



CRC Asia Strategy Map

2024 to 2043

Approved by the General Assembly on 19 April 2024

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Introduction

The Child Rights Coalition Asia (CRC Asia) Strategy Map 2024 to 2043 serves as the framework that directs our efforts towards the realization of our network's shared vision for all children to live in dignity by fully enjoying and exercising their rights. The Strategy Map is a result of an extensive co-development process with CRC Asia Member Organizations and children, supported by advice from the Board of Trustees and external experts. It leverages on the diverse capacities and perspectives of our network and takes into consideration the importance of being adaptive to changing contexts without losing sight of our desired overarching results.

Considering our history from being an informal alliance of child rights organizations set up in 2008, to becoming a formally registered non-profit organization in 2012, to developing as one of the emerging reputable regional coalitions of child right organizations by 2023—we are in an opportune moment to set a longer strategic approach that would establish firmly our coalition's contribution to the child rights landscape. We have a growing reputation and strategic collaborations that we can capitalize on to gain sway in upholding child rights through sustainable change.

Thus, this Strategy Map extends over a 20-year timeframe, to be accompanied by a phased implementation plan that should be revisited every five years and supported by annual work plans. This Strategy Map also sets a targeted approach to the alignment of the programmatic interventions with the organizational capacity of CRC Asia.

With a Strategy Map that has a 20-year timeframe divided into 5-year implementation phases, we can better plan, coordinate, and implement interventions by breaking them down into milestones without overwhelming our coalition and our stakeholders. It reflects our recognition that there are substantial tasks and challenges ahead, and that the likelihood of achieving our goals within a single planning period of five years may be challenging. Phased implementation also helps us guarantee that our interventions are clearly defined, communicated, and managed; that our progress is tracked; and that long-term sustainability is kept in mind as we calibrate our initiatives. It facilitates our adaptability to emerging thematic issues as raised or experienced by children, while having a clear road map for achieving our longer-term vision. By demonstrating how outcomes and impacts are achieved in each phase, we can fortify our reputation as a coalition that delivers and thereby become more trusted by our beneficiaries and partners.

CRC Asia developed this Strategy Map through a year-long participatory process. We began in the 1st quarter of 2023 with the Secretariat laying the ground work, assisted by external consultants. It was followed by a Strategic Planning Workshop where the Member Organizations started building the foundation, ensuring that there is enough space for further inputs and enhancements. In August 2023, children shaped the design during the Regional Children's Meeting. In between, the Board of Trustees were engaged. The Secretariat took care of the final assembly process while adding the finishing touches at the end of 2023.

The CRC Asia Strategy Map 2024-2043 was adopted by the General Assembly on 19 April 2024.

Furthermore, with a long-term Strategy Map encompassing both programmatic interventions and organizational capacity strengthening, we can ensure that our operational performance facilitates the realization of our goals for child rights. It allows us to ensure that our resources are utilized efficiently, and that a balanced allocation of time, funding, and expertise or human resource efforts are in place throughout the implementation process. It reflects our awareness that our organizational and administrative functions are interconnected with our effectiveness to deliver positive outcomes for children, and that without alignment between these two components, we run the risk of having misaligned and disjointed actions.

