CRIC Strategy 2021-2026

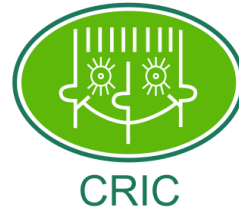## About CRIC

VISION	A society with more care, understanding and respect for the human beings
MISSION	We inspire adults to listen to the voice of every child and we work with children, families, authorities, public services and civil society in order to develop and apply solutions based on child rights
VALUES	Respect for diversity – *we take care of each other* Cooperation – *we act together for human rights* Innovation – *we share what we learn and what inspires us*

Background and results

The 2016-2020 CRIC strategy was centered on three main strategic directions:

♦ Strengthening systems, structures and mechanisms in order to transpose rights into reality

♦ Building capacities of rights holders to ask for their rights and of duty bearers to respect their obligations

♦ Integration of the application of the general principles of the United Nations' Convention on the Rights of the Child (CRC)

Among the main results obtained on the first strategic direction, we would like to highlight school regulations based on children's rights and annual reporting on violence in education, along with promoting the right to freedom of opinion in schools through the Student Council and the curriculum package on education for society. Among the aspects that have not advanced to the desired level are development of the National Action Plan on Parenting and the functioning of the inter-sectoral mechanism for protecting children from violence.

With regard to strengthening the capacity of rights holders to claim their rights and to duty-bearers to fulfil their obligations, the main successes of CRIC include an increase in the number of reports on discrimination, violence or neglect of children's rights, that were written with the direct participation of children, a sign that they are overcoming their fear of talking about aspects that are underdeveloped/ under-addressed. At the same time, children validate/acknowledge the behavioural changes in some of the professionals that CRIC has worked with in its capacity-building programs, a sign that behavioural change is possible and produces results if the intervention is professional and properly calibrated in duration and intensity. In the context of its membership in the APSCF (Alliance of the active NGOs in the field of Child and Family Social Protection), CRIC has been involved in strengthening the capacity of the networks' member organizations to stimulate and practice children's participation in their activities and to create opportunities for the participation of children.

Beyond the progress made, children's voices continue to be insufficiently listened to and taken into account by duty-bearers, both individually, as adults/professionals, and at institutional level. There are also professionals whose attitudes towards children's rights have not changed, despite their involvement in specific capacity-building programs, have insufficient knowledge of and willingness to assume their obligations towards
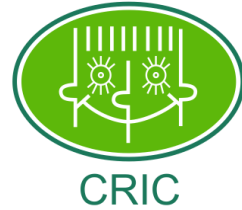
children and their rights. The failure of adults and institutions to deliver the changes they have promised to children is disappointing. Distrust in the institutional capacity to provide protection and respect for the rights of the child is hence increasing among the children whose expectations are growing, once they understand their rights.

The integration of CRC principles in normative acts and in the regulations for the organization and functioning of different institutions has progressed and CRIC has managed to create models of good practice in collaboration with non-governmental organizations (such as Diaconia) or school institutions (such as National Students' Council in vocational education and training); also, collaboration with the Office of the People's Advocate for the Rights of the Child (Children's Ombudsperson) has made significant progress, along with the child's participation program in the decision-making process. However, CRIC's capabilities are limited and there is a significant number of children that do not have access to the organization's programs, while CRIC's sustained efforts do not always seem to have identified the most appropriate way to help adults understand CRC principles correctly, as well as to comprehend the rights of the child and their responsibilities as adults or as professionals in relation to children's rights.

The CRIC team is in the process of consolidating and streamlining its manner/way of working, with clear development and consolidation objectives that will be integrated in the new strategic plan, in order to continue to act with professionalism and motivation towards continuing efforts to promote children's rights, despite the fact that the results of its work take more time to come by and that the best interests of the child are not always at the basis of the actions taken by the bearers of legal or moral obligations/duties.

