



EASTERN AFRICA COLLABORATION FOR ECONOMIC, SOCIAL AND CULTURAL RIGHTS (EACOR)

STRATEGY 2018-2022

EACOR'S Strategy 2018 -2022

Who We Are, and What We Do

Eastern Africa Collaboration on Economic Social and Cultural Rights (EACOR) is a non-governmental organization registered in Kenya with a mandate to operate all over Eastern Africa. The organization is a collaboration of civil society organizations and draws its members from both faith based and non-faith based civil society organizations (CSOs) including NGOs, Community based organizations, self-help groups such as women groups and youth groups.

EACOR works with its member organizations to address issues from a rights based perspective to challenge systemic issues that perpetuate abuse of human rights, shrinks the democratic space for meaningful civic engagement, and institutions that discriminate and excludes the most vulnerable groups.

EACOR focuses its work on promotion of realization of human rights in Eastern Africa with specific reference to Economic, Social and Cultural rights commonly referred to as ECOSOC rights or ESCs. Our work in Eastern Africa is premised on a two-pronged approach. On the one hand to empower rights holders to demand for their basic human rights including access to affordable healthcare, clean water and sanitation, education, food security as well as social security. On the hand to advocate duty bearers to fulfill their mandate of delivering services to the rights holders, ensure good governance and proper use of resources, address policy gaps that derail provision of services as well as ensure policy implementation to the rights holders and encourage inclusion in resource allocation and opportunities.

EACOR believe in a world with an equilibrium that enables everyone to achieve their potential. This can only be achieved when there is, respect for fundamental freedoms and rights, peaceful coexistence and equal opportunities for all. Absence of peace portents conflict, which perpetuates abuse of human rights in all its forms. Peace building, conflict resolution and reconciliation are therefore important factors for our work. In this new strategy, EACOR has extended its work to address some of the threats we face by the constant climate changes. The droughts and floods that are experienced in Eastern Africa countries threaten food security as a basic right. EACOR has therefore decided to include collaborative advocacy on climate change as an important aspect of its work.

The Context of Eastern Africa

Eastern Africa countries like the rest of Africa are facing challenges with regard to poor governance, corruption, poverty, inequality in resource distribution, employment, population growth and effects of climate change.

Poor Governance

Eastern Africa countries are still struggling to put in place proper democratic governance and in some of them, incumbent long serving political leaders have found ways to manipulate the electoral process. Apart from increasing their term limits they have undermined the opposition parties as well as the civil society organizations.

Regardless of systems used, most of the current governments in Eastern Africa face challenges on implementation of policies which reflect the immediate and future rights of the people. Health care, access to clean water and sanitation; political stability /peaceful-coexistence, social security, climate change and comprehensive development projects are all affected by poor governance.

Corruption

Corruption has become a major issue in Eastern Africa countries. It is now endemic to the way of life in some of the Eastern Africa countries as it has permeated all life facets from simple things like access to medical care, schools and jobs, to the grand scale of it like award of contracts and use of public resources. Its effect has been witnessed in great inequalities in access to services from the government offices and loss of opportunities for investment with many local and foreign firms discouraged from operating in the countries. Some of the countries have now shown interest in soliciting for investors from China where there is little concern on corruption. Misappropriation of public resources has become a common issue in some of the countries with biased awarding of tenders compromising quality of services delivered to the public.

Poverty, Inequality and Employment

Despite improved economic growth reported in Eastern Africa countries, the majority of the population still live below the international poverty line of \$1.25 a day and poverty reduction remains limited. Across many countries in Eastern Africa the top 20 percent of the population controls about 50 percent of the income while the bottom 20 percent of the population earns only about 5 percent. Inequality arising from growth is offsetting poverty reduction that might come from that same growth. A good example has been captured in one of Oxfam reports on Kenya. It states that inequality is out of control in Kenya. Despite an impressive economic growth since 2005, poverty still affects millions of people in the country. The same report goes on to show that it appears that a minority of wealthy individuals is creaming off the yields of the country's economic performance. While this minority of super rich Kenyans are accumulating wealth and income, the fruits of economic growth are failing to trickle down to the poorest. The rich are therefore capturing the lion's share of the economic benefits while millions of people at the bottom are being left behind. Progress in poverty reduction and inclusiveness would require not only sustained economic growth but also better-targeted social policies that allow for equitable distribution of the benefits of economic growth.