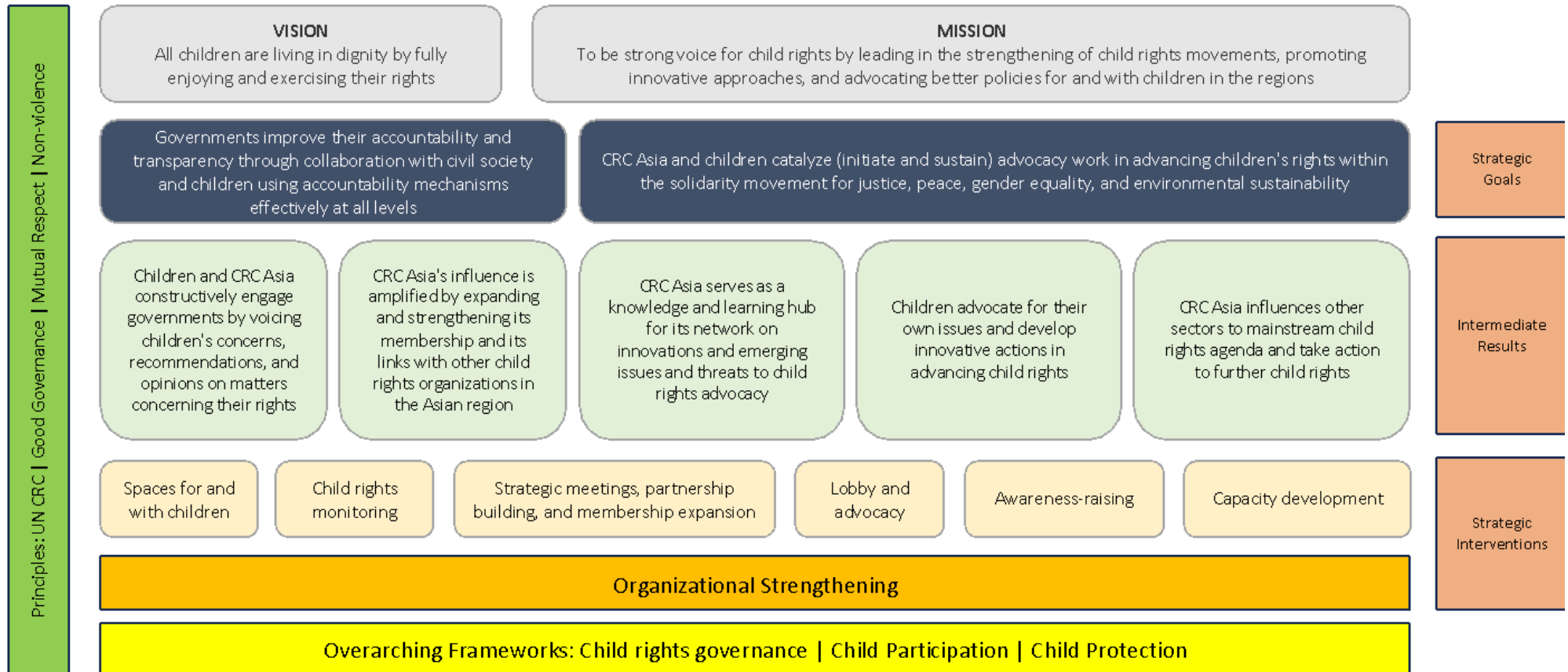
In this paper, the 20-year Strategy Map and the corresponding 20-year Organizational Strengthening Strategy is presented as part of the main document. The Strategic Implementation Plan for the first five years (2024-2028) and the Organizational Strengthening Implementation Plan for the first five years (2024-2028) is added as an Annex.

The succeeding five-year implementation plans will be added as an annex to this paper, unless decided otherwise as a result of the strategic review.

