



# Strategic **Plan**

2021 - 2026



**AfriChild**

Research. Policy. Impact.

*The Centre for the study of the African Child*



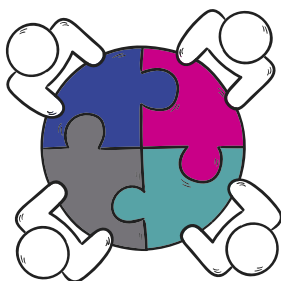
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## FOREWORD

*On behalf of the Board of Directors, and the entire AfriChild Centre fraternity, I am pleased to present the 2021-2026 Strategic Plan.*



*AFRICHILD will use the 2021-2026 period, to build a strong organisation that can withstand episodic shocks.*



*Building and sustaining partnerships is a key strategy in this plan.*

The Strategic Plan was crafted at an important point in modern history, as the entire world grappled with the COVID19 pandemic. The pandemic illustrates the urgency to invest in strong institutions, to counteract shocks that threaten to erase progress made in different areas of human life. At AfriChild, we are learning from this, and will use the 2021-2026 period, to build a strong organisation that can withstand episodic shocks.

The development of this Strategic Plan was informed by the achievements and shortcomings of the organisation in the 2015-2020 period, and a careful analysis of internal and external factors that might have an impact on the organisation's ability to discharge its duties and deliver on its mandate.

The main purpose of this plan is to push for collective action towards using research evidence in policy and practice, to accelerate improvements in child wellbeing in Uganda and the region. Our vision and responsibility is to ensure that through our programmes, we can contribute to an Africa where children's wellbeing is realised for sustainable development. We acknowledge that this ambitious, yet achievable vision can only be realised, if we work together with others, at local, regional and international levels. As such, building and sustaining partnerships is a key strategy in this plan.

The AfriChild Centre is strategically positioning itself to focus on three strategic pillars – research generation, research use, and strengthening institutional capacity. In this period, AfriChild will leverage its internal strengths and draw from external opportunities to implement specific interventions designed to drive the strategic plan to its desired outcomes by 2026.



*A researcher with Makerere University helps children answer a questionnaire during the data collection exercise.*

AfriChild believes that all children in Africa have a right to enjoy their full survival, development, protection and participation rights. We are committed to effectively contributing towards this. This strategy therefore represents a strategic shift on how we do business. We shall expand our outreach beyond Uganda, to reach other parts of the region; and invest in quality and ethical research to generate evidence. We shall invest in implementation science to scale up interventions with demonstrable impact; and leverage partnerships to support evidence based policy making processes. We shall provide opportunities for actors, policy makers and researchers to access knowledge products that can impact on their work.

The Strategic Plan seeks to further define the research priorities, embrace new and innovative approaches to sustainable fundraising, and address organisational issues in need of re-alignment. It is designed to equip AfriChild to be more effective and have a greater impact on the lives of all children in the region.

I therefore call upon all stakeholders, to join hands with the Centre to fully execute the plan to enable the organisation, and the region achieve better results for all children.

**Margaret Kakande,**  
Chairperson, Board of Directors

# INTRODUCTION

*The purpose of AfriChild's Strategic Plan is to provide a blueprint to guide the growth of the Centre and its desired impact through articulating clear direction and priorities for the years 2021-2026. Since 2013 the AfriChild Centre has positioned itself at the frontier of innovative child focused research, with the aim of catalysing relevant policy and practice, to improve the wellbeing of children in Uganda and the region. This strategic plan was developed in the context of an unprecedented crisis, the COVID-19 pandemic. This pandemic has both short term and far-reaching implications for the work that we do. In the next 5 years, we will take both a responsive and proactive approach to ensure continuity of business in the context of COVID.*

## Our Strategic Choices

### **Regional orientation:**

The AfriChild Centre will adopt and test a continental outreach strategy initially starting with selected countries in the region.

### **Rediscovering and Consolidating the Centre's Policy Niche:**

AfriChild will embark on strategic partnerships with government to position itself as a vital policy research partner. We will also develop and nurture collaborative partnerships with local NGOs to develop and test models that produce results for child wellbeing in Uganda.

### **Furthering Research Capacity:**

The research training programme will be reviewed, accredited and realigned to a child focused policy research agenda and opportunities

at national, and regional level so that the skills and competences acquired can have direct impact on ongoing child focused research.

### **Defining Our Research Identity:**

We will define and consolidate our niche within the research community. We will develop a model that will enable us realize our mission of bridging the gap between evidence, policy and practice.

### **Positioning AfriChild as the Regional Knowledge Manager on Child Wellbeing:**

We will use the available technologies to increase access to child wellbeing resources in the region and position ourselves as a knowledge management organisation.



**Investment in a stronger AfriChild Centre:**

We will strengthen our human and financial resources, and improve our business processes and systems, including robust monitoring, evaluation and learning, to ensure effectiveness.

