Children’s Rights and Violence Prevention Fund

Strategic Plan

2020 – 2023
What We Are Working Toward (Vision)
Children and adolescents are safe and empowered where they live, learn, play and work.

Our Purpose (Mission)
Advance the safety and rights of children and adolescents.

How We Achieve Our Mission (Approach)
Partner partnered with community organizations and local NGOs using a place-based cluster model to create safe and supportive environments for children and adolescent girls. We learn from our work and leverage our insights to influence collective action for change.

Who We Are (Organization)
CRVPF is a child right’s and social justice regional intermediary organization supporting a holistic community-based approach to prevent violence against children and adolescent girls, enhance children’s resilience and build adolescent girls’ power.

Who We Serve (People)
Children and adolescents as well as the families, communities and institutions that impact their lives.

What We Do (Programs)
Grant making, capacity development support and networking in the two programs, the Violence Prevention and Adolescent Girls Power Program.

What Guides What We Do and How We Do It (Principle and Values)
We believe in the dignity, inherent worth, and equality of every child and every adolescent girl. As such children’s and adolescent girls’ rights serve as our main guiding principles.

We believe that children and adolescent girls have power, agency and resilience. We believe they should have input into the decisions that affect their lives. In our work, we value and respect the voice and leadership of children and adolescent girls.

We believe that violence is not inevitable. We also know that its negative impact on children and adolescent girls is lifelong. So we aim to prevent violence before it even happens by working to address the root causes of violence and oppression.

We understand the factors that converge to increase the risk of violence and oppression are multi-faceted, intersectional, and complex. We base our understanding of the problem on systems thinking and use it to inform an integrated and holistic approach.

We believe in the importance of place, culture, and self-determination. Therefore we invest in the leadership of community organizations to support community driven change.
We realize that tackling humanity's biggest problems has always required the collective influence of social movements for the power, inspiration, and longevity required to change whole societies and each of us in them. So we support ecosystems and networks of organizations, thus leveraging the **power of collective action** to change how we relate, teach, and parent.

We know that good intentions are not enough to create deep and lasting change. So we pair our passion for children and adolescent girls living to the fullness of their lives with a deep commitment to continually **learning, sharing and evidence** about how we can do it better.

We believe that at its core, violence is about the imbalance of power between people, and in the case of violence against children and adolescent girls, that imbalance of power is often used to harm, control, limit and contain.

We believe that this work is long-term and relational. We don’t assume that we have all the solutions. Instead we strive to develop authentic relationships that support a **collaborative partnership** based on shared values and shared vision, continually striving to find a new balance in the power dynamics between us and our partners as well as among our partners.

The world that we imagine for our children and adolescent girls is a bold new world. Getting there is not going to be easy, because it requires us to disrupt our ways of thinking, relating, and behaving. We draw upon our **creativity and courage** to reimagine what is possible and **intense inquiry and deep engagement** to figure it out together.

**What We Hope to Achieve (Goal)**

Invest in and build the capacity of a regional network of community organizations working to stop violence before it starts.

**What Change We Want to Create (Objectives)**

1. Create safe and supportive environments for children and adolescent girl’s
2. Strengthen children and adolescent girls’ agency and resilience
3. Transform the root causes of violence
4. Influence the field through networking and building community movement
5. Increase our institutional capacity to achieve our strategic goals

**How We Will Achieve It (Strategies)**

- **Enhance adult capabilities**: Build up individual competencies, supportive relationships, family economic stability, and robust systems of support.
- **Strengthen children and adolescent girls’ agency and resilience**: Support children and adolescent girls to develop the self-efficacy, self-regulation, and support to be resilient agents of change.
• **Transform the root causes of violence:** Develop leadership and facilitate connections to create a network of networks that can challenge social norms around gender, age and power.

• **Influence the field:** Enhance monitoring and learning capacity to inform improvements in programming and to influence the field around violence against children and adolescent girls.

• **Build Institutional Capacity:** Strengthen CRVPF Board of Trustees; increase staff competency and skills; and establish a US office to support grant management and fund mobilization to diversify the resource base.

### What Change We Will See

• Adults with the skills to manage stress, supportive relationships, financial resources, and robust systems of support. As a result, families, communities and schools are safe, stable and nurturing.