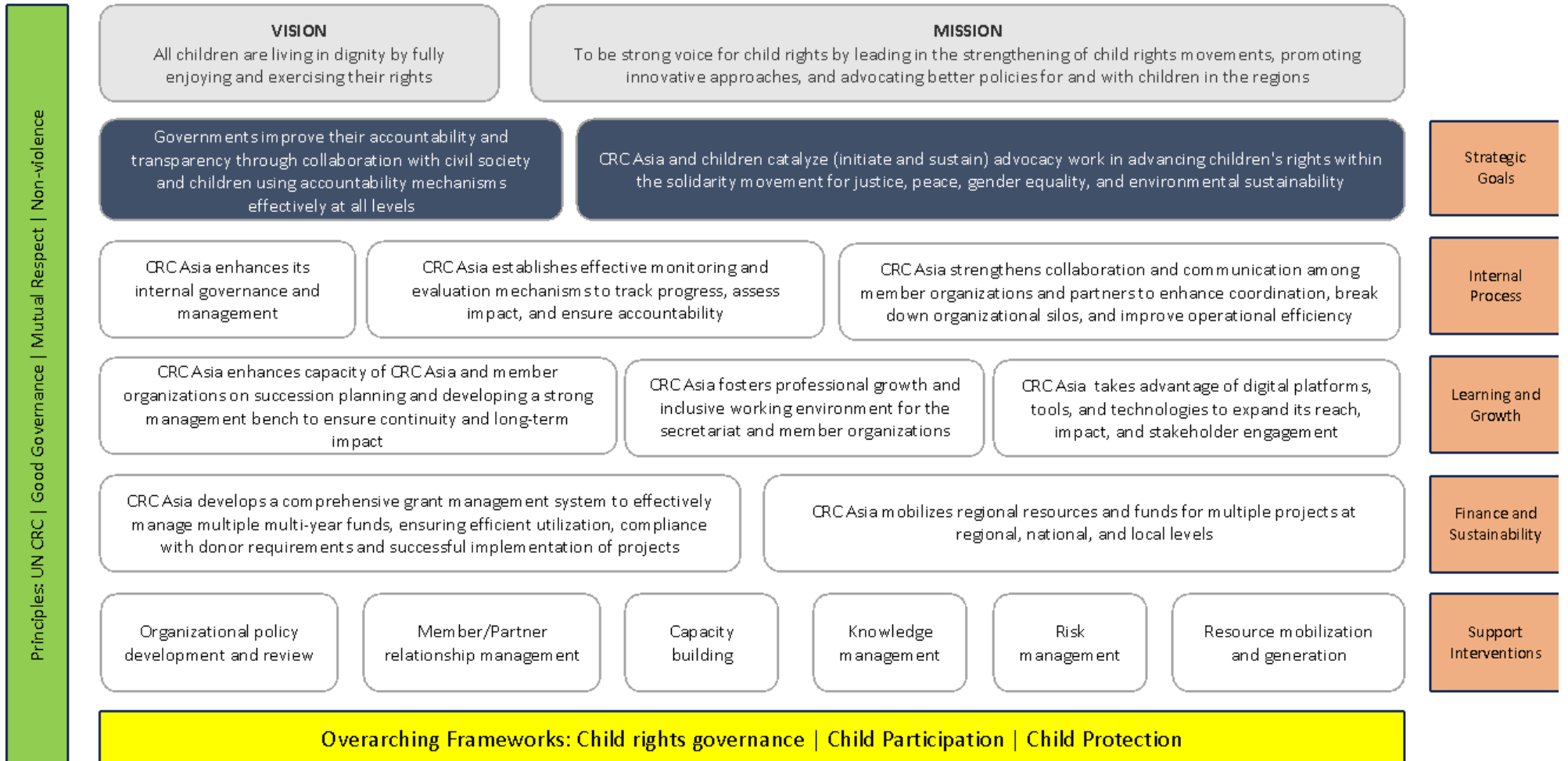
Theory of Change



CRC Asia Strategy Map (20 years: 2024 to 2043)



CRC Asia Organizational Strengthening Strategy (20 years: 2024 to 2043)



Core Values

CRC Asia's core values guide our actions and decision-making, shaping our approach to upholding child rights in the Asia-Pacific region. These values unite our Member Organizations, Board of Trustees, Secretariat, and partners. Through these, we maintain consistency, foster a positive organizational culture, and enhance our credibility as a coalition for child rights.

