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Corporate Strategy 2019-2022

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Reinforcing Child Helpline Services

Participatory Development Approach

The Childline Kenya Corporate Strategy, 2019–2022, remains faithful to our vision of a society where each child is heard and their dignity is upheld at all times. This is the foundation of our strategic objectives.

The process of developing the strategy brought together telecommunication operators, government institutions and non-state actors. The input of these key stakeholders was combined with the feedback of our beneficiaries in the process of formulating this strategy.

In this process, we also took stock of reasons for successes and failures of our past activities. It is from this analysis that we synthesized our new strategic goals of Awareness, Access and Response. These strategic goals attest to our commitment for each child to be heard through increased awareness, to access the requisite services through optimized access and to receive relevant services through strengthened response.

Therefore this strategy is fundamentally a reinforcement of our services from the past. There is, however, a significant departure. In the past, services to children have been provided through institutional networks such as the Department of Children Services and partner institutions accredited to Childline. It is our intention, during the new strategy period, to develop community-based support systems. This will increase the level of services our beneficiary can receive but it will also directly involve the community. This has a multiplier dividend.

As will be evident, the development of this Strategy was a participatory process which included Childline Kenya Board of Directors, Senior Management and staff together with our stakeholders (donors, partners and beneficiaries). I acknowledge and thank them for their contributions. My special thanks go to the Government of Kenya through the Department of Children Services, as a strategic partner, for their continued support of the work of Childline Kenya.



George W. Okado,
Chairman, Board of
Directors



Marcellina Obudo,
Board Programme
and HR Sub-
Committee

The Strategy at a Glance

Our mission, from inception, is to provide avenues for reporting of child protection concerns through ICT innovations and link the child with the relevant services in the most efficient and effective manner. The flagship programme which Childline implements in partnership with the Government of Kenya is the National Child Helpline 116 service. This is an emergency telephone service for reporting children's concerns. The clients are then linked with a network of partners to access the relevant services.

The development of this strategy has benefitted from the implementation of our two strategic plans, the first from 2007 to 2012 and the second from 2013 to 2018. It has also been informed by feedback from partners and beneficiaries and the emerging national and international trends in the child protection sector.

In this current strategy, Childline intends to build on the gains of the previous periods and focus its efforts towards the following strategic themes:

1. Awareness on the existence and operations of the Child Helpline 116 service;
2. Access to the child protection services through the Helpline service.
3. Response to the reported cases for efficient and effective case resolution

In order to achieve these strategic objectives, it is important to strengthen management operations and board oversight. The strategy recognizes this requirement.

The estimated cost of implementation of the strategy is Kenya shillings 107Million. Implementing a project of this nature carries risks. These have been identified with corresponding remedial responses. It is our intention to carry out regular review during the implementation period.

As in the development phase, our stakeholders will remain important during the implementation phase as well. However, the primary responsibility falls on the Board of Directors supported by management and staff. The board, therefore, intends to ensure that all stakeholders and staff are fully familiar with all aspects of the strategy. We look forward to an exciting four years.

Implementation: Innovation and Commitment

Our mission identifies Information and communication Technology, (ICT), as the air that breathes life into our vision. The management will, under my direction and with the support of the board, focus on leveraging on ICT innovative solutions to deliver on the strategic themes of Awareness, Access and Response.

The management will identify relevant models of creating awareness on the Helpline service nationally. This will include evaluation and adoption of traditional mass media such as television and newspaper as well as new and emerging communication tools and methods converging around the internet.

Since inception, Childline has developed access infrastructure around the “Poor Old Telephone System”, POTS. Web based technologies and Short Message Systems are now creditable alternatives to POTS. Management will explore these technological opportunities to increase access to the Helpline service by members of the public. This will also alleviate the perennial queues of callers waiting to be served.

Lastly, we intend to promote technological opportunities for effective and efficient response to our beneficiaries. In this case, we shall explore technologies that increase our connectivity with communities and partners in the child protection sector.

The focus on ICT provides opportunity for increased reach and timely responsiveness.

The successful implementation of this strategy requires an in-depth understanding of child protection practices and information and communication technologies. The management is fully committed to ensure that all our staff are fully trained over the strategy period. The use of ICT will also be extended in strengthening management operations and board oversight. Management, in consultation with the board, will explore the use of virtual workspaces and collaboration. This may allow counselors to interact with beneficiaries from anywhere, anytime. Meetings may also be held through videoconferencing. This way, we provide maximum flexibility and cost effectiveness in our operations.



