contacts in the media will be developed.

## Section 8. Annex

### 8.1. Annex 1. Theory of Change Models

Graphic 6. Results Area One



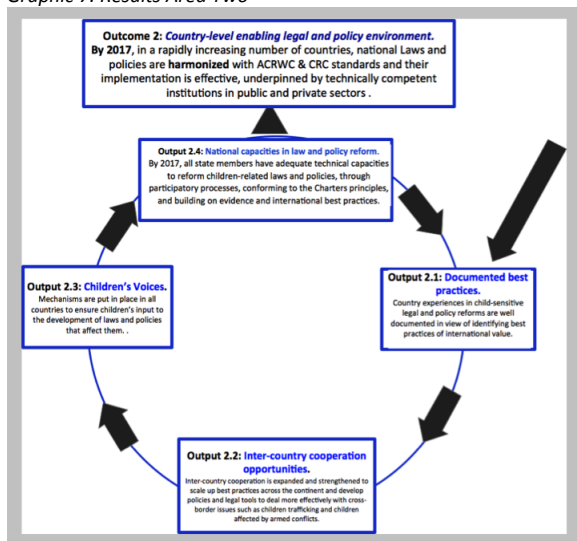
ACERWC's strategies for achieving results obey to clear theories of change as here illustrated.

Each model includes:

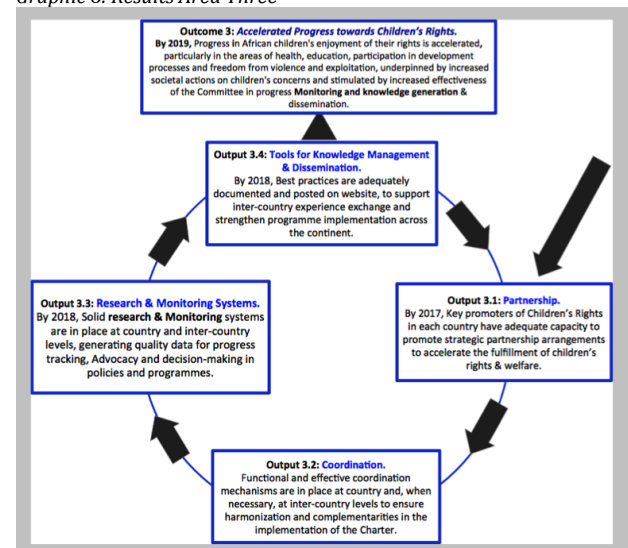
- A clear intended result (Outcome) formulated as a statement of a desired change to be achieved by all actors under government's driving role;
- An Entry Point to the transformational process;
- Circular and continuously looping causal relationship among outputs, which are achieved by the Committee and its direct implementing partners;
- A causal link between the looping output and the desired change

The model assumes an incremental impact of the Committee's work, therefore requiring adequate capacities in planning and monitoring to track progress at each programming cycle and access the extent to which observed progress can be linked to the work of the Committee.

Graphic 7. Results Area Two



Graphic 8. Results Area Three



## 8.2. Annex 2. Terms of Reference

### Terms of Reference for Review of the Implementation of the Strategic Plan (2010-2014) of the African Committee of Experts on the Rights and Welfare of the Child (ACERWC) and Development of a New Strategic Plan (2015-2019)

**Position Title:** Strategic Planner

**Equivalent Level:** P4

**Location:** Home-based with travel to Addis Ababa, Ethiopia in March 2014 for 2 weeks

**Duration:** Three months

**Start Date:** 5 February 2014      **End Date:** 30 April 2014

#### Background and Justification

The African Charter on the Rights and Welfare of the Child (ACRWC or the Charter) was adopted by the Organization of African Unity (OAU) Assembly on 11 July 1990 and entered into force on 29 November 1999. It is the first regional binding instrument that identifies the child as a right holder and makes it possible for the child to assert those rights in domestic judicial or administrative proceedings. As a regional human rights instrument, the Charter is expected to place within the African context the children's rights discourse. The Charter establishes the African Committee of Experts on the Rights and Welfare of the Child (ACERWC, or the Committee) as the body, which is responsible for monitoring the implementation and ensuring the protection of the rights laid out in the Charter. The ACERWC was established in July 2001 pursuant to articles 32-45 of the Charter.