UN CRC Principles. As a child rights-focused coalition, CRC Asia strongly supports the principles outlined in the United Nations Convention on the Rights of the Child (UN CRC): *Non-discrimination, Best interests of the child; Right to life, survival, and development, and Child participation.*

Good Governance. CRC Asia adheres to sound governance principles such as accountability, integrity, transparency, and efficiency. *Accountability* is critical in ensuring that we accept responsibility for our actions, decisions, and resource utilization. We foster an accountability culture among our stakeholders, including children, member organizations, partners, and donors. *Integrity* entails being truthful and ethical and upholding high moral standards in all interactions and engagements. We place a high value on maintaining integrity in our operations to establish our credibility and gain the trust of our stakeholders. *Transparency* ensures that information is easily accessible and openly shared with stakeholders in a timely manner, promoting clarity, comprehension, and trust. By being transparent, we foster an open communication environment between and among our stakeholders. *Efficiency* involves optimizing processes, streamlining operations, and making well-informed decisions to achieve desired outcomes with minimum waste or redundancy. By being efficient, we make the most of our available resources, maximize our reach, and deliver sustainable results.

Mutual Respect. CRC Asia highly values mutual respect as a fundamental principle underpinning our work anchored on collective action, collaboration, and partnerships. We value the diverse perspectives, experiences, and expertise of our member organizations, partners, and stakeholders and strive to create an environment where all voices are heard and valued. We promote inclusive decision-making processes, open dialogue, and a culture of understanding and appreciation for different points of view, ensuring that all individuals and organizations are treated with dignity and fairness.

Non-violence. CRC Asia believes that non-violence is fundamental in fostering a safe and nurturing environment for children. We actively work to prevent and address all forms of violence against children and we advocate for peaceful conflict resolution. Recognizing that violence has long-term adverse effects on children's well-being and development, we seek to transform attitudes and behaviors perpetuating violence, including gender-based violence.

Overarching Frameworks

CRC Asia's overarching frameworks provide guidance to the strategic interventions in achieving our goals.

Child Rights Governance. As an overarching framework for CRC Asia, child rights governance is focused on developing and strengthening the governance structures and processes for the full realization of child rights. It entails establishing strong systems and mechanisms for the planning, implementation, monitoring, and evaluation of child rights commitments at the local, national, regional, and international levels. We understand the importance of open civic space and strong legal frameworks anchored on the full implementation of the UN CRC and its Optional Protocols, with institutional structures and public budget to support the implementation.

Child Participation. CRC Asia recognizes children's right to be heard in all matters affecting them. We strongly advocate for the meaningful and inclusive participation of children in decision-making processes at multiple levels, including within the coalition, member organizations, and broader societal contexts. Recognizing children's evolving capacities, we support initiatives that empower children to be agents of change and co-create spaces when developing, implementing, monitoring, and evaluating our interventions. We hope to foster a culture of respect for children as rights holders by amplifying their voices and being their allies as they shape their own lives and the societies in which they live.

Child Protection. CRC Asia acknowledges the significance of protecting children from all forms of violence against children. We are dedicated to creating, providing, and sustaining safe and protective environments for children to thrive. We collaborate closely with our Member Organizations, partners, and stakeholders to develop and strengthen child protection systems to ensure that children have the access to adequate and quality support and assistance. We give equal importance to prevention interventions that address the underlying causes of violence against children.

Strategic Goals

Our strategic goals are the high-level, overarching objectives that we want to achieve at the end of our strategic plan. These goals represent the desired outcomes that reflect our vision and mission, they serve as the guiding focus and destination for our efforts and initiatives.

For the next 20 years, we have two desired results that underpin our strategic goals.

Goal 1: Governments improve their accountability and transparency through collaboration with civil society and children using accountability mechanisms effectively at all levels

CRC Asia seeks to improve government accountability and transparency with other partners by fostering engagements between civil society organizations (CSOs), children, and government agencies. We aim to promote institutionalizing accountability mechanisms at all levels through strategic partnerships and engagements by crafting and pushing for the effective and sustainable implementation of policies, legal frameworks, and guidelines, protocols, or programs to uphold child rights. In achieving this result, empowering children and strengthening civic space are at the core. We seek to amplify children's voices by facilitating their meaningful participation and active engagement at different levels of governance, supported by a network of child rights organizations working collaboratively. By encouraging inclusive participation and dialogue, we hope that governments will be responsive to the needs and concerns of children and that decision-makers will be held accountable for their actions.

