

GCN LOGO

Evaluation Report for Girl Child Network for 2003 -2007



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To you all; on behalf of New Start HIV services,

Thank you.

Youniter. A. Mutsungah

Lead consultant.

Abbreviations and Acronyms

AGM	Annual General Meeting
AIDS	Acquired Immuno Deficiency syndrome
BS	Baseline Survey
CBO	Community Based Organization
CBSS	Community Based Support System
CEF	Commonwealth Education Fund
CNP	Collaboration & Networking Programme
CSO	Civil Society Organization
EXCOM	Executive Committee
FBO	Faith Based Organization
FGD	Focused Group Discussion
FY	Fiscal Year
GBV	gender based violence
GCN	Girl Child Network
GC	Girl Child
IEC	Information Education and Communication
IGA	Income Generating Activities
KI	Key Informants
MoEST	Ministry of Education Science and Technology
MoE	Ministry of Education
NGO	Non Governmental Organization
OVC	Orphans and Vulnerable Children
P&G	Proctor and Gamble
RH	Reproductive Health
SM	Sexual Maturation
ST	Sanitary Towels
STI	Sexually Transmitted Infections
SOA	Sexual Offences Act
TOR	Terms of Reference
UNICEF	United Nations Children Education Fund

Executive Summary

Introduction

This is the report of the overall Girl Child Network for a period of 5 years (2003-2007). The aim of the evaluation was to chart the way forward for GCN by, establishing justification for the access to more funding from International donors and Foundations, International Development Partners and United Nations Bodies which require an evaluation report of organisations that have been in existence for over 10 years and have handled an annual budget of over Kshs.30,000,000.00 (Thirty Million Kenya Shillings) and also to establish whether GCN had achieved its set objectives in the period under review. Furthermore, the Evaluation enabled GCN make a more informed Strategic Plan for a further 5 years (2008 – 2012).

This process has previously enabled GCN plan and focus on set priorities better. Before the Strategic Plan 2003 – 2007 was conceptualized; GCN undertook an evaluation for her activities for 2000 – 2002 (the previous strategic period) and this enabled GCN develop better members' needs based programmes.

Design and Methodology:

The study adopted both a qualitative and quantitative research design in order to capture accurate information regarding the organization. This was deemed important in order to capture the voices of key informants in regard to the organisation. These included; document review which entailed review of several organization documents, Interviews whereby the evaluation teams conducted in-depth interviews and focus group discussions among convenient samples of Key Informants, field surveys involving visits to the four chapters for observation and review of relevant organisation documents.

The GCN programmes and projects

The programmes under review included the

Human Rights and Legislation Program under which is the FGM project and the children's conferences conducted twice per year.

The Education and Research Programme under which there is the sanitary towels project and the schools sanitation project.

The Networking and collaboration programme is charged with the responsibility of organizing AGM'S, bi monthly meetings and chapter meetings.

The activities carried out in the above programmes include; distribution of sanitary towels, toilets construction, production of IEC materials, children conferences, campaigns against FGM, and equipment & stocking of a resource centre.

Key Evaluations Findings

The findings from The GCN evaluation revealed that the organisation had achieved all her objectives (except components of Technical Assistance objective) and her programmes were a great success. Worth mentioning is the sanitary towel campaign which has become a national campaign and learning experience for other countries e.g. Zimbabwe, Gambia and Tanzania. The project has attracted the support of manufacturers such as Proctor and Gamble and the Big Lottery Fund which has partnered with GCN to provide sanitary towels.

The findings from the overall evaluation were broken down into the four programme areas of the GCN.

The Education and Research Programmes achieved the following:

The implementation of the action plans drawn after training on sexual maturation, hygiene and reproductive health in all the chapters, raised awareness in the community on issues of Sexual maturation, established contacts with key policy makers which enabled easier tracking by GCN on budget allocated to the four thematic areas of the Gender Policy, GCN partnership with the MoE resulted in the government adopting the School Sanitation Improvement Project in Kajiado as a model for implementation of the gender responsive environment in the education institutions, publication of IEC materials which features the girl friendly sanitation block was developed by GCN in partnership with the girl's and boys from the targeted schools.

The Human Rights and Legislation Program was able to:

Train GCN members and Community members on legal issues and the Sexual Offences Act, sensitize girls and boys on protection rights and issues, sensitize selected School Management Committees, sensitize teachers and pupils (boys and girls) on the finalized Gender & Education Policy with emphasized on GBV theme, Lobby the Parliamentarians through the GCN members "Making GBV Count in 2007" Campaign, production of IEC Materials, established and strengthened four community based support system modules (CBSS).

The Sanitary Towels Project this is a project under the education and research programme. The project ensured the participation of adolescent girls in education through four specific objectives, namely;

Distribution of sanitary towels which targeted 600,000 girls in the period 2006-2008. A total of 385,000 girls have benefited in 2 years out of the 3 years. This has been achieved with the government involvement, by lobbying, the Government for inclusion of the sanitary towels initiative in the free primary education programme. Six quarterly meetings and inclusion of the MoE in the GCN programming has been achieved, Build the capacity of and institutional development of members. In the 4 chapters, members have been trained on sexual maturation lobbying the donor community for inclusion of sanitary wear in their programmes. A very strong membership with both international and local NGO, has been achieved.

The Collaboration and Network Programme (CNP) has achieved the following;

A membership of 206 and 4 working committees has been established, 15 bi monthly meetings and 4 annual general meeting held in the period under evaluation. The programme also established five chapters namely the M.T Kenya chapter, the coast chapter, the western chapter, the rift valley chapter and the, Nairobi chapter,

KEY RECOMENDATIONS.

The following are the key recommendations of evaluation;

- GCN needs to redefine their objectives either as an implementer or a network in its objectives or undertake the two in some programmes and projects.
- Capacity building for the secretariat in management on identified gaps is necessary.
- Encourage more capacity building sessions for organizational members.
- Due to the many programmes run by GCN there is need for duties to be clearly defined for each employee to avoid burnout which in return contributes negatively to the organization
- All network members should be encouraged to attend and seek the mandate from members to be elected as a GCN EXCOM member. GCN needs to finalize recruitment and remuneration policies and adopted by the EXCOM.

Chapter 1: Background to the evaluation:

1.1 Introduction.

The Girl Child Network GCN was initiated in 1995 and officially launched in February 1996. GCN was established after the identification of the need of collaboration, coordination and dissemination of information in the area of girl child programming and primarily to mainstream girl child activities in the development sector through advocacy, information sharing and strengthening of children programming in Kenya.

The Girl Child Network is an umbrella organization that brings together International and National Non-Governmental Organizations, government departments, UN agencies e.g. UNICEF, International Development Partners, Community and Faith Based Organizations, youth and women groups and individual members interested in the welfare of the girl child in Kenya.

GCN was intended to grow in membership from the original 20 members in 1996. Today the organization has a membership of 349 members consisting of 312 organization membership and 37 individual members.

This evaluation looks at the organizations achievements in a period of five years; 2003 to 2007.

1.1.1 The goal of GCN

The goal of GCN is to '*promote the rights of the girl child in Kenya through proactive and effective networking among members, capacity building information sharing and advocacy to achieve effective programming*'.

1.1.2 Organization Objectives

The specific objectives of GCN within this period of evaluation were:

- To advocate and promote the rights of the girl child and act as a proactive pressure group in safeguarding the rights of the child
- To provide a forum for information exchange among its members and the wider community
- To strengthen members' capacity to implement child friendly programmes
- To undertake research activities on children's issues.

1.1.3 Strategic Goals and Programme Strategy for 2003 - 2007

The specific strategic goals and programme strategy of GCN within this period of evaluation were:

- To increase sharing of information and knowledge among members.
- To increase the capacity of members to carry out effective programmes on the Girl Child.
- To provide members of GCN with technical assistance.
- To lobby and advocate for functional girl child friendly policies and legal framework.
- To develop an effective secretariat able to respond to the needs of members.

1.2 GCN Programmes.

GCN has core programmes as indicated below:

1.2.1 Education and Research Programme.

This programme addresses education issues and has a focus on influencing policy using evidence-based research findings. Implementation of the Gender and Education policy will ensure inclusion of issues of sanitation and sanitary towels at the national level policy development. Under this programme are various projects which include:

- **The sanitary towels project:** this is a project initiated by GCN with a broad target of provision of sanitary towels to 600,000 disadvantaged primary school girls in Kenya. The initial project targeted 77 schools nationally and so far 385,000 girls have benefited from the project directly through GCN and her members and indirectly through various corporate social responsibility initiatives stemming from the campaign by GCN.



A girl receives a package of sanitary towels

- **The schools sanitation improvement project:** this project aims at improving access to sanitation facilities in the identified schools for effective participation in education. This project has several aspects including training on hygiene, sexual maturation, construction of toilets, and construction of water tanks.

Under this project are the Kajiado schools sanitation project and the urban schools improvement project

1.2.2 The human rights and legislation programme:

This is an intensive programme that focuses on children's rights, legislation and legal issues that impede the realization of children's rights. Issues include child protection, child abuse, and child participation, the Children's Act, among others. There are components on reproductive health rights and skills acquisitions to enable them attain sexual maturation responsibly.