One of the major roles of the Committee is to monitor the implementation and ensure the protection of the rights enshrined in the Charter. Article 42 of the Charter outlines the mandate of the Committee, providing the basis for the work of the Committee. In 2009 the ACERWC adopted a five year Strategic Plan (2010-2014) that defined the broad thrust and focus of the work of the Committee for the five-year period. The Plan establishes the major objectives that the Committee intended to achieve during this period. It outlined concrete and feasible activities that the Committee would undertake within the limits of both its mandate as well as expected available resources. For the implementation of this Strategic Plan, the ACERWC received support from Partners, especially from the African Children Charter Project (ACCP) funded by the SIDA (Swedish International Development Agency) Project, but also faced technical and financial challenges in undertaking some activities.

#### Scope of Work

As the current Strategic Plan of the ACERWC comes to an end in 2014, the Committee therefore needs to conduct a thorough review of the Plan focusing on achievements, challenges and opportunities. This review will provide an opportunity for the Committee to develop a new five-year Strategic Plan (2015-2019). In this regard, UNICEF-ESARO is commissioning a consultancy to support (1) conduct a thorough review of the implementation of the ACERWC Strategic Plan 2010-2014 and (2) develop a final draft of the new ACERWC five year Strategic Plan (2015-2019).

Under the guidance and supervision of UNICEF-ESARO Child Protection and in close collaboration with the Chairperson of the ACERWC and the Secretary of the Committee, the Consultant will be responsible for the following:

- desk review, including monitoring reports made so far in the implementation of the Strategic Plan 2010-2014, Charter on the Rights and Welfare of the Child, the Committees guidelines and procedures, reports of the Committee’s sessions, the current Strategic Plan, work plans and the African Union Commission’s Strategic Plan (2009-2012)
- structured interviews, discussions and recommendations from the Committee members as well as development partners including NGOs, FBOs, and UN agencies among others for inputs to the development of the next Strategic Plan. UNICEF reserves the right to review all interview transcripts as requested.
- present the findings of the review to UNICEF and the Secretariat and to develop the new Strategic Plan (2015-2019) to guide the functions and activities of the Committee within the next 5 years.
- draft the new Strategic Plan and present the same for further review and approval by the ACERWC at the next Committee Session in April 2014 in Addis Ababa, Ethiopia.

### Expected Deliverables and Timeline

**Expected start date:** 5 February 2014

Deliverables	Duration	Deadline
1. Succinct Inception Report, including list of documents and key actors as well as methodology for review, structured questions and source. <i>(This report should be based on initial discussions with the Steering Committee)</i>	1 week	12 February 2014
2. Draft Review Report on the Implementation of Strategic Plan 2010-2014. <i>(Succinct report of no more than 20 pages maximum. The report will include key achievements, challenges and constraints as well as determine the strengths, limitations and opportunities for the Committee (human and financial) as well as recommendations to guide the development to next Strategic Plan. Draft report will be circulated to the Steering Committee for comments)</i>	3 weeks*	5 March 2014
3. Produce a 00 draft of the new Strategic Plan (2015-2019) based on recommendations to address identified shortfalls and areas of comparative advantage of the Committee. <i>(Draft Plan should be circulated to the Steering Committee for comments)</i>	4 weeks	2 <sup>nd</sup> April 2014
4. Presentation of Key Findings and Draft New Strategic Plan to UNICEF and Members of the Committee at the next Session scheduled in April 2014. <i>(These will be prepared in PPP format. Consultant will be expected to travel to Addis Ababa for 2 weeks to hold final consultations with UNICEF and Committee members and make presentations)</i>	2 weeks	16 <sup>th</sup> April 2014
5. Final Review Report of current Strategic Plan (2010-2014) and Final Strategic Plan (2015-2019). <i>(These will include comments and feedback received during the Committee Meeting in April 2014.)</i>	2 weeks	30 <sup>th</sup> April 2014