Goal 2: CRC Asia and children catalyze (initiate and sustain) advocacy work in advancing children's rights within the solidarity movement for justice, peace, gender equality, and environmental sustainability

CRC Asia believes in the power of collective action to advance child rights. The second strategic goal of the organization is to inspire, encourage, and strengthen partnerships between children and CRC Asia in taking the lead in advancing the child rights movement and in bringing the child rights perspective within the solidarity movements for justice, peace, gender equality, and environmental sustainability. We will foster an environment where children have the confidence to voice their opinions and take action on issues affecting the full realization of their rights. CRC Asia will assist and provide opportunities for capacity building to Member Organizations and children, allowing them to initiate, co-create, initiate, and sustain advocacy work with a variety of stakeholders. We seek to strengthen the region's collective voice and for child rights by cultivating a strong network of committed organizations, driving systemic changes, influencing policies, undertaking gender-transformative actions, and promoting justice, peace, and environmental sustainability.

Intermediate Results

To attain these strategic goals, we have defined the changes in the state, condition, relationships, and behavior of our key stakeholders. The intermediate results below may be applicable for the 20-year timeframe, but we should revisit them—and revise as necessary—whenever we develop our five-year implementation plans to reflect the progress, emerging challenges, and lessons learned from each completed phase.

Result 1: Children and CRC Asia constructively engage governments by voicing children's concerns, recommendations, and opinions on matters concerning their rights

CRC Asia envisions shifting toward a more meaningful engagement of children and CRC Asia in policy dialogues with the governments. We aim to influence child rights policies and mechanisms at the global, regional, national, and local level. We will create, seek, and utilize opportunities for collaborative dialogues, partnerships, and knowledge sharing to ensure that diverse voices and perspectives, especially those of children and CSOs, are considered at different stages of policy processes, from creation, implementation, and up to monitoring and evaluation.

Result 2: CRC Asia's influence is amplified by expanding and strengthening its membership and its links with other child rights organizations in the Asian region

CRC Asia intends to expand our network and fortify ties with key stakeholders in the Asian region. This change involves actively expanding our membership base, strengthening the capacities of Member Organizations, forging partnerships, and establishing collaborative networks with organizations and individuals committed to child rights advocacy. It also entails raising our visibility and reputation. By expanding our influence and reach, we aim to amplify our voice, increase our impact, and build a stronger collective movement for advancing child rights in the region.

Result 3: CRC Asia serves as a knowledge and learning hub for its network on innovations and emerging issues and threats to child rights advocacy.

CRC Asia aims to be a knowledge and learning hub, contributing to the empowerment of children and developing behavioral change among our Member Organizations. This transformation entails cultivating a shift of mindsets through a collaborative culture of knowledge exchange, sharing best practices, and encouraging innovation in child rights advocacy. We aim to provide timely information on child rights, including on the emerging issues and threats. We will utilize digital technologies and other platforms and tools to make sure that the information is accessible and adapted to the skills, capacities, and contexts of children and other stakeholders. We will support the strengthening of their capacity to

navigate evolving challenges and develop effective strategies by providing learning opportunities.

Result 4: Children advocate for their own issues and develop innovative actions in advancing child rights

CRC Asia aspires to transform children's relationships with each other and with adults by honing their ability to identify and communicate their priority issues. This transformation entails empowering children to actively participate in decision-making, allowing them to express their concerns and develop their advocacy agenda. CRC Asia wants to provide children with platforms, resources, and support to help them become change agents, grow in their agency, and ensure their rights and perspectives are respected and integrated into child rights policies and programs.

Result 5: CRC Asia influences other sectors to mainstream child rights agenda and take action to further child rights

CRC Asia acknowledges the interconnectedness of the child rights sector with the other rights-based sectors, and intends to establish a stronger relationship between them. This entails exploring dialogues and partnerships that are mutually beneficial and contribute clearly to the child rights agenda. Guided by our core values and overarching framework, we will connect with organizations, experts, and supporters and seek collaborations that will enable us to leverage our expertise, resources, and network to deliver positive outcomes for children.

