



**THE NATIONAL COUNCIL
FOR CHILDREN'S SERVICES (NCCS)**

PARTNERSHIP STRATEGY

2015

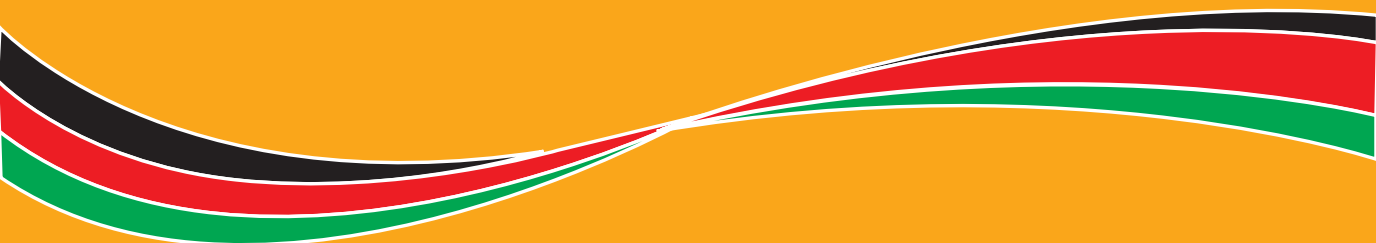


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Acronyms and Abbreviations

AAC	Area Advisory Council
MoU	Memorandum of Understanding
NCCS	National Council for Children's Services

Key Terms

Council: means the National Council for Children's Services established under Section 30 of the Children Act, 2001.

Partner: for the purposes of this Strategy, means an organization undertaking child rights and welfare activities or activities that have a bearing on the well-being of the child, which intends to collaborate with the Council.

Partnership: is a working relationship between individuals, organizations or groups with compatible values and goals and such relationships result in mutual benefits. The Partnership may be formed around a single activity or event or it may be long-term and multi-faceted.

FOREWORD

The National Council for Children's Services' (NCCS) Partnership Strategy has come at a critical time when the Council has developed important national plans –the Strategic Plan 2013-2017, the National Plan of Action for Children 2015-2022 and the National Plan of Action against Sexual Exploitation of Children in Kenya 2013-2017, in line with the Constitution and the Vision 2030.

Partnership is a working relationship between individuals, organizations or groups with compatible values and goals hence culminating in mutual respect. With the coming into force of the Constitution and the advent of the devolved system of government, it is therefore necessary for the Council to create partnerships with organizations and stakeholders to support children programmes and activities at national and county levels.

Over the years, the Council has engaged in many partnerships both formal and informal. Definition of boundaries in partnerships not only promotes transparency and accountability but also leads to benefits of working for a common target and goal. Partnerships to a great extent prevent duplication and wastage of resources.

An effective Partnership Strategy seeks to improve collaboration and networking with partners and stakeholders with the aim of improving service delivery. In order to adhere to the set timelines, Memorandums of Understanding (MOU) will be drawn with clear guidelines. Adherence to key principles will be vital noting that mutual respect of core values, among other principles will be given due consideration.

In addition, the Strategy will help NCCS and partners to address the plight of vulnerable children or those exposed to danger.

It is noteworthy that the Constitution of Kenya promotes transparency and accountability therefore all those working in a common platform must uphold these core principles.



**Hellen W. Waweru, HSC
Chairperson**

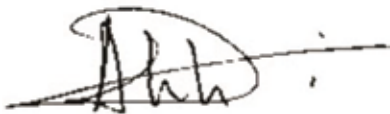
The National Council for Children's Services

ACKNOWLEDGEMENT

The National Council for Children's Services wishes to extend its gratitude to the following who contributed towards the development of this Partnership Strategy:- the Ministry of Labour, Social Security and Services and all the NCCS Council Members.

Special thanks goes to the drafting committee that comprised of the following officers from NCCS Secretariat:- Noah M.O. Sanganyi, HSC, Adelaide Ngaru, Marygorret Mogaka HSC, Margaret K. Kirera, Rosemary Magoiya, Ruth N.W. Njuguna, Elizabeth A. Bolo, Harrison Ng'ang'a and Nicholas Mutuku.

Finally, I wish to recognize the special contribution of the Chairperson, the Head of the NCCS Secretariat and other persons otherwise not mentioned.

A handwritten signature in black ink, appearing to read 'Ahmed Hussein', with a horizontal line extending to the right.

Ahmed Hussein, MBS, HSC

Director, Children's Services/Secretary

The National Council for Children's Services

1.0 INTRODUCTION

1.1 BACKGROUND

The National Council for Children's Services (NCCS) is a semi-autonomous Government Agency (SAGA) established under Section 30 of the Children Act, 2001 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.

The Council is made up of 21 persons drawn from various line government ministries and departments, non-governmental organizations engaged in child rights and welfare activities, mainstream religious organizations and the private sector.