• Children and adolescent girls have increased confidence, competence, and resilience to overcome challenges and work toward set goals. As a result they have the voice, abilities, and choice so that they can enjoy their full rights and freedoms.

• A network of networks challenging unequal age, gender, and power relations in communities. As a result there is a shift toward equity in age, gender and power relations.

• CRVPF effectively leverages its knowledge to influence the field. As a result, CRVPF increases its profile as a thought leader.

• CRVPF has increased staff capacity, diverse resource base, and enabling policies and procedures. As a result, CRVPF is a more effective and sustainable organization.

### How We Will Define Our Success:

We will define our success by:

• The level of resources channeled to a network of community organizations and local NGOs using the cluster partnership approach to prevent violence against children and adolescent girls.

• The efficacy of our model (the planning and learning period in informing program design and place-based cluster approach) in supporting grassroots organizations to work collaboratively, increase their capacity and demonstrate impact in preventing violence.

• The leverage gained from CRVP’s learning, thought leadership, and the network of networks.

### How We Will Learn:

CRVP is committed to continuous learning in order to improve our work and further support the practice of community organizations and local NGOs. Using data and stories, CRVPF will engage in an ongoing process of learning based on guided inquiry. Key methods that will be used include
**Analysis of Data and Formal Documents:**
Proposals, budgets, and end of grant reports (narrative and financial) will be critically read. Qualitative analysis will be used to identify themes and inform a deeper understanding how change comes about. In addition, any data collected through partner M&E or specific evaluation efforts, will be analyzed for insights.

**Participatory Learning Sessions:**
Learning and sharing sessions will be organized with partners and program participants, to gather insights, validate observations, and probe questions further or address information gaps.

**Reflective Thinking and Dialogue:**
Implicit knowledge, or knowledge built from experience stored in the “heads” of staff will be captured and documented using learning journal and reflective dialogue.

**Regional Assessments:**
As appropriate, CRVPF will commission external consultants to conduct specific program or regional assessments to inform the strategy. An example is the assessment of the nine-year migration program in Ethiopia which is being integrated into the CRVPF portfolio.

**Learning Forum:**
CRVPF will also explore the opportunity to collaborate with other regional organizations on collaborative regional learning initiative

**How We Will Act on our Learning:**
In order to ensure application of learning, CRVPF will engage in a process of ongoing reflection to draw insights from the data and stories, consider their implications, and apply them to improve our work. Key activities will include:

- **Quarterly team guided reflection** of action taken in relation to each program and synthesizing key insights. The insights from this process will be written up to build institutional knowledge.

- **Bi-Annual Learning Forums** that bring together the CRVPF staff to review data and findings on both activities and outcomes reported in the previous six months.

The insights will be used to inform:

- **Partner Learning:**
  As CRVPF synthesizes learning from partners, it can share that learning so that all the partners benefit from insights generated from the learning process.

- **CRVPF Learning and Strategy:**
  As CRVPF deepens its own learning, it can use that knowledge to inform practice and strategy. The learning can inform practice in terms of selection of partners and strategy in relation to the goals and priorities and approach to programming.
• **Contribute Knowledge to the Field:**
  CRVPF can also use insights that emerge from its learning agenda to inform the wider field of violence prevention. This can be done through working papers, participation in strategic fora, and conference presentations, where it can elevate the voice and visibility of grassroots organizations.

**How We Will Resource Our Work**

CRVPF enters into the strategy period from a strong position, with the commitment of funding from three institutional partners that provide multi-year funding. CRVPF will continue to work closely with each existing partner to sustain funding towards defined long-term goals.

CRVPF is also in the process of establishing a US office, which will support resource mobilization by cultivating relationships with diverse funding partners. The US office will also have responsibility for the grants management.

**How We Will Support the Work and Each Other**

CRVPF will increase its operational and program capacity by investing its resources to build:

- Strong and competent team by expand staffing capacity to include a Monitoring, Evaluation and Learning Officer; and a Director of Programs (toward the mid of the strategy period); working in an integrated and complementary way with our Regional Consultants.
- Develop effective Human Resource systems that support staffing and facilitate a supportive culture and environment.
- Enhancing policy to include Safeguarding, Anti-Fraud, and Gender-Based Violence.
- Merge the CRVPF regional and US board members to have better leadership oversight and support for the organization.
- Strong financial management system internally as well as a proactive engagement with partner financial management.
- Raise the profile of CRVPF through strategic communications, including updated generally (website) and products that share what we are learning in our work.
- Enhance our grant making systems and approach, paying attention to the way we partner with community organizations and support child-centered and girl-led work.