- Under this programme is **the FGM project**: this project campaigns against FGM in areas where it is rife. GCN organizes football tournaments where the communities are sensitized on the dangers of FGM, early marriages and HIV/AIDS.
- **The children's conferences**: GCN organizes children conferences bi annually where children get a chance to air their views. In addition the children are sensitized on their rights and they are also given a chance to showcase their cultures during '*Maringo night*'.
- **Community based support system for children (CBSS)**: This is a diversion programme aimed at non-custodial rehabilitation of juveniles outside the criminal justice system.

1.2.3 Networking and collaboration programme:

Involves issues on collaboration and networking with other partners and members. GCN success owes to its strength of networking as the capacity of GCN is complemented by members' strengths. GCN has been able to come up with the following:

- **Bimonthly meetings**: these are meeting organised for GCN members to share viewst the organisation. They also serve as capacity building forums for members. The agenda of the meetings has been recruitment of new members, and to discuss the implementation of GCN programmes.
- **Chapters**: GCN chapters were formed as a way of decentralization since most of the GCN activities are run from the secretariat which is based in Nairobi. currently GCN has five chapters i.e. The Rift Valley chapter ,The Western Kenya chapter, The Mt Kenya chapter and The Coast Chapter and the Nairobi that serves as the secretariat.
- **AGM**: these are held every year in august immediately after the financial audit is done. The meetings agenda include; the Executive Director's report, the audit report, election of new office bearers and way forward for GCN

- This programme also involves Collaboration with several manufacturers e.g. proctor and gamble and the GCN, big lottery fund, lion's international and Rotary International collaboration.

1.2.4 Institutional Capacity building programme:

This programme includes building capacity of GCN members and staff at the GCN secretariat to enhance effectiveness in implementing programmes. The main achievements of this programme are.

- **Production of IEC materials** these include production of T-shirts with catchy messages, poster, the paralegal manual, the girls leadership and development resource kit, the gender and education manual in collaboration with the MoE and the binti magazine.
- **Equipment of the resource center:** GCN now has a fully equipped and functional resource center which is a rich source of information on education and training, children rights, education and training, HIV and Aids, guidance and counseling, health and FGM.
- **Office space and equipment:** GCN under the period under review has been able to acquire four new offices from two and also purchase eight computers from the original two computers and also acquired two laptops.
- **Project car** in the period under review GCN was able to purchase a project car with support from Aid link.
- **Human resource;** the organisation has also been able to increase her human resource from two when it started to 13. In addition the organisation takes in an intern after every three months. The purpose of the internship initiative is to introduce fresh graduates to the actual working world and to give them the needed experience as a preparation to the job market. For the period under review 17 interns from both private and public universities have been initiated in the programme and all of these landed good jobs after their internship at GCN. GCN in addition recruits volunteers from time to time according to the projects workload.
- **Development of a website:** under the period under review GCN set up a website www.girlchildnetwork.org to showcase its activities on the World Wide Web, this is not only a marketing strategy but also an indicator that GCN is confident on her activities.

1.3 Objectives of the evaluation

An intensive evaluation of GCN was necessary at this point in time when the strategic direction of the network was moving to Action implementation and direct support to the local partners¹. This was necessary as the dynamics of working with girls and women changed so often due to the cultural beliefs and traditions that are so dearly held by many for the communities GCN work with.

¹ From the Terms of Reference, 2007

The evaluation was intended to:

1. Justify access of funding from International Foundations, International development Partners, donor and the United Nations Bodies which require an evaluation report of organizations that have been in existence for over 10 years and have handled an annual budget of over **Kshs.30,000,000.00 (Thirty Million Kenya Shillings)**.
2. GCN did not have recent and current programmes and project documentation on trends and failed to capture credibility to the International partners
3. This evaluation was intended to examine if the strategy put in place in order for GCN to achieve its objectives had achieved its aims. The objectives included:
 - Capacity building in such areas as Gender; Life skills education (reproductive health), Lobbying and Advocacy, Rights of the child and Guidance and Counseling.
 - Lobbying and advocacy policy for improved policy and legal frameworks.
 - Research to identify critical gaps in Girl Child interventions.
 - Establishment of a resource centre to enhance information sharing.

Among the question that needed answers during this evaluation included whether the network created structures to assist information flow from the community levels to the secretariat and whether issues lobbied for by the GCN have a strong backing from the local partners.

This evaluation conducted between November, December 2007, January and February 2008 was intended to verify the above

Chapter 2: Design methodology for the evaluation

2.1 Introduction

The evaluation of the GCN (2003 – 2007) adopted a mix of both qualitative and quantitative research design in order to capture the voices of the key respondents to ascertain the current position of the organization

2.2 Review of Documents

Numerous documents were reviewed by the Evaluation team; The documents included project proposals, Financial Statements ,training reports, five working Committee reports ,Various Chapter reports, Publications, minutes of the Network meetings, baseline survey conducted (before December 2007), the implementation of the projects, annual and semi annual reports and quarterly and monthly reports, projects logical frame work, the organogram and the field reports that were regularly sent to the head office. In addition, the GCN Strategic Plan 2003 – 2007 and the Kajiado project evaluation report.

Since the project is such a long-running activity, more team attention was given to recent documentation rather than to early history.

2.3 Respondents

The research teams conducted a survey, in-depth interviews, and focus group discussions among convenience samples of Key informants, network members, and the girls and boys. A large number of interviews were conducted as part of this evaluation. Chief groups interviewed were; The Executive Director, the senior staff from the GCN Secretariat i.e. The Program officers – Education and Research program, The Program officer - Human Rights and Legislation Program, Programme manager, The accounts officer and the administrative Assistant cum PA. Representatives of the Member NGO's and Cooperating Agencies, Ministry of Education staff at all levels, communities and key beneficiaries children (boys and girls) were also interviewed.

2.4 Data collection methods and tools

Data collection was through one on one interview, focus group discussions, observation of the organization projects, document review of the key organization documents and progress reports.

This considerable expenditure of team effort was in recognition that one of the primary client groups that the team needed to hear from was the rural GCN members and the key beneficiaries who are mostly children.

2.5 Data collection sites

Data for the evaluation was collected in the five GCN chapters, Mt. Kenya Chapter, Western Region Chapter, Coast Region Chapter, Rift Valley and Nairobi Chapter (which hosts the GCN offices and secretariat). In addition there were field visits to the project sites to ascertain the extent to which GCN had achieved its objectives.

2.6 Report organization

The report is organized into four key chapters as outlined below:

Chapter 1: gives the contextual background to the project and the activities undertaken;

Chapter 2: discusses the methodological design and framework for the evaluation.

Chapter 3: is a presentation and discussion of the key findings of the evaluation.

Chapter 4: draws conclusions based on the findings and make recommendations on the way forward.

The appendices include the following:

Appendix 1: gives a pictorial representation of the various activities that GCN has been involved in during the period under evaluation.

Appendix 2: outlines the evaluation programme

Appendix 3: gives a summary matrix of achievements by GCN as per Strategic Plan 2003-2007

Appendix 4: outlines the success of the Commonwealth Education Fund project on policy influencing. This is a good example of Action research (A Case of research for policy influencing)

Appendix 5: highlights the Strengths Weakness, Opportunities and Threats (SWOT) of the GCN Programmes

Appendix 6: outlines the Proposed GCN Organogram

Appendix 7: Lists the Donors and Income for GCN during the period 2002/2003-2006/2007

Appendix 8: The bibliography and references

Chapter 3: Evaluation Findings

3.1 Introduction

The findings from the overall evaluation were broken down into the four programme areas of the GCN. The findings were based on the objectives and the verifiable indicators. The bulk of the evaluation was conducted against the documentations. It was recognised that some of the indicators would not be measurable at the assessment. All the indicators, as well as means of verifying indicators, were identified in the project's Logical Framework Matrix. The impacts of GCN programmes and projects are outlined below as per the programmes and projects.

3.2 Impacts of the GCN programmes and projects

3.2.1 Education and Research Programme

From the proposals submitted to donors, the Education and research Programme of GCN was expected to contribute towards the achievement of gender equity and equality in free primary education², influencing MOEST policies to include provision of sanitary wear in the Free Primary Education (FPE) kit and to enhance participation, transition, retention and improve performance of both girls and boys in KCPE. A national research was conducted in 2004 in order to establish the status of gender equity and equality in Primary Education in Kenya; from the findings of this survey GCN inputted in the draft Gender & education policy. In order to disseminate the research findings, GCN with the support of the MoE produced posters on gender and education, to sensitise communities and the stakeholders on the outcomes of the survey

Some of the factors identified as affecting girls education in schools in Kenya in the study, by GCN 'gender equity and equality in primary education in Kenya 2004' were poverty, child labor, the parents attitude towards Schooling and Girls, traditional and social cultural practices, Insecurity and Distance from School. Peer Pressure and Truancy, HIV and AIDS, School environment like lack of water and sanitation, Gender Issues in School and Girls Sexuality e.g. pregnancy. GCN therefore set out to tackle some of these identified problems in order to comfortably integrate the girl child in the school environment.

GCN through action implementation formulated and implemented a project that established and strengthened girl's democracy clubs in primary schools to improve on participation, retention, performance and transition rates of girls from primary to secondary schools.

