THE NATIONAL COUNCIL FOR CHILDREN'S SERVICES

STRATEGIC PLAN 2018-2022

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The National Council for Children's Services

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Vision

A Protected and empowered child

Mission

To regulate, oversee, advise, coordinate and mobilize resources for the realization of the rights and welfare of the child.

Core Values

- *Children first*
- *Professionalism*
- *Integrity, transparency and accountability*
- *Inclusiveness*
- *Partnerships*

FOREWORD

The enactment of the Children Act, 2001 was a major milestone in the provision of the necessary legal framework for the promotion and protection of children rights and welfare. It domesticated and incorporated the provisions of the United Nations Convention on the Rights of the Child (UNCRC) and the African Charter on the Rights and Welfare of the Child (ACRWC) taking cognizance of other human rights instruments that relate to children. The National Council for Children's Services (NCCS) is established by the Children Act 2001, Section (30). In addition, the Miscellaneous Amendment Act, April 2017, stipulated the membership of Council.

According to the Children Act, the Council is mandated to exercise general supervision, control over the planning, financing and co-ordination of child rights and welfare activities and to advise the Government on all aspects thereof. The Council was inaugurated on 27th September 2002 and thereafter, in consultation and collaboration with stakeholders, developed subsequent plans in compliance with the government's development plans and the Medium Term Plan of Kenya Vision 2030.

Having set a clear strategic focus, a range of activities have been proposed for each Committee of the Council: Strategy and Implementation Committee; Finance and Administration Committee and the Audit Committee.

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

Hon. Simon Chelugui
CABINET SECRETARY, MINISTRY OF LABOUR AND SOCIAL PROTECTION

PREFACE

The National Council for Children's Services Strategic Plan 2018-2022 will guide its activities, projects and programmes to safeguard the rights and welfare of the child. This Strategic Plan envisions "**a protected and an empowered child"** through regulating, supervising, advising, coordinating and mobilizing resources for the realization of the rights and welfare of the child.

The Council's 2018-2022 Strategic Plan has identified two result areas. These areas include:
(i) Safeguarding the rights and welfare of children in Kenya; and
(ii) Leadership and integrity (Governance).

The Plan provides an Implementation Matrix which outlines strategies and activities to be implemented. Each activity has an output(s), performance indicator(s) for measuring results, a specific timeframe and a budget estimate for each year of implementation. It also has a Results Matrix with outputs and targets for each of the financial years of the implementation period. The Results Matrix will be the basis of monitoring and reporting for this Plan.

The Council will strive to mobilize resources to realize its set targets. The Council will also ensure the highest levels of governance, transparency and accountability in its operations and utilization of its resources.

The Plan will inform the Council's budgeting process, development of Annual Work Plans, Performance Contracts and individual Performance Appraisals.

Chairperson
The National Council for Children's Services

ACKNOWLEDGEMENT

The development of the Strategic Plan 2018-2022 could not have been possible without the efforts made by the committee comprising of the Central Planning and Project Monitoring Unit officers, NCCS Board, NCCS Secretariat, and Department of Children's Services.

Generally, wide consultations were done during the development and finalization of this Strategic Plan. I am also indebted to all individuals, UNICEF and other Partners not mentioned here for their invaluable support during the consultations and development process.

(CEO)
The National Council for Children's Services

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ACRONYMS AND ABBREVIATIONS

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

P-PESTEL	Policy, Political, Economic, Socio-cultural, Technological and Environmental Legal (environmental analysis)
SAGA	Semi-Autonomous Government Agency
SDGs	Sustainable Development Goals
SITAN	Situational Analysis (on children)
SWOT	Strengths, Weaknesses, Opportunities and Threats
UN	United Nations
UNCRC	United Nations Convention on Rights of the Child
UNICEF	United Nations Children Education Fund

Executive Summary

This is the fourth generation of the Council's Strategic Plan covering the period between the years 2018-2022. It has been aligned to the national development agenda as espoused in the Constitution, Children Act, 2001, Kenya Vision 2030 and its Medium Term Plan III (MTPIII) 2018-2022, the Big Four Agenda, Sustainable Development Goals (SDGs) and other regional and international obligations.

Strategic Framework: The Council's strategic framework is primarily elaborated in its Vision, Mission and Core Values. It is further anchored on Key Result Areas and strategic objectives that will form pillars along which results will be pursued and reported.

Vision: "*A Protected and empowered child*"

Mission: "*To regulate, supervise, advise, coordinate and mobilize resources for the realization of the rights and welfare of the child*"

Core Values:

- *Children first*
- *Professionalism*
- *Integrity, transparency and accountability*
- *Inclusiveness*
- *Partnerships*

The two Key Result Areas (KRAs) identified will ensure that the set targets are achieved towards ensuring a protected and empowered child. These KRAs include;

i) Safeguarding the rights and welfare of children in Kenya;
ii) Leadership and integrity (Governance)

The Strategic Objectives of the Council include:

1. To exercise general oversight, regulate, advise and coordinate all Child rights and welfare activities;
2. To advise the government in development and review of legal and policy frameworks for care and protection of children and in all aspects thereof;
3. Advocate for child rights and welfare;
4. Mobilize resources for delivery of child rights and welfare services;
5. Identify priority research areas, link with the relevant institutions for conducting the research and share the findings;
6. Enhance utilization of information communication and technology in service delivery;
7. Facilitate the full implementation of international and regional obligations;

8. To enhance compliance with policies, laws, regulations and standards on children rights and welfare; and
9. Improve efficiency of operations of the Council.

The Plan is organized as follows: Chapter One presents the Introduction, Chapter two presents the Situational Analysis where a review of the preceding Council's Strategic Plan 2013-2017 is outlined in terms of milestones, gaps and lessons learnt during its implementation, Chapter three is on the Strategic Model which presents the Vision Statement, Mission and Core Values of the council and elaborates the Strategic Model in terms of the Key Result Areas (KRAs), Strategic Challenges, Objectives and Strategies, Chapter four outlines the Implementation and Coordination Framework of the Strategic Plan and finally Chapter five elaborates how the Plan will be monitored.

CHAPTER ONE

INTRODUCTION

1.1 Overview

The National Council for Children's Services Strategic Plan 2018-2022 shall guide implementation of programmes, projects and activities for the five-year period from 2018- 2022. This chapter provides a background to supervision, planning, financing and coordination of child rights and welfare activities and rationale for development of the Strategic Plan. In addition, the chapter outlines the mandate of NCCS and challenges encountered in the implementation of the 2013-2017 Strategic Plan.

1.2 Background

The National Council for Children's Services is established under Section 30 of the Children Act 2001 to exercise general supervision and control over the planning, financing and coordination of child rights and welfare. It is a body corporate with perpetual succession and a common seal. Since its inauguration on the 27th September 2002, the Council has developed successive five year plans in line with the Medium term Plans and the Kenya Vision 2030 as well as the Big Four Agenda. In order to ensure the Council is aligned to the Constitution, the Statute Law (Miscellaneous Amendments) of April 2017 defined the membership of the subsequent Councils in accordance with the State Corporations known as Mwongozo of January 2015. The Council is comprised of a Board which has public and private members drawn from the children sector.

1.3 Mandate

The National Council for Children's Services draws its mandate from the Children Act 2001 and Executive Order No. 1 of 2018 (Revised).

The Mandate of the Council is to:

- To exercise general supervision and control over the planning, financing and co-ordination of child rights and welfare activities and to advise the Government on all aspects thereof.
- Design and formulate policy on the planning, financing and coordination of child welfare activities;
- Determine priorities in the field of child welfare in relation to the socioeconomic policies of the Government;
- Plan, supervise and co-ordinate public education programmes on the welfare of children;
- Facilitate donor funding of child welfare projects; (e) co-ordinate and control the disbursement of all funding that may be received by the Council for child welfare projects;
- Provide technical and other support services to agencies participating in child welfare programmes;
- Prescribe training requirements and qualifications for authorized officers;

- Ensure the enhancement of the best interests of children among displaced or unaccompanied children held in care, whether in refugee camps or in any other institution;
- Ensure the full implementation of Kenya's international and regional obligations relating to children and facilitate the formulation of appropriate reports under such obligations;
- Participate in the formulation of policies on family employment and social security, that are designed to alleviate the hardships that impair the social welfare of children;
- Work towards the provision of social services essential to the welfare of families in general and children in particular;
- Consider and approve or disapprove child welfare programmes proposed by charitable children's institutions in accordance with section 69;
- Formulate strategies for the creation of public awareness in all matters touching on the rights and welfare of children;
- Set criteria for the establishment of children's institutions under this Act;
- Design programmes for the alleviation of the plight of children with special needs or requiring special attention;
- Establish panels of persons from whom guardian's ad litem appointed by the court may be selected by the court to assist the Minister in carrying out his duties under this Act and in particular in the appointment of any officers prescribed under this Act, in the establishment of children's institutions and the formulation of any regulations that may be provided under this Act;
- Establish Area Advisory Councils to specialize in various matters affecting the rights and welfare of children;
- Create linkages and exchange programmes with other organizations locally and abroad; and
- Endeavour to create an enabling environment for the effective implementation of the Children Act.

1.4 Global, Regional and National Challenges

1.4.1 Global Challenges

Children's wellbeing is generally affected by increased poverty resulting to high malnutrition, morbidity and mortality rates. Natural disasters impact on children and their families leading to displacement, diseases, loss of property, hunger and death. Civil and political conflicts expose children to trauma, loss of life, displacements and loss of property. Human traffickers across the world target children as easy prey for slavery and organ harvesting; online sexual exploitation and radicalization. Children face other challenges such as lack of access to education, safe drinking water, sanitation facilities, child prostitution and child labour.