Unemployment

Youth unemployment in Eastern Africa countries are a major challenge. It poses serious problems for future development. This is fueled by a number of factors including rapid population growth. In Eastern Africa Kenya has got the highest youth unemployment levels. Reports indicate that 1 in every 5 youth in Kenya are unemployed as compared 1 in every 20 in Uganda and Tanzania.

Climate Change

Eastern Africa countries share with the rest of the world the negative impact of climate change. It causes increased frequency and intensity of extreme weather events that result in draughts and floods which lead to loss of productive assets, personal possessions and even life. The countries are especially vulnerable to frequent disasters caused by cyclical droughts and intermittent floods that have become frequent and increasingly severe.

Climate change directly and indirectly affects the four components of food security, i.e. food availability, food accessibility, food utilization and food systemic stability. Extreme climatic conditions variations coupled with improper land usage including deforestation have resulted in successive seasons of crop failure and famine cycles drastically reduced from 20 years in 1960s to 1980s to yearly currently. This has necessitated some of the governments in the region to spend heavily on food distribution. However, the levels of awareness and understanding of the impact of climate change is very low amongst the local communities. There is also lack of laws and policies that deal directly and explicitly with climate change in the region and where they exist there is inadequate implementation.

Conflict

Conflict in Eastern Africa has not only been associated to scarcity of resources but also to lack of inclusive growth and inequality. The inability to implement comprehensive inclusive policies that allow the majority of the population to gain from the economic growth is the one factor that ails all the Eastern Africa countries. In some of the countries e.g. Kenya conflict arise especially during the general elections when politicians compete for electoral positions and set their supporters against each other for vested interest. The most vulnerable groups including women, children and old people are the ones who suffer most during such conflicts.

EACOR's Work in Eastern Africa

Eastern Africa Collaboration for Economic Social and Cultural Rights (EACOR) was initiated in 2004, by church based and non-church based civil society organisations including Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs) and self-help organisations working on socio-economic issues in Eastern Africa. The purpose was to use Rights Based Approach(RBA) to development to hold governments accountable.

Specifically, EACOR was formed to:

- Increase the visibility and knowledge on economic, social and cultural rights (ESCRs) as an integral part of the human rights body in the region,
- Monitor governments in Eastern Africa compliance to the (International Covenant on Economic, Social and Cultural Rights (ICESCRs)
- Champion advocacy and lobbying on topical issues on ESCRs
- Strengthen the capacities of its member organisations to use rights based approaches to development.

Since its formation the organisation has been able to:

1. Enhance the capacity of its member organisations (church based and non-church based), to shift their approaches from need based to rights based (RBA) to development.
2. Equip rights holders at the local and national levels with skills to demand for their rights. These include awareness creation on ESCRs, lobby and advocacy skills, as well as use of media.
3. Organise collaborative and lobbying activities for policy change and implementation in Kenya and Uganda
4. Monitor and provide reports on governments' implementation of the International Covenant on ESCRs. National parable reports have been compiled in both Kenya and Uganda on ESCRs.

EACOR's New Strategy

Vision: Human Rights, Democratic, Peaceful and Dignified Societies'

Mission: EACOR exists for the realization of Economic, Social and Cultural Rights, and Peaceful coexistence in Eastern Africa

Core Values

- Respect for Human Rights
- Non-Discrimination, Equity & Equality
- Transparency and Accountability
- Integrity, Trustworthiness
- Participation and Spirituality

EACOR's essential purpose is to challenge abuse of human rights especially ESCRs in Eastern Africa. Our aim is to take appropriate action to rid the region of abuse of human rights, to challenge the governors systems that make and keep policies that encourage social exclusion as well as build the capacity of local communities to fully understand the impact of climate change to enable them adapt appropriately. Our programmes in this new strategy will focus mainly in Kenya and Uganda where inequality and corruption have reached very high levels and contribute to non-attainment of ESCRs. Our objectives for this strategy are:

- **Empowered citizens participating and claiming their ESCRs**
- **Improved development and implementation of policies for social inclusivity, peace building and climate change**
- **Resilient Sustainable Eacor and strategic partnerships**

Objective 1: Empowered Citizens Participating and Claiming their ESCRs.

EACOR will undertake the following actions in this programme:

- Strengthen EACOR member organisations, other CSOs and citizens participation in public policy processes and decision making.
- Empower EACOR member organisations and citizens to hold public officers to account with regard to resource allocation and utilisation and improve their understanding of climate change.
- Support citizens at the local level (County/ district sub county location etc) to ensure service delivery (water, education, health and social security, peace building and climate change issues) by governance institutions
- Institute public interest litigation on ESCRs, issues affecting peace building and policy concerns that address climate change at the local, national and regional levels.