² Refer to Research on *Status of Gender Equity and Equality in Primary Education in Kenya, GCN, 2004*

GCN worked closely with the Ministry of Education in this project. The strategy and approach used in the SM & HMM project is based on encouraging the beneficiaries to have a self drive to implement the project. The incentives (IEC materials and sanitary towels) enabled them gain momentum to work alone. The strategy to provide sanitary towels, technical support and monitor the initiatives of the schools and district education officers in the implementation was a sure way of encouraging ownership. Through the involvement of the head teachers and teachers as accounting officers in the project implementation, was meant to ensure that they gain skills and apply them in their schools

All the Chapters in the country were given the necessary knowledge and skills in SM & HMM. There was involvement of policy makers through the policy dialogue, documentation and through the IEC packages for policy makers supported scaling up and mainstreaming.

GCN continued mainstreaming knowledge and skills on SM &HMM in all its activities. This was captured in all workshops, seminars and the existing clubs; the involvement of all teachers in the schools was also a sure way towards sustainability.



Girls undergoing a sexual maturation training

Impacts of the Education and Research Programme

- The implementation of the action plans by all the chapters created awareness in the community on issues of Sexual maturation. This put pressure on the relevant government departments to act due to emerging cases of sexual harassment on children in the

community and in schools.

- Establishing contacts with key policy makers enabled easier tracking by GCN on budget allocated to the four thematic areas of the Gender Policy.
- Establishment of contacts with the Ministry of Education resulted in the later seconding one of its officers from the gender department to GCN executive committee.
- GCN partnership with the MoE resulted in the government adopting the girl friendly latrines in Kajjado as a model for implementation of the strategies of making the education institutions have a gender friendly and gender responsive environment
- Publication of IEC materials which features the girl friendly sanitation block was developed by GCN in partnership with the MoE.

3.2.2 Human Rights and Legislation Program

This is an intensive programme that focuses on children's rights, legislation and legal issues that impede the realization of children's rights. Issues include child protection, child abuse, and child participation, the Children's Act, among others. There are components on reproductive health rights and skills acquisitions to enable them attain sexual maturation responsibly. Other issues include campaigns against FGM, accessibility to water points, sanitation, sanitary towels, that have continued to have a negative impact on girls' education.

In achieving its goals GCN worked with other agencies and organizations in the children sector (most of whom are GCN members) such as Kenya Alliance for the Advancement of Children, The Cradle, Goal Kenya, Save the Children Sweden, World Vision, Childlife Trust, CARE Kenya, Plan Kenya, Action Aid Kenya in their capacity as stakeholders in the children's rights movement among others.

During this period under evaluation, GCN addressed the emerging issues including rights violations relating to boys and girls such as defilement and sodomy and other forms of abuses. Achievement of effective participation by communities (especially women groups) in protection of children rights was a priority.

The activities undertaken by GCN under this program included; training of GCN members and Community members on legal issues (paralegal trainings), Sensitization of girls and boys on protection rights and issues and sensitization of selected School Management Committees, Teachers and students of the finalized Gender & education Policy with emphasis on GBV theme. The secretariat acted more as an implementer other than a Network as a way of encouraging replication by other network members.

Quarterly and half yearly reports were submitted to the donors as was required. The production of IEC Materials was very successful as listed below:

1. A simplified Version of the Sexual Offences Act.
2. Paralegal Manual , GCN © 2007
3. Girls' Leadership and Development Resource Kit, GCN © 2007
4. Children and Young People's Participation in Development Processes, GCN © 2007

The sustainability of the project was achieved through capacity building of GCN partners who were expected to in turn train other members from their organizations and other organizations within their geographical areas.

GCN also engaged partners/ members or other stakeholders in the different chapters who had skills on child protection, paralegal services and legal aid to ensure that the emerging cases were dealt with at the community level.

There was direct training by GCN to the community women groups and youth groups who were empowered to protect the rights of children. The women groups in the areas were an important target group as their activities include taking care of children and empowering the women lead to a more sustainable approach.

Another project under this Programme is the community based support system for children (CBSS). This is a diversion project that aims at rehabilitating juveniles outside the criminal justice system or court system.

Child Right's Club members (boys and girls) followed their own activity schedules and forums to sensitize other club members in institutions and schools. The relevant GCN members continued to give support to the Child Rights Clubs (including Democracy clubs) so that they effectively participated in development issues. The members formed networks with active community members and the C.B.O' s on the ground and developed a system of identification, reporting and follow up of cases relating to children's rights abuse.

Through the support of other donors, there were complimentary activities undertaken by the Network to enhance the other capacities of the community members on lobbying and policy influencing so that the government provides the services, legal or otherwise, to the communities.

Impacts of the Human Rights and Legislation Program

- Training of GCN members and Community members on legal issues
- Sensitization of selected School Management Committees, Teachers and students on the finalized Gender & education Policy with emphasis on GBV theme.
- Sensitization of girls and boys on protection rights and related issues
- This programme has seen the reduction of children cases in court being handled by the children officers at the court level.
- Successful integration of juveniles with their families.
- Effective counselling of children at the child protection units, at the police stations
- Creation of child friendly desks at police stations
- Increased skill building to the children undergoing rehabilitation.
- Production of IEC materials.



Beneficiaries of the Community Based Support System for children. One of the projects under the Human Rights and Legislation program

3.2.3 Collaboration and Networking Program, CNP:

Involves issues on collaboration and networking with other partners and members. GCN owes its success to its strength of networking, as the capacity of GCN is complemented by members' strengths. Networking partners collaborate with GCN in their capacity as stakeholders in the children's rights movement. These include GOAL Kenya, Christian Children's Fund, The Cradle, Kenya Alliance for the Advancement of Children, CARE Kenya, Plan Kenya, Vessels of hope, Child life Trust. Heritage of Faith, mama Fatuma Goodwill Home, Action aid Kenya among many others.

GCN chapters

From the documents provided for evaluation, GCN until December 2007 had four Regional Chapters with a total of 312 registered members. However GCN now has an additional chapter the **Rift Valley Chapter** to cater for the rift valley province .The four original chapters were:

Nairobi Chapter had more than 104 members ranging from community based organizations, local non-governmental organizations, international non-governmental organizations, international agencies, government departments, corporate members and individuals.

Western Kenya Chapter had more than 47 members who were mainly community based organizations. The chapter co-coordinating committee consists of members from the local authorities, national non-governmental organizations and community based organizations.

Mt Kenya Chapter which has 37members from community based organizations, local non-governmental organizations, provincial children office, children's homes, schools and individual members. The provincial children's office is the one that convenes the co-coordinating committee's meetings.

Coast Chapter has 45 members from community- based organizations, local non-governmental organizations, the district children office, children homes, schools and individual members. Currently, the district children office is the one is the one that convenes the co-coordinating committee meetings.

Under this programme GCN also organises meetings for its partners, these include AGM'S bimonthly meetings and chapter meetings.

In the period under review, GCN held Annual General Meetings each year except in 2006.The meetings' agenda included; the Executive Director's report, the financial report, election of new office bearers and way forward for GCN.

There was however minimal chapter representation. Nairobi Chapter had more that 75% representation. Coast, Mt Kenya Chapters were not represented till the AGM of 2007. This according to the field interviews favoured the Nairobi Chapter hence the board members and the Executive Committee formed was not representative. Western and Rift Valley chapters were represented at the annual General Meeting.

Bimonthly meetings for GCN members were held once every two months although currently they are held bi annually. The agenda of the meetings has been recruitment of new members, and to discuss the implementation of GCN programmes. A total of 17 meeting were held during the period under evaluation, five meetings in 2003, six meetings in 2004, and five meetings in the year 2005. Other meetings were held in the year 2006 and 2007.

GCN committees

Under this programme are several committees formed to handle the specific areas of GCN programmes these committees include: **the editorial committee, the training committee, the research committee, the fundraising committee, the lobbying committee and the advocacy committee** .These committees are made up of members of the network. However during the interviews, the chapter members seemed not aware of the committees. Only 3% of members interviewed knew about these committees. The secretariat members confirmed that the committees needed decentralizing and taken up by the chapters. From the review of documents, the committees were functional in 2003 and 2004. Three meeting were held each year during that period.

Impacts of the CNP programme;

- It's under this programme that GCN has been able to collaborate and network with its members and partners to ensure that all its programmes are a success. Currently the organisation has 312 organisational Members 37 individual members and has also been able to establish six Working Committees as indicated above.
- The Chapters have been instrumental in organizing the provincial forums where issues of gains and losses by the organisation are discussed. This has formed a platform for airing issues affecting the organisation and has also acted as a brainstorming session to chart the way forward.

3.2.4 Institutional Capacity Building programme:

This programme includes building capacity of GCN members and staff at the GCN secretariat to enhance effectiveness in implementing programmes.

From the documents provided, this programme has had major positive changes in four main areas; Human resource, Office space and equipment, Resource centre and materials, office vehicle.

Human Resource: At the commencement of the Strategic Period 2003 – 2007, GCN had only two permanent staff, the Executive Director and Accounts officer. Most of the programme staff were volunteers or interns. GCN has seen the number of staff increase over the period to 13; the executive director, 4 programme staff, 2 project staff, 2 finance and administration staff, a driver and an office assistant. They are supported by 2 interns and 2 volunteers.



GCN Employees in a staff capacity building workshop

Office space and equipment: Over the evaluation period, the increase in activities also meant that more resources were required and therefore the two offices were insufficient hence the acquisition of two more offices. More equipment were acquired to improve the efficiency of both the programme and finance staff – Eight more computers and two laptops were acquired in addition to a heavy duty photocopier.

