

Centre for Rural Development in Central Vietnam

CHILD RIGHTS GOVERNANCE STRATEGY
2017-2021



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ABBREVIATIONS AND ACRONYMS

CRC:	Convention on the Rights of the Child		
CCRG:	Child Rights Governance in Central Vietnam		
CRD:	Centre for Rural Development in Central Vietnam		
CRG:	Child rights governance		
CSO:	Civil society organization		
GoV:	Government of Vietnam		
INGO:	International	non-governmental	organization

1. INTRODUCTION

1.1 Background

Introduction of the Centre for Rural Development in Central Vietnam (CRD):

CRD was established in November 7, 1995 and has been widely known by INGOs and international donors as a local civil society organization (CSO) in Central of Vietnam working particularly on and for sustainable rural development.

CRD has been working dynamically in various fields of sustainable rural development. Its key activities range widely from research, training, programming, social enterprise development, policy advocacy to consultancy provision. CRD is also well known - for its large-scale international cooperation programs with a great amount of Asia regional and global organizations.

At present, CRD's permanent manpower comprises 20 staffs, more than half of them have postgraduate diploma from abroad. In addition, CRD has 20 part-time staffs who are Associate Professors and PhD holders from different departments of Hue College of Agriculture and Forestry and other colleges of Hue University.

CRD's Strategic Plan 2015-2020:

For its robust development under significantly changed circumstance, in 2015, CRD developed and took into effect the Strategic Plan for the 2015-2020 period, aiming to become *"a leading organization in Vietnam for sustainable rural development, contributing to eradication of poverty, improved environment and ecology, and enhanced equity and democracy"*.

Under this strategic plan, CRD is working in six main domains relating to rural development, including i) Sustainable agricultural production development; ii) Disaster risk management and climate change response; iii) Natural resource management and environmental protection; iv) Good governance; and vi) Social enterprise development. In working on those fields, CRD targets the groups of *"farmers, especially the poor, women, children and vulnerable groups"*, and involve government (GoV) actors, business sector, and like-minded institutions, CSOs and INGOs.

Child rights governance (CRG) and cooperation between CRD and Save the Children International in Vietnam (SCI) on CRG:

CRG is commonly understood as both an objective and an approach that aim to support, advocate and/or challenge government actors at multiple levels to perform well their duties in respecting, protecting and fulfilling child rights. Simultaneously, it also aims to build up a strong civil society where CSOs, children and adults, especially those under vulnerable circumstances, are able to hold government actors accountable for child rights fulfillment.

INGOs and national CSOs in majority of the countries more and more apply human rights based approach, which includes CRG, to address human rights and child rights issues. Based mainly upon challenging and supporting the governments to fulfill their

duties to respect, protect and fulfill the universal rights of women, men, girls and boys, the approaches are considered a sustainable and effective way for human rights and child rights fulfillment. INGOs and international donors are also favorable for those strategic approaches because with those, national CSOs will develop strongly and will gradually replace the positions of INGOs in developing countries. This is a global trend observed over the last few years around the world, including Vietnam.

In September 2016, CRD and SCI officially commenced the implementation of a project on *“enhancing capacity of social organizations on child rights governance”*. This 6 month project aims at capacity building on child rights governance (CRG) for CRD and a newly established CRG working group named *“Child rights governance in central Vietnam”* (CCRG). Facilitated, chaired, and coordinated by CRD, the working group involves 10 organizational members. The project has been carried out well with a number of CRG related training courses delivered to the staff of both CRD and the member organizations of the working group. In addition to the training, the project will conduct some joint actions of the working group with respect to corporal and emotional punishment of children.

Though with short term and small scale, the project is regarded by CRD and SCI as a substantial commencement for an apparently envisaged long-term cooperation between the two parties on CRG, which is the key factor prompting CRD's decision on developing its child rights governance strategy for the 2017-2021 period.

1.2 Rationale for CRD's promotion of CRG

There are several logical and benefit-based arguments for CRD to engage with CRG through the project funded by SCI and to intergrate this approach into CRD's strategic plan in accordance with CRD's long-term perspective.

Logical arguments:

- Children with their human rights are apparently a target group and an indispensable part of CRD's vision and mission.
- CRD has been applying human rights based approach in its programming. CRG is a similar approach focusing on child rights, and thus applicable to CRD.
- The majority of CRD's programs and interventions are, directly or indirectly, related to some of child rights. Using CRG is therefore logical.
- Doing advocacy is also one crucial part of child rights governance, CRD has been so far doing advocacy in many fields. As a result, these experiences can be applied toward CRG.
- CRD is a member or Operating Board of several networks, thus such experience and strong relationship can contribute well to the further development of CRG.

Benefit-based arguments:

It is envisaged that CRD's wide and long-term application of CRG will bring in much of immediate and long-term benefits for the institution. They embrace:

- An important contribution to accomplishment of CRD's vision and mission
- Increase of effectiveness, impact of its programs, interventions. For instance:
 - ✓ Addressing child labor issues will add more values to CRD's programs on sustainable agricultural production development or good governance
 - ✓ Promoting child participation will help level up the effectiveness and impact of most of CRD's programs, including those on natural disaster

management, climate change adaptation, natural resources management, good governance, community health care, and social enterprise development.

- A very certain possibility of long-term corporation, partnership with SCI for CRG related projects funded by this INGO
- Opportunities for similar cooperation with other international child rights based organizations (such as Plan International, World Vision, Child Fund, etc.), regional and global networks and donors
- A quite certain possibility that CRG will become a new, prosperous working area for CRD's programs and consultation services.

1.3 SWOT analysis for CRD's promotion of CRG

CRD's decision on whether and how CRG should be promoted fundamentally depends on and guided by its strengths, weaknesses, opportunities and threats, which are analyzed and summarized in Figure 1.