Martha K. Sunda,
Executive Director,
Childline Kenya

List of Abbreviations and Acronyms

(1) ACRWC	African Charter on the Rights and Welfare of the Child
(2) BoD	Board of Directors of Childline Kenya
(3) CHI	Child Helpline International
(4) CSOs	Civil Society Organizations
(5) DCS	Department of Children Services
(6) ICT	Information Communication Technology
(7) ITU	International Telecommunication Union
(8) MOU	Memorandum of Understanding
(9) NCCS	National Council for Children Services
(10) NGO	Non-Governmental Organization
(11) UNCRC	United Nations Convention on the Rights of the Child

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CHAPTER 1 BACKGROUND

1.1 INTRODUCTION

The Corporate Strategy of Childline Kenya, 2019-2022, is grounded on our vision of upholding the rights and dignity of children. This will be achieved through ICT innovations. Our work is carried out within a set of values that underpin our daily dictions.

1.2 CHILDLINE KENYA

Childline Kenya, a non-governmental organisation, in partnership with the Department of Children Services, operates the nationwide child helpline 116 service (Helpline) as part of the Government efforts to stop child abuse and provide a safe environment for all children. The helpline provides counseling as a primary service in addition to other allied services accessible through a network of certified partners.

The Helpline, 116, which is dedicated to children, runs as a 24 hour emergency number. It is also complemented by online chat (linked to www@childlinekenya.co.ke), Facebook fan page (Child Helpline 116 – Kenya), email (116@childlinekenya.co.ke), WhatsApp (0722116116) and twitter (@childlinekenya).

1.3 VISION, MISSION AND CORE VALUES



1.3.3 Core values



1.4 STRUCTURE OF THE DOCUMENT

Following this background section, the rest of the document is structured as follows:

Chapter 2:

Review and Consultation describes details of internal review of the previous strategy and consultation with stakeholders on their expectation of Childline in terms of strategic direction.

Chapter 3:

The Strategy - This provides detailed description of Childline's Strategy for the period 2019- 2022.

Chapter 4:

Management of Strategy Implementation - Here we describe risks identified in implementing the strategy together with remedial responses. This is followed by description of the implementation plan and, finally, management of its implementation and budget.

CHAPTER 2 REVIEW AND CONSULTATION

2.1 INTRODUCTION

The development of this strategy was informed by the review of experience in implementing the previous strategy (2013-2018), review of emerging child protection national and international agenda and consultation with our partners and beneficiaries.

This chapter provides detailed findings following the review and consultations.

2.2 REFLECTING ON PREVIOUS STRATEGY IMPLEMENTATION

Our previous strategy of 2013-2018 was based on four strategic goals whose objectives were to:

1. Increase government involvement in the management of the Helpline;
2. Promote development and adoption of new ICT based programmes;
3. Provide technical support to partners, families and communities; and
4. Invest in research, advocacy and policy.

2.2.1 Increased Government Responsibility

This strategic objective was partially achieved.

The government contributed significantly towards the cost of internet and utilities for the Helpline and also seconded a team of Children Officers to work at the Helpline. Thus the partnership with the Department of Children's Services bestowed credibility on the Child Helpline services. This partnership created a platform to engage with all duty bearers in provision of services to beneficiaries effectively and efficiently.

However, standards for case management were not finalized to provide a structured mechanism for duty bearers to provide their services efficiently and effectively. This undermined the effectiveness of the Helpline's response and good quality service to children and their families was not guaranteed. The staff costs and Helpline operations costs also proved onerous especially in light of limited donor funding.

On the other hand, the relationship between Childline and the Government suffered from lack of clear definition of roles between DCS and Childline. As a result, planned transition of the Helpline to DCS did not take place by the end of the strategic period. It is the objective of Childline to effect transition in the next strategy period and also develop a structured partnership network with DCS with clear roles and responsibilities.

2.2.2 Promoting Development and Adoption of New ICT Based Programmes

This objective was partly achieved.