Resource centre and materials: it was also noted that GCN had planned “to set up a well stocked resource centre” in 2003, this had been achieved by 2005 as one of the rooms acquired by GCN was established as a Resource Centre which was fully stocked with past and current publications on various issues.

Office vehicle: At the start of the period GCN had one re-conditioned vehicle that was reported to have stalled and after became unserviceable; however Aidlink managed to help GCN source for a newer and stronger vehicle that was cheaper to maintain and could serve more girls from the marginalized areas.

Impacts of the Institutional Capacity Building Program

- GCN has been able to better implement her programmes and projects because of more staff and equipment.
- The penetration level of GCN to cover more girls from the marginalized areas such as Kajiado because of the four wheel drive vehicle.
- More people able to gather relevant information on issues of girls because of the established resource centre.

3.3 GCN as a Network with Action Implementation role

As a result of the questionnaire findings a workshop on network vis-à-vis action implementation was conducted.

GCN with time has changed its focus for the good of its members; from that of only networking to that of action implementation of two of its projects. This does not mean GCN ceases to engage her partners. GCN does the implementation in order to set the pace to its members show case specific successes for replication of the same by GCN partners. During the workshop, members felt that GCN needed to take up the role of resource mobilization to sub grant to her members who were not able to fundraise. Under this new role, staff at the secretariat has increased and GCN partners do not see why some of the staff should be taken to the regions to manage the regional chapters to make them vibrant and functional.

The workshop was intended to help the secretariat make a choice, while considering the gains and loses. The other choice was to help the Network synthesize and strategize on how to operate as both a Network supporting members and still undertake action implementation for developing show case program in their programmes and projects for partners to replicate as best practice.

During the workshop the secretariat had an opportunity to discuss the funding as a GCN (network) and as an implementer. 80% of the staff did not mind whatever roles the Network undertook as they learnt more by engaging with realities of what members experience on the ground.

3.4 key findings

- GCN had the necessary linkages to run a network. The organisation has a large number of established organisations (as members) as noted earlier
- GCN action implementation programmes were very successful (**see-A CASE for Implementation-kajiado water and sanitation project and the sanitary towels project**) and hence the need to develop show case programmes and projects for members to replicate.
- GCN needed a secretariat working on the network only separated from the implementation. This would give more time for the network.
- The network needed chapter offices to operate in other four chapters.
- GCN needs to establish more chapter offices in a time like now when the girl child in every part of the country is experiencing untold suffering.

Challenges

Under this new role of action implementation the staff finds themselves having too much to do. Due to the large volume of activities, there will be need for more staff. However, it is important to note that it is only in two projects where action implementation is undertaken.

3.5 A Case for Success - GCN Action Implementation:

3.5.1 The Kajiado Schools Water and Sanitation Project

The project was conceptualized after a needs assessment that was carried out in Kajiado on female genital mutilation (FGM). Among other issues, the survey revealed that girls' enrolment and participation in education was limited by lack of proper sanitation and inaccessibility to sanitary protection. In particular, girls were absent from school for up to four to five days each month during menstruation.

In response to the great need to support girls to participate effectively in education, GCN designed a project with the following components and activities.

- **Construction of latrines in 8 schools** – Oldonyonyokie, Ensonorua, Eroret, Oltepesi, Emboliei, Kimuka, Oloisho-ibor and Ing'arooj.
- **Provision of water in 4 schools:** Olepolos, Olmaroroi, Oltepesi, Saikeri.
- **Training Sessions**
 - *Training on sexual maturation* – Ensonorua, Oltepesi, Olepolos, Illng'arooj, Saikeri, and Olmaroroi.
 - *Training on hygiene:* Ensonorua, Oltepesi, Olepolos, Illng'arooj, Saikeri, and Olmaroroi.
 - *Training on the rights of the child:* Ensonorua, Oltepesi, Olepolos, Illng'arooj, Saikeri, and Olmaroroi.
- Purchase and distribution of sanitary towels: Saikeri, Olmaroroi, Kimuka, Eroret, Oloishobo-r, Illng'arooj, Olepolos, Oltepesi, Emboliei, Ensonorua, Eroret, Oldonyonyoike, Illparakuo, isinya primary, and AIC Girls - Kajiado.

Project objectives, results, activities

Project Objectives:

- Acquisition and distribution of one-year's supply of sanitary towels to 1,100 girls in target schools in Kajiado district.
- Advocacy and awareness creation on the issue of sexuality/adolescence and plight of girl child in Kenya.
- Lobbying the government for a policy on free provision of sanitary towels as part of the free primary education package.

According to an independent assessment undertaken by Women Educational Researchers of Kenya (WERK) on the above project, on the overall, the project achieved its objectives as indicated in the title: 'Project to improve access and participation in primary education for young girls through the provision of appropriate sanitation facilities and sanitary towels in the targeted primary schools in Kajiado District'. The learning environment for girls was improved thereby translating into improved retention, improved participation, improved transition from one grade to the other and improved performance. Additional latrines led to reduced congestion in the use of sanitation facilities, while provision of water ensured that schools did not close down as had been witnessed on occasions in the past.

The following were some of the key highlights on GCN capacity on action implementation for show casing.

An examination of the relevant documents revealed that in coming up with the proposal, GCN carried out a needs assessment and consulted widely with the target communities to determine the most appropriate interventions that could contribute to supporting girls to enrol, remain and achieve in school. GCN also consulted extensively with the project donor, Aid link in order to ensure that interventions were in line with the shared objectives of both organizations and would be of maximum benefit to the target beneficiaries. GCN and Aid link also developed a memorandum of understanding detailing each organization's roles and responsibilities in the project.

The interventions developed for the project were (i) construction of latrines for girls with a changing room attached to the sanitation facility, (ii) provision of water, (iii) training girls and boys on hygiene, (iv), provision of sanitary towels to girls who have attained menstruation and (v) training of girls and boys on the Rights of the Child. These interventions were appropriate for the felt needs of the beneficiaries and were achievable.

The methodologies for implementing the project were directed by the project committee, GCN staff, stakeholders and other beneficiaries and included: (i) consultations with the beneficiaries, (ii) periodic visits to project sites, (iii), and monthly reports from the field (iv), progress reports to the donor (v) activity reports.

The work plan for the project indicated that it detailed the activities to be undertaken in a given quarter, where they would be done and the dates to be done. This is commendable as it indicated activities that were carried out as scheduled and noting any delays, the reason for the delays and projections of when delayed activities would be undertaken.

According to the evaluation of the project, officers reported that reports to donors were expected to be done annually. However GCN suggested that the reports be done biannually. This was an important milestone in laying the foundation for project implementation and management, establishing systems, and providing learning for the future.

The organizational structure designed for the project was deemed adequate for its proper and effective management. However, more interns should have been identified so as to enable closer monitoring of the schools and more activities to be undertaken with the clubs.

There was an accountant for the overall GCN programmes and a project accountant for the project under review. The financial management of the project were in place and professionally adequate for tracking the project budget appropriately and making financial reports to the donor.

3.5.2 FGM Project

This was a separately run project in the target district. However, as the sanitation project was being implemented, it was apparent that there were crosscutting issues that would benefit both projects. In this regard, the impact of FGM on girls' education such as rights, participation, and early marriages were recognized and addressed in the Water and Sanitation Project. This included:

- Three community consultative meetings and three community meetings,

- Capacity building for girls and boys -Training on rights, leadership and conflict resolution
- Training and supporting the income generating activities for women groups (Enyorata Ou Ntomonk-Oltesepesi, Ereto-Olmaroroi and Nangeluno-Ensonorua) to support girl's education.
- Facilitation and participation in GCN annual children's conferences.
- Two annual cultural days.
- Establishment of the girl's democracy clubs.
- IEC materials: fliers, t-shirts and posters

3.5.3 Schools Sanitary Towels project

The project component had clear objectives and its activities were in line with the network guidelines. The project centered on distribution of sanitary towels to girls in primary schools not only in Kajjado district but also in other districts in the country. The programme ensured the participation of adolescent girls in education.



Left: Girls display sanitary towels after a distribution

Below: Schedule of girls that have benefited directly from GCN

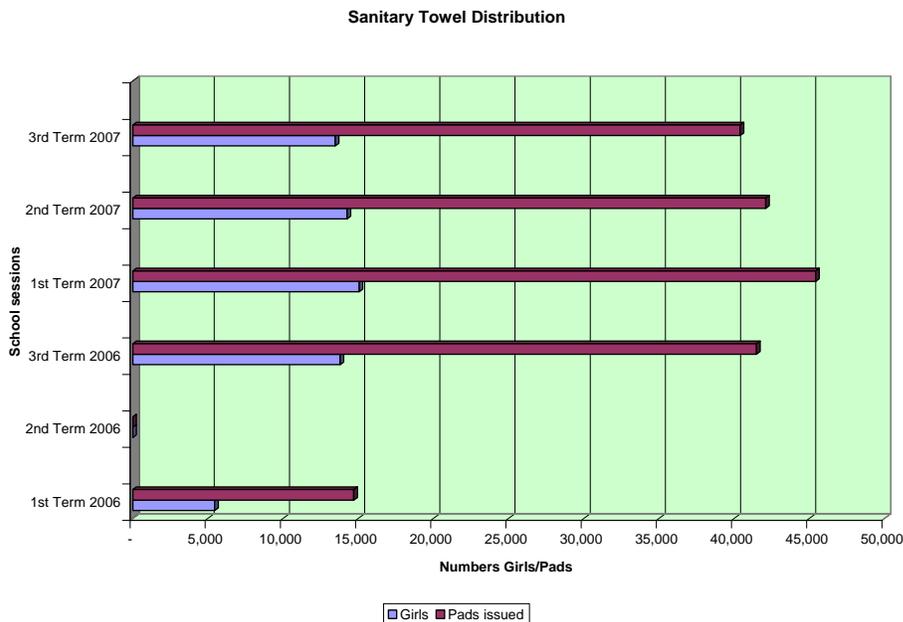
Objectives of the sanitary towels project.