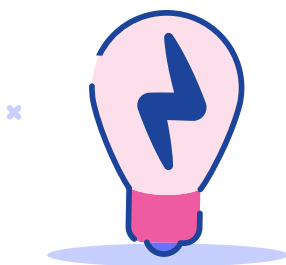
**Management of COVID-19:**

We will use our mandate to conduct research and synthesise evidence on areas that are identified as critical by policy makers and practitioners, and ensure availability and accessibility of evidence. We will prioritise prevention through raising awareness using accessible media.



**PRINCIPLES**

These following core values will continue to guide AfriChild’s work in the implementation and monitoring of the strategic plan.



1. We are a Centre of excellence that puts children at the Centre of our work;
2. Our approach is ethical, respectful and based on the ‘do no harm’ principle;
3. We are committed to engaging in public-private partnerships to influence positive change;
4. We are committed to innovative interdisciplinary research to improve the welfare of the African child;
5. We are dedicated to developing and strengthening research capacities in Uganda and the region;
6. We are committed to translating research findings into practice and policy change for sustainable development and;
7. We seek to work within the framework of child rights that includes equity and diversity

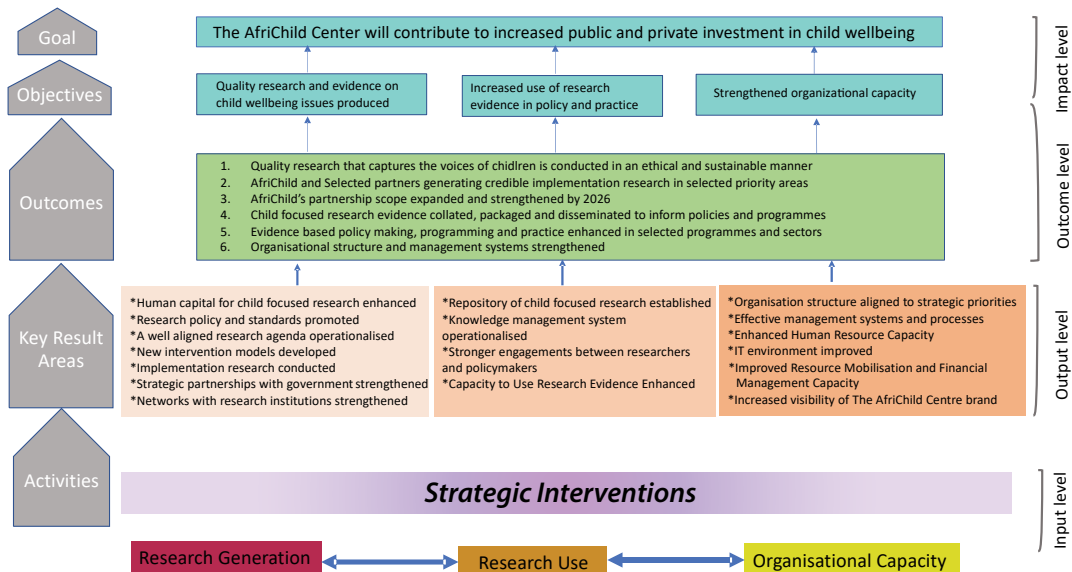




# THEORY OF CHANGE

This strategic plan builds on the previous progress to improve child wellbeing in Uganda and the region. The theory of change will guide the Centre towards building a stronger organisation for effective research generation and use.

FIGURE 1: AFRICHILD'S THEORY OF CHANGE (2021-2026)



**AfriChild will contribute to increased public and private investment in child wellbeing;** this goal will be achieved through 3 strategic objectives namely quality research and evidence on child wellbeing issues; evidence-based child focused policies and programmes and strengthened organisational capacity of AfriChild.

**The strategic plan has 6 anticipated outcomes, which represent the change we seek to achieve:** ethical research that captures the voices of children; credible implementation research in selected priority areas; an expanded and strengthened partnership scope; child focused research evidence collated, packaged and disseminated to inform policies; (5)

evidence-based policy making, programming and practice enhanced; and strengthened organisational structure and systems.

We will achieve results in 17 output areas. Each of the key result areas has strategic interventions that are well aligned with our strategic objectives. Success in translating strategic interventions into the desired results is hinged on deliberate investment in building a strong AfriChild with adequate human and financial resources, as well as efficient and effective business processes and systems. Consolidation of partnerships at all levels is critical for the success of this strategic plan.