1.4.2 Regional Challenges

Conflicts and displacement - Protracted and high intensity conflicts; massive conflict-induced displacement, within and across borders; enormous and ever growing humanitarian and protection needs; grave and widespread child rights violations; constant erosion of the laws of war: these are some of the main challenges for advancing the child protection agenda in MENA in humanitarian contexts. The huge access and security constraints, the complexity and fragmentation of armed actors, the lack of adequate funding and the limited partners' capacity on the ground, are significantly hindering UNICEF's capacity to protect children in war and deliver services at scale.

There are over 61 million children living in countries affected by war in MENA out of a total child population of nearly 166 million. This is to say that over a third of children in MENA are affected by ongoing conflicts and violence. One in every three children. In this region, living in war is becoming the "new normal" for millions of children. Adolescents and youth comprise a signification proportion of the population in humanitarian contexts. This age group is the most exposed to protection risks such as child marriage, recruitment and child labor.

High prevalence of Violence against Children (VAC) - Even in non-conflict settings, VAC remains prevalent in MENA, primarily related to pervasive harmful social norms and practices (e.g. child marriage, female genital mutilation and cutting - FGM/C, corporal punishment, sexual violence and gender-based violence). There is mounting evidence of the violence and exploitation suffered by refugee and migrant children throughout their journeys, particularly affecting those who travel unaccompanied. Smuggling and trafficking of children throughout the main MENA migration routes are issues of greatest concern.

Violence in the home is widespread in the region, between 82-88% on average. Over 46 million children under 5 (88% average) experience/or are impacted by some forms of violence in MENA. After child marriage has been steadily declining in the MENA region there is now disconcerting evidence that it is increasing once again as a result of protracted conflict and prolonged displacement (e.g. child marriage in Syria's refugee hosting countries tripled in the last few years). A UNICEF recent study found that 77% of adolescents and youths moving through the Central Mediterranean route reported exploitation with those from sub-Saharan countries facing considerably higher protection risks, including trafficking.

Weak and under-resourced national child protection delivery systems – Overall, public financing of child protection systems and services remains inadequate in all MENA countries. The social services infrastructures and workforce are limited, often under resourced and with inadequate capacity, thus hindering the availability of high quality services at national scale. Recourse to deprivation of liberty for children continues to be prevalent, including for national security reasons and based on the child migration status. The juvenile death penalty is still de jure and de facto applicable in a few countries in MENA.

1.4.3 National Challenges

Challenges faced in the implementation of the Strategic Plan during the 2013-2017 period include: rapid population growth; weak policy, legal and institutional frameworks for child protection interventions and uncoordinated implementation of child care and protection programmes; poor infrastructure in children statutory institutions; weakening of social fabric hence an increase in the number of vulnerable children who are neglected and abused; Cyber-crime caused by technological advancement which has led to erosion of moral values and online child abuse; Harmful cultural practices like child marriages, widow and child disinheritance, concealment ritual killings of children with albinism, FGM and child beading; and Child radicalization leading to loss of life, dropping out of school, disappearance, increase in the number of children in conflict with the law and exposure to danger.

1.5 Organizational Development Goals

The Council's Strategic Plan was aligned with the Constitution of Kenya, Children Act, 2001, the State Department for Social Protection, the Third Medium Term Plan (2018-2022) of Vision 2030, the Sustainable Development Goals, The Big Four Agenda, The National Children Policy, International obligation and Framework for the National Child Protection System in Kenya and the emerging issues on child protection and child rights.

This Strategic plan is also anchored on the United Nations Convention on the Rights of the Child (UNCRC), African Charter on the Rights and Welfare of the Child (ACRWC), East African Treaty (EAT) and the National Plan of Action for children in Kenya 2015-2022.

The pillars of the Vision 2030 advocate for protection of the rights and welfare of the child. Indeed, the Vision recognizes a just and equitable society as a key development goal. The Council will contribute to the national development agenda through coordination of projects, programmes and overseeing implementation of activities on child Rights and Welfare.

The Council will play a role in implementing the Constitution mainly through ensuring progress towards the achievement of the Chapter 4 part 3 Article 53 on The Bill of Rights, focusing on children.

Every child with disability is entitled to be treated with dignity and respect and to be addressed and referred to in a manner that is not demeaning; have access to educational institutions and facilities for persons with disabilities; reasonable access to all places, public transport and information; use Sign language, Braille or other appropriate means of communication; and access materials and devices to overcome constraints arising from the child's disability.

CHAPTER TWO

SITUATION ANALYSIS

2.1.0 Overview

This Chapter presents a review of the Council's performance in the implementation of the Strategic Plan over the 2013-2017 period and an Environmental Scan of its internal and external environments. The chapter details the Milestones and Key Achievements realized during the 2013-2017 period, elaborates the gaps or targets which were not fully achieved and Challenges and Lessons Learnt. An analysis of the Council's internal and external environments is also analyzed using three key tools: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis; Political, Economic, Social, Environmental, Technological and Legal (PESTEL) Analysis; and Stakeholder Analysis.

2.1.1 Review of the Council's 2013-2017 Strategic Plan

2.1.2 Milestones and Key Achievements for 2013-2017

During the period under review, the Council developed an inventory of Charitable Children's Institutions (CCIs), registered seven hundred and twenty-six (726) CCIs of which two hundred and sixty-two (262) were renewals and deregistered two (2) CCIs. Advocacy on child rights and welfare was also undertaken where press statements on emerging issues, child rights and welfare were done, radio programmes in vernacular on children rights and welfare and operationalized Kenya Children Assemblies (KCA) both at national and county level. Every financial year there were 48 Kenya Children Assemblies conducted as well as ensuring that international days on children observed for example the Day of the African Child and World Play Day.

Area Advisory Councils (AACs) were established in forty-seven (47) Counties and in one hundred seventy-nine (179) Sub-counties levels; and trained on their mandate. The Council offered financial support to the AACs at Kshs 10,000.00 in 2009 per quarter and gradually increased to Kshs 20,000.00. It also carried out regular capacity building of the newly established and existing AACs. In addition, the Council developed a monitoring and evaluation (M&E) tool on CCIs and AACs. The quarterly M&E findings and recommendations were shared with stakeholders in the children sector.

The Council developed National Plan of Action for children in Kenya, 2015-2022, A Sessional Paper on National Children Policy, National Plan of Action Against Sexual exploitation of children in Kenya 2013-2017, Early Childhood Development Action Plan, Automation Policy for NCCS, Capacity Building Strategy on Automation for NCCS, NCCS HIV/Aids Workplace Policy, Gender Based Violence work place Policy, Gender Mainstreaming Workplace Policy, Corruption Prevention Policy for NCCS, Code of Conduct and Ethics for NCCS, Framework for National Child

Protection System for Kenya, 2011, Child Protection referral Guidelines and tool and Prevention of Alcohol, Drugs and Substance abuse Policy.

To address legislative and institutional inadequacies, NCCS initiated the formulation of legislative proposals for the draft Children (Amendment) Bill, 2014; submitted to the defunct Commission for the Implementation of the Constitution (CIC). Upon technical review, the Commission recommended that the proposed amendments exceeded the recommended 30% of the existing legislation, and advised that the 2001 Act be repealed. Thereafter, the Council submitted the draft Children Bill 2018 to the Attorney General.

Further, the Council consolidated Third, Fourth and Fifth State Party reports to the on UNCRC and submitted in January, 2016; and the First State Party Periodic report on the African Charter on the Rights and Welfare of the Child was prepared and submitted to the African Committee of Experts on the rights and welfare of the Child (ACERWC) in 2014.

The Council coordinated the commemoration of the Day on the African Child (DAC) celebrations on the 9th and 16th of June every year. The Council prepared a report on the celebrations and submits to the African Union. In addition, The Council conducted Situation Analysis of Children, Young People and Women in Kenya and prepared a report, carried out research on the situation and magnitude of children living with albinism in Kenya, children accompanying their mothers to prison, and Early Childhood Development Study.

On Information and Communication Technology (ICT), the Council Local Area Network was connected, developed its NCCS website (www.childrenscouncil.go.ke) with NCCS email domain, established the National Directory for Children's Service Providers, procured Computers and other ICT accessories and NCCS Secretariat was trained in ICT.

During the period under review, the Council capacity built Secretariat staff on Disaster Management, Customer Care for improvement of service delivery. One study tour was undertaken in the United Kingdom, attended International Children's forum (Children Summit in Rwanda) and countrywide trainings for AAC members, police and judicial officers.

2.2.2 **Gaps in the implementation**

Targets for activities, projects and programmes planned for implementation during the 2013-2017 period were not all achieved. The Council had envisaged to be a body corporate but was hampered by lack of requisite legal instrument. NCCS could not establish National Children data base due to limited resources. These gaps will be addressed in the current 2018-2022 Strategic Plan.

2.1.3 Challenges

During the period under review, the following challenges were experienced: Inadequate funding for the Council, weak protection systems for children in the community, at home, schools and care institutions. Inadequate facilities to cater for children with special needs; increased cases of violence against children and emerging children issues such as cyber-crime, terrorism (radicalization of children). Inadequate and unreliable disaggregated data for all categories of children. Weak legal and institutional framework. Inadequate systems to track budgets benefiting children in all sectors and weak monitoring and evaluation systems. Wide spread community poverty. NCCS Board was not in place for a period of two years thus affecting operations.