In 2020, Moldova presented its first Voluntary National Review on the Implementation of the Sustainable Development Goals (SDGs). Significant progress was registered in achieving SDG 1, 8, 13 and 17, while the results obtained in achieving SDG 2, 3, 5, 7, 9 and 11 are moderate. Although efforts were undertaken to develop all the social areas, their impact on achieving the SDG 4, 6, 10, 12, 15 and 16 was to a lesser extent noticeable (link – see challenges). The implementation of CRIC's new strategy will directly contribute to the achievement of SDGs with less progress, such as SDG 4. Quality education and SDG 16. Peace, justice and strong institutions, but also to SDG 5. Gender Equality.

The context created by the Covid-19 pandemic has contributed to the exacerbation of existing inequalities, while at the same time exposing once invisible children to light. A number of children's rights have been negatively affected by the context of the pandemic, including the right to education, which is affected on the one hand by children's unequal access to equipment computers and internet connections and, on the other, by the unequal capacity of teaching staff to organize the teaching-learning process in an online context environment. A number of children were deprived of access to basic social services in the context of the closure of face-to-face service centres and access to educational and extracurricular activities delivered by non-governmental organizations. The number of victims of domestic violence increased during the quarantine period which led to the coexistence of victims with aggressors for long periods of time, and children were exposed to increased risks of abuse, violence and access to inappropriate content online. All these elements are essential in the context of the CRIC's current strategic planning, which seeks to constantly adapt to changes in society in order to provide programs and services that advance children's rights.

Strategic directions

Strategic direction 1:	Children understand their rights and influence decisions that concern them
Strategic direction 2:	Professionals working with and for children adopt a rights-based approach
Strategic direction 3:	CRIC acts with professionalism and passion towards advancing its mission

Strategic goals

Strategic direction 1:	**Children understand their rights and influence decisions that concern them**	Strategic results ☐
Strategic goals →	1.1. Stimulate the implementation of quality child participation processes accessible to all children	1.1.1. An increased number of organisations and institutions implement quality child participation processes 1.1.2. An increased number of children involved in quality participation processes 1.1.3. An increased number of professionals that work with and for children involved in initiating and implementing accessible and quality child participation processes
	1.2. Raise awareness on rights and stimulate children's action towards respect for their rights	1.2.1. Children's platform is functional and used by an increasing number of children, organisations and institutions 1.2.2. Public reporting tackling issues that concern children include component conducted with the participation of children 1.2.3. An increased number of children understand their rights and act towards the respect for their rights at home, in school and in the society
	1.3. Develop a child-friendly public space	1.3.1. An increased number of communities in the Republic of Moldova take into account children's rights in as many forms as possible (in public space design, outdoor publicity, public events, adult behaviour in the public space, adults-children interaction in the public space, etc.) 1.3.2. An increased number of opinion makers (public figures / high profile) publicly support and promote the message that no form of violence against children is acceptable 1.3.3. An increased number of journalists and media structures deal with topics regarding children in a matter that is in line with children's rights and CRC principles

Strategic direction 2:	**Professionals working with and for children adopt a child rights-based approach**	Strategic results ☐
Strategic goals →	2.1. Stimulate the development and implementation of institutional mechanisms that integrate the rights-based approach	2.1.1. An increased number of schools initiate practicing democratic governance and operate functional child protection and participation mechanisms 2.1.2. Modifications of public policies in educational consider children's rights and CRC principles 2.1.3. An increased number of organisations and institutions report violence against children
	2.2. Increase the individual capacities of professionals working with and for children to adopt approaches and attitudes that value children's rights	2.2.1. An increased number of professionals involved in formal and non-formal education activities know the rights of children and integrate child rights in learning activities and in their interaction with children 2.2.2. An increased number of professionals in the health and social protection system know the rights of the child and integrate rights in their activity for and in their interaction with children 2.2.3. An increasing number of parents are empowered by professionals working with and for children to raise and educate their children with respect for their rights
	2.3. Monitor and stimulate the development and implementation of public policies that implement the rights-based approach in all fields concerning children	2.3.1. An increased number of public national and local authorities develop public policies targeting children that are consulted with children, are centred on children's needs and respect CRC principles 2.3.2. CRC reporting is done by CRIC in cooperation with an increased number of organisations and institutions and with children's participation