Thematic Programs

In achieving our goals, our programs will be divided according to the child rights themes that are better identified at the start of each implementation phase. From our years of experience in involving children in the development of our strategic plans with children, children have a keen interest in determining the specific child rights issues that they want CRC Asia to focus on.

Strategic Interventions

The strategic initiatives are our specific actions to achieve our goals. These initiatives are meticulously planned and carried out to address vital areas or opportunities critical to our success and growth. They are distinct from day-to-day operations and involve cross-functional collaboration and a laser-like focus on essential areas that will bring about our desired results.

Spaces for and with children. Co-creating spaces of participation with children and providing platforms for child participation will continue to be one of the key components of our strategic interventions. These child-friendly, inclusive, and safe spaces could be in the form of meetings, dialogues, webinars, creative presentations, campaigns, and other forms. As we support these spaces, we make sure that children get quality information and enough support from adults.

Child rights monitoring. Using credible data and evidence-based research, we will generate insights, monitor implementation, identify emerging trends, and evaluate the efficacy of interventions to fulfill child rights commitments. We will also analyze the social, economic, cultural, and environmental contexts, as well as legal frameworks and policies when examining various facets of child rights. These will help us identify opportunities, challenges, gaps, and trends that will inform our advocacies and interventions to influence child rights-focused policies, programs, and budgets.

Strategic meetings, partnership building, and member expansion. We will engage actively with various stakeholders, foster collaborations, and expand our membership base. This could be in the form of bilateral meetings, conferences, webinars, forums, field visits, and other similar platforms that promote dialogue, learning, and collective action to achieve our goals. In order to avoid overwhelming the coalition, the thematic programs will be our guide in identifying potential partners and members.

Lobby and advocacy. We will influence decision-makers to advance child rights. Our lobby and advocacy strategies will have defined advocacy plans, collaboratively developed key messages, and tailored recommendations anchored on the UN CRC and its Optional Protocols. We will use our position as a regional organization to link the local to global.

Awareness-raising. To promote the advancement of child rights, we will disseminate information and engage stakeholders using various communication channels such as publication, traditional media, social media, websites, newsletters, and direct engagement through webinars or in-person events. The information will be tailored to the needs, language, and contexts of our target audience, such as policymakers, civil society organizations, children, target community members, and the general public.

Capacity development. We will develop and strengthen the capacities of children, Member Organizations, Secretariat and other stakeholders. This means knowledge-sharing and capacity building through learning sessions, trainings, webinars, and workshops, and other capacity building to support the growth and effectiveness of our target stakeholders.

Organizational strengthening. As a cross-cutting intervention, we will strengthen our organizational capacity in relation to our internal process, learning and growth, and finance and sustainability. Details of these interventions are described in the next section.

Organizational Strengthening

We are using the Balanced Scorecard as a framework for our organizational capacity development. The Balanced Scorecard has four organizational perspectives and our strategy in addressing one of the perspectives—our customer or our beneficiaries or stakeholders—has been detailed in the earlier sections. Thus, in this section, we are focusing on the other three perspectives: our internal processes, learning and growth, and finance and sustainability, taking into consideration our context as a regional coalition with Member Organizations working directly with children, a Secretariat, and a Board of Trustees.

A Balanced Scorecard is an operational performance management tool that considers four organizational perspectives: learning and growth, internal processes, customer (or the constituents, beneficiaries, or stakeholders in the case of non-profits), and financial aspects. By mapping out the cross-links across the different perspectives, the Balanced Scorecard ensures that all operations and administrative functions are interconnected and contribute to the overall mission.

1. Internal Process

In our context, the internal process perspective refers to the identification, optimization, and improvement of our coalition's key internal processes or mechanisms that contribute to the effective implementation of our strategies.