- Distributing sanitary towels to over 600,000 girls
- By lobbying the Government for inclusion of sanitary wear in the (Free) Primary Education package

School Term	Month/Year	No of schools	Girls	Pads
1st term 2006	March 2006	77	5447	14699
2nd Term 2006	-	-	-	-
3rd Term 2006	August 2006	163	13791	41486
	February 2007	185	15059	45420
1st Term 2007	August 2007	176	14255	42095
2nd Term 2007	October 2007	160	13464	40392
3rd Term 2007				

- To build the capacity and institutional development and to lobby the donor community for inclusion of sanitary wear in their programmes

The sanitary towel distribution was an intervention following a research undertaken by GCN through her partners. A summary of the findings are shown in Table 1. P& G supported the intervention by contributing sanitary towels at a subsidized price. The graph below shows the number of pads distributed against the number of girls since March 2006 to December 2007.



From the FGD conducted during the evaluation the girls remarked that the sanitary towels provided to them had helped them not to miss school, 89%, they feel clean, 73%, and they do not fear and they are not shy 59%.

68% of the girls interviewed said they received the ST regularly while 31% said it was not regular. However in kajjado district 90% of the girls said they received sanitary towels regularly.

For any other comments, 15% of the girls who said they received sanitary towels said they shared them with other family members; sisters, aunties and their mothers

The three projects indicated that indeed GCN is capable of conceptualizing, designing; implementing and evaluating projects hence had the capacity as an implementer

3.6 Other key findings

3.6.1 Findings on project implementation and expectations

Findings from the 34 Key informants interviewed showed that GCN was actually using the partners on the ground to implement the projects. The partners said they were involved in the activities supported by GCN. The KI however had very high expectations from GCN project. 92% of those interviewed expected GCN to provide financial support to their organizations,

while 88% said they expected GCN to train their members. 71% expected scholarship to attend events, while 18% joined GCN not knowing what to expect.

The Key informants managed to outline the objectives of GCN as; build capacity of organizations to be able to implement girl's programs and activities, teaching girls their rights, empower the GC with relevant skills to advocate for the rights and welfare of the children and to enhance and uphold the rights of the GC. Other objectives included; build capacity of members to get to that goal of helping the girl child, equip the workers of the child at risk with more knowledge on child to empower the GC, parents and community on problem/risks affecting the child and advocacy for both boys and girls. Only 17% of the KI considered networking as an objective of the GCN.

GCN was not rated highly by the key informants on achieving their objectives. On a scale of 1 to 10 GCN had an average score of 6.

3.6.2 Findings on GCN activities

For greater success the KI suggested the following; GCN needed to make sure that only people who actually work with children are members: have established and operational network offices at chapter level (81%); frequently visit the chapters to ensure implementation of work plans 89%; need to support members organizations financially 76%, needed to support member organization in proposal writing and resource mobilization 63% and needed to reach more remote and rural areas 65%.

3.6.3 Findings on GCN achievements

According to the KI GCN had achieved the objectives because of training on Child Rights, 89%, Sexual Maturation 55% and training of paralegals 85%. People trained by GCN were very competent and active. GCN had empowered members to be able to sensitizing the community on the rights of the children. Establishment of Child Right Clubs 18% and provision of Sanitary Towels 65%, was mentioned as GCN's success in achieving its objectives.

3.6.4 Findings on ownership

Interviews with GCN members showed that:

- Network members appreciate the achievements of GCN.
- Many of the Chapters receive the "Binti" Newsletter
- In all the entire chapters except the Mt.Kenya chapter the members appreciate the Sanitary Towels Project and are involved in the distribution.
- All the chapters talk positively about the paralegal capacity building project, Community Based Support systems for Children.

3.7 Financial Management

Financial Management conformed to the Donor Agency standards. GCN adhered to its financial management procedures when making payments and undertaking financial transactions.

Project Budget & Finances

GCN is a donor funded Charitable Trust Deed that receives financial support both internationally and locally. Appendix 7 shows the list of donors and the annual contribution (2003 – 2007). The graph below shows the total income from the donors per year. There was a steady increase in annual income except in 2004/2005 when there was a drop in donor income.

The total income per donor is represented in table y.

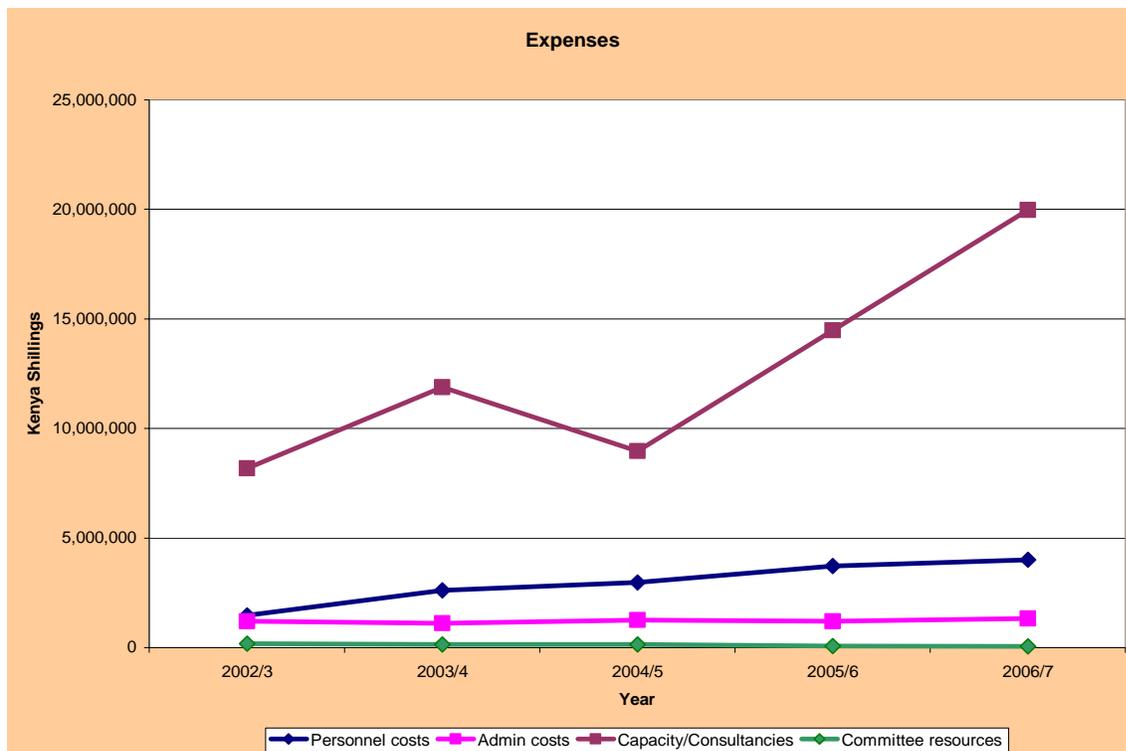
Expenses

The period of 5 years GCN managed to spend on personnel (15%), administrative costs (06%), Capacity building and direct programme implementation (66%) while expenditure on committee meetings by the network members was at 1%.

As a network GCN may require a consideration for their budget to improve and strengthen the networks.

Table 2			
Expenditure (2003-2007)			
Item	Expenditure	Kenya Shillings.	% (rounded to the nearest whole number)
Administrative costs	Personnel costs	14,775,776	15
	Admin costs	6,092,688	6
Programme Activities	Capacity/direct programme	63,476,814	66
	Committee resources	558,114	1
Surplus before capital Expenditure		11,739,176	12
Total Donations Received		96,642,568	100

The graph below shows the expenditure per line item over the period under evaluation. There was a steady increase in expenditure in each line item. However, resources spend on capacity building and direct programme implementation had the highest increase. Commendable is the steady decrease in the personnel costs.



3.8 Management Structures

Results from members, documents analysed and the secretariat, showed that a lot needed to be done in order to have clear guidelines, policies and structures for promotion, hiring and firing. GCN lacked the employment guidelines that allowed the hiring of an M&E personnel.

Recommendations on management structures

- Recruitment and a remuneration policy and structures which need to stipulate the employment scales. This should include other staff welfare aspects.
- Capacity building for the secretariat in management and other identified gaps is necessary
- Reorganization of the office space is necessary for better output, allowing room for storage of materials.



GCN Staff during a team building exercise. More resources are required to address staff welfare issues

Monitoring and Evaluation

Quarterly and half yearly reports were submitted to the donors as was required however no central data system was available. There were files for all the reports for programmes and projects well kept I the resource centre. The financial report files were well kept and searching for information from way back in 2003, 2004 and other years was very easy.

Chapter 4: Conclusions, recommendations

4.1 Introductions

This chapter draws conclusions from the findings of and makes recommendations on the way forward.