Technology has in the recent past emerged as a tool of child abuse, particularly the

internet space which is used to pounce on children who are vulnerable. Childline thus piloted a programme to work through the same media to respond to child online risks and vulnerabilities. Response through social media such as WhatsApp, Facebook, Twitter and email, was thus initiated but was not scaled up. Childline intends to work with partners to develop these interventions further in Kenya. Emerging ICT innovations now provide a platform for easier communication and can be harnessed to provide faster access to needed services. There is also goodwill from development partners to support the exploration of these emerging ICT innovations.

Childline continued to receive a large volume of calls from the public concerned with children safety but there was an equally large number that did not get through due to technical constraints.

The business arm of this goal, however, was not activated. This was partly due to lack of funds which restricted Childline from expanding its platform beyond the telephone. This was exacerbated by the rate of technological obsolescence. There are no intentions to pursue the business arm of this goal.

2.2.3 Providing Technical Support to Partners, Families, and Communities

This objective was achieved with difficulty.

Childline launched a number of projects seeking to empower communities and key stakeholders to adopt a culture of child protection. These projects included:

- (a) Equipping children with knowledge and skills to defend their rights.
- (b) Sensitizing members of the community with skills to embrace their role as agents of child protection.
- (c) Encouraging accountability among child protection actors to respond to child protection concerns effectively and efficiently

Through these engagements there were opportunities to create awareness on the work of the Helpline. There was great goodwill from the stakeholders including children and their communities who demonstrated willingness to take up their roles as child protection agents.

Unfortunately, these projects had limited impact on awareness as they were geographically limited based on the requirements of the development partner(s). In addition most of these projects were also limited in providing direct support to the Helpline to respond to the reported cases. This tended to undermine Childline and its partners' ability to respond to the need of those who sought assistance through the Helpline platform.

Childline's effective response was further undermined by lack of a strong partnership network including that of key government agencies to respond to the plight of children in need. This coupled with inadequate funding limited the extent of response to the needs of children.

In the new corporate strategy Childline will continue providing technical support to partners, families, and communities largely through strategic partnerships.

2.2.4 Investing in Research, Advocacy and Policy

This objective was not achieved.

This strategic objective, on successful implementation, envisioned Childline as an influential research institution on matters child protection. However, Childline did not have the capacity nor was it able to develop such capacity to implement this strategic objective.

Childline was nevertheless able to provide non-private data¹ to be used by the Government and other child protection actors. In addition, a number of students from institutions of higher learning used the data for academic purposes. Childline also commissioned some research work in partnership with the Sexual and Reproductive Health and Rights Alliance-Kenya (SRHR Alliance) and Daystar University.

Apart from the commissioned research work Childline had opportunity to present papers with regard to its work in various conferences and partner forums.

The experience from implementing this objective indicates that Childline should continue work with partners in this area without necessarily establishing its own research facility.

2.3 REVIEW OF NATIONAL AND INTERNATIONAL CHILD PROTECTION AGENDA

Child protection remains an important national and international agenda item. The establishment of the National Child Helpline 116 service was informed by UNCRF, ACRWC, The Children Act (2001) and ITU recommendations on the set up of child helplines. The protocols and statutes from these policy documents continue to guide our operations. As a member of Child Helpline International, Childline is also regularly updated on emerging principles and practices of operating child helpline services for child protection.

In the development of this strategy, we have specifically reviewed the Sustainable Development Goals (SDGs) as the most recent guidelines in the development agenda. The review identified the following as pertinent to child protection and therefore of relevance to Childline Kenya in the strategic period 2019-2022:

- (a) Elimination of harmful practices, such as child, early and forced marriage and female genital mutilation;
- (b) Reduction of all forms of violence (against children) and related death rates everywhere;
- (c) Ending of abuse, exploitation, trafficking and all forms of violence against and torture of children; and
- (d) Encouragement and promotion of effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

¹ Childline Kenya observes strict codes on disclosure of personal data.

2.4 REFLECTING ON MANAGEMENT AND GOVERNANCE

2.4.1 Management

The day to day operations of Childline Kenya are managed by an Executive Director supported by a Senior Management Team.