**How We Will Assess Our Progress:**

- A strategic plan is the road map to the future for an organization. It must have realistic goals and accountability built into it. Tracking and reviewing the plan on a regular basis helps ensure the goals are realistic and those executing the strategy are accountable. The tracking mechanism is the plans’ GPS since it tells us if we are on or off the roadmap.
- Once the plan is approved it must be translated into an action plan which defines the specific annual objectives and tactics that the team will undertake to achieve the strategic goals. The tactics must be specific, measurable, and actionable.
- Tracking does not have to be difficult or complex. It needs to be organized, done on a regular schedule, and centralized. Reviews will be done quarterly and annually.
• Quarterly Reviews will help us to see how we are progressing and more importantly what we are learning and observing. Quarterly reviews are also good time to test if we have over or under-estimated what we can accomplish and make adjustments.

• The annual review is an equally important moment, in which we assess progress against the annual plan. This is also a good time to review the assumptions that were made when the strategic plan was developed and decide if they are still valid. The annual review will focus on accomplishments, where we did not make progress and why. It is also a moment to assess changes in the wider environment and understand how they impact the strategy or call for adjustment of expectations.
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<thead>
<tr>
<th>Vision</th>
<th><strong>Children and adolescents are safe and empowered where they live, learn, and play</strong></th>
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<tbody>
<tr>
<td>A regional network of community organizations with the resources, capacity, and linkages to implement a holistic place-based approach to prevent violence against children and adolescent girls</td>
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| **Strategic Objectives** | Create safe and supportive environments  
*Adults have the competencies, tools and resources to create stable, safe, and supportive environments for children and adolescent girl's* | Strengthen children’s and adolescent girls’ agency  
*Children and adolescent girls have voice, skills, and agency to shape the decisions affecting their lives* | Transform the root causes of violence  
*A growing movement transforms in the structural and systemic roots of violence* |
<table>
<thead>
<tr>
<th>Strategies</th>
<th>Enhance adult capabilities</th>
<th>Build children and adolescent girls’ core life skills</th>
<th>Build a movement</th>
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<td></td>
<td>- Build adult competencies, facilitate access to tools and resources, and link them to systems of support</td>
<td>- Provide children and adolescent girls with opportunities to know their rights, develop self-efficacy and self-regulation, as well as access to supportive adults and peers</td>
<td>Create movement building spaces where organizations connect, deepen their power analysis around gender, age, and power, and create a new vision and coordinate action</td>
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<th>Results</th>
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<td>- Adults have the skills to manage stress, develop supportive relationships, and access a supportive community (in families, earn a livelihood)</td>
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<td>- Children and adolescent girls have increased confidence, competence, and resilience to overcome challenges and work toward set goals</td>
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<td></td>
<td>- Network of networks challenging social unequal age, gender, and power relations</td>
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<th>Outcomes</th>
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<td>Families, communities, and schools are safe, stable, and nurturing</td>
<td>Children and adolescent girls have voice, abilities, and choice so that they can enjoy their full rights and freedoms</td>
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<td>Shift toward equity in age, gender and power relationships</td>
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<td>Increase institutional capacity to achieve strategic goals</td>
<td>Influence the field through networking and strategic communications</td>
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**Program Model:**

**Cluster Partnership Model:**

The theory behind cluster partnership approach is summed up by the Kashmiri saying: “one plus one is equals to eleven.” In other words, the sum is greater than the individual parts. Such collaboration can ensure the development of initiatives and capture the creative potential of diverse actors for deeper impact. The relationship will foster local ownership for sustainability, and address complex problems or new opportunities. We believe cluster approach takes full advantage of the knowledge, skills, reach, and experience that partners offer each other and together, can have greater impact than working separately.