2.1.4 Lessons learnt

During the implementation of the previous plan the following lessons were learnt:

- There is need to align the Strategic Plan with the current legal framework;
- There is need to build capacity of AACs through adequate funding and training to enhance child protection mechanisms;
- There was no board for the two Fiscal years this hampered the smooth operations of NCCS (including the registration and renewal of certificates for CCIs);
- Engagement and participation of stakeholders and professionals is essential for support and implementation of programmes;
- There is need for enhanced public sensitization and empowerment on child rights and welfare;
- A database on children issues is vital in planning and formulating policies, programmes and resource mobilization for children services;
- Budget tracking for state and non-state actors dealing with children matters is important;
- Emergency and disaster preparedness is crucial;
- There is need to promote and strengthen family based care for children as opposed to institutional care.

2.3.0 Environmental Scan

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

2.1.5 SWOT

The SWOT Analysis presented below reflects the Council's immediate operational environment – both internal and external. It outlines the Council's Strengths and Weaknesses as well as the Opportunities open to the Council and the Threats it faces. The analysis has been captured from an internal point of view as well as from the perspective of external stakeholders. It was developed as objectively as

possible and has been designed to ensure that it informs the implementation process. Table 1 outlines this SWOT analysis.

Table 1: SWOT Analysis

	STRENGTHS	WEAKNESSES
INTERNAL	• Skilled and competent staff • Existence of a legal framework to guide operations. • Decentralized structures to support programmes up to the Sub County level. • Existence of operational and policy guidelines. such as: - Child participation guidelines, AAC training manual, Framework for the National Child Protection System in Kenya and Good practice in child care among others • Diverse knowledge and expertise base of Council membership. • Collaboration with State and Non-State actors in the children's sector. • Allocation of funding from the Exchequer. • Operationalization of the Council as a body corporate. • Periodic reporting on behalf of the State on implementation of International and Regional obligations on children rights and welfare.	• Inadequate staff establishment • Gaps in legal, policy and institutional framework. • Lack of ICT infrastructure. • Lack of comprehensive database on children. • Inadequate M & E framework. • AAC's are not operational in all sub-counties, ward and locations. • No Council staff below the National level. • Lack of incentives for Volunteer children officers • Inadequate funding for effective operations of the Council. • Low public awareness of the Council
	OPPORTUNITIES	**THREATS**
EXTERNAL	• Availability of specialized training opportunities • Universal Health Care • The Constitution of Kenya • Public Sector Reforms • Availability of opportunities for collaborations with institutions of higher learning in training and research. • Support and goodwill from development partners. • Inclusion of children issues in County Integrated Development Plans. • Free and Compulsory Primary Education and subsidized Secondary Education. • Existence of children institutions. • Social safety net programmes • Children Assembly. • Child Protection Volunteers • Secondary school bursary. • Child Care Reforms • National Education Management Information Systems (NEMIS), Child Protection Information Systems (CPIMS) and Huduma Number	• Chronic diseases such as Cancer, HIV and AIDS • Breakdown of social and family values. • Poverty • Natural calamities and disasters. • Global and National Economic down turn. • Uncoordinated child participation programmes. • Alcohol, drugs and substance abuse. • Radicalization. • Unemployment and Rural-Urban migration. • Child trafficking. • Cyber-crime • Disinheritance of orphaned children. • Retrogressive socio-cultural practices. • Inadequate mechanisms of responses to disasters and other emerging issues affecting children • Corruption • Political interference • Insecurity

2.1.6 PESTEL Analysis

Table 2: PESTEL Analysis

Factor		Influence on the Council's Activities
Policy	Opportunity	• The Constitution of Kenya • Children Act, 2001 • The Kenya Development blue print Vision 2030 • The Third Medium Term Plan 2018-2023 • Sector Plans, policies and guidelines. • NCCS Operational Manuals
	Threat	• Inadequate national budget to provide universal social security for children.
Political	Opportunity	• Devolution
	Threat	• political interference • Effects of expected Mergers and restructuring of SAGAS and State corporations
Economic	Opportunity	• Support from Development Partners and Non state actors. • Partnerships with private sectors in Corporate Social Responsibilities.
	Threats	• Government reduction to budget allocations. • Increase in the prices of basic commodities which affect the citizens purchasing power and increases vulnerability. • Youth unemployment
Social	Opportunity	• Free and compulsory primary education and subsidized Secondary School education • Social Protection Safety net programmes • Support from Development Partners and Non state actors. • Universal Health Care
	Threats	• Increasing number of people falling below poverty line. • Retrogressive cultural practices. • High dependency levels. • Weakened social fabric. • Radicalization of children
Technological	Opportunity	• E-government. • Email and social media communication. • Application of mobile phones. • Child abuse Toll free line 116. • NACADA toll free line 1192. • GPS system.
	Threat	• Cybercrime • Technological change. • Inadequate resources to keep up with technological changes.
Environmental	Opportunity	• Green jobs approach.
	Threat	• Asbestos roofing. • Unsafe work environment. • Climate change.
Legal	Opportunity	• Constitution. • Review of the Legal Framework. • International treaties, conventions and protocols.
	Threats	• Lengthy process of development and amendment of legislation. • Overlapping legislative provisions.

2.1.7 Stakeholders Analysis

Table 3: Stakeholders Analysis

Name of Stakeholder	Stakeholder expectations from organization	Organization expectations from stakeholder
The Child	Realization of their Rights and welfare as per the legal provisions on issues concerning them	Uphold their duties and responsibilities stipulated in the Constitution and the Children Act, 2001
The Public	• To be sensitized on child rights • Efficient service delivery.	• Upholding Children's rights • Give feedback to the Council on standards and levels of service delivery.
County Government	• Collaboration, networking and involvement in child welfare and protection. • Provision of policies, guidelines, standards and regulations on children. • Sensitization and awareness creation on children matters. • Strengthen linkages between county and national government.	• Goodwill, Participation and feedback • Child friendly budgeting and funding for children programmes • Regulating and Monitoring of Children Day Care centers • Establishment and Management of ECDE centers
Line Ministries and Departments	• Co-operation in the coordination and implementation of Government development policies and strategies • Timely submission of reports	• Involve the Council in the budgeting process. • Co-operation • Provide data and reports as and when required
The National Treasury	• Prudent utilization of financial resources • Optimum utilization of budgetary allocation • Compliance with financial management laws and regulations	• Allocation of adequate financial resources • Monitor and Evaluate utilization of Financial Resources.
Office of the Director of Public Prosecutions (ODPP)	• Sensitization and awareness creation on children matters • To harmonize laws on children	• Prosecution of child abusers • Prosecution of children in conflict with the law
Judiciary	• Capacity building of the judicial officers on children matters • Networking and collaboration • Formulation of laws and policies on children matters	• Interpretation of the law on children • Advance the best interest of the child
Ethics & Anti-corruption Commission (EACC)	• Uphold transparency and accountability on resource utilization • Submit quarterly reports on eradication of corruption	• Effectively combat corruption • Capacity build staff on corruption eradication and ethical issues
The Presidency	• Prepare and submit Cabinet Memorandum and Sessional Papers and Bills • Compliance with Presidential Executive Orders and directives	• Forward cabinet memorandum and sessional papers to the Cabinet for approval. • Support matters related to children
Public Service Commission	• Interpret and effectively implement HRM&D policies and decisions • Compliance to circulars issued • Timely submission of reports • Advise on requirements on staffing levels	• Make and forward the HRM&D decisions to the Ministry • Formulate relevant HR policies and guidelines for clients • Timely approvals of requests

Name of Stakeholder	Stakeholder expectations from organization	Organization expectations from stakeholder
	in the children sector	forwarded for action • Recruitment of adequate personnel
Directorate of Public Service Management	• Implementation of Human Resource Management policies and guidelines	• Timely issuance of clear circulars • Timely Consultancy services • Timely implementation of various schemes of service
State Corporations Advisory Committee (SCAC)	• Develop relevant HR Manuals for approval • Adherence to the Mwongozo Code of Governance • Operationalize the approved HR manuals	• Provide technical advice to the Council • Approve the developed HR manuals • Provide Periodic trainings • Undertake Board evaluation • Classification and categorization
Attorney General's Office	• Consult on areas of legal concern affecting children • Provide legal advice to the Council • Prepare and forward state party reports for comments and advice.	• Timely address the legal concerns of the Council • Assisting in drafting and reviewing of bills • Legal representation in litigation • Advise on implementation of International and regional state obligations
State Department for Immigration and Registration of Persons	• Sensitization of Staff on policies and laws relating to children matters	• Authentication of travel documents concerning children • Compliance with laws and policies relating to children • Collaboration and close working relationship • Issuance of birth certificates to all children • Sensitize and mobilize the public on issuance of birth certificates
Parliament	• Preparation of Bills on children for enactment • Review Policies and Laws pertaining to children • Submit relevant reports for consideration	• Passing of Bills and amendments of laws concerning children • Approval of the council's budget • Approval of regulations initiated by the Council • Consideration of reports submitted by the Council
The National Police Service	• Sensitization of communities on child rights and welfare. • Capacity Build Police Officers on Child Welfare Issues and Case Management • Networking and collaboration on child related matters	• Expeditious investigations and appropriate action taken on child rights violations. • Enforcement of relevant policies, laws, regulations and guidelines regarding children. • Act in the best interest of the Child at all times.
Probation and Aftercare Services	• Sensitize Probation officers on Children's Rights. • Networking and collaboration on child related matters • Capacity Build the Probation Officers on Child Welfare Issues and Case Management	• Preparation and presentation of court reports on matters pertaining to children • Advocate for community service orders for female offenders with children below 4 years. • Implementation of the "through care guidelines."
Kenya Prisons Service	• Sensitization of Prison Staff on Child rights. • Networking and collaboration on child	• Participation in the Borstal institutions board. • Ensuring protection of rights for