Figure 1. SWOT analysis of CRD regarding child rights governance

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Very good reputation as a capable, reliable, transparent institution • Strong manpower, knowledge and experiences in research, programming, M&E, capacity building, networking and advocacy regarding rural development • The above advantage is very favorable condition for CRG capacity building • Good relationship, partnership with GoV actors, institutions, local CSOs, INGOs and global donors • Using human rights based approach • Some experiences in some child rights related projects with INGOs • Commencing a SCI funded CRG project; Project staff are trained on CRG • Most of CRD's programs are potential for CRG integration to become more effective 	<ul style="list-style-type: none"> • Not a child rights organization but an institution on rural & agricultural development • Concern that working on CRG is a deviation of CRD's mandate • Insufficient awareness, knowledge, skill and experience on child rights programming, advocacy and CRG (especially CRC reporting) • Relationship, partnership with GoV and other partners is most not related to child rights • Inexperienced in fund raising for child rights related projects

OPPORTUNITIES

- There are numerous problems with child rights in the central Vietnam which needs to be solved.
- GoV is more open in human rights, child rights and related UN standards
- Increase of policies, laws, programs, investment and support for children from Gov, business sector and society
- Exit phase of INGOs gives chance for local CSOs' sustainable development
- SCI's committed to provide long-term support on CRG; Other INGOs' support

THREATS

- Sensitive context regarding child rights reporting
- Pending status of Law on Association worries local CSOs
- Low level of acknowledgement of GoV actors and other partners about CRD's role and expertise in child rights and particularly CRG
- Lack of necessary awareness, commitment, knowledge, skills and experiences of CRG working group regarding CRG

1.4 Strategic choice for developing CRD's Child Rights Governance Strategy

Whilst it is apparent about the benefits abovementioned, the key challenges of CRD's CRG promotion are also envisaged. They can be categorized in three groups:

- Concern of CRD, its line management and GoV partners about inappropriate deviation of its authorized mandate when accelerating CRG utilization
- Sensitiveness of local and national context with respect to CRC reporting through UNCRC mechanisms
- Low level of competencies of CRD and its coalition concerning CRG.

In order to address and mitigate those impediments, CRG promotion should be outlined and put into implementation through an appropriate strategy that take into account the strategic choices as follows:

- CRD will absolutely not change its authorized mandate with CRG promotion to become a type of child rights based organization. CRD just utilize CRG as a strategic approach for the immediate and long-term benefits aforementioned. That CRG mainstreaming should be done with a focus on some child rights issues that most commonly seen and significantly affect CRD's programs.
- Externally, CRD can work with its newly established CRG coalition and other ones at national level for CRC monitoring and reporting, which cover some of other child right issues.
- Capacity building for CRD and its coalition will be the first and the most essential factor for the success of CRG promotion, and for that reason, it should be given highest priority.
- Risks coming from sensitive context relating to UNCRC reporting in some specific areas must be regularly updated and taken into thorough consideration for the most appropriate actions. For instance, depending on how high or low the level of risks is, CRD may decide to partly or fully involve itself in CRC

alternative reporting process with local or national level child rights coalitions and networks.

- The strategy should be with a long-term approach, which enable the safe, effective and sustainable development of CRD in promoting and integrating CRG internally in its programs and externally with CRG related coalitions. This can be done by dividing the whole strategy duration into different stages with from-low-to-high levels of CRD's interventions.

The strategic choices highlighted above are all taken into the development of CRD's Child Rights Governance Strategy for the period of 2017-2021, which is fully presented in the coming sections of this document.

2. CHILD RIGHTS GOVERNANCE STRATEGY 2017-2021

2.1 Strategic objectives

The overall objective of the strategy is that “CRD and other member organizations of the child right governance network in Central of Vietnam proactively involve in fulfilling the gaps identified in the CRC concluding observations”

The CRG Strategy of CRD for the 2017-2021 aims to achieve the following objectives by the end of 2021:

- a) CRD will have good CRG competencies and branding and evidently demonstrate successful CRG integration in programs and networking with CRG coalitions.
- b) CRD programs with CRG integration will result in supplementary outcomes with respect to specific targeted child rights and, on the whole, better effectiveness and deeper impact of those programs in promoting sustainable rural development, equity and democracy, which is in line with CRD's mission and vision
- c) CCRG will, through CRD's coordination and facilitation, successfully develop and demonstrate its good CRG capacity, and become well-known as a strong, dynamic CRG coalition in Central Region, Vietnam.
- d) Child rights monitoring and reporting through UNCRC will be systematically, sustainably, effectively carried out by CCRG with evidences from programs of CRD and other CCRG members.
- e) Child rights advocacy campaigns, interventions of CCRG will be continuously and effectively conducted with CRD's coordination, and result in improved realization of child rights.

2.2 Strategy orientation and approach

Strategy orientation and approach:

Informed by and based upon the background information and analysis in Section 1, CRD's approach in promoting CRG is the combination of internal and external strategic interventions which are closely interrelated and mutually supportive:

- a) **Integrating CRG into CRD programs.** It is to make the programs more effective and create more outcomes and impact with respect to a number of specific child rights that CRD programs are most engaged with. Additionally, CRD programs are expected to incorporate those targeted child rights in their monitoring and evaluation (M&E) systems and data base.
- b) **Coordinating systematic UNCRC monitoring and reporting of the Child Rights Governance Working Group in Central Vietnam (CCRG).** This monitoring and reporting will utilize the child rights evidences monitored and provided by CRD programs. In return, it will inform those programs of CRD of what should be focused on based mainly on the recommendations of CRC Concluding Observations.

- c) Accelerating joint child rights advocacy of CCRG.** A number of advocacy campaigns will be systematically designed based on the recommendations from CRC Concluding Observations and the child rights evidences monitored and provided by CRD programs and the coalition members. The joint advocacy of CCRG is expected to create improvements in child rights related legal frameworks, which can contribute significantly to the child rights promotion under programs of CRD and the coalition members.
- d) Building CRC competencies for CRD and CCRG.** This strategic intervention is critically necessary for CRD to implement adequately and effectively the abovementioned, considering the fact that CRG competencies of the institution are at low level for the time being.