- **Selection criteria:** Based on key principles, as well as the theory of change, RVPF encouraged 2-5 community organizations and local NGO’s to form cluster partnership.
- **Building relationships:** The approach taken to develop partnership is relationship-based. Each stage is about getting to know the partners, the context in which they work, and the communities they work in.
- **Cluster approach:** Rather than working with organizations individually, CRVPF works with organizations in a cluster model. One of the selected partners will sign contract with CRVPF and manage. Based on quarterly plan cluster members share the fund to implement program activities. In addition to facilitating collective action in a place-based framework, the cluster approach opens up the opportunity for the partners to learn and support each other.
- **A long-term view:** Social change takes effort, time, and diligence. When organizations work with a clear understanding that CRVPF has a long-term commitment, they can develop a program that looks beyond short-term activities to engagement that creates long-term change.
- **Invest in organizational and program sustainability:** Within a cluster partnership framework, CRVPF also supports the organizational and program development of partners. This will draw on both staff, regional consultants, and external expertise to provide training, mentoring, and peer learning approaches.
- **Documenting Change and Learning:** A partnership framework, where organizations receive multi-year grants allows CRVPF to observe, learn with, and document the work of partners. Further, the long-term view opens up an opportunity to track results at the level of the family, community, schools, as well as change in the lives of children and girls. It also allows CRVPF time to document outcomes and assess the organizational and program development of partners.
- **Exit strategy:** The partnership framework provides clear process for a supportive exit strategy. This allows CRVPF and each organization to work in mutually supportive ways toward a successful end of partnership.
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<th>PROGRAM MODEL</th>
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<td>Adults have the competencies, tools and resources to create stable, safe, and supportive environments</td>
<td>Support cluster partners of community organizations and local NGOs working in same community in cluster partnership</td>
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<td>Children and adolescent girls have voice, skills, agency and resilience to shape the decisions affecting their lives</td>
<td>Engage partners in a six-month planning and learning grant.</td>
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<td>A growing movement transforms in the structural and systemic roots of violence</td>
<td>Convene learning and sharing meeting with partners to analyze the insights and reflect on the implications</td>
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<td>Insights from planning and learning process used to develop long-term program plan</td>
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<td></td>
<td>Assess and support the cluster to build their individual and collective capacity. Integrate action learning at the cluster level</td>
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<td>Use insights to improve program approach and model</td>
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<td>Measure outcomes and document best practices</td>
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How Change Happens (Theory of Change):

Our theory of change posits that creating a safe and nurturing environment for children and adolescents results from interactions between three sub-systems: family/community; deep social norms and power and policy. The change we seek will come about as a result of 1) agency of individuals and the change in the relationships and patterns of interaction among children, adolescents and adults within families, the community, and local institutions like schools; 2) a shift in the social norms that legitimize and perpetuate violence 3) an enabling policy and power environment which provides access to resources and opportunities.

Children and Adolescent Girls are safe and empowered where they live, learn and play
Children and adolescent girls are safe and empowered where they live, learn, play and work

Enhance Protective Factors

- Children and adolescent girls have a voice, agency and resilience.
- Families, communities, and schools provide safe and empowering environments

Supportive policies, programs and investments increase access to resources, services, and protection

Networks of networks shift norms toward equity

- Government and development actors have greater understanding of the role and efficacy of community-based prevention
- Decision-makers and influencers use evidence base to shape policies, practices and investments in violence prevention

- Leaders deepen their analysis and understanding of the root causes of violence and strategies to transform them
- Clusters are connected to create a strong movement infrastructure

- Strengthen children’s and adolescent girls’ agency and resilience
- Increase adult capability to manage stress and self-regulate; develop supportive relationships, sustain livelihoods, access systems of support
- Schools are safe and community systems of support are robust

- Build competency in violence prevention in schools and community systems

Create an Enabling Environment

- Build knowledge with community and regional partners
- Share evidence base with decision makers and influencers at local and national actors and governments

- Convene leaders in movement building spaces where they can deepen their insights on challenging the underlying roots of violence
- Connect clusters to develop relationships that create an ecosystem of actors in the region

- Enhance Protective Factors

CLUSTERS

- Transform the Root Causes

FUND & BUILD CAPACITY

- CATALYTIC ACTION
  - FORM
  - LEARN
  - COLLABORATE

LEARN

NETWORK

- SUSTAIN
  - CO-CREATE
  - INTEGRATE

Violence against children remains prevalent. It takes place in families, schools, and communities and outside these settings. Violence arises from the interplay between individual level risk factors and structural drivers. Preventing violence requires action on multiple levels.