# CORE PROGRAMME AREAS, STRATEGIC OBJECTIVES AND INTERVENTIONS

## Core Programme Area 1: Generation Of Research Evidence



*AfriChild's overarching goal is to contribute to investment for child wellbeing by providing policy makers and practitioners with excellent research evidence to inform policy actions and interventions. This is aimed at bridging the gap of limited use of research evidence in policy making processes and in interventions targeting children.*

In the last five years, our approach to research focused on capacity development for researchers and primary research to deepen understanding on particular issues. AfriChild in collaboration with key agencies spearheaded the development of a child focused national policy research agenda to guide the focus of research, and ensure that the evidence generated was relevant to facilitating achievement of national objectives relevant to child wellbeing.

### LESSONS LEARNED (2015-2020)

1. There is need for greater clarity of the research focus or niche to build the AfriChild Research brand.
2. Greater quality control for AfriChild's research work is necessary, through intensive peer review of AfriChild's products, and adopting a research leadership approach that insists on the lead researcher's responsibility for quality control.
3. The need for balance between building researchers' capacity, research that meets scholarship needs for researchers and that which is aimed at knowledge generation for policy engagement.
4. Increasing the number and enhancing the skills of mid-level career researchers is a critical investment towards improving the capacity for child focused research.

## STRATEGIC OBJECTIVE

By 2026, we will be the national and regional leaders in production of quality research and evidence on child wellbeing issues.

## OUR OUTCOMES

1. Quality and ethical child focused research;
2. Credible implementation research in selected areas
3. Research collaboration and partnerships at the grassroots, national, regional and global levels strengthened and expanded.

## By 2026, we will achieve these results:

1. Human capital for child focused research enhanced
2. Research policy and standards promoted
3. A well aligned research agenda operationalised
4. New intervention models/innovations developed and promoted
5. Implementation research on ongoing initiatives is conducted
6. Strategic partnerships with government agencies strengthened
7. Networks and linkages with research agencies and institutions strengthened

## Strategic interventions

- Develop and implement organisational strategy to engage with associates and affiliated researchers
- Identify, retain and formalize relationships with competent researchers to form a pool of African multidisciplinary research associates
- Train in-country researchers to carry out rigorous child focused research
- Mentor in-country researchers to carry out rigorous child focused research;
- Implement a robust internship/training programme with graduate students
- Develop a research policy and guidelines
- Regular review of guidelines on child focused research to inform internal research standard operating procedures
- Create awareness among other child focused organisations on the research ethics processes
- Influence research policies and standards on a broader context
- Design and conduct participatory research to capture the voices of children
- Review and develop a child focused policy research agenda, that is also responsive to COVID-19

- Synthesis of research evidence
- Regular research seminars with the participation of policymakers and practitioners
- Using child friendly technologies to conduct research on and with children
- Identify and implement longitudinal and cohort studies that are aligned to supporting the national development plan objectives
- Systematic reviews on key priority areas
- Conduct annual child friendliness index to generate information and assess progress on government commitments to child wellbeing
- Generate annual research and policy briefs on the situation of children with a distinctive focus on the knowledge needs defined in the policy research agenda
- Innovate, design, pilot and test models and approaches with strategic partners to address child wellbeing and development challenges;
- Design and implement joint research projects in collaboration with partners.
- Develop and sustain partnerships for implementation research
- Work with relevant government ministries to carry out operational research on policy and programme implementation
- Establish and formalize partnerships with relevant government MDAs to conduct research and support policy processes
- Develop and maintain a partnership portfolio
- Exchange visits to institutions in Africa and globally
- Strengthen north to south collaboration and partnerships in child focused research
- Joining consortia (with CSO's and academia) to undertake child focused research
- Establish a functional stakeholder platform
- Undertake activities that enable the AfriChild Centre to penetrate the regional platforms to position itself and strengthen their work
- Regularise and formalize the relationship with Makerere university

## Core Programme Area 2:

## Increased Uptake and Use Of Research Evidence In Policy Making and Practice

*AfriChild Centre has a mandate to translate research into evidence that can be used by policymakers and practitioners in decision making.*



### LESSONS LEARNED (2015-2020)

1. Development and dissemination of policy briefs does not guarantee that issues get on the policy agenda. Ongoing engagement of policymakers is required to facilitate use of research evidence.
2. Integration of a monitoring and evaluation mechanism is necessary to assess progress and follow up on the use of evidence in policy and practice.
3. The AfriChild Centre needs to align its research dissemination and uptake strategy to the needs and agendas of policy actors.
4. Selection of NGO partners requires a consideration of their capacity and willingness to commit for sustainability.