Name of Stakeholder	Stakeholder expectations from organization	Organization expectations from stakeholder
	related matters • Capacity Build the Prison Officers on Child Welfare Issues • Provide guidance on policy review on the findings of research on Children of incarcerated mothers	Children less than 4yrs accompanying mothers to prisons. • Children of imprisoned mother should be provided with specialized care services to fully enjoy their rights – separate facilities from the prisoners, consideration for alternative family care services
Development partners, NGO's and FBO's	• Accountability and transparency in utilization of resources • Develop policies and laws on children matters • Project proposals and Work Plans • Framework for good governance • Harmonization and alignment of children issues • Effective coordination and monitoring of all actors in the children sector. • Approval of child welfare Programmes and services • Implementation of the Council's Partnerships Strategy	• Implementation of programmes in accordance with terms of reference • Funding • Capacity building for staff and stakeholders • Monitoring and Evaluation • Reliable Support and honour of Commitments • Lobby for enactment of laws on children
Academic and Research Institutions	• Networking and collaboration on emerging issues on Children matters. • Dissemination of Research findings	• Propose interventions on children issues. • Undertake research on children's issues • Share Research findings
Constitutional Offices (NGEC, KNCHR, CAJ, NCAJ etc.)	• Ensure compliance with Constitutional provisions related to children.	• Interpretation and guidance on Constitutional provisions related to children.
Law Society of Kenya	• Networking and Collaboration	• Collaboration and legal support on children issues
Private Sector	• Sensitization on Children issues • Collaboration and Networking • Submitted requests/activity proposals for support • Accountability and efficient utilization of funds	• Collaboration and Support on children issues • Adhere to laws concerning children
Ministry of Interior and Coordination of National Government.	• Collaboration and Networking • Conduct sensitization on child rights and designed rehabilitation programmes in order to reduce incidences of children graduating into crime in their adulthood	• Chair AAC meetings • The main point of reference on all children matters within their jurisdiction • Ensure Security of Children • Facilitate Alternative Dispute Resolution in Children matters • Sensitize communities on child rights

CHAPTER THREE

STRATEGIC MODEL

3.1 Overview

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

3.2 Vision Statement, Mission Statement and Core Values

Vision

"A Protected and empowered child"

Mission

"To regulate, supervise, advice, coordinate and mobilize resources for the realization of the rights and welfare of the child"

Core Values

The Council will be guided by the following core values: -

- ***Children first:*** Commitment to serve in the best interest of the child;
- ***Professionalism*****:** Commitment to exercising competency, skills and knowledge to achieve its mandate
- ***Integrity, transparency and accountability:*** the council is committed to promoting openness, impartiality and reliability in fulfilling its mandate.
- ***Inclusiveness:*** The Council will promote equity and equality while undertaking its activities.
- ***Partnerships:*** The Council is committed to foster networking and collaboration with all stake holders to promote linkages.

3.3 The Key Result Areas

The Council will focus on two Key Result Areas (KRAs) namely;

i. Safeguarding the rights and welfare of children in Kenya;
ii. Leadership and integrity (Governance)

3.4 Strategic objectives and strategies

1. To exercise general oversight, regulate, advice and coordinate all Child rights and welfare activities.

2. To advise the government in development and review of legal and policy frameworks for care and protection of children and in all aspects thereof
3. Advocate for child rights and welfare.
4. Mobilize resources for delivery of child rights and welfare services.
5. Identify priority research areas, link with the relevant institutions for conducting the research and share the findings.
6. Enhance utilization of information communication and technology in service delivery.
7. Facilitate the full implementation of international and regional obligations.
8. To enhance compliance with policies, laws, regulations and standards on children rights and welfare.
9. Improve efficiency of operations of the Council

CHAPTER FOUR

IMPLEMENTATION AND COORDINATION FRAMEWORK

4.1 Overview

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

Overall Implementation Strategies

Implementation strategies are outlined hereafter:

Focusing on quick wins

The departments of the Council will identify key activities, projects and programmes which will be fast-tracked for implementation to provide the impetus for other medium term and long term activities. These quick wins will be foundations for key projects and programmes and will provide key learning points for future implementation.

Phasing and Sequencing

To implement this Strategic Plan, the Council will be guided by the Constitution, Children Act 2001, policies, legal reforms, programmes and projects in the Vision 2030 as outlined in the MTP III. Focus will be pegged on the realization of the projects and programmes anchored to the social pillar of the Vision 2030 and the Constitution. The Council will track progress on the accomplishment of its activities for the five-year period at the end of each Financial Year.

The Implementation Framework

As outlined above, this Strategic Plan places accountability for performance of each activity on the respective Head of Department responsible for reporting on it. The Heads of Departments will be accountable to the Chief Executive Officer for their performance. The CEO will in turn be accountable to the NCCS Board. Despite this seemingly vertical implementation framework, collaboration amongst departments will be highly utilized to achieve greater synergy during implementation.

Accountability Framework

The overall responsibility for the achievement of this Strategic Plan lies with the Board and the CEO. Heads of Departments will be responsible for results in each activity under their respective departments. Individual members of staff will also be accountable for performance on targets set at departmental level. The Results Matrix has outlined who is responsible for each and every activity in this Strategic Plan. The accountability framework will be cascaded further through Annual Work Plans and Individual Work Plans, all of which will be aligned to this Strategic Plan.

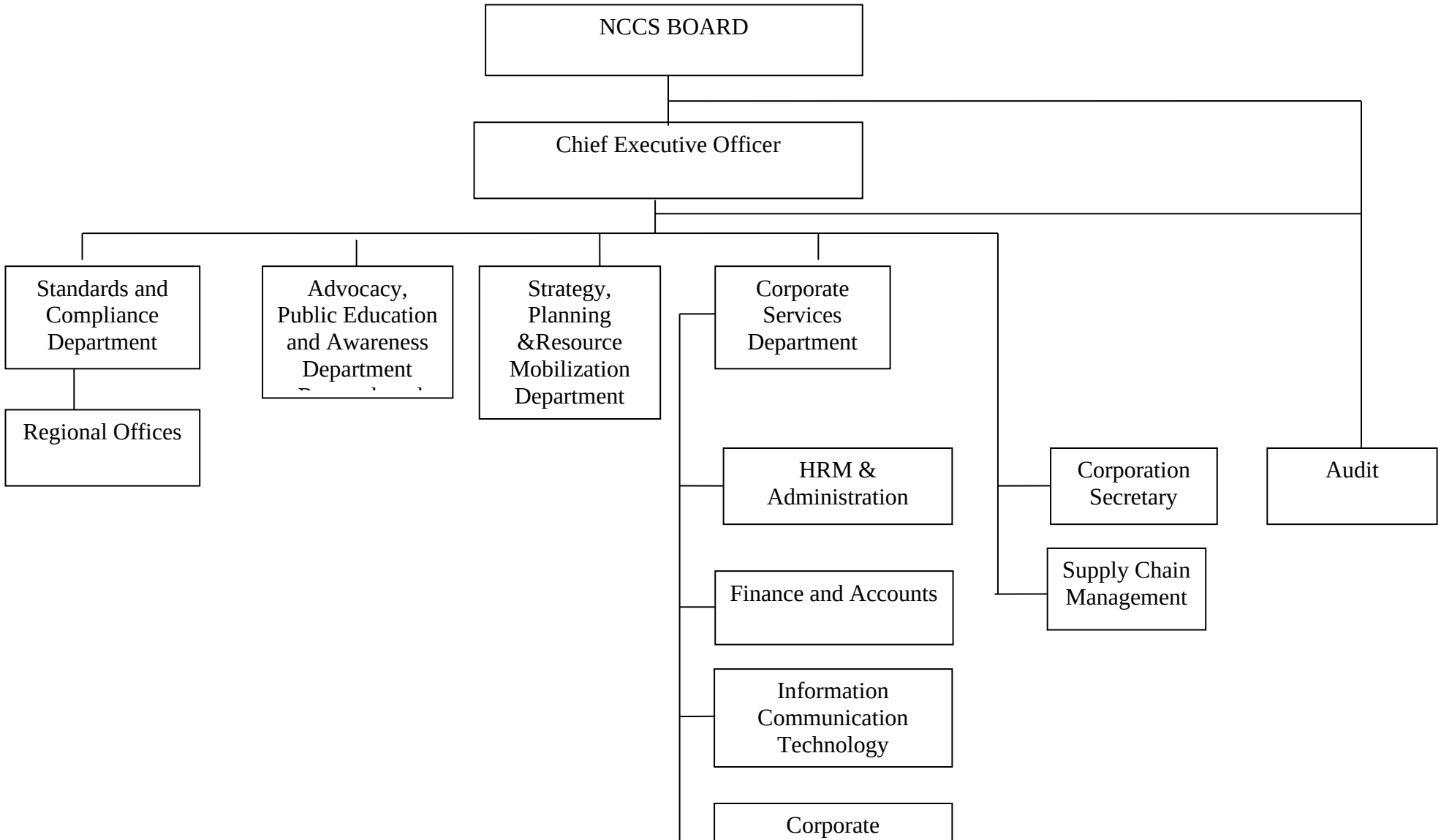
Capacity Development

The National Council for Children's Services requires finances, human resource, technological and infrastructure development for effective implementation of programmes. The Council will undertake continuous capacity building and regular skills and needs assessments of staff for effective service delivery. Linkages with partners and stakeholders will be strengthened to enhance resource sharing and complementary programmes. The Council shall ensure that staff have adequate working tools, equipment and conducive work environment for effective and efficient service delivery.

4.2 Proposed Organizational Structure

An organizational structure has been developed as part of the implementation framework for the Council. The structure is designed to enhance efficiency in operations and effectiveness in service delivery.

Figure 1: Proposed Organizational Structure



4.3 Functions of Departments and Board Committees

4.3.1 The Board Committees

The Board operates through the following committees:

I. STRATEGY AND IMPLEMENTATION COMMITTEE

General Objective

The general objective of this committee is to develop strategies and implement the activities of the Council.