The role of the Council is to guarantee the well-being of children in order to grow into responsible adults. The Council's major functions are to:

- i) Coordinate and supervise child rights and welfare activities;
- ii) Plan, monitor and evaluate children activities;
- iii) Mobilize and coordinate resources for child welfare projects;
- iv) Advocate for child rights and welfare;
- v) Report on regional and international obligations on child rights and welfare.

The functions of the Council have been cascaded to the grassroots through the Area Advisory Councils (AACs) at Sub-County, Ward and Locational levels. Primarily, AACs safeguard the survival, development, protection and participation rights of children as contained in the Convention on the Rights of the Child (CRC), the African Charter on the Rights and Welfare of the Child (ACRWC), the Constitution of Kenya, 2010 and the Children Act, 2001.

The Council has a secretariat headed by a Head of Secretariat. The Secretariat is in charge of day to day administration.

To safeguard the rights and welfare of children in Kenya, the Council and AACs work with partners and stakeholders from international and local organizations as well as the community and children.

The Council activities are grouped into four thematic areas namely:

- Policy development and legal issues;
- Resource mobilization management and organizational development;
- Planning, research, monitoring and evaluation; and
- Advocacy, media, participation and partnerships.

The Council has formed committees to spearhead each of the thematic areas. The committees are composed of the Council members. At the Secretariat, a staff member heads each thematic area.

The Council's vision, mission and core values are:

1.1.1 Vision

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

1.1.2 Mission

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

1.1.3 Core values:-

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

1.2 Rationale

NCCS works with partners and stakeholders in the children's sector. Over the years the Council has engaged in a number of partnerships both formal and informal. As the Council grows, there is need to define the boundaries of partnerships in order to enhance transparency, internally and externally, and to embrace a coordinated, pro-active and strategic approach as opposed to ad hoc.

As a policy making body on children matters, the Council has developed key documents on child rights and welfare. These include policies, guidelines, national plans and manuals. It also has the mandate of coordinating child rights and welfare activities in Kenya.

Coordination of service delivery and implementation of the developed documents require concerted efforts by State and Non-State actors in terms of financial allocation, human resource, capacity building and other resources. Although the government has progressively increased financial allocation to the Council, it is critical for NCCS to mobilize resources from its partners in order to meet its mandate. To achieve this, it is imperative for the Council to enhance good working relationships with various partners and stakeholders in the children's sector through forging of mutually beneficial partnerships.

This Strategy, therefore, will guide the Council in defining a standard approach to partnerships with clear criteria and procedure in order to attract partnerships that can assist in meeting its mandate. This will go a long way in catering for the growing needs of children in terms of their rights and welfare.

1.3 Objectives the Strategy

The objectives of the Strategy are:

- To guide in the establishment and management of partnerships between the Council and partners.
- To provide a platform for collaboration in order to share knowledge, skills, experience, best practices and resources.
- To improve effectiveness and coordination in working with partners.

2.0 The Strategy

2.1 Guiding Principles

In engaging in partnerships, NCCS will be guided by the following principles:

1. **Contribution to the Council's mandate:** the Partnership should contribute to the Council's strategic objectives and ultimately its vision.
2. **Mutual respect for core values and principles:** the Partnership should respect each partner's identity, mission and values.
3. **Commitment, Complementarity and added value:** each partner should contribute to achieve the agreed upon shared objectives. Each partner should commit to bring its unique capacities and resources to the partnership and strive to achieve mutually beneficial goals.
4. **Transparency, Accountability and Flexibility:** each partner should be willing to communicate, work together and take decisions in a transparent, accountable and collaborative way, based on agreed roles and responsibilities.
5. **Cost Effectiveness:** the value of the partnership must be greater than the cost of establishing and maintaining it.
6. **Intellectual property rights:** a clear understanding of ownership of knowledge and data arising from joint work should be discussed and agreed upon beforehand. This should be clearly stated in the MoU or Agreement document.

2.2 Criteria for establishing Partnerships

Before entering into or continuing any partnership the potential benefit of the Council's participation should be assessed against its aims, objectives and responsibilities.

The following criteria will help determine whether or not to approve a particular Partnership.

- The proposed partnership is lawful.
- It is consistent with the Council's overall vision, mission, core values and mandate.
- The partnership helps the Council to meet its strategic objectives and mandate.
- It meets Government Rules and Regulations. The Council must satisfy itself that the partner is registered by the appropriate authority and is meeting all regulatory requirements.

- The partnership would deliver greater impact than would be achieved if the partners were working alone.
- What each partner will bring into the partnership.
- The partnership has no cost implication to the Council.