## STRATEGIC OBJECTIVE

By 2026, we will ensure that child focused policies and programmes are based on reliable evidence and data

## OUR OUTCOMES

1. Child focused research evidence collated, packaged and disseminated to inform policies and programmes
2. Evidence based policy making, programming and practice enhanced in selected programmes and sectors

## By 2026, we will achieve these results:

1. A repository for child focused research established
2. A knowledge management system operationalised
3. Stronger engagements between researchers and policymakers promoted
4. The Capacity to Use Research Evidence Enhanced

## Strategic interventions

- Develop, monitor and manage an integrated user-friendly online child focused research repository and knowledge hub;
- Popularise and promote the use of the AfriChild repository and knowledge hub.
- Establish a knowledge management function in AfriChild;
- Develop a knowledge management policy;
- Leverage current and future partnerships to access externally generated knowledge;
- Develop and implement a dissemination and research uptake strategy for the organisation.
- Co-design, co-create and implement policy relevant research with the end-users;
- Organise learning events with policy makers and practitioners;
- Develop and disseminate policy papers that address priority and current policy issues;
- Conduct policy dialogues and advocacy campaigns on key issues that are jointly identified with relevant policy actors;
- Position AfriChild in policy making processes;
- Produce relevant, reliable, accessible and timely syntheses of research evidence for timely decision making by policy makers.
- Conduct a study to assess the current practices and use of research evidence in child focused policy making processes in the region;
- Undertake a capacity assessment to identify barriers and gaps inherent in the use of evidence in child focused policy making processes in the region;

- Train policy makers, implementers and civil servants on how to access, appraise and use a wide range of evidence in their daily work;
- Engage with relevant MDAs to support the application of research evidence in policy processes;
- Train practitioners in the use of research evidence in their programmes;
- Integrate learning and reflection in all interventions seeking to engage and improve policymakers' use of research evidence.

## Core Programme Area 3:

## Organisational Capacity



*The AfriChild Centre will work towards strengthening resources and reforming systems to ensure seamless and efficient organisational processes.*

*We will ensure that governance frameworks and administrative support required to efficiently and effectively implement the strategic plan are available. The organisation will attract and retain fit-for-purpose talent to deliver the anticipated results; continuous investment will be made to develop the human resources to ensure motivation and retention. AfriChild will develop and implement a fundraising strategy, and integrate a financial management system that ensures efficient use of resources,*

*for maximum impact and sustainability. We will develop and integrate a Monitoring, Evaluation, Accountability and Learning (MEAL) system as a major tool for continuous improvement and learning from interventions.*

## STRATEGIC OBJECTIVE

By 2026, we will be a stronger organisation with strengthened capacity to deliver on our mission.

## OUR OUTCOMES

Organisational structure and management systems strengthened

### By 2026, we will achieve these results:

1. Organisational structure aligned to strategic priorities
2. Effective management systems and processes
3. Enhanced Human Resource Capacity
4. IT environment improved
5. Improved Resource Mobilisation and Financial Management Capacity
6. Increased visibility of The AfriChild Centre as a brand in Uganda and the Region

### Strategic interventions

- Define AfriChild's human resource needs and priorities
- Develop a new organogram structure that is aligned to the strategic plan;
- Align staff skills and competencies to the organogram;
- Fundraise for the new organisational structure.
- Develop and implement an integrated MEAL system for the organisation;
- Establish a management team to improve planning, coordination, management and monitoring of the different areas of the organisation;
- Strengthen internal communication system;
- Develop and implement a risk management policy and strategy for the organisation;
- Strengthen capacity of staff in monitoring, evaluation and learning, and risk assessment;
- Integrate interventions for reporting and using data collected through MEAL systems;
- Implement total quality management at the AfriChild Centre through training and implementation of emerging action plans;
- Provide mechanisms for learning, annual reporting and planning
- Review existing human resources policies and processes and to align to current realities;
- Establish a competitive staff recruitment and retention strategy;
- Review and implement staff capacity assessment recommendations;
- Conduct a comprehensive skills audit/mapping for staff and follow up with staff training;
- Review and operationalise conflict resolution mechanism;
- Operationalise the staff development and motivation plan



- Recruitment of all the staff required to successfully implement the strategic plan.
- Undertake an assessment of the current IT system;
- Review and strengthen develop the organisation’s IT policy;
- Implementation of the IT system assessment recommendations;
- Develop and implement a data security plan.
- Review and revise draft resource mobilisation plan, for approval and implementation by the board;
- Align the approved resource mobilisation plan to the new strategic plan;
- Train staff in proposal development and grants application writing;
- Provide capacity building training for staff in financial management.
- Identify and actively participate in relevant regional and international conferences;
- Develop, package and disseminate research information for target audiences;
- Increase the presence and contribution of AfriChild in key programme-related technical working groups, including at national and international events;
- Disseminate project study reports, best practices and achievements.