Functions of the Strategy and Implementation Committee

(i) Develop and maintain an inventory of all existing policies and legal instruments relating to children;
(ii) Appoint and operationalize technical teams to review and harmonize identified policies and other emerging issues regarding children;
(iii) Disseminate policies and legal instruments to the stakeholders;
(iv) Coordinate stakeholders' adherence to international, regional and national legal instruments and the preparation and submission of reports on the level of implementation in line with the reporting guidelines;
(v) Establish and implement Monitoring and Evaluation Framework at both National and County levels;
(vi) Collaborate with appropriate research institutions to carry out research on children issues;
(vii) Create linkages with stakeholders in the children sector;
(viii) Develop advocacy, media participation and partnership strategies, towards protection of children rights and welfare;
(ix) Develop and disseminate Information, Education and Communication (I.E.C) materials and other documents in various languages to stakeholders;
(x) Collaborate with other organizations locally and internationally on best practices;
(xi) Develop a comprehensive resource mobilization strategy;
(xii) Develop and review the council communication strategy;
(xiii) Build the capacity of the Council to implement the Strategic Plan;
(xiv) Develop guidelines in various language on the provisions of the children act and other instruments on child protection;
(xv) Coordinate the planning financing and information sharing in the children sector;

(xvi) Strategize and design programmes for children separated from parents or at risk of separation;
(xvii) Review children programmes and policies in order to address children emerging issues;
(xviii) Advice state and non-state actors on children matters in line with the guiding principles;
(xix) Prescribe child protection and child care contents for capacity building;
(xx) Develop and review criteria for renewal of licenses for charitable children institutions;
(xxi) Regulate the standards of children programmes for establishment and implementation;
(xxii) Coordinate the commemoration of international, regional and the national children events;
(xxiii) Promote child participation and empowerment;

II. FINANCE AND ADMINISTRATION

General Objectives

To ensure prudent resource management, efficient and effective administrative functions.

Functions of the Finance and Administration

(i) Establish financial management system through the development of appropriate guidelines;
(ii) Determine the criteria for disbursement of funds and resources to needy and deserving cases;
(iii) Conduct training and other capacity building activities to strengthen management and organizational development for the Council and its partners;
(iv) Ensure proper utilization of the resources in adherence to the financial regulations;
(v) Maintain competent and the motivated workforce;
(vi) Procure conducive and the well maintained office accommodation;
(vii) Timely provision and servicing of machinery and equipment;
(viii) Acquire sufficient transport;
(ix) Facilitate continuous performance improvement of the Council;
(x) Facilitate timely development and implementation of the Council's strategic plan; and
(xi) Observe proper assets management and disposals mechanisms.

III. AUDIT COMMITTEE

General Objective

The purpose of the Audit Committee is to provide assistance to the accounting officer or governing body. The general objective of this committee is to review financial procedure, financial management, risk management, auditing of expenditures and advising Council on financial reporting. The audit committee plays a key role with respect to the integrity of the Council's financial information, its system of internal controls, and the legal and ethical conduct of management and employees. Obtain assurance from management that all financial and non-financial internal control and risk management functions are operating effectively and reliably. Provide an independent review of the Council reporting functions to ensure the integrity of financial reports. Provide strong and effective oversight of the Council's internal audit function.

Functions of the Audit Committee

(i) Evaluate whether processes are in place to address key roles and responsibilities in relation to risk management;
(ii) Evaluate the adequacy of the control environment to provide reasonable assurance that the systems of internal control are of a high standard and functioning as intended;
(iii) Performing an independent review of the financial statements to ensure the integrity and transparency of the financial reporting process;
(iv) Monitoring the effectiveness of the Council's performance information and compliance with the performance management framework and performance reporting requirements;
(v) Evaluate the quality of the internal audit function, particularly in the areas of planning, monitoring and reporting;
(vi) Engage with external audit and assessing the adequacy of management response to issues identified by audit;
(vii) Review the effectiveness of how the Council monitors compliance with relevant legislative and regulatory requirements and promotes a culture committed to lawful and ethical behavior;
(viii) Deliberate and propose solutions for any findings in any audit report;
(ix) Ensure that external audit recommendations are fully addressed, that the quality of internal audit is of an appropriate standard and that line management has full regard to internal audit recommendations;
(x) Review the quality and effectiveness of the external audit process;
(xi) Meet with external audit at least once in a year;
(xii) Audit expenditures;

(xiii) Advise the Council on financial reporting.

Functions of the Departments

4.3.2 Standards and Compliance Department

The functions of Department will entail: -

(i) Receive applications, vet and recommend for approval of children's programmes;
(ii) Review and update the monitoring tools for children's institutions;
(iii) Develop and review criteria for establishment of children's institutions;
(iv) Conduct inspection of children institutions for compliance;
(v) Prepare and submit inspection reports to the Council;
(vi) Monitor adherence to set standards by children institutions;
(vii) Develop, review and prescribe training requirements and qualifications for authorized officers;
(viii) Develop, update and maintain a database of children institutions;
(ix) Vet and grant approvals to volunteers to work in charitable organizations;
(x) Develop and review standards on the care of displaced or unaccompanied children;
(xi) Design programmes for children separated from parents/guardians or at risk of separation or vulnerable;
(xii) Review children programmes and policies in order to address children emerging issues;
(xiii) Disseminate standards on the care of displaced or unaccompanied children to stakeholders for implementation;
(xiv) Determine priorities in the rehabilitation, care and protection of children in relation to socio-economic policies of the government;
(xv) Develop and review guidelines for operations of Area Advisory Councils; and
(xvi) Establish panels of persons from whom guardian *ad litem* can be appointed from by the Court to assist the Cabinet Secretary on matters relating to adoption of children.
(xvii) Monitor children Programs and Services in the children's sector

4.3.3 Advocacy, Public Education and Awareness Department

The functions of Department will entail: -

(i) Network and coordinate stakeholders' technical working teams on preparation of the country status reports on regional and international obligations;
(ii) Monitor implementation of international and regional obligations relating to rights and welfare of children;

(iii) Create linkages and exchange programmes on children welfare with other organizations locally and abroad for benchmarking best practices;
(iv) Liaise with stakeholders' in planning and capacity building for child welfare programmes;
(v) Formulate strategies for the creation of public awareness in all matters touching on the rights and welfare of children;
(vi) Plan, supervise and co-ordinate public education programmes on the welfare of children;
(vii) Develop Information Education and Communication (IEC) materials on the rights and welfare of children;
(viii) Establish a resource center on child matters;
(ix) Carry out public campaigns and advocacy on child welfare matters;
(x) Provide technical and other support services to agencies participating in child welfare programmes;
(xi) Train stakeholders on the rights and welfare of children; and
(xii) Disseminate laws, policies, guidelines on the rights and welfare of children.

4.3.4 Strategy, Planning & Resource Mobilization Department
The functions of the Department will entail: -

(i) Coordinate the Quality Management System;
(ii) Coordinate the strategic planning process and monitoring corporate performance against defined performance indicators;
(iii) Coordinate the implementation of the Council's strategic plans and realization of its objectives;
(iv) Coordinate the preparation and implementation of the performance contracts;
(v) Develop and review strategies on resources mobilization for child welfare programmes and projects;
(vi) Identify and engage donors, sponsors and partners to support child welfare programmes and projects;
(vii) Prepare proposals for resource mobilization to support child welfare programmes and projects;
(viii) Co-ordinate and control the disbursement of funds received by the Council for child welfare programmes and projects;
(ix) Develop research proposals and conduct research on child welfare issues;
(x) Collaborate with relevant research institutions on research on child welfare matters;
(xi) Monitor, appraise, evaluate and report on utilization of funds for child welfare programmes and projects;
(xii) Offer appropriate advisory in the best interests of the child
(xiii) Initiate the development and review of necessary legislations for the children's sector; and

(xiv) Undertake the development and review of guidelines and policies for the children's sector.

4.3.5 Corporate Services Department

The functions of the Department will entail:-

(i) Formulation, development, interpretation and review of Human Resource Management, Administration, Corporate Communication and ICT policies, strategies, programmes, guidelines and standards;

(ii) Provision of strategic leadership and direction in the performance of the NCCS Human Resource Management, Finance, Accounts, Administration, Corporate Communication and ICT functions;

(iii) Coordination of the administrative services of NCCS including Human Resource, ICT, Corporate Communication and Records Management;

(iv) Establishment of the NCCS Human Resource Management, Corporate Communication, ICT, Administration, Transport and Security structures and systems;

(v) Analyze the NCCS Human Resource Management, Finance, Accounts, Corporate Communication, ICT, Administration, Transport and Security structures and systems and recommend areas of improvement;

(vi) Oversee matters on staff recruitment, promotion, remuneration, training, welfare, Industrial relations and performance management;

(vii) Oversee preparation and implementation of personnel emoluments budgets;

(viii) Management of registries and ensure safe custody of all records;

(ix) Ensure compliance to statutory regulations;

(x) Coordination of office accommodation for NCCS staff;

(xi) Establishment and management of human resource information systems;

(xii) Oversee maintenance of an up-to-date inventory of NCCS stores and assets;

(xiii) Coordination of preparation of responses to parliamentary questions; and

(xiv) Coordination of Gender and Disability mainstreaming.

4.4 Staff Establishment

Currently the Council has seventeen deployed staff from the State Department for Social Protection against the optimal staffing levels of eighty staff members. The Council is planning to recruit its staff members.