\* timeline is negotiable, depending on availability of Committee members

### Desired Competencies, Technical Background and Experience

Qualifications of Successful Candidate:

1. Advanced university degree (Masters or PhD) in social sciences, public policy and planning and/or international development policy and planning
2. Minimum of eight years of experience working on research, analysis and drafting of national plans and/or work experience on social issues such as social policy and children's rights and welfare
3. Intensive knowledge and experience of Africa's organizational assessments, monitoring and evaluation, restructuring and organizational re-engineering is essential; Knowledge of the AU and its programs desirable
4. Understanding and application of UNICEF mandates on human rights and equity as well as sensitivity to UNICEF’s principles and familiarity with UNICEF’s partner institutions
5. Good analytical skills, using both qualitative and quantitative methods
6. Excellent and proven report writing skills (please provide sample of written piece of no more than 5 pages in Times New Roman Font 12)
7. Excellent knowledge of English and good working knowledge of French would be an advantage

8. Good knowledge of Word, Excel, and PowerPoint (to create and format documents, spread-sheets, and presentations)
9. Ability to deliver quality product on time

## **Risks**

This assignment does not anticipate any major risks. Selected Consultant will be advised by UN Security on any risks pertaining to mission to Ethiopia at the time of travel. The Consultant will be obliged to complete the UN on-line security in line with UNICEF Policy and Procedures.

### **8.3. Annex 3. Methodological Note**

This Strategic Plan covers the period 2015-2019. It was developed based on the outcomes of the Review of the previous Strategic Plan (2010-2014) supplemented by an extensive literature review and interviews of key informants including Committee members, Secretariat members and strategic partners. The review of the previous plan identified achievements, challenges, opportunities, lessons learned and provided findings and recommendations. It also identified a number of good practices that the Committee can build on. All of these elements have fed into the development of this plan.

In addition to reviewing documents and providing valuable comments and insights, Committee members were involved in an interactive process of studying recommendations of the Review of the previous Strategic Plan and identifying priorities and strategic directions for this plan. This Strategic Plan adopts a results-based Transformational Development Approach. Theories of Change were developed for each Result Area.

A validation workshop was held with partners in November. At that stage, key elements of the document were reviewed and suggestions made to facilitate finalization. The document was then finalized and submitted to the Committee in early December.

#### **8.4. Annex 4. List of Documents Consulted**

- The African Charter on the Rights and Welfare of the Child
- African Charter on Human and Peoples' Rights (ACHPR)
- Protocol of the ACHPR for the establishment of the African Court on Human and Peoples' Rights
- Procedure of the African Court on Human and Peoples' Rights
- Procedure of the African Commission on Human and Peoples' Rights
- The Women's Protocol
- Reports from Sessions 7-24 of the Committee
- Committee internal documents including guidelines and procedures, the current Strategic Plan and work plans
- The African Union Commission's Strategic Plan, 2009-2012
- Project proposal entitled: Promoting the African Charter on the Rights and Welfare of the Child prepared by PLAN Sweden and Save the Children Sweden, 2010
- The African Children's Charter 2011 Annual Narrative Report
- The African Children's Charter 2012 Annual Progress Report
- The African Children's Charter 2013 Annual Progress Report
- Other available implementation monitoring reports for the Strategic Plan 2010-2014
- Evaluation Report of the ACERWC, 2010
- Assessing Progress in Africa towards the Millennium Development Goals, 2013
- African Report on Child Wellbeing – Africa Child Policy Forum, 2013
- Africa's Children and the Post 2015 Development Agenda, ACPF, April 2013
- Program Highlights Africa Child Policy Forum, 2012
- Celebrating the African Charter at 30: A Guide to African Human Rights Systems, Centre for Human Rights, University of Pretoria, 2011
- Human Rights Strategy for Africa, Department of Political Affairs, African Union Commission, 2011