Strategic direction 3:	CRIC acts with professionalism and passion towards advancing its mission	Strategic results □
Strategic goals →	3.1. Development of CRIC people for performing independently regardless of the speed and size of changes in the external environment	3.1.1. CRIC staff and facilitators are permanently involved in personal and professional development programs and processes through individual and team traning 3.1.2. CRIC team is consolidated from the point of view of professional skills and interpersonal relationships
	3.2. Increase clarity and functionality of CRIC's internal systems that support innovation and performance	3.2.1. CRIC operates according to updated policies and procedures adapted to the internal and external context and the team 3.2.2. The CRIC team is strengthened in terms of clarity of roles and compatibility between people and roles 3.2.3. CRIC's activities and operations include digital approaches and maximize the benefits of technology
	3.3. Strengthen CRIC's recognition as a key player in educating society for the knowledge and respect of child rights	3.3.1. CRIC operates under a new brand identity in line with the vision, mission and values embraced by the team 3.3.2. CRIC effectively manages a protocol for receiving, forwarding or responding to requests for child rights from individuals 3.3.3. CRIC is a source of expertise and inspiration for organizations active in the field of children's rights in the Republic of Moldova and in the region

Typology of interventions

Directions (strands) of intervention are practical approaches aiming at achieving the goals and strategic results defined. CRIC's activity is focused on **4 specific directions (strands) of intervention/action**:

(1) Strategic partnerships	CRIC collaborates with strategic partners to promote knowledge and respect for children's rights at all levels of society
(2) Strengthening capacities	CRIC develops the individual capacities of children and adults (parents, caregivers, professionals), of civil society organizations and public institutions working with and for children to know, understand, respect and put into practice the rights of the child
(3) Innovative projects	CRIC develops, tests and shares innovative projects, intervention and support models, education and participation systems, which it then multiplies by empowering other actors to put them into practice
(4) Monitoring and reporting	CRIC monitors and reports at local, national and international level on how the rights of the child are respected in accordance with the legislation in force and the international organizations and treaties to which the Republic of Moldova is a party

Key actions & Corresponding programs

Strategic direction 1:	Children understand their rights and influence decisions that concern them			

Strategic Goal	1.1. Stimulate the implementation of quality child participation processes accessible to all children and			
Strategic results	**Typology of the intervention**	**Key actions**	**Main program**	**Supporting (secondary) program**
1.1.1 An increased number of organisations and institutions implement quality child participation processes 1.1.2 An increased number of children involved in quality participation processes 1.1.3 An increased number of professionals that work with and for children involved in initiating and implementing accessible and quality child participation processes	Strategic partnerships	Support for the Ministry of Education, Culture and Research to organize the workshops of the National Students' Council in Vocational Education and Training (VET) and to integrate its recommendations	Child participation	Human rights education
	Strategic partnerships	Continuing the collaboration with the Office of the People's Advocate (OPA) for the rights of the child in advancing children's participation and supporting the operationalization of a children's advisory structure at the OPA	Child participation	Human rights education
	Innovative projects	Consulting children on how schools comply with the policies of the Ministry of Education, Culture and Research	Human rights education	Child participation
	Strengthening capacity	Facilitating exchanges of experience between Students' Councils, Council coordinators and representatives of relevant VET authorities	Child participation	Human rights education
	Strengthening capacity	Development of resources (guides, methodologies, regulations, etc.) and their use for strengthening the capacities of teaching and administrative staff in schools regarding children's participation, organization and functioning of Student Councils, revision of internal regulations and protocols from the perspective of children's	Child participation	Human rights education

Strategic Goal	1.1. Stimulate the implementation of quality child participation processes accessible to all children and			
Strategic results	Typology of the intervention	Key actions	Main program	Supporting (secondary) program
		rights and participation, etc.		
	Strategic partnerships	Identifying opportunities for collaboration with institutions and organizations interested in advancing children's participation	Children's participation	Human rights education