Objective 2: Improved development and implementation of policies for social inclusivity, peace building and climate change.

The following activities will be undertaken:

- Continue to build the capacity of duty bearers to use RBA
- Empower EACOR member organisations to undertake lobbying and advocacy to ensure sufficient policy implementation
- Generate evidence based data that informs human rights practises; peace building and climate change for both duty bearers and claim holders (Monitoring, Governments' compliance on their international obligations with regard to ESCRs)

Objective 3: Resilient Sustainable EACOR and Strategic Partnerships

To reach this objective EACOR will engage in the following actions:

- Strengthen country coalitions
- Undertake resource mobilisation
- Enhance the capacity of EACOR board and staff
- Continue with the volunteer Internship/Apprenticeship initiative
- Build endowment fund

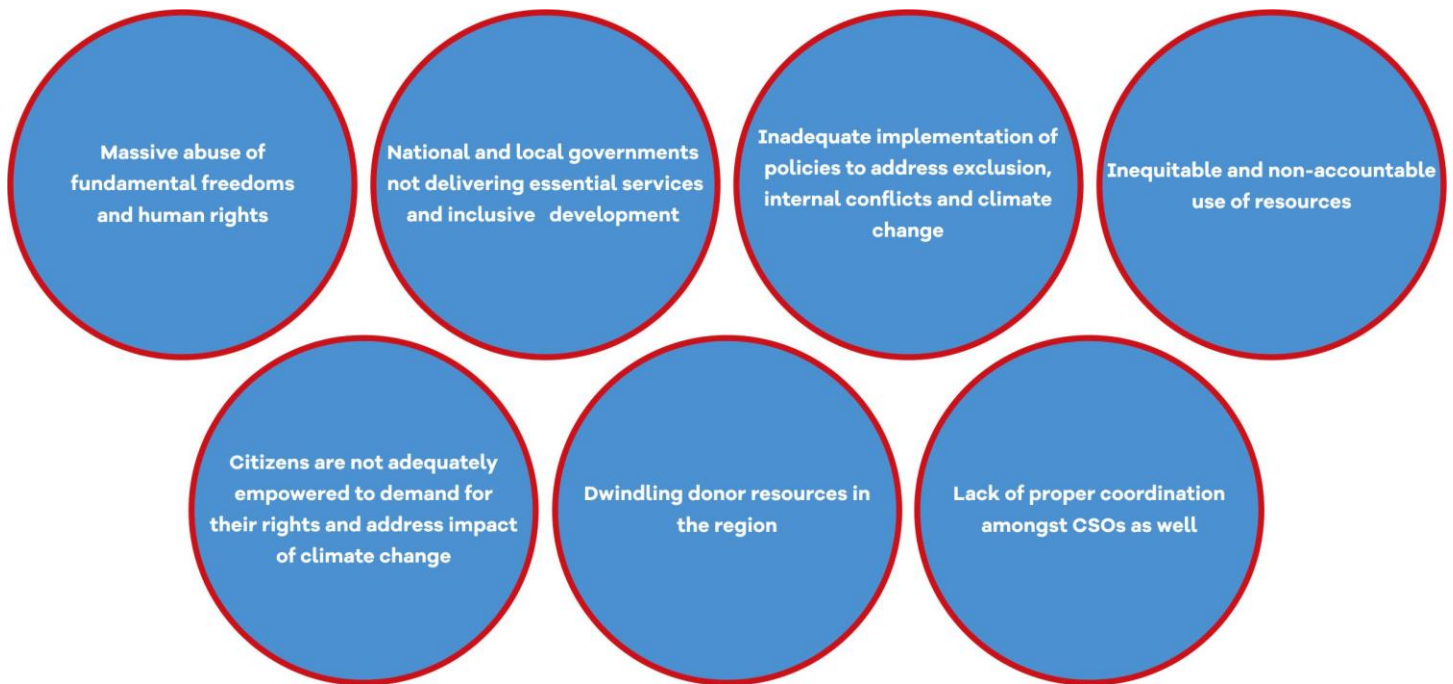
THEORY OF CHANGE

EACOR's theory of change is built upon the belief and approach that for change to take place there must be concrete action taken by all the actors including communities who are most affected by the status quo. The communities themselves must understand, claim and defend their own rights. It is by empowering communities to know, express and claim for their rights, that we can enable them to hold those answerable to them accountable. EACOR therefore sees itself as a facilitator of communities. It encourages and support communities in their struggles, mobilise them to undertake common action to confront the governments, encourages them to build linkages with those facing similar struggles, thus enabling the emergence of a national and regional platforms for human rights action in the region.