## 8.5. Annex 5. List of People Interviewed

- Mr. Benyam Dawit Mezmur, Chairperson of ACERWC
- Prof. Julia Sloth Nielsen, 2<sup>nd</sup> Vice President of ACERWC
- Ms Beatrice Arionget, PLAN International, Project Coordinator
- Anyanwu Chikezie, PLAN International
- Prof. Jaap Doek, former chair of the UN Committee on the Rights of the Child
- Mr. Franco Wandabwa, Director of Advocacy, Save the Children Fund
- Mr. Edmund Foley, Ministry of Gender and Children, Ghana
- Mr. Paul Fagnon, West Africa Regional Child Protection Officer, Save the Children
- Mr. Anthony Mwangi, UNICEF AU Liaison Officer
- Ms. Milen Kidane, Child Protection Specialist, UNICEF-ESARO
- Ms Denise Stuckenbruck, Child Protection Specialist, UNICEF-ESARO
- Mr. Cornelius Williams, Regional Advisor Child Protection, UNICEF-ESARO
- Madame Cisse, Secretary to the ACERWC
- Ms Miranda Armstrong, Child Protection Specialist, UNICEF-WCARO
- Ms. Gamuchirai Tagwireyi, Senior Program Officer, Africa Child Policy Forum
- Dr. Lucyline Murungi, Head Children and the Law Program, Africa Child Policy Forum
- Mr. Ayalew Getachew, Child Rights Legal Researcher, ACERWC Secretariat
- Mr. Sekone Philippe, Child Rights Officer, ACERWC Secretariat
- Ms. Catherine Wanjiru Maina, Social Worker, ACERWC Secretariat
- Mr. George Nyakora, President Africa-wide Movement for Children
- Madame Aissatou Sidikou, Member of the Committee
- Madame Felicite Muhimpundu, Member of the Committee
- Madame Sebaa Fatima, 1<sup>st</sup> Vice President of ACERWC
- Mr. Remember Philip Daniel Miamingi, University of Pretoria, Author of the Strategic Plan (2010-2014)



## 8.6. Annex 6. Table of Activities, Outputs and Outcomes

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> <li>• Documentation of Human Interest Stories on children’s rights in Africa</li> <li>• Documenting and commissioning comparative Studies of social and economic benefits of investing on children</li> <li>• Revision of Charter promotion communication strategies</li> <li>• Translation of key communication materials into AU official languages</li> <li>• Development of partnership with major continental, regional and national media companies and journalists</li> <li>• Organization of international workshops on Communication for Children’s Rights promotion;</li> <li>• Mobilization of support from top African informal leaders such as Mo Ibrahim.</li> <li>• Use of the DAC to promote, extend and strengthen the process of Charter domestication in African Societies.</li> <li>• Implementation of a Campaign on Universal Ratification of the ACC by the 25<sup>th</sup> anniversary</li> </ul>	<p><b>Output 1.1.</b> By 2016, Partners are equipped with evidence-based and context-tailored communication and advocacy tools and strategies, which are designed for traditional and modern media channels, providing strong investment case arguments for families, communities, government and society.</p>	<p>Outcome 1: By 2015/2016 all member states have ratified the African Charter on the Rights and Welfare of the Child; in all countries, national ownership of the Charter is expanded to key stakeholders and reports on its implementation are regular and timely</p>
<ul style="list-style-type: none"> <li>• Develop concrete and comprehensive guidelines to State Parties on how to implement and report on the ACC’s specific provisions</li> <li>• Develop and disseminate simplified reporting templates</li> <li>• Organize capacity building workshops for States Parties, National Human Rights Organizations and CSOS to familiarize them with the requirements of and methodologies for preparation and submission of timely reports</li> <li>• Prepare and disseminate technical notes on requirements and methodologies for report preparation and submission.</li> <li>• Highlight good examples of States Party Reports on the website of ACERWC</li> </ul>	<p><b>Output 1.2.</b> By 2017, relevant government officials and their counterparts in the Civil Society have adequate technical capacity to prepare quality and timely reports on the implementation of the Charter and outcomes on children.</p>	
<ul style="list-style-type: none"> <li>• Prepare Working methods document containing streamlined procedures and quality standards for all core processes of the</li> </ul>	<p><b>Output 1.3.</b> By 2017, ACERWC has improved and adequately streamlined</p>	