2.3 Management of Partnerships

To ensure that partnerships meet the envisaged goals, it is important that they are managed efficiently. The following partnership management elements shall be adhered to:

1. Partnerships entered into by the Council will be in the form of MoUs. These will be based on a common agenda and mutual respect.
2. Partnerships will be formalized through signing by the Chairperson or the Secretary.
3. The Advocacy, Media, Participation and Partnerships Thematic committee will guide the process of establishing and managing the partnerships entered into by the Council.
4. The request to form a partnership may originate from either the Council or the interested partner.
5. The Council can enter into multiple partnerships with more than one partner on the same strategic area.
6. NCCS staff will be expected to maintain high standards of integrity and communication while dealing with partners.
7. Where a partnership entails capacity building of Council staff, the process of selection of the beneficiaries shall be done in a transparent manner.

Typically the Memorandum of Understanding will include the following:

1. **Vision:** a shared vision in support of the Council's Mandate (child rights and welfare).
2. **Aims:** a description of the strategic aims of the partnership
3. **Management Review:** commitment to a specified number of partner meetings per year, to review progress and plan future activity, if any.

4. **Funding Arrangements:** Identify the process by which resources will be approved, accessed and released including accounting procedures on the same.
5. **Intellectual Property Rights:** A statement clarifying the status of all work arising from the partnership.
6. **Timescale:** A brief description of the lifespan of the partnership.
7. **Nominated Contacts:** identify persons to be responsible for the partnership representing all parties involved in the partnership.
8. **Monitoring and Reporting:** parties will review formal partnerships on a periodic basis. The NCCS Council will be furnished with periodic and /or annual reports.
9. **Conflict resolution:** how disputes arising in the partnership will be handled.
10. **Termination:** statement on how either party can terminate the partnership if need arises.

2.4 Monitoring and Evaluation of Partnerships

Partnerships entered into by the Council will be continuously monitored and evaluated to ensure they meet the terms set out in the MoU.

The performance will be monitored through regular meetings and other forms of engagement agreed upon by the two parties. Progress reports will be provided by the Council's Secretariat to the Advocacy, Media, Participation and Partnerships Thematic committee and to the Full Council.

An annual report on all existing partnerships will be prepared and presented to the Full Council at the end of each Financial Year.

If at any point in the duration of the partnership it is found to be operating contrary to the MoU, steps will be taken to rectify or terminate the partnership as detailed in the specific MoU governing it.

The Council will develop and maintain a database of all partnerships entered into. At the end of each partnership a report will be prepared detailing the achievements, challenges and lessons learnt from the partnership. This will be used to improve future partnerships entered into by the Council.

Appendix I: An example of a partnership arrangement

Part A: Specific partnership arrangement

- List the agreed activities each partner has agreed to undertake

Part B: Commitments

1. The Council will:
2. The Partner will:
3. Both the Council and the Partner will:

Part C: Protecting the integrity of the Partnership

Both the Council and the Partner will:

- a. Give advance notice (where possible) of any significant issues arising from their own operations and activities which might have a bearing on , or represent a risk to, the Partnership.
- b. Act in good faith to remain within the terms of these arrangements.
- c. Give no publicity to, or make no public announcement or statement about the Partnership arrangement which could lead to a misleading impression about the relationship, or about the status of the Partners or their members or service users.

Part D: General Arrangements

Duration of arrangements

Interpretation of this record of partnership arrangements

Review and amendments of arrangements

APPLICABLE LAW

This partnership shall be governed by the Laws of Kenya

AMENDMENT

No alteration, variation, cancellation, addition or amendment to, or deletion in this partnership including this clause, shall be of any force or effect unless in writing and signed by all parties.

CONFLICT RESOLUTION

Any dispute arising between the Council and Partner concerning the implementation or interpretation of this MoU shall be resolved amicably between the parties and if no agreement is reached, the dispute shall be resolved according to the following steps:

Conciliation: The parties shall each appoint two representatives to form a Conciliation Committee. The decision of the Conciliation Committee shall not be binding.

Mediation: If the conciliation has not resolved the dispute, the parties may decide to enter into a Mediation process. In this case the parties shall agree on the person who will conduct the process.

Arbitration: In the event that no resolution is achieved by mediation, the parties may refer the matter to arbitration, in respect of which the arbitration shall be conducted in accordance with the provisions of the Arbitration Act. No. 12 of 1980

TERMINATION

This partnership may be terminated by either party by giving three months notice in writing.

SIGNATURES

This MoU is thus signed in Nairobi, on this _____ day of _____, _____.

SIGNED ON BEHALF OF THE NATIONAL COUNCIL FOR CHILDREN SERVICES

Name: _____

Designation: _____

Date: _____

Witness

Name: _____

Designation: _____

Date: _____

SIGNED ON BEHALF OF THE PARTNER

Name: _____

Designation: _____

Date: _____

Witness

Name: _____

Designation: _____

Date: _____



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