4.1.1 conclusions

From the evaluation all the GCN programmes and projects under review were relevant and timely as they have turned around the lives of the beneficiaries (boys and girls). This is a very significant achievement that has been confirmed from the evaluation. The organization has especially succeeded in empowering the girl child and also created awareness on the same in the target communities.

4.2 Lessons learnt.

- The implementation of the action plans by the entire chapter created awareness in the community on issues of Sexual maturation. This put pressure on the relevant government departments to act due to emerging cases of sexual harassment of children in the community, at school and at the family level.
- Establishing contacts with key policy makers enabled easier tracking by GCN and partners on budget tracking and allocated to the four thematic areas of the Gender Policy. This is very important for future venture/s.
- Establishment of contacts with the Ministry of Education resulted in the later seconding one of its senior officers as members of the GCN Projects Committee and to the EXCOM.
- GCN partnership with the MoE resulted in the government adopting the School Sanitation Improvement Project in Kajiado as a model for implementation of the strategies of making the education institutions have a gender friendly environment. "Girl Friendly sanitation facilities"

4.3 Recommendations

GCN has achieved her objectives of bringing together organizations and individuals (349 members) who work to improve the welfare of the girl child. GCN greatest strength has been working with the government through the Ministry of Education and the Ministry of Home Affairs and the Police Department.

A summary of the recommendations required to improve GCN include:

- One of the areas that GCN did not maximize in performance was the goal of technical assistance. Members of GCN recommended that more assistance should come directly from GCN to the partners. Owing to the fact that a good number of GCN member organisations have established structures GCN should think in the lines of sub granting to these member organizations. This will reduce the burden of GCN during implementation.

- There's need for the other GCN chapters to have secretariats of their own. This will lead to decentralization and will give GCN a national outlook.
- Although GCN has proven to be successful in its implementation activities, the organization needs to redefine its objectives either as an implementer or a network or even both.
- Capacity building for the secretariat on management on identified gaps is necessary.
- Encourage more capacity building sessions for organizational members.
- All network members should be encouraged to attend and seek the mandate from members to be elected as a GCN EXCOM member.
- GCN requires a recruitment and remuneration policy and structures which need to speculate the employment scales. This should be coupled with staff welfare schemes. This may reduce the high turnover at the organisation.

GCN need to strengthen the monitoring and evaluation systems and the following are recommendations for better results.

- Create a central data base for the outputs such as. reports, trainings,
- Employment of an M&E officer for better management of data
- Develop a monitoring and evaluation policy.

Lessons Learnt	Application to improve programmes
Objectives: Need for clarification of GCN objectives	GCN needs to refine their objectives either as an implementer or a network or both.
	Sensitization of the objectives of GCN to the members is necessary as members consider GCN as an implementer and a network
	Confusion in the proposals between the use of the words program and project needs clarification.
Secretariat: Needs to succeed as both as a Networking and implementation organization for show casing and documentation of best practice	Capacity building for the secretariat in management on identified gaps is necessary
	Department for networking and collaboration needs setting up to form the secretariat
Chapters: Better involvement of partners in the project cycles	Encourage organizational membership other than individual membership
	Membership involvement at all levels of the project cycle, assessment, planning, designing, implementation and evaluation
	Chapter offices are necessary for decentralization
Committees: Need to cultivate ownership of GCN by all members	All network members need invitation to the AGM
	The board needs equal representation from all the chapters
	EXCOM needs to be representative of the chapters
	Committees (Editorial, Training, Fundraising, Lobbying and Advocacy) need to be formed at chapter levels.
	Instead of totally eliminating the bimonthly meeting, quarterly meeting at chapter level may replace the bimonthly
Organizational Management:	GCN requires recruitment and a remuneration policy

reorganization to allow networking and implementation	and structures which need to speculate the employment scales.
	Reorganization of the office space allowing room for storage of materials is necessary for better output.
	Reorganization of the office operations by installing centralized phone and fax system with a PABX with extensions to the telephones of other officers in the office.
	Restructuring of the GCN is necessary with introduction of a department for collaboration and networking.
Monitoring and Evaluation	Effective project monitoring can be obtained through the adoption of appropriate and easy to understand tools
Effective project monitoring is critical to the success of GCN	Creation of a M&E policy
	Creation of a central data base for the outputs e.g. reports, trainings, etc
	Employment of an M&E officer for better management of data
	An M&E policy needs development after which a central data base needs to be created.

4.4 Conclusion

To a large extent the GCN activities supported by various donors have been very successful. The three activities; recruitment of members, setting up chapters in various regions in Kenya were very successful, but needs to go further to other regions.

GCN successfully coordinated and dissemination information in the area of girl child programming.

GCN successfully mainstreamed girl child activities in the development sector through advocacy, information sharing and strengthening of children programming in Kenya.

APPENDICES

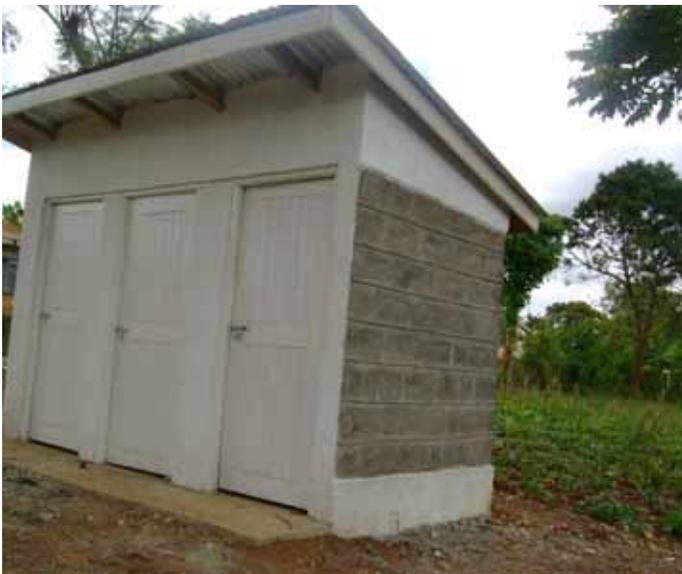
APPENDIX 1: Pictorial representation of GCN evaluation period



GCN STC Launch - 2005



Kaiiido projects launch - 2006



GCN constructed toilets at the kamiti prison primary school-2007.

Appendix 2: Evaluation Programme

2 days	Collection of documents for review
3 days	Development of Evaluation tools
3 days	Pre-testing of the developed evaluation tools
3 days	Meetings and interviews with key GCN staff
5 days	Desk Review of relevant documents
5 days	Assessment of financial management and financial reporting
18 days	Meetings and interviews with network member and beneficiaries
6 days	Data entries and analysis
2 days	Report preparation
1 day	Submission of report
1 day	incorporation of input from GCN staff and EXCOM
4 days	Dissemination workshops of final report of staff and regions
1 day	Dissemination workshops of final report to partners

Appendix 3: Summary matrix of achievements as per Strategic Plan 2003-2007

Planned Activities as per Strategic Plan 2003 - 2007	Implementation Notes	Means of Verification
GOAL ONE: Information sharing		
<i>Increased sharing of information and knowledge among members.</i>		
ACTIVITIES		
Production and distribution of 40,000 Binti.	<ul style="list-style-type: none"> 33,100 Binti newsletters produced within the period. 	<ul style="list-style-type: none"> The Binti issues.
Create, design and operationalize GCN website.	<ul style="list-style-type: none"> GCN Website developed – www.girlchildnetwork.net then revised to www.girlchildnetwork.org 	<ul style="list-style-type: none"> The GCN website.
Created an effective Database.	<ul style="list-style-type: none"> GCN database system created in 2005. 	<ul style="list-style-type: none"> The database system.
Set up a well equipped resource centre accessible to the members	<ul style="list-style-type: none"> GCN Resource centre established, stocked and accessible to members. Over 3000 resource materials available. 	<ul style="list-style-type: none"> The resource centre and the materials.
Develop a media policy and strategy to guide GCN's media relationships and utilization	<ul style="list-style-type: none"> The strategy for the roll out of the Sanitary Towels Campaign had a media component. 	<ul style="list-style-type: none"> Sanitary towels roll-out plan. Newspaper cuttings.
Revise and distribute brochure	<ul style="list-style-type: none"> GCN brochure revised and distributed. 	<ul style="list-style-type: none">
Organize and conduct members Bi-monthly meetings	<ul style="list-style-type: none"> 15 bi-monthly meetings conducted. 	<ul style="list-style-type: none">
Participate in national and international forums on the GC	<ul style="list-style-type: none"> Forums attended in Sweden. 	<ul style="list-style-type: none">
GOAL TWO: Capacity building		
<i>Increased member's ability to carry out effective programmes on the girl child.</i>		
ACTIVITIES		
Carry out capacity needs assessment	<ul style="list-style-type: none"> Assessment reports/ baseline surveys conducted before commencement of projects. 	<ul style="list-style-type: none"> Gender in Education Research Report FGM Baseline Survey report for Kajiado.