<p>Committee</p> <ul style="list-style-type: none"> <li>• Systematically monitor and make available periodic reports on timeliness and quality standards of reports</li> </ul>	<p>procedures for considering, and the capacity to provide quality and timely responses to state members' reports.</p>	
<ul style="list-style-type: none"> <li>• Annual assessments of progress in harmonization of national laws and policies with the ACRWC and CRC undertaken</li> <li>• Prepare and share user-friendly publications on best practices regarding alignment &amp; harmonization policies and laws to the Charter</li> <li>• Organize and facilitate inter-country experience sharing sessions on good practices in implementation of the Charter</li> </ul>	<p><b>Output 2.1.</b> By 2016, country experiences in child-sensitive legal and policy reforms are well documented in view of identifying best practices of international value.</p>	<p>Outcome2: By 2017, national Laws and policies are <b>harmonized</b> with the standards set in the ACRWC and the CRC and their implementation is effective, underpinned by technically competent and humanly, technologically &amp; financially resourced institutions in public and private sectors</p>
<ul style="list-style-type: none"> <li>• Advocacy with State's Parties to jointly address cross-border issues through policy and legal means</li> <li>• Create opportunities for sharing of information and experience on development of legal and policy tools to address cross border issues affecting children;</li> <li>• Organize Annual Day of the African Children in conjunction with partners</li> <li>• Coordination, joint assessment and action with Peace and Security Council (PSC)</li> <li>•</li> </ul>	<p><b>Output 2.2.</b> By 2017, inter-country cooperation is expanded and strengthened to scale up best practices across the continent and develop policies and legal tools to deal more effectively with cross-border issues such as Child-trafficking and children affected by armed conflicts.</p>	
<ul style="list-style-type: none"> <li>• Document existing mechanisms for children's participation</li> <li>• Provide a menu of options and good practices to countries wishing to develop such mechanisms</li> <li>• Advocate for establishment of appropriate mechanisms in countries where they do not exist</li> <li>• Prepare/upgrade guidelines on national and sub-national Children Parliaments' creation and functioning</li> <li>• Support the establishment of Children Parliament networking</li> <li>• Strengthen the Communication tool and improve effectiveness/efficiency in its use</li> <li>• Conduct timely investigations</li> </ul>	<p><b>Output 2.3.</b> By 2017, mechanisms are put in place in all countries to ensure children's input to the development of laws and policies that affect them.</p>	