Target 1.1. CRC Asia enhances its internal governance and management

CRC Asia's internal governance and management is crucial for oversight and decision-making. We aim to strengthen our system by ensuring adherence to our organizational policies and procedures and updating them as necessary to respond to changing contexts. We will look at enhancing our governance structure and policy documents, giving particular attention to our core value of good governance and our overarching framework of child participation.

Target 1.2. CRC Asia establishes effective monitoring and evaluation mechanisms to track progress, assess impact, and ensure accountability

The monitoring and evaluation mechanisms will ensure continuous progress tracking, impact assessment, and accountability in our interventions. We will systematically collect data, analyze outcomes, and measure the extent to which our programs and initiatives are achieving our intended results by implementing robust monitoring and evaluation systems. We will use these mechanisms to identify areas of success, areas for improvement, and areas that require corrective action. These will allow us to make data-informed decisions, adapt strategies as needed, and maximize our impact, while simultaneously demonstrating transparency and accountability to our stakeholders.

Target 1.3. CRC Asia strengthens collaboration and communication among member organizations and partners to enhance coordination, break down organizational silos, and improve operational efficiency

We intend to facilitate knowledge-sharing, synergy, and effective cooperation among various stakeholders by fostering collaboration and open communication. As a coalition, we will streamline processes, eliminate duplications, and enable the pooling of resources, expertise, and perspectives. By doing so, we will support Member Organizations, teams/units within the Secretariat, and partners to work together seamlessly, leveraging collective strengths and expertise to address child rights issues more effectively. By breaking down silos and promoting collaboration, we can ensure that information flows freely across our network, facilitating alignment of efforts, improving decision-making, increasing responsiveness to emerging challenges, and seizing opportunities in a timely manner.

2. Learning and Growth

We recognize that our organizational growth is critical for achieving sustainable impacts. Our learning and growth perspective highlights the importance of continuous learning, capacity-building, and fostering a culture of innovation and development within the coalition. This perspective encompasses initiatives aimed at enhancing knowledge, skills, and capabilities, as well as promoting a learning-oriented mindset and a supportive organizational culture.

Target 2.1. CRC Asia enhances capacity of CRC Asia and member organizations on succession planning and developing a strong management bench to ensure continuity and long-term impact

We aspire to have a pool of capable leaders within the Secretariat and Member Organizations, ready to assume higher roles in the future to sustain our contribution to the child rights landscape. We will invest in talent development programs and provide growth opportunities, training, and mentorship. We will equip our network with the tools, resources, and expertise through targeted capacity-building, and knowledge-sharing. Knowledge transfer will also be prioritized to capture and share critical organizational knowledge, ensuring a seamless transition of leadership and preserving institutional memory.

Target 2.2. CRC Asia fosters professional growth and inclusive working environment for the secretariat and member organizations

We recognize the importance of investing in human resources to achieve our goals. We intend to continue cultivating an organizational ecosystem that nurtures professional growth and a working culture that promotes collaboration and upholds our core values.

Target 2.3 CRC Asia takes advantage of digital platforms, tools, and technologies to expand its reach, impact, and stakeholder engagement

Acknowledging the transformative potential of the digital environment, we envision an enhanced adoption and utilization of digital platforms, tools, and technologies in implementing our strategic interventions. This entails equipping the Secretariat and the Member Organizations with digital capacity skills that will be rolled out to our stakeholders, including children. By taking advantage of the opportunities offered by the digital environment, we hope to have more scalable and cost-effective initiatives that will expand our reach, impact, and engagement.

3. Finance and Sustainability

This perspective focuses on ensuring our financial stability, sustainability, and effective resource management that are crucial for supporting our initiatives. This perspective centers on resource optimization and efficiency and encompasses strategic planning, budgeting, fundraising, and financial management processes to ensure the long-term viability and impact of our work.