NATIONAL COUNCIL FOR CHILDREN'S SERVICES STAFFING LEVEL

DESIGNATION	CIVIL SERVICE GRADE/JOB GROUP/SCALE	AUTHORIZED ESTABLISHMENT (A)	IN-POST (B)	VARIANCE (A-B)
CEO	CSG 3-5	1	0	1
Director	CSG 3-5	4	0	4
Assistant Director	CSG 3-5	10	0	10
Personal Assistant	CSG 3-5	1	0	1
Chief Officers	CSG 8-11	24	0	24
Senior Officers	CSG 8-11	28	0	28
Assistant Office Administrator	CSG 8-11	8	0	8
Senior Driver	CSG 12-15	3	0	3
Office Assistant	CSG 12 -15	1	0	1
				80

4.5 Human Resource Development Strategies (Training needs)

The Council will carry out continuous training of staff as the main human resource development strategy over the Strategic plan period. Towards this end, the Council plans to undertake 90% of the compulsory short and long courses for all the cadres within the next five years. These courses are promotional and will be both for individual and groups of employees in various cadres. The courses include Senior Management Courses, Strategic Leadership Development Programme, Proficiency and basic computer skills. The compulsory long courses include relevant Masters, bachelor's degree, Diploma and Certificate level courses. The long and short courses for each Cadre are stipulated in the various Schemes of Service.

At corporate level, key training areas include team building, public relations, guidance and counselling and change management. All cadres of employees will also be

sensitized on various government policies such as ISO, Ethics and Performance Appraisal among others. The specific training programmes will be based on the current competency needs analysis.

4.6 Succession Management

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

4.7 Financial Resource Requirements

The Council has identified strategic objectives that will be achieved through implementation of the activities identified in matrices. The resources required for implementing these activities are tabulated in the implementation matrix in Annex I. The Council's projected resource requirements for the period 2018/2022 is **KShs. 3,934.8** million. The table below shows a summary of resources required for implementation of programmes, projects and activities under each Key Results Area in order to achieve the set strategic objective during the plan period.

Financial year	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**
Estimated budget (Kshs. Million)	633.7	955.4	935.4	745.9	665.4

4.8 Mobilization Strategies

The Council requires a total of **KShs. 3.9348** billion for implementation of its programmes, projects and activities during the period 2018-2022. The Council shall involve all its Departments and Units in the budget process to ensure their full participation understanding of the process as well as sourcing funds from the development partners. In addition, funding priority will be given to areas identified in the Plan to ensure that the available resources are used efficiently and effectively.

4.9 Risk Analysis and Mitigation Measures

Table 4: Risk and Mitigation Measures

Risk	**Category**	**Mitigation Measure**

Inadequate funding	High	• Lobbying for increased budgetary allocation through Parliament / National Treasury • Develop resource mobilization strategies
Failure to manage stakeholders expectations	High	• Sensitization of stakeholders • Public participation • Encourage consultations with stakeholders • Carrying out stakeholders mapping
Non-compliance with statutory requirements	Medium	• Sanctions • Rewards • Sensitization • Training
Non-compliance with legal requirements	High	• Sensitization • Training • Reviewing of related regulations / laws
Corruption	High	• Sensitization and awareness creation. • Enforcement of laws • Adherence to rules and regulations • Develop corruption prevention strategies (corruption risk assessment) • Vetting Staff
Technological changes	High	• Adherence to ICT standards • Regular review of systems and processes • Training • Adequate ICT staff
Staffing	High	• Recruitment • Promotions • Succession management • Rationalization • Training
Low visibility of the Council	High	• Publicizing the Ministry • Communication strategy
Child trafficking, abuse and radicalization	High	• Review of existing legislation and policies and enforcement • Develop guidelines and coordination mechanisms to counter trafficking mechanism • Sensitization and Awareness creation • Networking between MDCAs and non-governmental stakeholders
Slow pace of enactment and approval of the necessary legislations and policies	Medium	• Lobby the Parliamentarians to fast-track the approval and enactment of the policies and legislations. • Consultations with stakeholders
Litigations on provisions of the Constitution	Low	• Undertake intensive advocacy and lobbying amongst stakeholders to achieve consensus
Online child abuse	High	• Establish effective structures and mechanisms

		• Enhance networking and collaboration between stakeholders and GoK line agencies • Sensitization and awareness creation • Formulate policies and legislation

CHAPTER FIVE
MONITORING, EVALUATION AND REPORTING

5.1 Overview

Monitoring, evaluation and reporting will form a critical component for the successful implementation of this Strategic Plan. It is meant to examine the link between the set priorities, corresponding budgetary provisions and the resultant outputs and outcomes over the plan period. It will provide the necessary feedback and enable management to make evidence based decisions. The process is also critical in informing stakeholders about the implementation process to build greater support and tap into customers' feedback.

5.2 Monitoring the Strategic Plan

The tracking of the implementation of this Strategic Plan will be regularized to become part of the day-to-day operations of the Council. The Council will monitor activities spelt out in the Plan through regular management meetings and also prepare quarterly reports on implementation of the plan. This will also provide an avenue for tracking progress and ensuring the Strategic Plan is implemented. In so doing, the Council will adopt a Results-Based Management approach. Under this approach, focus will be placed on the expected results and not the activities and inputs. It places emphasis on what has been achieved over what has been done.

The overarching objective of monitoring the implementation of this Strategic Plan will be to provide information for purposes of decision making. The monitoring process will be based on the Implementation Matrix which provides sufficient details (indicators, monitoring mechanisms as well as the financing) to enable the monitoring of progress of implementing the strategies and activities for each Key Result Area.

The Strategic Plan will be translated into Annual Work Plans for each of the years covered. These will be at the organizational level, departmental level and at the individual level where each responsible officer will extract the specific targets. The strategy will be translated into performance responsibilities for all staff including detailed work plans against which performance will be evaluated on a regular basis. Monitoring of performance will therefore be cascaded up to the individual level.

5.3 Evaluation of implementation

Evaluation of the Plan will be mainly carried out on an annual basis. An ad hoc evaluation may be conducted to inform decisions on intervention where significant unexplained variation in performance especially on a critical performance area. A mid-term evaluation will be carried out at the end of the third year of implementation to determine the level of necessity for reviewing the Strategic Plan. At the end of the implementation process, a terminal or end-term review will be carried out to assess overall implementation rate and provide critical learning points for the next Strategic Plan.

Three aspects of the Plan will be evaluated during the mid-term and end-term reviews: sufficiency, relevance and bankability. The sufficiency criteria will assess the extent to which the activities implemented attain the Plan's Strategic Objectives and

what else has to be done. The relevance criteria will assess the appropriateness of the proposed activities within the entire Strategic Plan implementation system. Bankability on the other hand will determine the 'value for money' and 'returns on investment' aspects of activities. This will focus on efficiency and in particular, whether resource allocation and prioritization occur at the best cost.

5.4 Monitoring and Evaluation Framework

The Monitoring and Evaluation will be based on a framework which consists of various components, which include a definition of responsibilities, performance indicators and monitoring mechanisms. The process will involve a number of planned review activities based on an implementation matrix which provides sufficient details (indicators, monitoring mechanisms as well as the financing) to enable monitoring progress of implementing the strategies and activities for each Key Result Area.

5.5 Responsibility for Monitoring

It is the ultimate responsibility of the Board and the secretariat of the Council to monitor the overall performance of the implementation of this Strategic Plan. The Heads of Directorate and other officers in charge of projects and programmes will be required to monitor the performance of their areas of jurisdiction in the Strategic Plan.

5.6 Indicators for Reporting

Annual performance indicators will be derived from the corresponding annual proposed targets as outlined in the Implementation Matrix of the Strategic Plan. The plan targets and indicators will be mandatory in the Council's Work Plan, Performance Contract targets as well as annual individual work targets. Annual budget will be based on and justified against the targets in the strategic plan results matrix. The results matrix sets out the links between the goal, expected impacts, outputs, activities and inputs. Each of these areas has indicators that track it over time.

APPENDIX : IMPLEMENTATION AND RESULTS MATRICES

Annex I: Implementation Matrix

Key Result Area	Safeguard the rights and welfare of children in Kenya
Strategic challenges	• Inadequate coordination in the children sector. • Limited efficiency of the Council's operations • Inadequate legal and policy framework • Inadequate advocacy on child rights and welfare • Inadequate resources for delivery of child rights and welfare services • Limited research on emerging issues in children sector. • Inadequate information communication and technology (ICT) infrastructure • Inadequate resources to report on regional and international obligations. • Inadequate monitoring and evaluation mechanisms
Strategic Objective 1	To exercise general oversight, regulate, advise and coordinate all Child rights and welfare activities

Strategy	**Activities**	**Outputs**	**Output Indicators**	**Budget for 5 Years**	**Indicative Budget (Million KShs.)**					**Actors**
					2018/19	**2019/20**	**2020/21**	**2021/22**	**2022/23**	
Establish and operationalize board committees	Constitute Board committees	Board committees	No. of Board committees constituted	1	1			-	-	NCCS
	Develop TOR for the board committees	TORs developed	No. of TORs developed	-	-	-	-	-	-	NCCS
	Convene quarterly Board committee and full board meetings	Board committee meetings held	Minutes of the Meetings	24	4	5	5	5	5	NCCS
	Hold Bi-annual planning forum with key stakeholders	Bi- Annual planning forum with stakeholders held	No. of key stakeholder forums held	50	10	10	10	10	10	NCCS Stakeholders