Strategy focus:

With CRG integration in programs as the core of its approach, the CRG Strategy focuses on some specific child rights that majority of CRD programs are working on or have much potential of doing so. Those targeted child rights include:

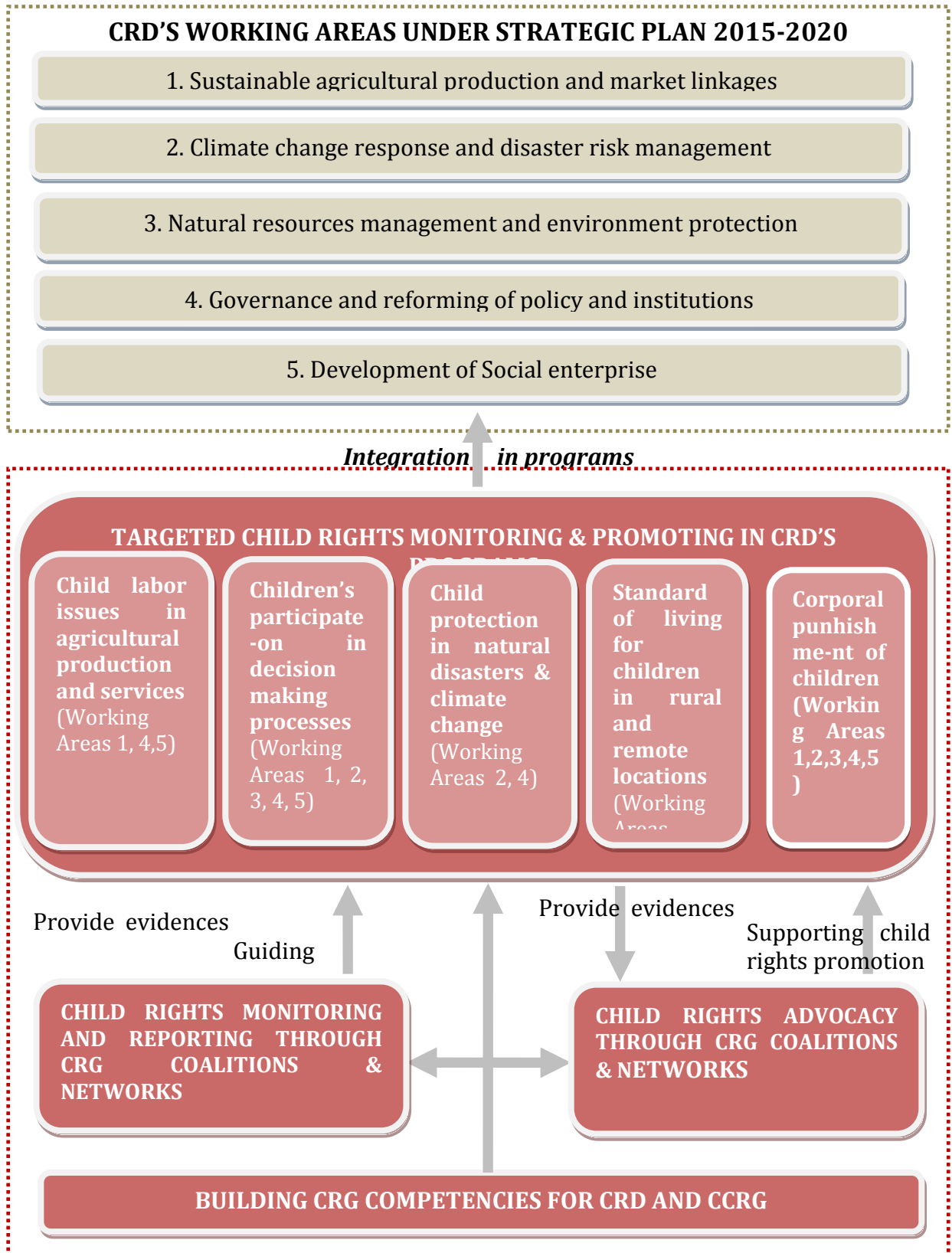
- 1) Child labor issues in agricultural production and services (Child right protection);
- 2) Children's participation in decision making in rural development (Child right participation);
- 3) Child protection in natural disasters and climate change (Child right protection);
- 4) Standard of living for children in rural and remote locations (Child right survive and development);
- 5) Corporal punishment of children in communities and schools (Child right protection)

It is noticed that this list of the targeted child rights is subject to change or supplementation, depending on the fluctuation of CRD programs in the years to come.

2.3 Strategy intervention framework

The strategy approach and focus outline an overall framework of the CRG Strategy 2017-2020. It is presented in Figure 2 on the next page.

Figure 2. Intervention framework of Child Rights Governance Strategy 2017-2021



2.4 Specific strategies

The following introduces in details the design of each of the components of the CRG Strategy, including their expected outcomes, strategic interventions and monitoring indicators together with work plan. All work plans under the strategy components overall work plan are summarized in an Overall Work Plan of CRG Strategy, which is displayed in Annex 2 of this working document.