Strategic Goal	1.2. Raise awareness on rights and stimulate children's action towards respect for their rights			
Strategic results	Typology of the intervention	Key actions	Main Program	Supporting (secondary) program
1.2.1. Children's platform is functional and used by an increasing number of children, organisations and institutions 1.2.2. Public reporting tackling issues that concern children include component conducted with the participation of children 1.2.3. An increased number of children understand their rights and act towards the respect for their rights at home, in school and in	Strengthening capacity	Supporting the organization and functioning of school students' councils	Child participation	Human rights education
	Strengthening capacity	Strengthening children's capacity to understand their rights and demand their respect from those responsible, including using social networks	Human rights education	Child participation
	Innovative projects	Promoting the Children's Platform to increase the number of participants in its activities	Child participation	Human rights education
	Innovative projects	Facilitate meetings and dialogue between children and duty bearers	Child participation	Child protection
	Monitoring and reporting	Supporting children in monitoring and documenting the situation of children's rights, in particular those referring to protection against abuse and violence	Child participation	Child protection
	Strengthening capacity	Strengthening the capacity of children and NGOs to advance the rights of children human rights defenders	Human rights education	Child participation

Strategic Goal	1.2. Raise awareness on rights and stimulate children's action towards respect for their rights			
Strategic results	Typology of the intervention	Key actions	Main Program	Supporting (secondary) program
the society				

Strategic Goal	1.3. Develop a child-friendly public space			
Strategic results	Typology of the intervention	Key actions	Main program	Supporting (secondary) program
1.3.1. An increased number of communities in the Republic of Moldova take into account children's rights in as many forms as possible (in public space design, outdoor publicity, public events, adult behaviour in the public space, adults-children interaction in the public space, etc.) 1.3.2. An increased number of opinion makers (public figures / high profile) publicly support and promote the	Innovative projects	Conducting communication campaigns to raise public awareness of children's rights, including the right to protection from all forms of violence	Human rights education	Child protection
	Innovative projects	Developing the skills of journalists, students of journalism and mass communication to communicate ethically about children, especially children who are victims of abuse	Child protection	Human rights education
	Innovative projects	Development of public positions/statements to tackle inadequate approach towards children	Child protection	Human rights education
	Strategic partnerships	Increasing the number and diversification of media partners through which CRIC promotes awareness-raising messages on children's rights and the issue of violence against children	Human rights education	Child protection

Strategic Goal	1.3. Develop a child-friendly public space			
Strategic results	Typology of the intervention	Key actions	Main program	Supporting (secondary) program
message that no form of violence against children is acceptable 1.3.3. An increased number of journalists and media structures deal with topics regarding children in a matter that is in line with children's rights and CRC principles				

Strategic direction 2:	Professionals working with and for children adopt a child rights-based approach

Strategic Goal	2.1. Stimulate the development and implementation of institutional mechanisms that integrate the rights-based approach			
Strategic results	Typology of the intervention	Key actions	Main program	Supporting (secondary) program
2.1.1. An increased number of educational institutions/schools begin/initiate practicing democratic governance and operate functional child protection and	Strengthening capacity	Methodological support for the District Departments of Education (DDEs) regarding the implementation of the standards of child-friendly school	Child protection	Child participation
	Strengthening capacity	Strengthen the institutional capacities of schools regarding participatory governance of schools	Child participation	Human rights education
	Strategic	Participation in ad-hoc and permanent	Child protection	Human rights

Strategic Goal	2.1. Stimulate the development and implementation of institutional mechanisms that integrate the rights-based approach				
Strategic results	Typology of the intervention	Key actions	Main program	Supporting (secondary) program	
participation mechanisms 2.1.2. Modifications of public policies in the educational field consider children's rights and CRC principles 2.1.3. An increased number of organisations and institutions report violence against children	partnerships	working groups at local, municipal and national level on the protection of children at risk		education	
	Innovative projects	Development and piloting of a procedure to prevent and combat bullying in schools	Child protection	Child participation	
	Strengthening capacity	Support for teachers to address, within the Personal Development school discipline, issues related to the identification and reporting of cases of violence against children, including bullying	Child protection	Child participation	
	Strengthening capacity	Development of systemic leadership skills for school and DDE managers	Child protection	Human rights education	