## Estimated Costs

STRATEGIC PLAN COMPONENT	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
Research generation	1,991,990,000	2,120,420,000	3,298,200,000	2,403,700,000	3,030,820,000	12,845,130,000
Use of research evidence in policy and practice	606,700,000	237,200,000	213,200,000	280,700,000	236,100,000	1,573,900,000
Organisational capacity	376,700,000	181,400,000	157,400,000	157,400,000	157,400,000	1,030,300,000
Governance, Personnel And Administrative Costs	2,288,859,982	2,689,828,379	2,715,743,256	2,857,168,282	3,223,413,064	13,592,612,966
<b>TOTAL ANNUAL COSTS</b>	<b>5,264,249,982</b>	<b>5,228,848,379</b>	<b>6,384,543,256</b>	<b>5,698,968,282</b>	<b>6,647,733,064</b>	<b>29,041,942,966</b>

## Key success factors

1. Stable macro-economic environment
2. Sound governance
3. Effective management of the COVID-19 pandemic
4. Government commitment to improved child wellbeing
5. Partnership with government for policy influence.
6. Continued financial and technical support from donors
7. Alignment of human resources to organisational strategic plan
8. Collaboration and partnerships

# MONITORING, EVALUATION AND LEARNING FRAMEWORK



*Our focus requires constant and continuous monitoring and evaluation and measuring performance against agreed outputs and outcomes. We will build and integrate a comprehensive monitoring, evaluation and learning system, that mirrors the theory of change. We will focus on both implementation-oriented and impact-oriented M&E. Our monitoring and learning system will enable not only measurement, but also management of success by setting up mechanisms and processes to use the information obtained – for continuous learning and adaptation, and to support decision-making – ultimately increasing the likelihood of successful implementation of the strategic plan. We regularly review our work to support decision making.*

## Strategic Objective 1: Quality Research and Evidence on child wellbeing issues produced

Outcome/Outcome indicators	Key Result Area	Strategic Intervention	Performance Indicator	Means of Verification
<p><b>Outcome 1</b> Quality Research that captures the voices of children is conducted in an ethical and sustainable way</p> <p><b>Outcome indicators</b></p> <p>Number of research studies conducted</p> <p>Number of published research articles and products published by AfriChild</p> <p>Number of child focused research projects conducted by AfriChild between 2021 and 2026</p>	<p><b>Key Result Area 1.1</b> Human Capital for Child Focused research enhanced</p>	Develop and implement an organisational policy for engagement with associates and affiliated researchers	Research Associates policy developed and implemented by the end of 2022	Policy and strategy document
		Identify, retain and formalize relationships with competent researchers to form a pool of African multidisciplinary research associates	Number of multidisciplinary researchers and associates affiliated to the centre by 2026.	Research associate database Memorandum of Association CVs of affiliated researchers
		Train in-country researchers to carry out rigorous child focused research	Number of researchers trained in child focused research Number of trained researchers conducting child focused research	Training reports Tracer survey
		Mentor in-country researchers to carry out rigorous child focused research	Number of researchers mentored. Mentored researchers demonstrate capacity for child focused research	Mentorship database Type of research studies conducted by mentored researchers

Outcome/Outcome indicators	Key Result Area	Strategic Intervention	Performance Indicator	Means of Verification
	<b>Key Result Area 1.2</b> Research policy and standards promoted	Implement a robust internship programme for graduate students	Number of graduate interns trained	Intern reports
		Develop a research policy and guidelines	Research policy and guidelines developed and implemented	Policy document
		Regular review of guidelines on child focused research to inform internal research standard operating procedures	Number of review meetings conducted. Standard operating procedures developed and implemented for every research project.	Minutes of meetings SOP documents Review reports
		Awareness creation for practitioners in child focused organisations on the research ethics processes	Number of practitioners aware of research ethics Number of practitioners that report knowledge of the research ethics process.	Practitioners feedback evaluation
	<b>Key Result Area 1.3</b> A well aligned research agenda operationalised	Review and develop a national child focused policy research agenda	The national child focused policy research agenda revised and disseminated.	Policy agenda document
		Synthesis of data from existing administrative databases to generate evidence	Number of knowledge products from synthesised data.	Publications
		Regular research seminars incorporating policymakers and practitioners to generate consensus on research priorities.	Number of research seminars with policy makers and practitioners.	Attendance registers
		Using innovative child friendly methodologies to conduct research on children's issues.	Number of innovative research projects that adopt child friendly methodologies.	Publications Field Research manuals
		Design and implement longitudinal cohort studies that are aligned to supporting the national development plan objectives.	Longitudinal research waves designed and implemented by 2026.	Publications Consent forms
		Conduct systematic reviews on key priority areas for child wellbeing.	Number of systematic reviews publications.	Published research