2.4.1 Strategy 1: Building CRG competencies for CRD and its key CCRG members

Expected outcomes:

By the end of 2021, with respect to CRG capacity building, CRD is expected to obtain the outcomes as follows:

- a) Management and staff across CRD and CRD's line management will have good understanding of CRG, benefits and strategy of CRG integration in its programs, and be willing to assist in that process.
- b) A CRG Team (or a unit responsible for all cross-cutting themes including CRG and, for instance, gender equality, rights based approach, etc.) with a CRG Manager will be developed and placed inside CRD's Program Office to manage, support, monitor and report the whole implementation of the CRG Strategy (See Annex 1).
- c) CRG Manager and CRG Team will be authorized and capable to i) manage and monitor the whole implementation of the CRG Strategy; ii) provide effective technical support to and/or directly participate in the CRG promotion in CRD's programs; iii) effectively work with CCRG coalitions on child rights monitoring, reporting and advocacy; and iv) provide CRG related consultancy services.
- d) A five year CRG Promotion Project will be developed and managed effectively by CRG Manager and CRG Team to lead, support, monitor and report the whole implementation of the CRG Strategy (with budget provided by CRD itself and from INGOs, donors).
- e) CRD's program management and staff will be capable to integrate CRG in their programming, where appropriate and applicable, focusing on the targeted child rights (listed out in Section 2.1)
- f) CRD's program management and staff will be capable to effectively monitor, report, and promote the implementation of the targeted child rights under their programs.
- g) Members of CCRG will be willing and capable to participate in and contribute effectively to the child rights monitoring and reporting through UNCRC mechanisms and joint advocacy campaigns.
- h) CRG Strategy and Action Plan 2017-2021 of CCRG will be developed and implemented in line with and mutually supportive to the CRG Strategy of CRD.

Strategic interventions, monitoring indicators and work plan:

Strategic interventions	Monitoring indicators/Outputs	Time frame	Responsibility
S1.1 Introduce the CRG Strategy internally and to CRD's line managers	S1.1.1 Official approval for CRG Strategy	Q1, 2017	Executive Board (with support from CRG project funded by SCI)
	S1.1.2 Meeting with CRD's line management to introduce CRG Strategy and attain their endorsement	Q1, 2017	
	S1.1.3 Setting up a set of principles in working on child rights		
S1.2 Establish CRG Team (Unit) inside CRD Program Office	S1.2.1 Official decision issued on establishing CRG Team inside CRD Program Office from CRG project funded by SCI	Q1, 2017	Executive Board, with support from CRG project funded by SCI
	S1.2.2 Development of and approval for job descriptions of management and staff of CRG Team	Q1, 2017	
	S1.2.3 Introducing CRG Team internally and externally	Q1, 2017	
S1.3 Develop and run a five year CRG Promotion Project and call for funding from INGOs, donors	S1.3.1 A five year CRG Promotion Project to manage, support and monitor the whole implementation of the CRG Strategy planned and approved	Q1, 2017	CRG Manager, with support and management of Executive Board
	S1.3.2 Contact, meetings, discussions with child rights based INGOs and donors to introduce the CRG Promotion Project	2017-2021	
	S1.3.3 MoUs signed with the INGOs funding fully or partly for the project	2017-2021	
	S1.3.4 Management, monitoring and evaluation of the CRG Promotion Project (or its sub-projects)	2017-2021	
	S1.3.5 Prepare and implement a contingency plan with CRD's budget to maintain the operation of CRG Team during the time without external funding for the CRG Promotion Project	When appropriate	
S1.4 Building advanced CRG capacity for CRG Team and CRD Program Managers	S1.4.1 Training need assessment (TNA) conducted with CRG Team and Program Managers to identify all skills necessary for implement the activities of CRG Strategy and manage its implementation	Q2, 2017	CRG Team, with support from INGOs or consultants
	S1.4.2 ToT courses conducted for CRG Team and Program Managers on required skills identified by the TNA	Q2-Q4, 2017	Experts from INGOs or consultants
	S1.4.3 Other learning activities of CRG Team and Program Managers, including learning from networking with child rights INGOs, study tours, on-line learning, learning from doing, etc.	Q2-Q4, 2017	CRG Team and Program Managers
	S1.4.4 CRG skills are incorporated in JDs of CRG Team and Program Managers	Q2, 2017	Executive Board
S1.5 Building	S1.5.1 In-house training courses on some of CRG	Q2-Q4,	CRG Team

CRG capacity for CRD program staff	related skills (see S1.4.2) for CRD program staff conducted by CRG Team and Program Managers	2017	and Program Managers
	S1.5.2 Daily coaching and technical support provided to program staff by CRG Team and Program Managers when appropriate and required	2017-2021	CRG Team and Program Managers
S1.6 Building CRG capacity for CCRG	S1.6.1 CRG Strategy and Action Plan 2017-2021 of CCRG will be developed and taken into implementation with the coordination and facilitation of CRG Team	Q2, 2017	CRG Team and, when necessary, consultants
	S1.6.2 Training courses on some of CRG skills for key staff of organizational members of CCRG	Q2-Q4, 2017	
	S1.6.3 CRG Team's technical support provided to key staff of organizational members of CCRG S1.6.4 Setting up a set of principles in working on child rights for all CCRG members	Q2-Q4, 2017	

Clarification:

Strategic intervention S1.4: Regarding advanced capacity building for CRG Team and CRD Program Managers, there are a great amount of skills potentially necessary for them. Those skills include, but not limited within, the following:

- CRG integration in designing and monitoring development programs
- Data collection, child rights situation analysis and child rights programming
- Child rights monitoring and reporting through UNCRC and other human rights treaties; Development of child rights monitoring framework/system
- Child rights based networking development and management
- Child rights communication; Child rights budgeting analysis
- Evidenced based advocacy for child rights; Child rights advocacy through networking and CRC reporting
- Promotion of child participation in child rights programming, CRC monitoring and reporting; child rights advocacy, etc.

The selection of the most necessary skills among that long list is dependent significantly on the CRD programs with CRG integration. Furthermore, the training on these selected skills needs to put a central focus on the targeted child rights highlighted in Section 2.1.

Strategic intervention S1.6.1: It is targeted that, under the coordination and facilitation of CRG Team, the development of CRG Strategy 2017-2021 of CCRG will be in line with Strategy 3 and Strategy 4 of this strategy document to ensure them to be fulfilled by the coalition.

2.4.2 Strategy 2: Child rights monitoring and promoting under CRD's programs**Expected outcomes:**

From Quarter 3, 2017 to the end of 2021, the following outcomes are expected to be achieved:

- a) All of CRD programs and projects relating to the targeted child rights will be designed, planned, implemented and monitored with CRG integration.
- b) The outcomes of those programs, projects will include the enhancement of the realization of the targeted child rights, positive changes of government actors, and growth of people and children's participation.