Strategy	Activities	Outputs	Output Indicators	Budget for 5 Years	Indicative Budget (Million KShs.)					Actors
					2018/19	2019/20	2020/21	2021/22	2022/23	
	Update the directory of all child service providers.	Directory of children service providers	Directory of children service providers updated	10	2	2	2	2	**2**	NCCS , DCS PARTNERS
	Develop and submit the Sixth and seventh UNCRC State Party Report	Sixth and seventh UNCRC State Party Report	Sixth and seventh UNCRC State Party Report prepared and submitted to Geneva	178	14	14	50	50	50	NCCS, DCS & PARTNERS
	Prepare and submit the Second, Third and Fourth ACWRC State Party Reports	Second, Third and Fourth ACWRC State Party Reports prepared	Second, Third and Fourth ACWRC State Party Reports	180	15	15	50	50	50	NCCS, DCS & PARTNERS
Strategic objective 2: Improve efficiency of the Council's operations										
Automate Council services	Develop ICT Strategy	ICT Strategy developed	A report	20	2	10	8	-	-	NCCS
	Implement NCCS ICT strategy	NCCS ICT strategy implemented	No. of implementations reports	50	3	30	10	7	-	NCCS
	Develop the National Children Database with data from the agencies	National Children Database developed	No. of reports prepared	15	3	3	3	3	3	NCCS
	Automate registration and renewal of CCIs	CCIs registration and renewal automated	No. of CCIs applying for registration and renewal online	15	3	3	3	3	3	NCCS
	Automate records services	Automated record services	Digitalised record services	20	4	4	4	4	4	NCCS
	Continually update the Council website	Updated Council website	No. of documents uploaded and number of views	5	1	1	1	1	1	NCCS
Categorization of the Council	Develop and operationalize NCCS	Number of finalized and operationalized	No of approved and operational HR manuals	5	-	5	-	-	-	NCCS,DPSM, SCAC

Strategy	Activities	Outputs	Output Indicators	Budget for 5 Years	Indicative Budget (Million KShs.)					Actors
					2018/19	2019/20	2020/21	2021/22	2022/23	
	HR manuals.	HR manuals								
	Strengthen County and Sub County AACs	County and Sub-County AACs strengthened	No. of County and sub-county AACs strengthened	340	68	68	68	68	68	NCCS, Stakeholders
	Monitor County and Sub County AACS operations	Functional AACs	No. AACs monitored	20	5	5	5	5	5	NCCS, Stakeholders
	Renewal of registration of CCIs	CCIs registration renewed	No of certificates issued	10	2	2	2	2	2	NCCS
	Inspection of CCIs	CCIs inspected	No. of inspection reports	100	20	20	20	20	20	NCCS
	Engage in MTEF processes	MTEF reports	No. of MTEF reports developed	25	5	5	5	5	5	NCCS, Finance, CPPMU
	Acquire more office equipment, furniture and motor vehicles for the Council	Office equipment, furniture and vehicles for NCCS procured.	No. of procured assets	200	30	60	50	40	20	NCCS
	Acquisition and renovation of the Office space	Conducive working environment	No. of offices acquired and renovated	60	20	10	10	10	10	NCCS
Strategic Objective 3: To advise the government in development and review of legal and policy frameworks for care and protection of children										
	Finalize the Children Bill, 2018	Draft Children Bill 2018	Draft Bill Finalized and forwarded to the AG.	80	10	60	5	5	-	NCCS, DCS, NCAJ
	Operationalize the Children Act	Awareness created on children Act	No. of sensitization forums held	1,000	-	400	200	200	200	NCCS, DCS, PARTNERS
	Develop a popular version of the newly	A Popular version of the newly enacted	Popular version of the newly enacted Children	50	-	30	10	10	-	NCCS, PARTNERS

Strategy	Activities	Outputs	Output Indicators	Budget for 5 Years	Indicative Budget (Million KShs.)					Actors
					2018/19	2019/20	2020/21	2021/22	2022/23	
	enacted Children Act	Children Act developed	Act							
	Develop rules and regulations for implementation of the proposed Children Act	Developed rules and regulations for the implementation of the proposed Children Act	Rules and regulations developed.	40	-	20	10	10	-	NCCS PARTNERS
	Review National Children's Policy 2010	Reviewed National Children's Policy	Reviewed National Children's Policy	30	-	-	10	10	10	NCCS, PARTNERS
	Develop National Care Reform Strategy	National Care Reform Strategy developed	Strategy in place	30	-	-	10	10	10	NCCS,PARTNERS
	Review of AAC Guidelines	AAC Guidelines reviewed	Reviewed AAC Guidelines in place	20	-	-	10	5	5	NCCS Partners
	Review of Child Participation Guidelines	Child participation reviewed	Reviewed Child Participation Guidelines in place	30	-	-	20	10	-	NCCS Partners
	Review NPA SEC 2018/2022	NPA SEC reviewed	NPA SEC in place	30	-	-	20	10	-	NCCS Partners
	Review NPA for children in Kenya 2015-2022	NPA reviewed	NPA in place	10	-	-	-	-	10	NCCS Partners
Strategic Objective 4: Advocate for child rights and welfare										
IEC materials on child rights and welfare	Develop, Publish and disseminate IEC materials	IEC materials developed, published and disseminated	No. of IEC materials developed, published and disseminated Number of dissemination meetings held	250	50	50	50	50	50	NCCS PARTNERS
	Develop and implement NCCS	A communication strategy developed	Communication strategy	100	10	20	50	10	10	NCCS PARTNERS

Strategy	Activities	Outputs	Output Indicators	Budget for 5 Years	Indicative Budget (Million KShs.)					Actors
					2018/19	2019/20	2020/21	2021/22	2022/23	
	communication strategy	and implemented	operationalized							
	Celebrate and report on International and Regional children's days	International and Regional days on children marked and reported on	No. of reports submitted	100	20	20	20	20	20	NCCS PARTNERS
	Media briefings by the Council	Media briefings held	No. of media briefings and reports	40	8	8	8	8	8	NCCS
Strategic objective 5: To mobilize resources for delivery of child rights and welfare services										
	Develop the NCCS Resource Mobilization and Disbursement Strategy	NCCS Resource mobilization and disbursement Strategy developed	Resources mobilized and disbursed.	10	2	2	2	2	2	NCCS
Strategic objective 6: Identify priority research areas, link with the relevant institutions for conducting the research and share the findings										
Enhance research and development , create avenues for information sharing	Conduct annual Situation Analysis (SITAN) on Children	Conduct annual situational Analysis on children matters	No. of report	10	2	2	2	2	2	NCCS, DCS, AACs, Non-State Actors, DPs
	Update directory on children service providers in the country	Directory on children service providers in the country updated	Country directory of children service providers updated	30	6	6	6	6	6	NCCS,DCS, DPs
	Identify priority areas of research in the children sector	Priority areas of research identified	No. of priority areas of research identified	1	0.2	0.2	0.2	0.2	0.2	NCCS, Research Institutions Stakeholders, Institutions of higher learning
	Carry out research on the identified	Research findings and	No. research reports prepared	150	20	30	50	20	30	NCCS, Research

Strategy	Activities	Outputs	Output Indicators	Budget for 5 Years	Indicative Budget (Million KShs.)					Actors
					2018/19	2019/20	2020/21	2021/22	2022/23	
	areas	recommendations								Institutions
	Disseminate the Research findings	Research findings disseminated	No. of dissemination reports	20	4	4	4	4	4	NCCS, DCS
	Undertake benchmarking visits to learn from best practices on children issues	Benchmarking visits to learn from best practices on children issues undertaken	No. of study tours to learn from best practices on children issues undertaken	125	25	25	25	25	25	NCCS
	Develop the monitoring and evaluation framework	Monitoring and evaluation framework developed	Report	2	2	-	-	-	-	NCCS, CPPMU
	Monitor and evaluate implementation of policies, programmes and activities on children sector	Reports	No. of reports prepared	40	8	8	8	8	8	NCCS, CPPMU
TOTAL				**352.6**	**379.2**	**957.2**	**826.2**	**710.2**	**621.2**	

Key Result Area 2	Leadership and integrity (Governance)
Strategic challenges	Weak control systems Weak enforcement mechanisms
Strategic Objective	To enhance efficiency, equity, transparency and accountability in results based service delivery

Strategy	Activities	Outputs	Output Indicators	Budget for 5 Years	Indicative Budget (Million KShs.)					Actors
					2018/19	2019/20	2020/21	2021/22	2022/23	
Change of organizational culture	Administer and enforce code of conduct and ethics for staff	Code of conduct adhered to	Code of Conduct	6	0	0	0	3	3	NCCS
Promotion of compliance and	Conduct regular compliance audits	Compliance audits carried out	No. of audit reports	16	2.5	2.5	3	4	4	NCCS

Strategy	Activities	Outputs	Output Indicators	Budget for 5 Years	Indicative Budget (Million KShs.)					Actors
					2018/19	2019/20	2020/21	2021/22	2022/23	
adherence to rules and regulations	Implement Staff Performance Appraisal System (SPAS)	Staff appraised	% of staff appraised	0	-	-	-	-	-	NCCS
Improve governance and transparency	Develop and implement a risk management framework	A risk management framework implemented	Risk management framework	10	2	2	2	2	2	NCCS
	Review and adhere to service charter standards	Service charter reviewed	No. of Service Charters	10	10	-	-	-	-	NCCS
		Service charter implemented	Implementation reports	0.8	-	0.2	0.2	0.2	0.2	NCCS
		Officers trained in ISMS	No. of officers trained	10	2	2	2	2	2	NCCS
		Staff identification badges issued	No. of identification badges issued	20	3	4	4	4	5	NCCS
	Resolution of public complaints	Public complaints resolved	No. of Complaints resolved	22	3	4	4	5	6	NCCS
		Establish online complaint platforms	An online complaints platform established	0	-	2	2	-	-	NCCS
		Suggestion boxes setup in strategic places	No. of suggestion boxes set up in strategic places	0	-	0.5	-	-	-	NCCS
TOTAL				**94.8**	**22.5**	**17.2**	**17.2**	**20.2**	**22.2**	