During the current strategic period, the management of Childline reflected on its operations between 2013 and 2018 and identified the following challenges:

- (a) **High turnover of project staff** - On average project staff lasted slightly more than 1 year before transitioning to other job opportunities. This was caused largely by limited opportunities for career growth within the organization and limitation of capacity building opportunities to areas related to the project they support and not necessarily the organizational aspects.
- (b) **Limited capacity on resource mobilization**- Childline did not manage to finance the implementation of the strategic plan, 2013-2018. There was therefore great strain in recruitment and retention of key personnel positions required for the implementation of the strategy and funding of the related activities.
- (c) Weak coordination of response to cases reported through the Helpline as there was no guarantee that the partner to whom a case was referred would respond effectively and efficiently.

Therefore in the new strategic period, Childline commits to strengthen its management team in terms of capacity and resources for effective delivery of the strategic themes.

2.4.2 Governance

Childline Kenya is overall managed through a Board of Directors (BoD) which provides oversight and strategic direction for the organization.

The current BoD of Childline was originally made up of members drawn from non-government organizations as employees of those organizations. These organizations therefore met costs of individual members. Since the change of board membership to appointment on individual and volunteer basis, Childline has experienced:

- (a) Weak BoD oversight
- (b) Low involvement of the BoD in Childline's activities
- (c) Lack of self-evaluation plan for the Board

There is therefore need to motivate and build the capacity of the BoD to provide adequate oversight to the organization.

2.5 CONSULTATIONS WITH OUR PARTNERS AND BENEFICIARIES

Childline Kenya conducted in-depth consultations with children as primary beneficiaries together with their caregivers on the one hand and partners (development partners and co-implementers) on the other hand to obtain feedback on its range of services and their effectiveness. The feedback received raised the following issues:

2.5.1 Beneficiaries

The feedback received from beneficiaries was as follows:

- (a) There is need for increased accessibility to the Helpline from all over the country and reduced waiting time on queue
- (b) Childline should reach out to the service providers to initiate linkage with the beneficiary as opposed to guiding beneficiary to contact the partner.
- (c) Childline should sensitize its referral partners including the Government officers on the need for immediate response to reduce case turn-around time.
- (d) Childline should expand its social media services as more people prefer engaging on these platforms and also because there are no “call dropping”² risks.

2.5.2 Partners

The feedback received from partners was as follows:

- (a) Childline should liaise with the Government and other stakeholders to expand its referral partner base to ensure all children from all over the country can be linked to the relevant services nearest to them.
- (b) Childline in liaison with the Government should present child protection trends to the public and encourage dialogue to change the negative narrative on child protection to positive
- (c) Childline should continuously seek opportunity for collaboration and co-implementation of projects with other partners to ease the burden of raising resources for the Helpline
- (d) Childline and its partners should lobby the Government of Kenya to make budgetary provisions for the Child Helpline Service in its annual budgets.

2.6 SUMMARY OF FINDINGS

A review of the findings from the implementation of previous strategy and consultations of our stakeholders indicates that:

- (i) There are strategic objectives from our previous corporate strategy that should not be pursued further as they neither advance our vision nor mission
- (ii) Creation of awareness, enhancing access to the Helpline and strengthening our response to beneficiaries of Helpline services should be our primary strategic objectives

In addition, the findings indicate that Childline should restructure and strengthen its management and the Board of Directors for effective implementation of the Corporate Strategy.

² Call dropping is when the helpline system (usually telephone) is unable to connect the client to a counselor for technical reasons and the call is therefore disconnected before a case is reported.

2.6.1 Strategic Objectives to be abandoned

- (i) The promotion of ICT as a business for the organization should no longer be pursued. This is not central to our mission nor does Childline have capacity to implement (*see Section 2.2.1*).
- (ii) Development of research capability, while desirable, distracts Childline from its core vision and mission. This is best implemented through partnerships (*see Section 2.2.4*).

2.6.2 New Strategic Objectives

(i) Creation of Awareness

This should be achieved through:

- (a) Regular sharing of child protection trends (*see Section 2.5.2*)

(ii) Enhancing Access to the Helpline

This should be achieved through:

- (a) Increased funding support from the Government of Kenya (*see Section 2.2.1*);
- (b) Expansion of the social media services for better access to the required services (*see Section 2.5.1*)
- (c) Facilitation of increased accessibility to the Helpline (*See Section 2.5.2*)

(iii) Strengthen Response to Beneficiaries

This should be achieved through:

- (a) Developing a structured partnership network with DCS (*See Section 2.2.1*);
- (b) Strengthening partnerships to provide technical support (*see Section 2.2.3*).
- (c) Expanding Helpline's referral partner base for more efficient services (*see Section 2.5.2*)
- (d) Improve linkage with service providers (*see Section 2.5.1*)

2.6.3 Strengthen the management and the Board

This should be achieved through:

- (i) Continued compliance with protocols and guidelines (*see Section 2.3*)
- (ii) Aiming to achieve sustainable development (*see Section 2.3*)
- (iii) Strengthening the management of Childline (*see Section 2.3*)
- (iv) Maximizing on co-implementation opportunity with state and non-state actors (*see Section 2.5.2*)
- (v) Motivating and building the capacity of the BoD (*see Section 2.4.2*).