- c) M&E systems and data bases of CRD programs with CRG integration will incorporate systematically evidences about the targeted child rights.
- d) Those evidences will be provided timely and sufficiently to CRC monitoring and reporting and child rights advocacy of GRG coalitions, when required.

Strategic interventions, monitoring indicators and work plan:

Strategic interventions:	Indicators/Actions	Time frame	Responsibility
S2.1 Integrate CRG in CRD programs for values added and increased effectiveness and impact	S2.1.1 Current programs, projects are modified with CRG integration regarding the targeted child rights, where appropriate	Q2, 2017 - 2021	Program Managers, with technical support from CRG Team
	S2.1.2 New programs, projects developed with CRG integration regarding targeted child rights	Q2, 2017-2021	
S2.2 Systematic monitoring of the targeted child rights through CRD programs	S2.2.1 M&E systems and data base of CRD programs with CRG integration systematically incorporate evidences (data, information) relating to the targeted child rights	Q2, 2017-2021	Program Managers, with technical support from CRG Team
	S2.2.2 Desk studies and field studies focusing on the targeted child rights conducted, documented and taken into program data base	Q3, 2017-2021	
S2.3 Promote the targeted child rights through CRD programs	S2.3.1 Outcomes of CRD programs, projects with CRG integration include the enhancement of the realization of the targeted child rights mainly through the support for and advocacy with government actors to fulfill their duties regarding those child rights	2017-2021	
S2.4 Provide good evidences on targeted child rights to CRC monitoring and reporting and advocacy of GRG coalitions	S2.4.1 Evidences on the targeted child rights well documented and ready for internal and external use	Q3, 2017-2021	Program Managers and CRG Team
	S2.4.2 Documented evidences on the targeted child rights provided timely and sufficiently to CRC monitoring and reporting and advocacy of GRG coalitions, when required	Q3, 2017-2021	

Clarification:

Strategic intervention S2.1: A program or project of CRD with CRG integration is expected to assure basic requirements as follows:

- It takes one or some of the targeted child rights issues into study, analysis and planning for positive changes at outcome and/or objective level.
- It includes the support for and/or advocacy with government actors at multiple levels to improve their awareness, attitude, knowledge and skills regarding their duties to respect, protect and fulfill the targeted child rights.
- It promotes the participation of adults and children, especially the vulnerable and marginalized groups, in different steps of its implementation.

- It ensures the evidences (data, information) about the targeted child rights issues to be systematically incorporated in its M&E system and data base
- It is always ready to provide those evidences to relevant advocacy actions inside and outside the project, or CRC reporting exercise by child rights coalitions, networks.

2.4.3 Strategy 3: Child rights monitoring and reporting through child rights governance coalitions and networks

Expected outcomes:

During 2017-2021, with the coordination, facilitation and support of CRD, which is represented by CRG Team, the CCRG is expected to achieve the following outcomes with respect to CRC monitoring and reporting:

- A Child Rights Monitoring Framework of CCRG, which covers all the targeted child rights of CRD, will be developed and taken into long-duration implementation by Q2, 2017
- The monitoring framework will be, from 2017-2021, regularly updated and modified to meet with context and especially the recommendations from latest CRC Concluding Observations.
- Evidences from CCRG's Child Rights Monitoring Framework, including those about the targeted child rights of CRD, will be analyzed, interpreted and contributed to the development of CRC Alternative Report of (a) national child rights coalition(s) by Q2-Q3, 2017
- A CRC Alternative Report of CCRG will be developed and submitted to the CRC in Geneva in 2021, if the submission of the 6th CRC Vietnam State Report happens in that year.
- The recommendations from the CRC Concluding Observations regarding the 5th CRC Vietnam State Report will be disseminated among local CSOs in Central Vietnam and used for the updates, modifications of CCRG's Child Rights Monitoring Framework and its advocacy action plans by Q1-Q2, 2018.

Strategic interventions, monitoring indicators and work plan:

Strategic interventions:	Indicators/Actions	Time frame	Responsibility
S3.1 Coordinate and contribute to the development and implementation of a child rights monitoring framework of CCRG to provide evidences on some selected child rights	S3.1.1 A Child Rights Monitoring Framework of CCRG developed through the coordination and support of the CRG Team of CRD	Q2, 2017	CRG Team
	S3.1.2 CCRG's Child Rights Monitoring Framework taken into long-duration implementation with the coordination, facilitation and support of the CRG Team	Q2, 2017-2021	CRG Team and CRD Program Managers
	S3.1.3 The monitoring framework modified to meet with context and especially the recommendations from latest CRC Concluding Observations	2018-2021	CRG Team
S3.2 Coordinate joint efforts of CCRG to contribute to the	S3.2.1 Evidences from the Child Rights Monitoring Framework analyzed, interpreted and documented by the CRG	Q2-Q3, 2017	CRG Team

development and submission of CRC Alternative Report of other child rights coalitions	Team and other CCRG members		and other CCRG's members
	S3.2.2 Documented, interpreted evidences sent to a child rights coalition and added into its CRC Alternative Report	Q2-Q3, 2017	
S3.3 Coordinate joint efforts of CCRG to develop and submit its own CRC Alternative Report to CRC	S3.3.1 A CRC Alternative Report of CCRG developed from evidences provided by its child rights monitoring framework and submitted to the CRC in Geneva with the coordination of CRG Team	2021, at the soonest	CRG Team and other CCRG's members
S3.4 Coordinate the dissemination and utilization of CRC Concluding Observations to local CSOs in Central Region	S3.4.1 CRC Concluding Observations after the Session on Vietnam's 5 th State Report translated and disseminated to appropriate local CSOs in Central Region	Q1, 2018	CRG Team and other CCRG's members
	S3.4.2 Recommendations from the Concluding Observations used for update, modifications of CCRG's Child Rights Monitoring Framework and advocacy action plans	Q1-Q2, 2018	
	S3.4.2 Recommendations from the Concluding Observations used for update, modifications of planning, M&E systems and data bases of CRD programs	Q1-Q2, 2018	CRG Team and Program Managers

Clarification:

Strategic intervention S3.1: To be practical, doable and sustainable, the Child Rights Monitoring Framework of CCRG will be developed based upon i) the child rights being focused and systematically monitored by organizational members; and ii) recommendations from latest CRC Concluding Observations. In case of CRD, the targeted child rights aforementioned, which will be under M&E systems and data bases of CRD Programs, will be covered by that monitoring framework of CCRG.