<ul style="list-style-type: none"> <li>• Document and share good practices in Africa and internationally for reform of children’s laws and policies</li> <li>• Organize regional and country based training and experience sharing workshops on law and policy reform</li> <li>• Prepare General Comments to facilitate the development of jurisprudence to support law and policy reform</li> <li>• Use preparation of Concluding Observations to recommend good practices in law and policy reform</li> </ul>	<p><b>Output 2.4.</b> By 2017, all state members have adequate technical capacities to reform child-related laws and policies, through participatory processes, conforming to the Charter’s principles, and building on evidence and international best practices.</p>	
<ul style="list-style-type: none"> <li>• Improve links with relevant African research and academic institutions;</li> <li>• Use DAC events as opportunities to strengthen the role of the key line ministry in charge of children and family affairs;</li> <li>• Document and disseminate good practices in partnership building at country level</li> <li>• Organize inter-country experience exchange workshops</li> <li>• Include a partnership page in ACERWC website</li> </ul>	<p><b>Output 3.1:</b> By 2017, Key promoters of Children’s Rights in each country have adequate capacity to promote strategic partnership arrangements to accelerate the fulfillment of children’s rights &amp; welfare.</p>	<p><b>By 2019,</b> Progress in African children's enjoyment of their rights is accelerated, particularly in the areas of health, education, participation in development processes and freedom from violence and exploitation, underpinned by increased societal actions on children's concerns and stimulated by increased effectiveness of the Committee in progress Monitoring and knowledge generation &amp; dissemination.</p>
<ul style="list-style-type: none"> <li>• Document good practices</li> <li>• Collaboration with other HR treaties bodies for integrated coordination mechanism at country level</li> <li>• Implement the Cooperation Framework for working with Regional Economic Commissions</li> <li>• I</li> </ul>	<p><b>Output 3.2:</b> By 2017, Functional and effective coordination mechanisms are in place at country and inter-country levels to ensure harmonization of approaches and avail complementary capacities in the implementation of the Charter.</p>	
<ul style="list-style-type: none"> <li>• Advocate with partners to support increased availability of data at country level</li> <li>• Facilitate the development of a research agenda on African children</li> <li>• Advocate for research funding to close critical information ad knowledge gaps</li> </ul>	<p><b>Output 3.3:</b> By 2018, Improved availability of data at country and inter-country levels to facilitate progress tracking, Advocacy and decision-making</p>	

	in policies and programs.	
<ul style="list-style-type: none"> <li>• Monitor all countries sustained political commitment, including those in the categories of Ratified/Reporting, Ratified/Not Reporting and Not Ratified.</li> <li>• Identify trends or emerging issues affecting (such as Child Marriage, other Harmful Practices, Birth Registration, Children born of Mothers in Prison, children affected by armed conflict</li> <li>• Improve investigation procedures, planning and implementation</li> <li>• Undertake at least field missions per year</li> <li>• Organize thematic workshops on key African children challenges</li> <li>• Disseminate key data and research findings</li> <li>• Facilitate/promote the use of relevant data and research findings in key events and processes concerning children</li> <li>• Use evidence to strengthen 'Open Day of Discussions' and 'Day of the African Child' events</li> </ul>	<p><b>Output 3.4:</b> By 2018, Best practices are adequately documented and posted on Website, to support inter-country experience exchange and strengthen program implementation across the continent.</p>	

### 8.7. Annex 7. Monitoring and Evaluation Framework

Results	Indicators	Baseline	Target	MOV
<b>Outcome 1</b>				
By 2015/2016 all member states have ratified the African Charter on the Rights and Welfare of the Child; in all countries, national ownership of the Charter is expanded to key stakeholders and reports on its implementation are regular and timely.	Charter Ratification Ratio	47/54 (2014)	54 /54	AU Reports
	Number and % State members' submitting reports on a timely basis	TBD/2014	TBD/2018	ACERWC Report
<b>Output 1.1</b>				
By 2016, Partners are equipped with Evidence-based and context-tailored communication and advocacy tools and strategies, which are designed for traditional and modern media channels, providing strong investment case arguments for families, communities, government and society.	Evidence-based Communication strategy document available to partners	No (2015)	YES (2016)	ACERWC Website
	Communication Tools developed and disseminated in AU official languages	NO (2015)	YES (2016)	
<b>Output 1.2</b>				
By 2017, relevant government officials and their counterparts in Civil Society have adequate technical capacity to prepare quality and timely reports on the implementation of the Charter and its outcomes on children.	Number and proportion of reports meeting quality standards as reflected in Working Methods document			
	Number of Government counterparts who have been provided with training on report preparation			
	Proportion of reports delivered by the deadline			
<b>Output 1.3</b>				