Annex II: Results Matrix

Key Result Area	Safeguard the rights and welfare of children in Kenya
Outcome	
Strategic Objective 1	**To exercise general oversight, regulate, advise and coordinate all Child rights and welfare activities**

Outputs	Output Indicators	Unit of Measure	Baseline Value 2017/18	Target for 5 years		Targets				Responsibility
					2018/19	2019/20	2020/21	2021/22	2022/23	
Board committees	No. of Board committees constituted	No.	-	20	4	4	4	4	4	NCCS
TORs developed	No. of TORs developed	No.	-	3	3	-	-	-	-	NCCS
Board committee meetings held	Minutes of the Meetings	No.	-	20	4	4	4	4	4	NCCS
Bi - Annual planning forum with stakeholders held	No. of key stakeholder forums held	No.		10	2	2	2	2	2	NCCS STAKEHOLDERS
Directory of children service providers	Directory of children service providers updated	No.	1	5	1	1	1	1	1	NCCS , DCS, PARTNERS
Compliance to children sector guidelines and standards	No. of reports prepared	No.	-	100	20	20	20	20	20	NCCS, DCS, CPPM STAKEHOLDERS
Sixth and seventh UNCRC State	Sixth and seventh UNCRC State	No.	3	1	-	-	1	-	-	NCCS, DCS & PARTNERS

Outputs	Output Indicators	Unit of Measure	Baseline Value 2017/18	Target for 5 years	Targets					Responsibility
					2018/19	2019/20	2020/21	2021/22	2022/23	
Party Report	Party Report prepared and submitted to Geneva									
Second, Third and Fourth ACWRC State Party Reports prepared	Second, Third and Fourth ACWRC State Party Reports	No.	2	1	1	-	-	-	-	NCCS, DCS & PARTNERS
Strategic Objective 2: Improve Efficiency of the Council's Operations										
ICT Strategy developed	A report	No.	-	1	-	-	1	-	-	NCCS
NCCS ICT strategy implemented	No. of implementation reports	No. of Audit reports	-	2	-	-	-	1	1	NCCS
National Children Database developed	No. of reports prepared	No.	-	1	-	-	-	-	1	NCCS
CCIs registration and renewal automated	No. of CCIs applying for registration and renewal online	No.	-	20	-	-	-	-	20	NCCS
Automated record services	Digitalized record services	Status	-	Digitalized record services	-	-	-	-	Digitalized record services	NCCS
Updated Council website	No. of documents uploaded and number of views	No.	-	50	10	10	10	10	10	NCCS
Number of finalized and	No of approved and operational	No.	-	3	-	-	3	-	-	NCCS,DPSM, SCAC

Outputs	Output Indicators	Unit of Measure	Baseline Value 2017/18	Target for 5 years		Targets				Responsibility
					2018/19	2019/20	2020/21	2021/22	2022/23	
operationalized HR manuals	HR manuals									
Monitor and strengthen County AACs	No. of County monitored and strengthened	No.	20	47	10	10	10	10	7	NCCS, DCS STAKEHOLDERS
Monitor and Strengthen Sub-County AACs	Sub-County AACs monitored and strengthened	No.	50	250	50	50	50	50	50	NCCS,DCS STAKEHOLDERS
CCIs registration renewed	No of certificates issued	No.	-	200	20	20	40	60	60	NCCS
CCIs inspected	No. of inspection reports	No.	600	854	170	170	170	171	171	NCCS
MTEF reports	No. of MTEF reports developed	No.	1	5	1	1	1	1	1	NCCS, Finance, CPPMU
Office equipment, furniture and vehicles for NCCS procured.	No. of offices procured	No.	10	35	35	35	35	35	35	NCCS
	Number of vehicles procured	No.	2	2	-	-	-	1	1	NCCS
Strategic Objective 3: To advise the Government in Development and Review of Legal and Policy Frameworks for Care and Protection of Children										
Draft Children Bill 2018	Draft Bill Finalized and forwarded to the AG.	No.	1	1	1	1	1	-	-	NCCS, NCAJ
Awareness	No. of	No.	-	10	-	-	-	5	5	NCCS, DCS,

Outputs	Output Indicators	Unit of Measure	Baseline Value 2017/18	Target for 5 years		Targets				Responsibility
					2018/19	2019/20	2020/21	2021/22	2022/23	
created on children Act	sensitization forums held									PARTNERS
Develop a popular version of the newly enacted Children Act	Popular version of the newly enacted Children Act	No.	-	1	-	-	-	1	-	NCCS, PARTNERS
Develop Rules and Regulations on the newly enacted Children Act	Rules and regulations developed.	No.	-	14	-	-	-	14	14	NCCS PARTNERS
Review National Children's Policy 2010	Reviewed National Children's Policy	No.	1	1	-	-	1	-	-	NCCS, PARTNERS
AAC Guidelines reviewed	Reviewed AAC Guidelines in place	No.	1	1	-	-	1	-	-	NCCS Partners
Child participation Guidelines reviewed	Reviewed Child Participation Guidelines in place	No.	1	1	1		1	-	-	NCCS Partners
NPA reviewed	NPA SEC in place	No.	1	1	-	-	1	-	-	NCCS Partners
	NPA for children in Kenya in place	No.	1	1	-	-	-	-	1	NCCS Partners
National Care Reform Strategy developed	Strategy in place	No.	-	1	-	-	1	1	-	NCCS, PARTNERS
IEC materials	No. of IEC	No.	3000	10000	2000	2000	2000	2000	2000	NCCS

Outputs	Output Indicators	Unit of Measure	Baseline Value 2017/18	Target for 5 years		Targets				Responsibility
					2018/19	2019/20	2020/21	2021/22	2022/23	
developed, published and disseminated	materials developed, published and disseminated									PARTNERS
A communication strategy developed and implemented	Communicatio n strategy operationalized	No.	-	1	-	-	1	1	-	NCCS PARTNERS
International and Regional days on children marked and reported on	No. of reports submitted	No.	1	5	1	1	1	1	1	NCCS PARTNERS
Media briefings held	No. of media briefings and reports	No.	4	20	4	4	4	4	4	NCCS
	Strategic Objective 5: To Mobilize Resources for Delivery of Child Rights and Welfare									
Develop NCCS Resource mobilization and disbursement Strategy	Resource mobilization and disbursement strategy developed	No.	-	1	-	1	1	-	-	NCCS
	Strategic Objective 6: Identity Priority Research Areas, Link with Relevant Institutions for Conducting Research and Share Findings									
Conduct annual	No. of report	No.	-	5	1	1	1	1	1	NCCS, DCS, AACs,

Outputs	Output Indicators	Unit of Measure	Baseline Value 2017/18	Target for 5 years		Targets				Responsibility
					2018/19	2019/20	2020/21	2021/22	2022/23	
situational Analysis on children matters										Non-State Actors, DPs
Update directory on children service providers in the country	Country directory of children service providers updated	No.	1	1	-	-	-	1	1	NCCS
Priority areas of research identified	No. of priority areas of research identified	No.	-	5	1	1	1	1	1	NCCS, Research Institutions Stakeholders, Institutions of higher learning
Research findings and recommendations	No. research reports prepared	No.	-	5	1	1	1	1	1	NCCS, Research Institutions
Research findings disseminated	No. of dissemination reports	No.	-	5	1	1	1	1	1	NCCS, DCS
Benchmark to learn from best practices on children issues undertaken	No. of benchmarking visits to learn from best practices on children issues undertaken	No.	-	5	1	1	1	1	1	NCCS
Develop Monitoring and evaluation framework	Monitoring and evaluation framework developed	No.	-	1	-	-	1	1	-	NCCS, CPPMU
Monitoring and evaluation	No. of Monitoring and	No.	15	50	10	10	10	10	10	NCCS, CPPMU

Outputs	Output Indicators	Unit of Measure	Baseline Value 2017/18	Target for 5 years		Targets				Responsibility
					2018/19	2019/20	2020/21	2021/22	2022/23	
reports	evaluation reports									

Key Result Area 2	Leadership and integrity (Governance)
Strategic challenges	Weak control systems Weak enforcement mechanisms
Strategic Objective	To enhance efficiency, equity, transparency and accountability in results based service delivery

Outputs	Output Indicators	Unit of Measure	Baseline Value 2017/18	Target for 5 years	Targets					Responsibility
					2018/19	2019/20	2020/21	2021/22	2022/23	
Code of conduct implemented	Code of conduct	No.	1	1	1	1	1	1	1	NCCS
Compliance audits carried out	No. of audit reports	No.	1	5	1	1	1	1	1	NCCS
Staff appraised	% of staff appraised	%	100	100	100	100	100	100	100	NCCS
A risk management framework implemented	Risk management framework	No.	-	1	-	-	-	1	-	NCCS
Service charter reviewed	No. of Service Charters	No.	3	3	3	3	3	3	3	NCCS
Service charter Implemented	Implementation reports	Reports	1	5	1	1	1	1	1	NCCS
Officers trained in ISMS	No. of officers trained	No.	-	17	17	17	17	17	17	NCCS

Outputs	Output Indicators	Unit of Measure	Baseline Value 2017/18	Target for 5 years	Targets					Responsibility
					2018/19	2019/20	2020/21	2021/22	2022/23	
Staff identification badges issued	No. of identification badges issued	No.	-	17	-	17	-	-	-	NCCS
Public complaints resolved	No. of Complaints resolved	No.	4	25	5	5	5	5	5	NCCS
Establish online complaint platforms	An online complaints platform established	No.	-	1	-	-	-	1	-	NCCS
Suggestion boxes setup in strategic places	No. of suggestion boxes set up in strategic places	No.	4	4	4	4	4	4	4	NCCS