Strategic intervention S3.2 and S3.3: It is anticipated that the 5th CRC State Report of Vietnam will be submitted to the CRC in Geneva by the middle of 2017. The CRC Alternative Report of (a) national child rights coalition(s), which could be the Child Rights Working Group and/or another one, will be developed and submitted after the submission of the State Report, possibly at a time in Q2-Q3, 2017. At that time, CCRG will be only able to contribute to that process, and will consider the possibility to develop an alternative report of its own by the submission of the 6th State Report, which may occur in 2021, at the soonest.

2.4.4 Strategy 4: Child rights advocacy through child rights governance coalitions and networks

Expected outcomes:

With the coordination, facilitation and support of the CRG Team of CRD during 2017-2021, the CCRG is expected to achieve the following outcomes from its joint child rights advocacy:

- Child Rights Advocacy Action Plan 2017-2021 of CCRG will be developed, outlining specific advocacy campaigns for enhanced realization of some specific child rights, including the targeted child rights of CRD.
- The Advocacy Action Plan will be effectively implemented during 2017-2021 and result in measurable improvements relating to the realization of specific child rights, including the targeted ones of CRD.

Strategic interventions, monitoring indicators and work plan:

Strategic interventions:	Indicators/Actions	Time frame	Responsibility
S4.1 Coordinate the development of CCRG's Child Rights Advocacy Action Plan 2017-2021	S4.1.1 Advocacy objectives relating to the targeted child rights identified and taken into the development of CCRG's advocacy action plan	Q3, 2017	CRG Team and CRD Program Managers
	S4.1.2 CCRG's Child Rights Advocacy Action Plan 2017-2021 developed based on the latest CRC Concluding Observations and the child rights focused by CCRG members	Q3, 2017	CRG Team and CCRG members
S4.2 Coordinate the implementation, monitoring and evaluation of the Advocacy Action Plan 2017-2021	S4.2.1 The Child Rights Advocacy Action Plan 2017-2021 implemented, regularly monitored and reviewed for necessary modifications	2017-2021	CRG Team and CCRG members

Clarification:

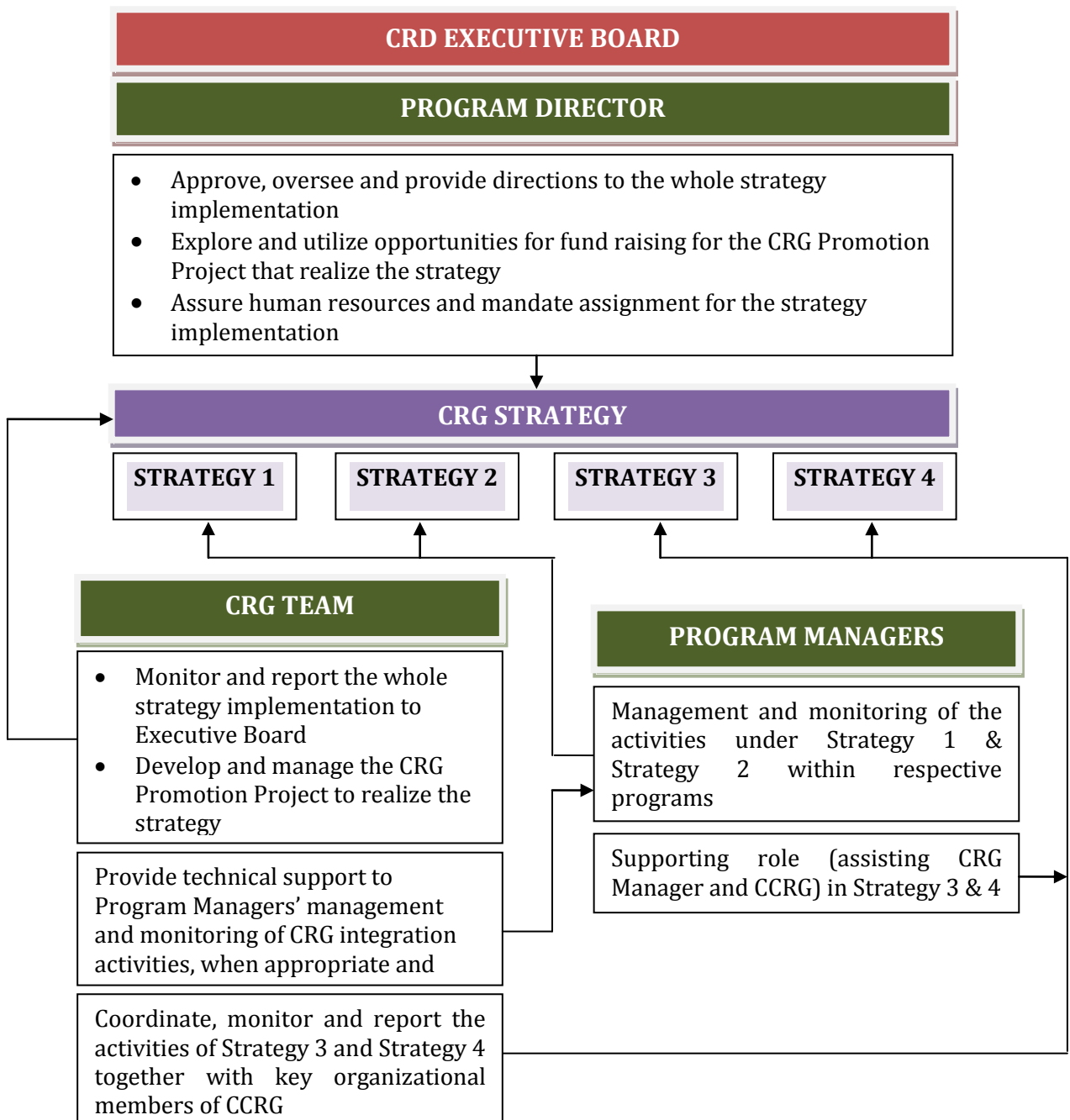
Strategic intervention S4.1: The Child Rights Advocacy Action Plan 2017-2021 of CCRG is expected to include the detailed designs of specific advocacy campaigns for improved realization of some specific child rights. Those child rights should include the targeted child rights of CRD highlighted in Section 2.1 and other ones that are under special interest and monitoring systems of other members of CCRG.