Planned Activities as per Strategic Plan 2003 - 2007	Implementation Notes	Means of Verification
		<ul style="list-style-type: none"> Kajiado project assessment report.
Review and or develop relevant curriculum	<ul style="list-style-type: none"> Training curriculum developed for the Rights of the Child Trainings. Training manual for the Paralegals Training manual for Girls leadership. 	<ul style="list-style-type: none"> GCN Manuals developed for various trainings.
Undertake priority trainings based on needs	<ul style="list-style-type: none"> Trainings for members on paralegalism. Training for members in gender based violence. Training for girls on sexual maturation. Training for girls and boys on children rights. 	<ul style="list-style-type: none"> Training reports.
Develop and use simple monitoring assessment tool	<ul style="list-style-type: none"> Assessment tools developed for the Kawangware Primary School trainings. Assessment report for the Kajiado project. 	<ul style="list-style-type: none"> Assessment tools. Assessment report for Kajiado.
Clarifying the role and responsibilities of members (themes that needs to cut across)	<ul style="list-style-type: none"> Bi-monthly meetings held and 4 annual general meetings. 	<ul style="list-style-type: none"> Minutes for the bi-monthly meetings and AGM
GOAL THREE: Technical Assistance <i>Number of GCN members provided and benefiting from technical assistance by the network.</i>		
ACTIVITIES		
<ul style="list-style-type: none"> Carry out needs assessment. Prioritise the needs. Provide assistance appropriately. Pilot, learn and apply lessons by providing technical assistance to members. 	<ul style="list-style-type: none"> Resource mobilisation workshops for 40 members conducted. Two organisations being sub-granted through GCN. 	<ul style="list-style-type: none"> Training reports.
		<ul style="list-style-type: none">
GOAL FOUR: Policy Influencing <i>Functional GCN friendly policies and legal frameworks in place.</i>		
ACTIVITIES		
Identify policy gaps in existing policies' framework.	<ul style="list-style-type: none"> Policy gaps identified in education with relation to gender issues. Policy gaps identified in relation to the sexual 	<ul style="list-style-type: none"> The Gender in Education Policy (2007). The Sexual Offences Act.

Planned Activities as per Strategic Plan 2003 - 2007	Implementation Notes	Means of Verification
	<ul style="list-style-type: none"> offences. Policy gaps identified in relation to the diversion of children. 	
Identify partners to target for collaboration	<ul style="list-style-type: none"> Identified corporate and organizational partners to partner with. 	<ul style="list-style-type: none"> The Sanitary Towels Project report.
Development and execute a lobbying and advocacy strategy	<ul style="list-style-type: none"> The Sanitary Towels Campaign had a lobbying and advocacy sub committee that had a strategy in place. 	<ul style="list-style-type: none"> The Sanitary towels project proposal.
GOAL FIVE: Organizational Development <i>An effective GCN secretariat to respond to the needy of the members.</i>		
ACTIVITIES		
Identify staffing gaps both in quantity and quality	<ul style="list-style-type: none"> Staffing gaps in programme and finance identified. 	<ul style="list-style-type: none"> GCN Annual reports.
Recruit as necessary	<ul style="list-style-type: none"> Programme manager, 2 programme officers, Accountant, 4 project officers and driver recruited. 	<ul style="list-style-type: none"> GCN Personnel files.
Review and improve existing operation systems and procedures (policies)	<ul style="list-style-type: none"> Financial Manual reviewed. Operations manual reviewed. 	<ul style="list-style-type: none"> Project accounting manual.
Identify and acquire necessary office equipment, space, transport	<ul style="list-style-type: none"> Two additional offices acquired for the resource centre and for project staff. Office equipment (more computers, a heavy duty photocopier, scanner, binder, laminator etc) acquired. Newer four wheel drive vehicle acquired. 	<ul style="list-style-type: none"> Fixed asset schedule. Observation. Mileage/ transport log book.
Fundraise	<ul style="list-style-type: none"> GCN budget raised from Ksh. 11,989,129 in 2002/3 to Ksh. 31,580,900 in 2006/7 	<ul style="list-style-type: none"> GCN Audited Financial report.
Monitoring and evaluation	<ul style="list-style-type: none"> Evaluation reports for the different projects. 	<ul style="list-style-type: none"> Kajiado project assessment report. Projects progress reports. GCN Annual Reports

Appendix 4: Action research (A case of research for policy influencing) – funded by CEF

Period	Achievements/Outputs
January – June 2006	<ul style="list-style-type: none"> • The Network mobilized members in adding four main themes in the Gender & education policy. These themes included Gender Based Violence; Management of sexual maturation process; Gender Appropriate Curriculum and Pedagogy and Gender Responsive School Environment • The Network engaged members in the formulation of the implementation strategies for four key themes in the Gender & Education policy. • The Network was involved in the finalization of the Implementation Strategies for the Gender & Education Policy. (see attached draft implementation strategy)
July – September 2006	<ul style="list-style-type: none"> • The Network members were sensitized on the four main themes in the Gender & education policy. These themes included Gender Based Violence; Management of sexual maturation process; Gender Appropriate Curriculum and Pedagogy and Gender Responsive School Environment. • The issues of sanitary towels were infused in the different thematic areas in the Gender and Education Policy Implementation Plan . • The different chapters selected the thematic areas that they will concentrate on from 2007. • The monitoring of the activities was held concurrently with some of the distribution of the sanitary towels. • The Girls Education Documentary has been made and awaiting response from partners.
October – December 2006	<ul style="list-style-type: none"> • The Network members were involved in the distribution of the sanitary towels in the chapters and other parts of the country. GCN also got feedback from girls on the improvement of their conditions hence participation in the areas. • The P&G-GCN collaboration was increased to target 15,000 girls from throughout the country. • The Rotary International agreed to support 20,000 girls from marginalized areas with sanitary towels. • GCN and members started working on the specific areas and programmes that will be implemented based on the selected themes. • The monitoring of the activities continued to be undertaken concurrently with some of the distribution of the sanitary towels. • Most of the partners responses have been incorporated into the documentary.

2007

January - March 2007	
April – June 2007	<ul style="list-style-type: none"> ○ The GCN and partners successfully completed the initial phase of the project in Kawangware- which addressed issues of management of sexual maturation and provided sanitation facilities as part of improving the learning environment for girls. ○ Commencement of the Kajiado project that involves the school management committees, the headteachers, the Ministry of Education, Health, Local Government, Water and other line ministries. ○ The Network members were involved in the distribution of the sanitary towels in the chapters and other parts of the country. Over 15,000 girls from 190 primary schools benefited. ○ The P&G-GCN collaboration received interest from UNICEF and GCN was formally requested to give technical assistance to the proposed expansion of the Sanitary Towels Campaign to enhance girl participation in education
July – September 2007	<ul style="list-style-type: none"> ○ The recruitment of the Education & Research Officer was finalized. ○ 54 GCN members from the Western and Coast Chapter were sensitized on Gender Based Violence and Management of the Sexual Maturation Process themes respectively through Workshops. ○ The GCN distributed copies of the Simplified Sexual Offences Act to some of the members particularly through the sensitization Workshops in Coast and Western Chapter. ○ The Gender and Education Policy was disseminated to the members in the Workshops. ○ 6 Heads of Schools and 15 Teachers were involved in the Workshops and were able to highlight the gender issues on ground in the schools. ○ Action plans on the implementation of the two thematic areas in the Community were developed in the workshops with the support of the GCN.
October – December 2007	<ul style="list-style-type: none"> ○ 20 GCN members from the Mt Kenya Chapter attended the workshop and were sensitized on the Management of the Sexual Maturation Process, a theme in the Gender Policy in Education and also the Sexual Offences Act. ○ Distribution of the simplified version of the Sexual Offences Act to the Mt Kenya Chapter members in the workshop. ○ Development of action plans on the implementation of the sexual maturation theme in the Mt Kenya region. ○ Monitoring meeting on the progress of the implementation process and the impact of the action plans was carried out in Mt Kenya Chapter. ○ Meetings have been held with key policy makers such as the Ministry of Education on the issue of budget allocation

Appendix 5: SWOT of the GCN Programmes

Human rights and Legislation Program

<p>Strengths Paralegal capacity building, strong sexual offence act, Children act, Capacity to follow up cases, What to do about human rites</p>	<p>Weaknesses No follow up, No resources, Finance to push the cases, Only theory is taught, no practical, The training days are too few,</p>
<p>Opportunities Very few organizations train paralegal, Many working partners eg police, children's departments,</p>	<p>Threats Without necessary follow up, FIDA will take over, Partner fatigue due to dragging of cases, SWAK has a better program and follow up.</p>

Sanitary Towels

<p>Strengths Home science is not done in schools, GCN is the only organization distributing ST and training in sexual maturation, Girl remain in school, Ability to decentralize the distribution</p>	<p>Weaknesses Secretariat works directly without involving the chapters Only distributed once in Mt, Kenya, no continuity, has not empowered the chapters to solicit for funds locally, No continuity, Weak M&E</p>
<p>Opportunities Needs to expand to all schools, To involve the business community. To distribute to all deserving girls(std 3 – 8)</p>	<p>Threats If MOE takes it up,</p>