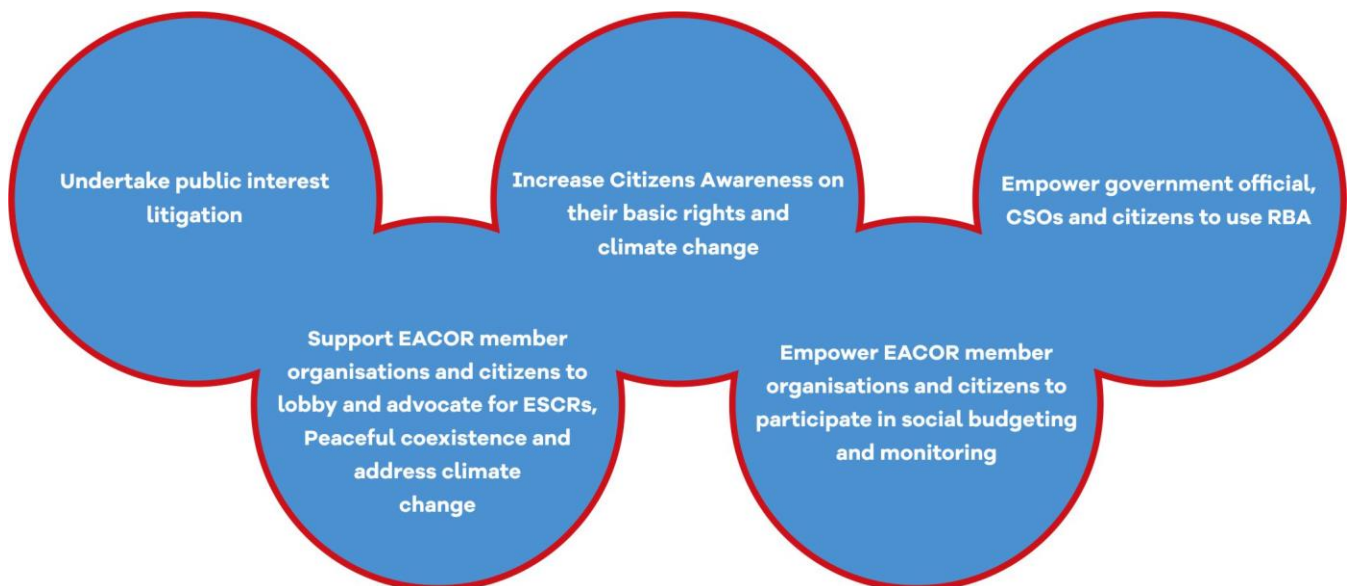
EACOR believes that this is the most promising way of creating the requisite momentum, and ultimately inculcating a culture where all people and institutions have respect for and protect human rights. EACOR's theory of change is therefore based on plans and action around the initiatives that: empower communities, lobby and advocate governors institutions as well as build linkages for common action.

EACOR'S THEORY OF CHANGE

Current Status



EACOR'S INTERVENTIONS



**EACOR'S
OBJECTIVES**

Improved development and implementation of policies for social accountability, peace building and climate change

EACOR member organisations and citizens participating and claiming their basic rights and coexisting peacefully

Resilient Sustainable EACOR and Strategic Partnerships

OUTCOMES

National and local governments are responsive and delivering inclusive programmes using RBA

Empowered EACOR member organisations and citizens demanding for their basic rights (ESCRS) addressing climate change and co existing peacefully

IMPACT

Equitable allocation of resources including to ESCRs, peace and climate change by National and local governments

Empowered citizens especially the most vulnerable groups accessing health care, education, water and social security address climate change and coexisting peacefully

Key Strategic Actions

We will undertake the following key strategic actions

1. Influence policy and legislative reforms at the local, national and regional level on human rights especially ESCRs, Peace building, and climate change
2. Create an environment that promotes social budgeting and accountability and improved access to human rights especially ESCRs
3. Enhance civic engagement for: participatory governance, realization of human rights especially ESCRs, address impact of climate change and encourage peaceful coexistence.
4. Undertake community based trainings (train community own resource persons-CORPS for advocacy, awareness creation and Para legalism)
5. Undertake Peace Building initiatives
6. Work to build a well-resourced and sustainable organization
7. Undertake strategic litigation on public interest issues with regard to ESCRs, peace building and climate change