3 ORGANIZATION OF STRATEGY IMPLEMENTATION

3.4 Accountability setting

To assure the effectiveness, the leadership and coordination for the whole strategy implementation, an accountability framework is developed. This accountability setting clearly indicates the roles and responsibilities of different CRD managers at multiple levels and in different sectors for managing, monitoring and evaluating the strategy implementation, as presented in Figure 3 below.

Figure 3: Accountability setting for the CRG Strategy management and M&E:



3.5 Monitoring and evaluation of the strategy

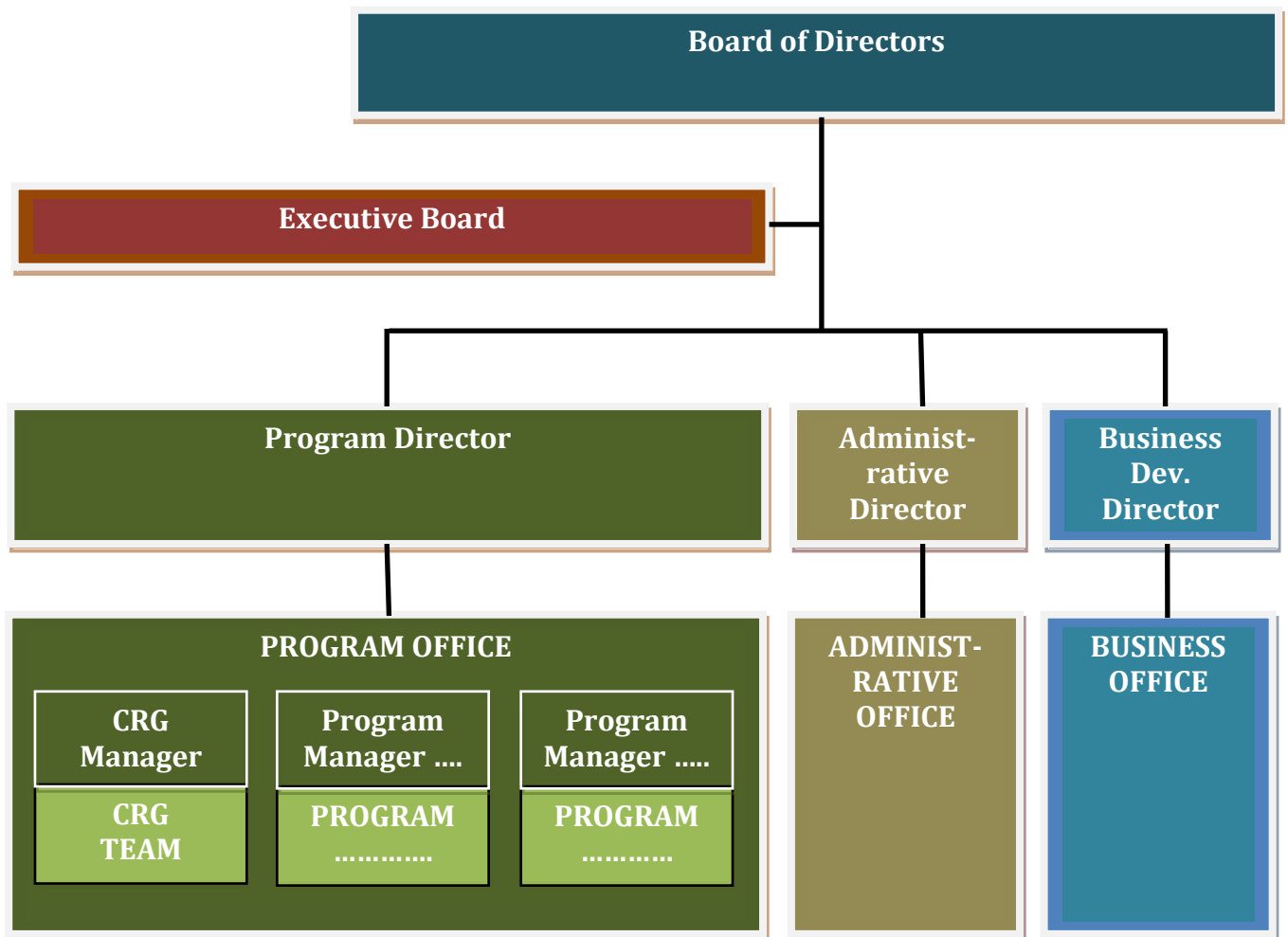
The CRG Strategy will be monitored and evaluated throughout the 2017-2021 duration based on the following mechanisms:

- Frequent monitoring of the progress of the Strategies 1, 2 and 3 against the identified indicators will be done by those with specific roles highlighted in the accountability setting.
- Quarterly and annually reporting on the strategy progress will be led, coordinated and primarily done by CRG Manager, with the participation and support of Program Managers, who will provide monitoring information on CRG integration from their programs, and Program Director.
- Annual review of the strategy implementation will be led by CRG Manager with the participation and support of Program Managers and Program Director.
- Final evaluation of the strategy implementation at the end of 2021 will be organized and undertaken by Program Director and CRG Manager with the participation and support of Program Managers and Executive Board.