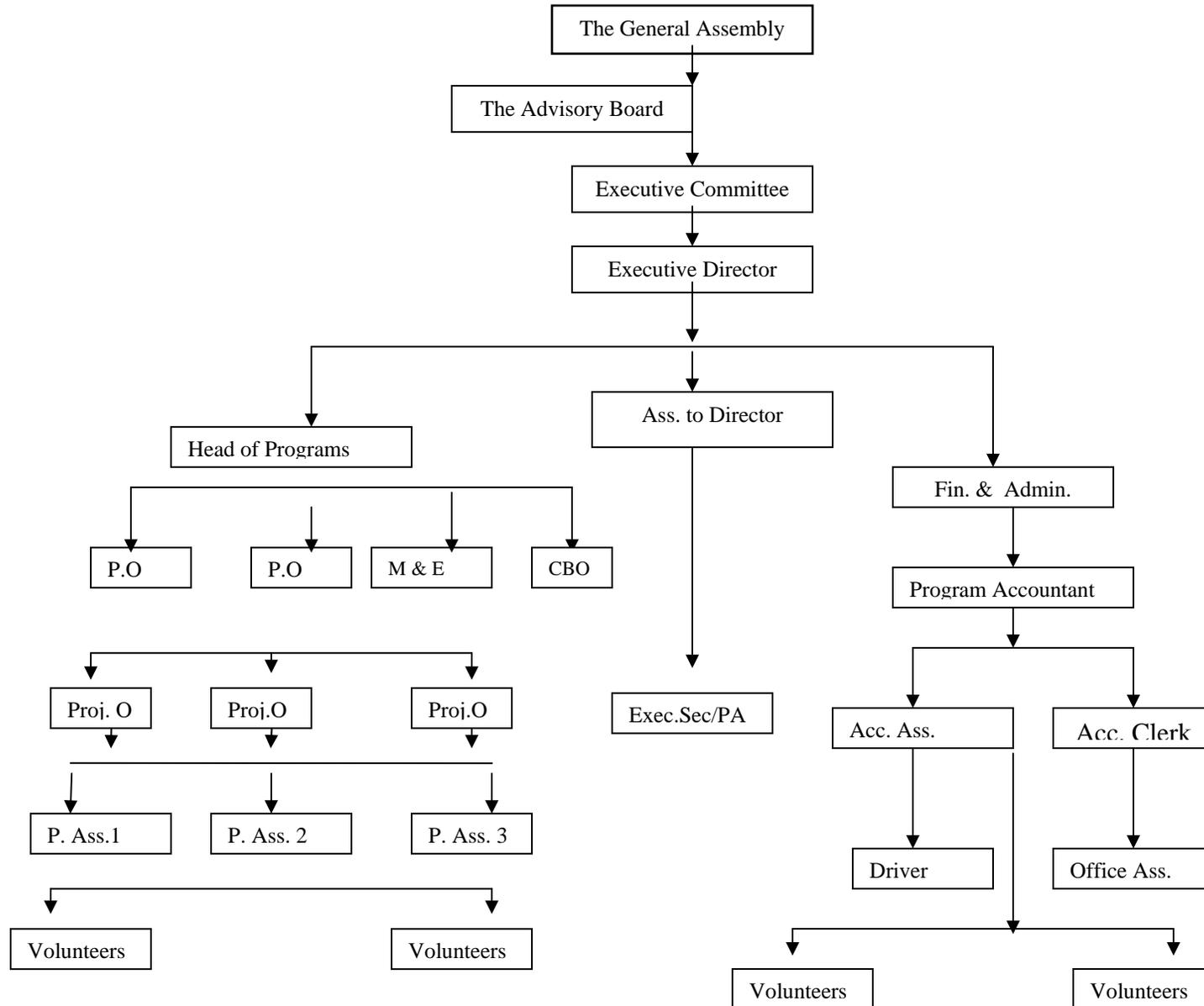
Education and research program

<p>Strengths School fees support for on going schooling</p>	<p>Weaknesses 400 marks as cut of marks for bursary – too high, Does not consider regional ability</p>
<p>Opportunities As a network has large membership</p>	<p>Threats With FPE there may be not need of bursaries</p>

Collaboration and Networking

<p>Strengths Large membership, Active donor partners, Sustainability by working with MOE,</p>	<p>Weaknesses No structures and resources for networking, No guidelines for annual subscription, Lack of proper management structures of the secretariat, GCN working with individuals instead of organizations</p>
<p>Opportunities Working with international organizations,</p>	<p>Threats Weak/No partnership with other organisations</p>

Appendix 6: Proposed GCN Organogram



AGM:

- ❖ This is the top most organ and its mandated to elect the Executive Committee or office bearers among the members.
- ❖ They ratify policies, operating, initiatives, resolutions and decisions that affect the organization

EXCOM

- ❖ This second most organ and it implement all the Resolutions, decisions, policies made by the AGM.
- ❖ The Executive Director is the secretary to the Executive Committee
- ❖ They propose policies, operating, initiatives, resolutions and decisions that affect the organization
- ❖ They are accountable to the AGM for all expenditures related to the organization activities and projects.

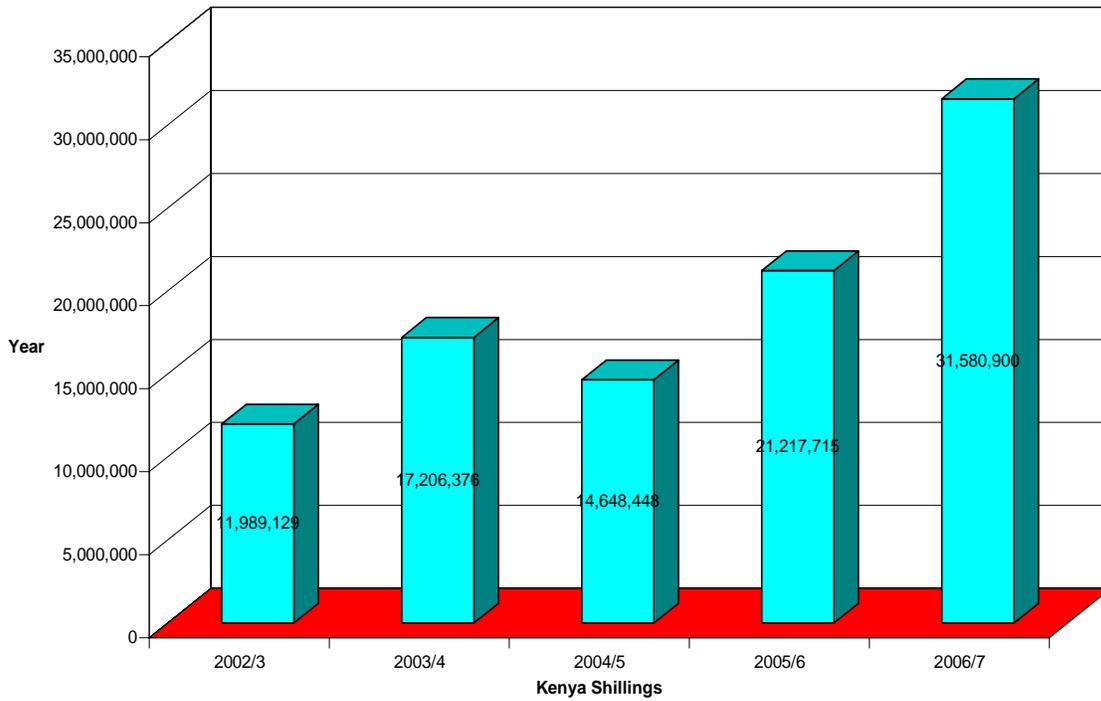
Senior Management Team

- ❖ This top most organ in the secretariat. The Executive Director is the head of the secretariat and is charged with the and it implementation of all the Executive Committee Resolutions, decisions, policies made.
- ❖ They facilitate the making of policies, operating, initiatives, resolutions and decisions that affect the organization
- ❖ They account for all expenditures related to the organization activities and projects.
- ❖ Implement all the actions plans for organization

Appendix 7: List of donors and income

			2002/3	2003/4	2004/5	2005/6	2006/7	Total
Care International			3,425,560	979,100	878,330	1,273,429	344,107	6,900,526
CARE - Civil /Society Engagement			1,092,000	-				1,092,000
APSO			1,491,421	-				1,491,421
GTZ			893,394	1,362,380	-			2,255,774
PLAN International			4,522,530	3,478,767	2,021,649	224,240	249,000	10,496,186
Action Aid Kenya			155,000	-	1,011,191	817,500	-	1,983,691
Save the Children - UK			177,800	257,000	-			434,800
CCF -			66,000	255,566	41,800	318,000	910,700	1,592,066
DSW			18,000	-				18,000
AMREF - DCINP			72,000	125,000	135,000	-		332,000
KWEC			14,000	-				14,000
Local Partners' donations			61,424	23,600	16,400	19,100	850,000	970,524
British Council			-	1,001,750	-			1,001,750
Commonwealth Education fund (CEF)				2,545,400	867,400	2,116,840	898,095	6,427,735
DC Ireland				6,787,500	-	3,022,092		9,809,592
Care - HACI				390,313	145,800	-		536,113
Aid Link					1,296,937	-	8,331,553	9,628,490
Concern Worldwide					1,252,607	-	1,056,000	2,308,607
Save the Children – Sweden					1,808,160	3,030,500	1,996,000	6,834,660
Trocaire					1,864,080		3,562,248	5,426,328
Boeing/KQ					1,850,000	-		1,850,000
Other Sponsors					1,459,094	3,551,846	3,363,220	8,374,160
Proctor & Gamble						4,271,074	9,489,238	13,760,312
RainbQ						169,862	-	169,862
Other STC Members						2,403,232	530,739	2,933,971
Total Donations Received			11,989,129	17,206,376	14,648,448	21,217,715	31,580,900	96,642,568

INCOME FROM DONORS



Appendix 8: Bibliography and references

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GCN Strategic Plan for the period 2003 - 2007