Strategic Goal	2.2. Increase the individual capacities of professionals working with and for children to adopt approaches and attitudes that value children's rights				
Strategic results	Typology of the intervention	Key actions	Main program	Supporting (secondary) program	
2.2.1. An increased number of professionals involved in formal and non-formal education activities know the rights of children and integrate child rights in learning	Strengthening capacity	Strengthening the capacities of professionals in the field of education and social protection to implement safe, inclusive and effective child participation processes	Child participation	Child protection	
	Innovative projects	Facilitating the organization of Clubs for fathers	Child protection	Human rights education	
	Strengthening capacity	Strengthening the capacity of professionals in the education system to practice	Child participation	Human rights education	

Strategic Goal	2.2. Increase the individual capacities of professionals working with and for children to adopt approaches and attitudes that value children's rights			
Strategic results	Typology of the intervention	Key actions	Main program	Supporting (secondary) program
activities and in their interaction with children 2.2.2. An increased number of professionals in the health and social protection system know the rights of the child and integrate rights in their activities for and interaction with children 2.2.3. An increasing number of parents are empowered by professionals working with and for children to raise and educate their children with respect for their rights		democratic governance at school and classroom level		
	Strengthening capacity	Support for staff involved in the protection of children against violence, discrimination and bullying in educational institutions	Child protection	Human rights education
	Strengthening capacity	Supporting professionals in the education system in organizing activities with parents, including fathers, for the use of positive methods in raising and educating children	Child protection	Human rights education
	Strengthening capacity	Support for teachers in preschool, primary, secondary and high school education to organize child-centered educational processes	Child protection	Child participation

Strategic Goal	2.3. Monitor and stimulate the development and implementation of public policies that implement the rights-based approach in all fields targeting children

Strategic results	Typology of the intervention	Key actions	Main program	Supporting (secondary) program
2.3.1. An increased number of public national and local authorities develop public policies targeting children that are consulted with children, are centred on children's needs and respect CRC principles 2.3.2. CRC reporting is done by CRIC in cooperation with an increased number of organisations and institutions and with children's participation	Strategic partnerships	Support for the Ministry of Education, Culture and Research in documenting the situation of children's rights and human rights in schools by organizing the Tournament / National Forum on the Rights of the Child at local and national level	Human rights education	Child participation
	Monitoring and reporting	Support for the Ministry of Education, Culture and Research to take into account students' opinions in the development of educational policies	Human rights education	Child participation
	Monitoring and reporting	Support the development / updating of the legal framework in accordance with the provisions of the CRC and other international instruments on the rights of the child	Child protection	Child participation
	Strengthening capacity	Support for the management of general and vocational education institutions in the participatory development of school policies and regulations, including child protection policy	Child protection	Child participation
	Monitoring and reporting	Facilitate the preparation of the children's CRC report and participate in the preparation of the CRC report of non-governmental organizations	Human rights education	Child participation
	Monitoring and reporting	Identify emerging child rights issues through continuous monitoring	Child participation	Child protection

Strategic Goal	2.3. Monitor and stimulate the development and implementation of public policies that implement the rights-based approach in all fields targeting children			
Strategic results	Typology of the intervention	Key actions	Main program	Supporting (secondary) program
	Strengthening capacity	Support for the duty bearers to address emerging child rights issues	Child protection	Human rights education

Strategic direction 3:	CRIC acts with professionalism and passion towards advancing its mission