Information from the strategy monitoring and evaluation will be reported by CRD to its line manager and donors for their information and support.

ANNEX

Annex 1. CRG Team in management structure of CRD



Annex 2. Overall Work Plan of CRD's Child Rights Governance Strategy 2017-2021

(See the next page)

		consultants							
	S1.4.3 Other learning activities of CRG Team and Program Managers, including learning from networking with child rights INGOs, study tours, on-line learning, learning from doing, etc.	CRG Team and Program Managers							
	S1.4.4 CRG skills are incorporated in JDs of CRG Team and Program Managers	Executive Board							
S1.5 Building CRG capacity for CRD program staff	S1.5.1 In-house training courses on some of CRG related skills (see S1.4.2) for CRD program staff conducted by CRG Team and Program Managers	CRG Team and Program Managers							
	S1.5.2 Daily coaching and technical support provided to program staff by CRG Team and Program Managers when appropriate and required								
S1.6 Building CRG capacity for CCRG	S1.6.1 CRG Strategy and Action Plan 2017-2021 of CCRG will be developed and taken into implementation with the coordination and facilitation of CRG Team	CRG Team and, when necessary, consultants							
	S1.6.2 Training courses on some of CRG skills for key staff of organizational members of CCRG	CRG Team and, when necessary, consultants							
	S1.6.3 CRG Team's technical support provided to key staff of organizational members of CCRG S1.6.4 Setting up a set of principles in working on child rights for all CCRG members								
Strategy 2: Child rights monitoring and promoting under CRD's programs									
S2.1 Integrate CRG in CRD programs for values added and increased effectiveness and impact	S2.1.1 Current programs, projects are modified with CRG integration regarding the targeted child rights, where appropriate	Program Managers, with technical support from CRG Team							
	S2.1.2 New programs, projects developed with CRG integration regarding targeted child rights								
S2.2 Systematic monitoring of the targeted child	S2.2.1 M&E systems and data base of CRD programs with CRG integration systematically incorporate evidences (data, information) relating to the targeted child rights	Program Managers, with							

rights through CRD programs	S2.2.2 Desk studies and field studies focusing on the targeted child rights conducted, documented and taken into program data base	technical support from CRG Team									
S2.3 Promote the targeted child rights through CRD programs	S2.3.1 Outcomes of CRD programs, projects with CRG integration include the enhancement of the realization of the targeted child rights mainly through the support for and advocacy with government actors to fulfill their duties regarding those child rights										
S2.4 Provide good evidences on targeted child rights to CRC monitoring and reporting and advocacy of GRG coalitions	S2.4.1 Evidences on the targeted child rights well documented and ready for internal and external use	Program Managers, with technical support from CRG Team									
	S2.4.2 Documented evidences on the targeted child rights provided timely and sufficiently to CRC monitoring and reporting and advocacy of GRG coalitions, when required										
Strategy 3: Child rights monitoring and reporting through child rights governance coalitions and networks											
S3.1 Coordinate and contribute to the development and implementation of a child rights monitoring framework of CCRG to provide evidences on some selected child rights	S3.1.1 A Child Rights Monitoring Framework of CCRG developed through the coordination and support of CRG Team	CRG Team									
	S3.1.2 CCRG's Child Rights Monitoring Framework taken into long-duration implementation with the coordination, facilitation and support of CRG Team	CRG Team and CRD Program Managers									
	S3.1.3 The monitoring framework modified to meet with context and especially the recommendations from latest CRC Concluding Observations	CRG Team									
S3.2 Coordinate joint efforts of CCRG to contribute to the development and submission of CRC Alternative Report	S3.2.1 Evidences from the Child Rights Monitoring Framework analyzed, interpreted and documented by CRG Team and other CCRG's members	CRG Team and other CCRG's members									
	S3.2.2 Documented, interpreted evidences sent to a child rights coalition and added into its CRC Alternative Report										

of other child rights coalitions											
S3.3 Coordinate joint efforts of CCRG to develop and submit its own CRC Alternative Report to CRC	S3.3.1 A CRC Alternative Report of CCRG developed from evidences provided by its child rights monitoring framework and submitted to the CRC in Geneva with the coordination of CRG Team	CRG Team and other CCRG's members									
S3.4 Coordinate the dissemination and utilization of CRC Concluding Observations to local CSOs in Central Region	S3.4.1 CRC Concluding Observations after the Session on Vietnam's 5 th State Report translated and disseminated to appropriate local CSOs in Central Region					Q1-Q2, 2018					
	S3.4.2 Recommendations from the Concluding Observations used for update, modifications of CCRG's Child Rights Monitoring Framework and advocacy action plans					Q1-Q2, 2018					
	S3.4.2 Recommendations from the Concluding Observations used for update, modifications of planning, M&E systems and data bases of CRD programs					Q1-Q2, 2018					
Strategy 4: Child rights advocacy through child rights governance coalitions and networks											
S4.1 Coordinate the development of CCRG's Child Rights Advocacy Action Plan 2017-2021	S4.1.1 Advocacy objectives relating to the targeted child rights identified and taken into the development of CCRG's advocacy action plan	CRG Team and CRD Program Managers									
	S4.1.2 CCRG's Child Rights Advocacy Action Plan 2017-2021 developed based on the latest CRC Concluding Observations and the child rights focused by CCRG members	CRG Team and CCRG members									
S4.2 Coordinate implementation, monitoring and evaluation of the Advocacy Action Plan 2017-2021	S4.2.1 The Child Rights Advocacy Action Plan 2017-2021 implemented, regularly monitored and reviewed for necessary modifications	CRG Team and CCRG members									