The strategic objectives will be implemented in the context of the MOU with DCS. Specifically it will speak to the transfer of operation responsibilities of the Helpline 116 service from Childline Kenya to DCS.

CHAPTER 3: THE STRATEGY

3.1 INTRODUCTION

The three strategic themes, identified based on findings of the review process, have informed the strategic objectives for the period 2019-2022. These objectives include increased awareness on the National Child Helpline 116 service; Optimization of access to the Helpline service; and strengthened response to reported cases. In order to make this possible Childline also seeks to strengthen its management and enhance Board oversight as demonstrated in the framework below.

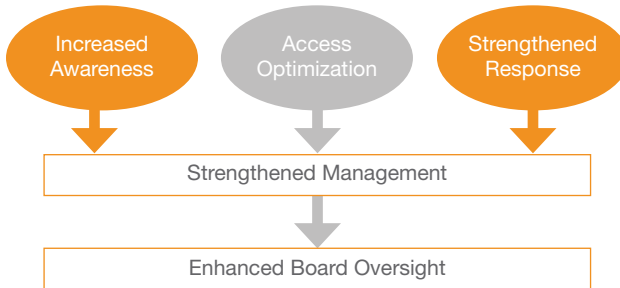


Diagram 3.1 Framework of strategic themes 2019-2022

3.2 STRATEGIC THEME 1: INCREASED AWARENESS ON THE HELPLINE SERVICE

3.2.1 Purpose

The purpose of this objective is that Childline makes deliberate effort to sensitize members of the public from all over the country on the existence of the helpline service for children. This in turn is expected to encourage more people to make use of the toll free child helpline service to report children's concerns for support.

3.2.2 Proposed Activities

The activities planned for creation of awareness are as follows:

- (1) Developing of awareness creation strategy
- (2) Implementing creation of awareness plans
- (3) Developing the creation of awareness monitoring plan(data management and dissemination)
- (4) Support DCS to increase its role in creation of awareness for the Helpline as part of the transition strategy
- (5) Carrying out regular monitoring and evaluation of awareness creation strategy

3.2.3 Resource Requirements

The funds required to implement this strategic objective are as follows:

	Goal /Activity	Estimated Budget in 000s				Total
		Year				
	Increase Awareness	1	2	3	4	
1	Awareness strategy	8,940				8,940
2	Implement awareness plans	1,000	2,500	2,500	1770	7,770
3	Develop Monitoring strategy	2,230				2,230
4	M and E Implementation	150	300	300	500	1,250
	Total					20,190

3.2.4 Expected Results

It is expected that:

- (a) The Helpline service will be known by beneficiaries throughout the country
- (b) The Helpline will be recognized by all state and non-state child protection actors in Kenya for ease of case referral and resolution

3.3 STRATEGIC THEME 2: OPTIMIZATION OF ACCESS OF THE HELPLINE SERVICE

3.3.1 Purpose

The purpose of this strategic theme is to provide guaranteed access to the beneficiaries of the helpline service nationally.

3.3.2 Proposed Activities

The activities planned for optimization of access are as follows.

- 1) Identify requirements for guaranteed access
- 2) Procure the relevant system based on the requirements
- 3) Provide adequate human resource capacity to handle/receive reports
- 4) Set up monitoring system to check access levels which includes “watch towers”
- 5) Carry out regular monitoring and evaluation of optimization of access strategy

3.3.3 Resource requirements

The funds required to implement this strategic objective are as follows:

Goal /Activity		Estimated Budget in 000s				Total
		Year				
	Optimize Access	1	2	3	4	
1	Identify access requirements	6,500				6,500
2	Procure system	5,000				5,000
3	Human resource capacity	6,000	6,000	4,000	4,000	20,000
4	Set up monitoring system		3,000			3,000
5	Monitoring and evaluation	150	300	300	500	1,250
	Total					35,750

3.3.4 Expected Results

The expected results include:

- Availability to multiple channels of access to the Helpline
- Effective and efficient universal access of the helpline service
- Effective and efficient call centre staff response (immediate)
- Increased responsibility of DCS in the management of the child helpline service for optimized access by children

3.4 STRATEGIC THEME 3: STRENGTHENED RESPONSE TO REPORTED CONCERNS

3.4.1 Purpose

The purpose of this objective is to ensure that the response provided through the Helpline service is appropriate, effective and complete.