By 2017, ACERWC has improved and adequately streamlined procedures for considering and the capacity to provide quality and timely responses to state members' reports.	Working methods document contains streamlined processes, quality standards and time frame for preparing responses			
	Average time it takes to provide a response to States Party Reports			
	Proportion of responses that meet quality standards			
<b>Outcome 2</b>				
By 2017, national Laws and policies are harmonized with the standards set in the ACRWC and the CRC and their implementation is effective, underpinned by technically competent and humanly, technologically & financially resourced institutions in public and private sectors.	Extent to which best practices adopted and contribute to strengthening the enabling legal and policy environment			
	Number of countries whose laws and policies are harmonized with standards of the ACRWC and the CRC			
<b>Output 2.1</b>				
By 2016, Country experiences in child-sensitive legal and policy reforms are well documented in view of identifying best practices of international value.	Number of countries for which best practices have been documented			
	Number of publications or advocacy documents on best practices prepared and shared			
	Number of inter-country experience sharing sessions on best practices facilitated by ACERWC			
<b>Output 2.2</b>				

By 2017, inter-country cooperation is expanded and strengthened to scale up best practices across the continent and develop policies and legal tools to deal more effectively with cross-border issues such as Child trafficking and children affected by armed conflicts.	Number of operational agreements in place to deal with cross-border issues affecting children's rights and welfare.			
	Number of African-African experience and information sessions on policy and legal tools for addressing cross-border issues facilitated by ACERWC			
	DAC held every year			
<b>Output 2.3</b>				
By, 2017, Mechanisms are put in place in all countries to ensure children's input to the development of laws and policies that affect them.	Number of countries having functioning mechanisms in place to capture children's inputs to laws and policies that affect them			
	Number of countries that have a Children's Parliament			
	% African countries where relevant laws and policies are harmonized with ACC			
<b>Output 2.4</b>				
By 2017, all state members have adequate technical capacities to reform children-related laws and policies, through participatory processes, conforming to the Charters principles, and building on evidence and international best practices.	Number of States that have adequate technical capacities to reform child related laws and policies based on evidence and international best practices			
<b>Outcome 3</b>				

By 2019, Progress in African children's enjoyment of their rights is accelerated, particularly in the areas of health, education, participation in development processes and freedom from violence and exploitation, underpinned by increased societal actions on children's concerns and stimulated by increased effectiveness of the Committee in progress Monitoring and knowledge generation & dissemination.	Infant Mortality Rate			
	Enrolment, retention and completion rates in basic /secondary education			
	Degree of violence experienced by children			
<b>Output 3.1</b>				
By 2017, Key promoters of Children's rights in each country have adequate capacity to promote strategic partnership arrangements to accelerate the fulfillment of children's rights.	Availability and accessibility of data on ACC partnership	No (2015)	Yes (2019)	ACERWC Website
	Number of countries with at least one active ACC/CRC partnership system			
<b>Output 3.2</b>				
By 2017, Functional and effective coordination mechanisms are in place at country and inter-country levels to ensure harmonization of approaches and avail complementary capacities in the implementation of the Charter.	Number of countries with functional coordination mechanisms for ACC/CRC/HR			
	Number of Regional Coordination Mechanisms for ACC/CRC/HR			
<b>Output 3.3</b>				
By 2018, Solid research & Monitoring systems are in place at country and inter-country levels, generating quality data for progress tracking, Advocacy and decision-making in policies and programmes.	Number of countries with easy access to reliable data on children			
	Number of African universities and research institutions with programme/ project on child-rights focused research			



	Number of annual publications on African children's rights			
<b>Output 3.4</b>				
By 2018, Best practices are adequately documented and posted on Website, to support inter-country experience exchange and strengthen program implementation across the continent.	Fully functional ACERWC website with linkages to knowledge generation databases			