Strategic Goal	3.1. Development of CRIC people for performing independently of the speed and size of changes in the external environment	
Strategic results	Typology of the intervention	Key actions
3.1.1. CRIC staff and facilitators are permanently involved in personal and professional development programs and processes through individual and team traning	Strengthening capacity	Supporting CRIC trainers in organizing activities for adults and children
	Strengthening capacity	Regular participation of the CRIC team in training sessions on topics identified through an annual needs analysis (eg topics: stimulating creativity, project management, etc.)
	Strengthening capacity	Elaboration of individual plans for personal and professional development based on needs analysis
	Strengthening capacity	Participation of team members in training, mentoring or coaching sessions based on individual personal and professional development plans
3.1.2. CRIC team is	Strengthening capacity	Biennial organization of team building sessions, analysis and improvement of the working environment (increasing inclusiveness, accessibility, reducing environmental impact, etc.)

Strategic Goal		3.1. Development of CRIC people for performing independently of the speed and size of changes in the external environment
Strategic results	Typology of the intervention	Key actions
consolidated, from the point of view of professional skills and interpersonal relationships	Monitoring and reporting	Biennial monitoring of the progress of the strategy and specific interventions
	Strengthening capacity	Periodic organization of sessions for contracting and re-contracting mutual expectations in order to facilitate the fulfillment of the professional role
	Strengthening capacity	Developing a culture of empathy and attention to each other's needs

Strategic Goal		3.2. Increase clarity and functionality of CRIC's internal systems that support innovation and performance
Strategic results	Typology of the intervention	Key actions
3.2.1. CRIC operates according to updated policies and procedures adapted to the internal and external context and the team

3.2.2. The CRIC team is strengthened, in terms of clarity of roles and compatibility between people and roles

3.2.3. CRIC's activities and operations include | Strengthening capacity | Development and periodic review of human resources procedures: recruitment, selection and integration of new staff, human development, rewards system, etc. |
	Strengthening capacity	Development and regular review of information management and archiving procedures, including in the digital space
	Strengthening capacity	Development and periodic review of procedures for managing and implementing projects
	Strengthening capacity	Periodic review of the establishment plan and allocation of staff by posts, accompanied by the updating of job descriptions and the correlation of posts and tasks with the current strategy
	Strengthening capacity	Integration of technology in current management practices at the organizational level and at the level of programs and projects (use of specific software, online collaborative documents, etc.)
	Strengthening capacity	Training staff for the appropriate use of technology in internal management processes and implementation of programs and projects

Strategic Goal	3.2. Increase clarity and functionality of CRIC's internal systems that support innovation and performance	
Strategic results	Typology of the intervention	Key actions
digital approaches and maximize the benefits of technology		

Strategic Goal	3.3. Strengthen CRIC's recognition as a key player in educating society for the knowledge and respect of child rights	
Strategic results	Typology of the intervention	Key actions
3.3.1. CRIC operates under a new brand identity in line with the vision, mission and values embraced by the team 3.3.2. CRIC effectively manages a protocol for receiving, forwarding or responding to requests for child rights from individuals 3.3.3. CRIC is a source of expertise and inspiration for organizations active	Strengthening capacity	Development of a new identity of the organization (name, logo, colors, visual identity, etc.) with professional support and in accordance with the mission, vision and updated values
	Strengthening capacity	Development of an up-to-date website, with interactive facilities, that can be easily promoted and accessed
	Strengthening capacity	Constant, planned and professional communication on the website and on social networks about the activities of the organization, in accordance with the vision, mission and values of the organization
	Strengthening capacity	Development of a protocol for taking over, redirecting or responding to requests concerning the rights of the child addressed by individuals
	Strategic partnerships	Maximizing CRIC's presence in various national and international networks, working groups and advisory bodies at national and international level from the perspective of the mission and strategic priorities assumed
	Strengthening capacity	Documenting good practices for children's participation and promoting them to other interested organizations and institutions at national and international level

Strategic Goal	3.3. Strengthen CRIC's recognition as a key player in educating society for the knowledge and respect of child rights	
Strategic results	Typology of the intervention	Key actions
in the field of children's rights in the Republic of Moldova and in the region		

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