3.4.2 Proposed activities

The activities planned for strengthened response are as follows;

- Develop a directory of the services and the relevant service providers
- Develop and implement service standards framework for response to reported cases
- Develop and implement tools for M&E in response to reported cases
- Support DCS to fully take over the management of cases referred to the Helpline service

3.4.3 Resource Requirements

The funds required to implement this strategic objective are as follows:

Goal /Activity		Estimated Budget in 000s				Total
		Year				
	Strengthened Response	1	2	3	4	
1	Directory Management	500	500	500	500	2,000
2	Standards management	2,000	480	480	480	3,440
3	M and E Management	1,000	900	900	900	3,700
	Total					9,140

3.4.4 Expected Results

The expected results include:

- (a) To ensure all beneficiaries who reach out to the Helpline are attended to
- (b) To maximize provision of relevant services to beneficiaries
- (c) To ensure uncompromised quality and timeliness of the services offered to beneficiaries

3.5 MANAGEMENT STRENGTHENING

3.5.1 Purpose

The purpose of this objective is to strengthen management to provide efficient and effective operations in all its functions.

3.5.2 Proposed activities

The planned activities for this objective are as listed below.

- (a) Recruitment and retention of qualified and experienced staff in each of the functional areas
- (b) Development of clear job objectives and responsibilities with appropriate appraisal system
- (c) Support BoD oversight

3.5.3 Resource Requirements

The funds required to strengthen management are as follows:

Goal /Activity		Estimated Budget in 000s				Total
		Year				
	Strengthened Management	1	2	3	4	
1	Staff Recruitment	8,880	8,880	8,880	8,880	35,520
2	Appraisal Management	300	300	300	300	1,200
3	Support BoD	500	500	500	500	2,000
	Total					38,720

3.5.4 Expected Results

The following are the expected results:

- (a) Improved effectiveness and efficiency in operations of the organization
- (b) Clearly defined roles and responsibilities
- (c) An objective and regular staff appraisal system
- (d) Co-ordinate smooth transition of the Helpline to DCS by the end of the strategic period

3.6 ENHANCED BOARD OF DIRECTORS' OVERSIGHT

3.6.1 Purpose

The purpose of this objective is to build the capacity of the BoD to provide effective and efficient oversight to Childline's management team.

3.6.2 Proposed Activities

- (1) Reorganize the BoD to ensure each management function has adequate BoD oversight
- (2) Review Board charter to define the minimum required level of involvement of the BoD in the organization activities
- (3) Establish an evaluation system for the BoD sub-committees

3.6.3 Resource Requirements

The funds required to enhance BoD oversight are as follows:

Goal /Activity		Estimated Budget in 000s				Total
		Year				
	Enhanced BoD Oversight	1	2	3	4	
1	Reorganize the BoD	410	410	410	410	1,640
2	Review Board Charter	200	200	200	200	800
3	Establish and implement M and E System	500	100	100	100	800
	Total					3,240

3.6.4 Expected Results

The following are the expected results:

- (a) Revised Board Charter
- (b) Reorganized committees of the BoD
- (c) An evaluation system for BoD performance
- (d) Provision of Effective BoD oversight to the management team

CHAPTER 4: MANAGEMENT OF STRATEGY IMPLEMENTATION

4.1 INTRODUCTION

Management of strategy implementation takes into account the risks and remedies identified in implementing the strategy and the roles and responsibilities for implementation of various aspects

4.2 RISK MANAGEMENT AND REMEDIES

Risks are, in this context, factors which have likelihood to affect the implementation of the Corporate Strategy. Childline has little influence over these risks. In development of this strategy four risk areas were identified as follows:

- (1) Financial risks
- (2) Partnership risks
- (3) Technological risks
- (4) Staff risks

In order to counter these risks a number of remedies have been identified. They include:

- (1) Timely mobilization of adequate funding and implementation of a resource mobilization strategy
- (2) Develop a partnership framework.
- (3) Understanding how the devolved government works
- (4) Matching emerging technology to the organizational model
- (5) Maximization of staff skill set

Risk Level and Responsibility

	Risk	Description	Risk level			Remedy
			H	M	L	
1	Financial Risks	- Inadequate funding to implement the strategy and for the organization's operations - Overreliance on projects for the organization's operations	X			- Timely mobilization of adequate funding. - Implementation of a resource mobilization strategy for the organization's sustainability.
2	Partnership Risks	- Duplication of Childline efforts by partners - Unrealistic expectations from partners		X		- Develop a partnership framework. - Understanding how partners work and clearly outline CLK's mandate in child protection
3	Technological Risks	Challenges in acquisition of relevant and sustainable technology model for implementation of strategy		X		- Matching emerging technology to the organizational model - Leveraging on technology that has been tested and tried for effectiveness and efficiency to reduce on cost of development of new technology
4	Staff Risks	Acquiring the right staff skill set and attitude for the implementation of the strategy	X			- Implementation of effective staff recruitment and retention strategies; and conducting regular and objective staff appraisals

Detailed Implementation Plan

Goal /Activity	Year																
	1			2			3			4							
Quarters	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5	6	
1 First Stage																	
1.1 Re-organization	X	X															
1.2 Development of functional strategies	X	X															
1.3 Re-alignment of policies and procedures	X	X															
1.4 Preparation of baseline reports	X	X															
2 Second Stage																	
2.1 Phase 1																	
2.1.1 Implementation of first set of activities within the respective strategic objectives			X	X	X	X	X	X	X								
2.2 Phase 2																	
2.2.1 Mid-term evaluation of corporate strategy										X	X						
2.2.2 Revision of project plans										X	X						
2.3 Phase 3																	
2.3.1 Implementation of second set of activities within the respective strategic objectives											X	X	X	X	X	X	X
2.4 Phase 4																	
2.4.1 Final evaluation of corporate strategy																	X

4.3 THE IMPLEMENTATION PLAN AND MANAGEMENT

4.3.1 Duration

The strategy will be implemented within a period of four years in line with the Memorandum of Understanding (MOU) signed with the Government through the DCS.

4.3.2 Approach to the Strategy Implementation

The strategy will be implemented in two multi phased stages.

(a) First Stage

The first stage, Preparatory Stage, will be implemented in the first six months of strategy implementation. The activities to be implemented will be all pre-requisites such as re-organization, development of functional strategies, policy and procedures, and, finally preparation of baseline reports (where appropriate).

(b) Second Stage

The second stage will be implemented in three phases.

- (i) The first phase will be the implementation of the first set of tasks for each activity in the strategy component. This will take approximately 20 months.
- (ii) The second phase will take approximately 2 months and devoted to midterm evaluation, including revision of project plans.
- (iii) The Third phase will be the implementation of the second set of activities from the revised plan and will take approximately 18 months.
- (iv) The fourth phase will be the performance of the final evaluation which will take 2 months.

4.4 MONITORING AND EVALUATION OF THE STRATEGY

Monitoring of the strategy will be conducted at two levels i.e. at the activity level and at the overall strategy level as follows:

- (1) Monitoring at activity level will be conducted by Childline's Management
- (2) Quarterly review will be conducted by the Board
- (3) Bi-annually review will be conducted by the Board with the involvement of the DCS where necessary as a strategic partner in the running of the Helpline. Beneficiaries may also be involved as required
- (4) There will also be two reviews of the strategy i.e. Mid-term and End term. The key stakeholders will be involved as necessarily.

4.5 SUMMARY OF ESTIMATED COSTS

The estimated cost for the strategic period is KES107,040,500 broken down as follows:

	Strategic Objective	Amount (KShs)
1	Increasing awareness	20,190,000
2	Optimization of access	35,750,000
3	Strengthened response	9,140,000
4	Strengthened management	38,720,000
5	Enhanced governance	3,240,500

Note:

Ten percent (10%) of the costs in each strategic objective will support the execution of preparatory activities in the implementation plan; mid-term and end-term evaluations.