Outcome/Outcome indicators	Key Result Area	Strategic Intervention	Performance Indicator	Means of Verification
		Conduct annual child friendliness index to generate information and assess progress on government(s) commitments to child wellbeing	Annual child friendliness indices produced and disseminated.	Reports
		Generate annual country/regional research and policy briefs on the situation of children	Number of country reports on the status of children in Uganda  Number of regional briefs on the situation of children in Africa.	Country brief documents
<p><b>Outcome 2:</b> AfriChild and selected partners generate credible implementation research evidence in selected priority areas</p> <p><b>Outcome indicator</b> Number of Implementation science projects implemented and completed by the AfriChild Centre</p>	<p><b>Key Result Area 2.1</b> New intervention models, developed piloted and scaled up.</p>	Innovate, design, pilot and test models and approaches with strategic partners to address child wellbeing and develop challenges	Number of models designed.	Project reports
		Design and conduct joint research projects in collaboration with implementing partners.	Number of joint research projects designed and successfully completed.	Project reports
	<p><b>Key Result Area 2.2</b> Implementation research on ongoing initiatives is conducted</p>	Develop and sustain partnerships for implementation research	Number of implementation research partnerships formalised.	Implementation research reports
		Work with relevant government ministries and selected partner organisations to carry out implementation research on policy and program implementation.	Number of implementation research studies conducted in collaboration with government ministries.	Study reports
	Conduct research that captures the voices and lived experiences of children	Number of research studies that capture the experiences of children conducted by AfriChild.	Publications	

Outcome/Outcome indicators	Key Result Area	Strategic Intervention	Performance Indicator	Means of Verification
<p><b>Outcome 3:</b> AfriChild's partnerships scope expanded and strengthened by 2026</p> <p><b>Outcome indicator</b> Number of quality of collaborative partnerships for research, policy advocacy and knowledge management established and functional at different levels</p>	<p><b>Key Result Area 3.1</b> Strategic partnerships with government agencies strengthened</p>	Establish and formalize partnerships with relevant government MDAs to conduct research and support policy processes	<p>Number of government MDAs with whom AfriChild has formal working relationships</p> <p>Number of MOUs with government MDAs operationalised</p>	MOU document
	<p><b>Key Result Area 3.2</b> Networks and linkages with research institutions strengthened</p>	Develop a partnership portfolio	Number of new partnerships established	Partnership agreements Partnership documents
		Exchange visits to institutions in Africa and globally	Number of exchange visits conducted.	Partnership agreements Exchange visit reports
		Strengthen north to south collaboration and partnerships in child focused research	Number of research collaboration partnerships	Collaborative research projects
		Joining consortia (with CSO's and academia) to undertake child focused research	Number of consortia in which AfriChild has membership.	Membership records
		Regularise and formalize the relationship with Makerere university	AfriChild and Makerere University have a clearly defined relationship.	Revised MOU document

## Strategic Objective 2: Child Focused Policies and Programmes are Based on Reliable evidence and Data

Outcome	Key Result Area	Strategic Intervention	Performance Indicator	Means of Verification
<b>Outcome 4:</b> Child focused research evidence collated, packaged and disseminated to inform policies and programmes  <b>Outcome indicator</b> AfriChild recognized for providing relevant high quality knowledge services and products	<b>Key Result Area 4.1</b> Child focused research evidence collated, packaged and disseminated to inform policies and programmes	A one stop centre/ repository for child focused research established	An integrated user-friendly online child focused research repository and knowledge hub developed.	A user-friendly online child focused research repository and knowledge hub established.
			The AfriChild repository and knowledge hub popularized and promoted.	Number of users who access the knowledge hub.
		Leverage current and future partnerships to access externally generated knowledge	AfriChild's partners provide access to their knowledge resources	Knowledge hub links Partnership agreement documents
<b>Outcome 5:</b> Evidence based policy making, programming and practice enhanced in selected programmes and sectors  <b>Outcome indicator</b> AfriChild continuously provides quality and timely research evidence to policy makers	<b>Key Result Area 5.1</b> A knowledge management system	Establish a knowledge management department in AfriChild	Knowledge management department established and functional.	Organisational structure
		Develop a knowledge management policy	Knowledge management policy developed, approved and implemented.	Policy Document
		Develop and implement a dissemination and research uptake strategy	Research uptake strategy developed & implemented.	Research uptake strategy document
	<b>Key Result Area 5.2</b> Stronger Engagements between researchers and policy makers promoted.	Co-design, co-create and implement policy relevant research with the end-users	Number of policy research co-designed and implemented with end-users.	Completed and approved research reports