Target 3.1. CRC Asia develops a comprehensive grant management system to effectively manage multiple multi-year funds, ensuring efficient utilization, compliance with donor requirements and successful implementation of projects

We aim to develop a comprehensive grant management system that aids in maximizing the impact of our financial resources by strategically allocating funds to high-priority initiatives to achieve our strategic goals. This entails developing robust financial systems and controls, implementing transparent reporting mechanisms, and monitoring financial performance to ensure good governance and compliance with donor regulations throughout the lifecycle of funded projects. This also means building strategic relationships with funders, donors, and supporters aligned to our mission and strategic priorities. We hope to secure diverse and sustainable funding sources and to have a strengthened capacity to manage multi-year bilateral funds. By excelling in grant management, we aim to build trust and confidence with bilateral funding partners, foster long-term partnerships, and secure sustainable financial support for our child rights initiatives.

Target 3.2. CRC Asia mobilizes regional resources and funds for multiple projects at regional, national, and local levels

We intend to expand our resource mobilization efforts beyond bilateral funds by exploring opportunities for accessing regional or global resources and funds. By proactively engaging with regional institutions, global alliances, and other potential funding sources, we aim to diversify our funding portfolio and reduce dependency on a single source of funding. By successfully mobilizing regional resources and funds, we can enhance its financial stability, increase our scale and impact, and ensure the sustainability of its child rights efforts.

Support Interventions

The support interventions are our specific actions to achieve the targets under the three perspectives for organizational strengthening.

Organizational policy development and review. We will ensure the implementation of our existing organizational policies, including the scheduled review of the policy documents to ensure that they remain updated and relevant. We will also develop new organizational policies to address emerging issues and recommendations, as well as to make sure that our organizational systems and processes are aligned with our advocacy messages. Platforms for the development and review of organizational policies include the meetings of the General Assembly and the Board of Trustees.

Member/partner relationship management. We will develop a system intended to manage interactions and relationships with our Member Organizations and partners, including children. This will include a centralized monitoring database that collects and organizes valuable information about our coalition and stakeholders. Through this, we hope to identify our reach, collective strengths, promote synergistic efforts, and increase opportunities for engagements and collaboration.

Capacity building. We will support the enhancement of capacities as a vital component of our learning and growth perspective. Capacity building efforts can be in the form of trainings, workshops, webinars, mentorship and coaching, development and sharing of resource materials and toolkits. For staff capacity development, this also covers team building and wellness programs, performance evaluations and performance reviews.

Knowledge management. We will facilitate the effective creation, sharing, and utilization of knowledge, focusing on four key components: people, process, strategy, and technology. The people component recognizes the driving force behind knowledge creation and sharing, involving Member Organizations, children, partners, and experts. The process component emphasizes the lifecycle of knowledge, including knowledge creation, capture, review, sharing, access, and utilization. The strategy component outlines our knowledge management goals and provides a framework for managing knowledge effectively. The technology component involves the utilization of tools and platforms to support knowledge management processes, ensuring data security and privacy. Through this intervention, we hope to create a supportive environment where knowledge will be valued, shared, and utilized to drive evidence-based advocacy and policy recommendations in the field of child rights.

Risk management. We will develop a comprehensive framework for identifying, assessing, and managing risks to ensure successful implementation of our initiatives. This entails proactively identifying potential risks, mitigating their impact, and developing contingency plans to prevent disruptions to operations. Key processes include Risk Identification/Consequence Analysis, Risk Assessment and Prioritization, Risk Mitigation and Control, Monitoring and Review, Reporting and Communication, and Continuous Improvement and Learning.

Resource mobilization and generation. We will design clear guidelines and procedures for proposal development, budgeting, financial reporting, and performance monitoring. We will also explore opportunities for cost-sharing, collaboration, and leveraging resources through partnerships.

Annexes

1. [Strategy Document 2024-2043 – Advice for CRC Asia](#) (July 2023)
2. Documentation of the 2023 Regional Children’s Meeting (August 2023)
 - a. [Full report \(restricted access\)](#)
 - b. [Summary of recommendations](#)
3. CRC Asia Strategy Implementation Plan 2024-2028 and CRC Asia Organizational Strengthening Implementation Plan 2024-2028