Outcome	Key Result Area	Strategic Intervention	Performance Indicator	Means of Verification
		Organise learning events with policy makers and practitioners	Number of learning events conducted	Activity reports
		Develop and disseminate policy papers that address priority and current policy issues	Number of policy papers developed & disseminated.	Policy papers References of new policy
		Conduct policy dialogues and advocacy campaigns on key issues that are jointly identified with relevant policy actors	Number of policy dialogues and campaigns jointly planned and conducted with policy actors.	Activity reports
		Identify and participate in strategic policy making spaces	Number of policy platforms/ forums and processes that AfriChild contributes to.	Minutes
		Produce relevant, reliable, accessible and timely synthesis of research evidence for timely decision making by policy makers	Number of reports produced and disseminated. Number of policy processes in which AfriChild is engaged in and contributing to.	Documents
	<b>Key Result Area 5.3</b> The Capacity to Use Research Evidence Enhanced	Conduct a study to assess the current practices and use of research evidence in child policy making processes	Study on use of evidence in policy making designed and implemented	Study report Publication
		Undertake a capacity assessment to identify barriers and gaps inherent in the use of evidence in child focused policy making processes	Policy capacity needs and barriers identified.	Capacity assessment report
		Train civil servants on how to access, appraise and use a wide range of evidence in their daily work	Number of civil servants trained on use of evidence. Number of civil servants who self report use evidence in their work.	Training report Evaluation

Outcome	Key Result Area	Strategic Intervention	Performance Indicator	Means of Verification
		Engage with relevant MDAs to support the application of research evidence in policy processes	Number of civil servants mentored in application of research evidence.	Evaluation report
		Train practitioners in the use of research evidence in their programmes	Number of practitioners trained in the use of evidence. Number of trained practitioners who self report using evidence in their programming.	Training report Evaluation
		Integrate learning & reflection in interventions seeking to engage and improve policymakers' use of research evidence.	Lessons from reflections documents and disseminated.	Monitoring reports

### Strategic Objective 3: The Capacity of AfriChild to Deliver on its Mission is Strengthened

Outcome	Key Result Area	Strategic Intervention	Performance Indicator	Means of Verification
<b>Outcome 6</b> Organisational structure and management systems strengthened  <b>Outcome Indicator</b> A strong vibrant organisation with functional and seamless processes and systems	<b>Key Result Area 6.1</b> Organisational structure aligned to strategic priorities	Develop a new organogram structure that is aligned to the strategic plan	Organisational structure developed, approved and implemented.	HR records
		Fundraising to fund the new organisational structure.	Organisational is fully structure funded.	Organisational budget
	<b>Key Result Area 6.2</b> Effective management systems and processes	Develop and implement an integrated MEAL system for the organisation	A functional MEAL system developed and implemented.	Monitoring reports
		Establish a management team to improve planning, coordination, management and monitoring of the different areas of the organisation	Management team established and engaged in organizational decisions.	Minutes
		Strengthen internal communication system	Internal communication SOPS established and implemented.	Communication policy Staff feedback



Outcome	Key Result Area	Strategic Intervention	Performance Indicator	Means of Verification
		Develop and implement a risk management policy for the organisation	Risk management policy developed, approved and implemented.	Policy document
		Build capacity of staff in monitoring, evaluation and learning	Staff capacity in MEL enhanced. Staff demonstrate ability to track and report on indicators	Data collection instruments MEL reports
		Integrate interventions for reporting and using data collected through MEAL systems	A mechanism for regular data collection instituted. Data from the MEAL system used to inform decision making.	M&E reports
		Provide mechanisms for annual reporting and planning.	Annual planning and reporting systems developed and implemented.	Annual plan and report documents
	<b>Key Result Area 6.3</b> Enhanced Human Resource Capacity	Review existing human resources policies and processes and to align to current realities	Human resource policies reviewed and approved	HR policy document Board Minutes
		Establish a competitive staff recruitment and retention strategy	Rate of annual staff turnover	Strategy document
		Review and implement staff capacity assessment recommendations	Recommendations from staff capacity assessment implemented. Percentage of staff adhering to performance targets	Staff performance appraisals and reports
		Conduct a comprehensive skills audit/mapping for staff	Skills audit mapping conducted.  Staff training needs identified and documented.	Audit report Training reports
		Review and operationalise conflict resolution mechanism	Conflict resolution processes established and clear to all staff.	Minutes
		Operationalise the staff development and motivation plan	Number of staff trained	Staff feedback Training certificates
		Recruitment of the staff required to successfully implement the strategic plan.	Number of staff recruited  Proportion of staff establishment that is filled	

Outcome	Key Result Area	Strategic Intervention	Performance Indicator	Means of Verification
	<b>Key Result Area 6.4</b> IT environment improved	Undertake an assessment of the current IT system	IT capacity assessment conducted	IT assessment report
		Develop the organisation's IT policy	IT policy developed, approved and implemented	IT policy document
		Implementation of the IT system assessment recommendations	A robust IT environment established.	Functional, fast IT environment
		Develop and implement a data security plan	A data security plan developed and implemented	Data Security system
	<b>Key Result Area 6.5</b> Improved mobilisation and financial management capacity	Review and revise draft resource mobilisation plan, for approval and implementation by the board	Resource mobilisation plan completed, approved and implemented in alignment with the strategic plan.	Organisational budget
		Train staff in proposal development and grants writing	Number of staff trained Number of staff who participate in grant writing Number of grants acquired	Training reports Organisational budget
		Provide capacity building training for staff in financial management	Number of staff trained in financial management.	Training report
	<b>Key Result Area 6.6</b> Increased visibility of the AfriChild Centre as a brand	Identify and actively participate in relevant regional and international conferences	Number of events in which AfriChild participates	Abstracts Conference presentations
		Develop, package and disseminate research information for target audiences	Number of publications Number of videos	Evaluation
		Increase the presence and contribution of AfriChild in key programme-related technical working groups, including at national and international events	Number of fora in which AfriChild is an active member	Minutes
		Disseminate project study reports, best practices and achievements	Number of reports	Reports

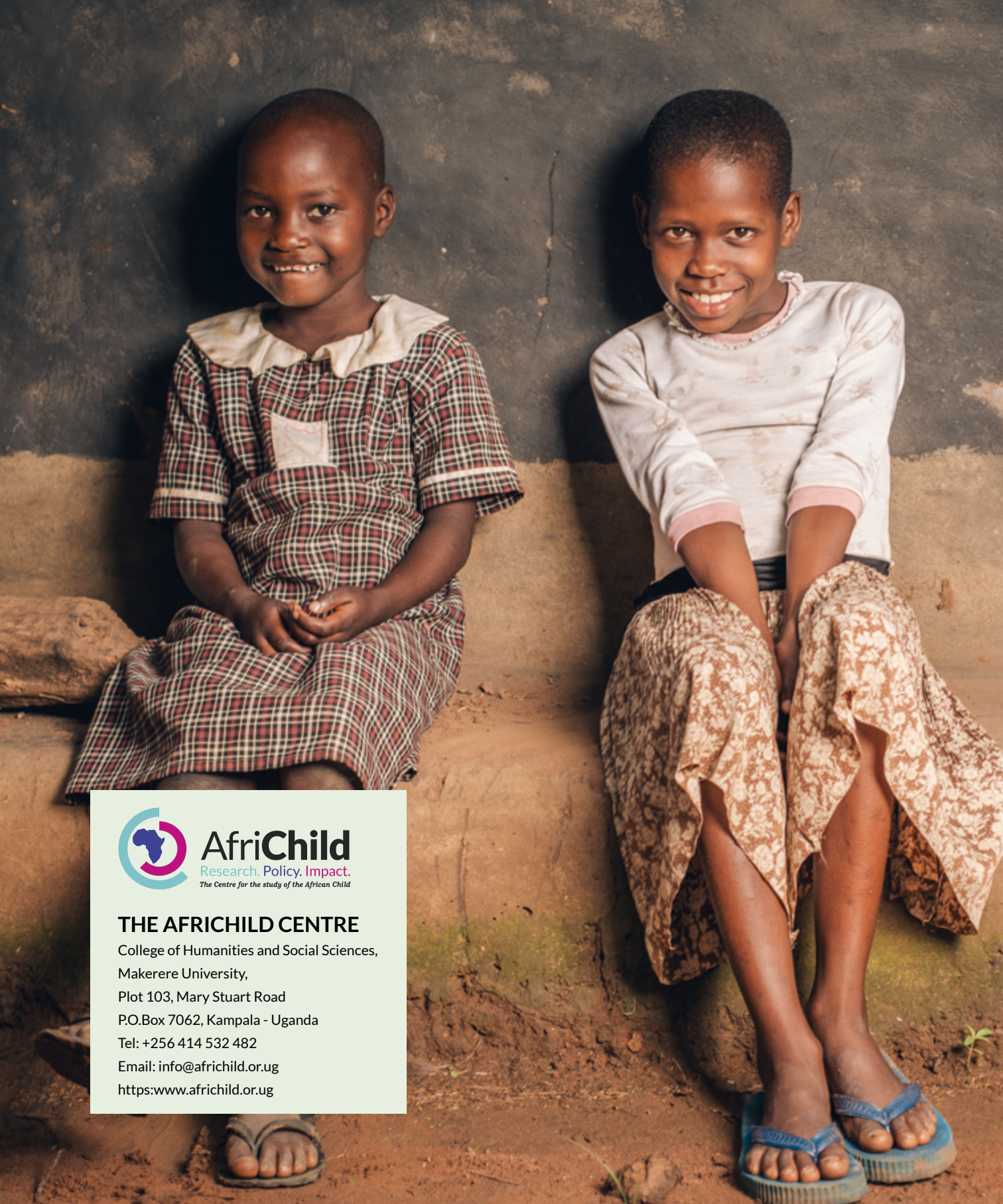


## CORE PROGRAM AREAS

1. **Research**  
on Projects
2. **Research**
3. **Training** of AfriChild  
General Researchers  
and Partners
4. **Knowledge** generation  
And Exchange network

## Building a Community





**AfriChild**

Research. Policy. Impact.  
*The Centre for the study of the African Child*

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