Key Results

Our actions will give us the following key results

- Improved citizens' participation on issues affecting their lives. In this regard we will facilitate enhanced citizens' engagements with their local and national governments for people owned decisions.
- Improved budget allocations for health education, water and social security as well as improved social accountability. EACOR will work with its member organisations, other citizens and other CSOs to advocate for improved budget allocations(national and local levels budgets) to these key ESCR issues that affect the daily lives of the most vulnerable groups
- Improved policy implementation with regard to policies that enhance social inclusion, access to health, education and water and address climate change in a collaborative manner
- Improved social monitoring of government expenditure. EACOR will work with its member organisation, other CSOs and community members to undertake social accountability on local institutions at national and local/county/ district levels.
- Enhanced peaceful co-existence amongst various communities especially during the general elections. EACOR will work with its member organisations and other CSOs to undertake advocacy for peaceful co-existence amongst different communities. The organisation will strive to pre-empt the cyclical conflicts that arise in some of the Eastern Africa countries during the electioneering years
- Enhanced understanding of climate change and its impact, regionally, nationally and locally

EACOR'S Programmes for Implementation of the Strategy

EACOR will implement the following programmes:

1. Citizens Empowerment and Action (CEAP)

- Carry out community training in advocacy, social budgeting, monitoring, peace building and climate change and facilitate community education (awareness creation) on the same
- Advocate and demand for public participation on governance, policy formulation as well as in the national and local budget processes.
- Undertake Community Social monitoring
- Undertake lobby and advocacy at the national and local levels using dialogue, petitions, media and IEC materials

2. Rights Enforcement Program (REP)

- Identify public interest issues and undertake strategic litigation
- Carry out lobbying and advocacy for formulation and implementation of relevant policies for ESCRs, peace building and climate change.
- Build the capacity of duty bearers on the use of RBA, understanding of the impact of climate change especially at the local levels
- Monitor, governments' compliance on international obligations with regard to ESCRs, Peace building and Climate change

3. Partnerships, Coalition Building and Strategic Leadership

- Strengthen the Country Coalitions
- Strengthen and building partnerships and networks at the: local, national, regional, international on ESCRs, peace building as well as climate change
- Undertake various activities for resource mobilisation
- Set-up an endowment fund for EACOR
- Build the capacity of staff and board members
- Continue with volunteer, internship/apprenticeship initiative already in place

EACOR STRATEGY IMPLEMENTATION MATRIX

GOAL Enhanced Realization of Economic Social and Cultural Rights(ESCRs), Peaceful Coexistence Amongst Communities and Adequate Adaptation to Climate Change in Eastern Africa				
Key Result Areas	Key Strategies	Key Indicators	Assumptions	Risks
<p>Improved citizens' participation on issues affecting their lives</p> <p>Improved budget allocations for health education, water and social security as well as improved social accountability.</p> <p>Improved social monitoring of government expenditure.</p> <p>Enhanced peaceful co-existence amongst various communities especially during the general elections</p> <p>Improved policy implementation on social inclusion, access to health, education and water and address climate change</p>	<p>Influence policy and legislative reforms at the local, national and regional level on human rights especially ESCRs, peace building and climate change</p> <p>Create an environment that promotes social budgeting, accountability culture of respect of human rights, peaceful co-existence and greater understanding of the impact of climate change.</p> <p>Enhance civic engagement for participatory governance and realization of human rights especially ESCRs</p> <p>Build the capacity of communities through trainings and awareness creation on human rights, peaceful coexistence and climate change</p> <p>Build a well-resourced and sustainable organization</p>	<p>20% of the citizens participating in decision making process</p> <p>National and local governments increase their budget allocations to water, health education and social security by 10%</p> <p>25% of the population in the programme geographical areas fully understand the impact of climate change to their lives</p> <p>10% of the policies targeted for advocacy are implemented adequately at the national and local levels</p>	<p>Support from the current donor will continue</p> <p>EACOR will continue to get assignments for consultancy services</p> <p>There will be good will from the national and local governments</p> <p>Communities in the selected geographical areas will be willing to participate in the programme</p> <p>Peace will prevail in the region</p>	<p>Failure to mobilise adequate resources for implementation</p> <p>Threats from leaders and officers holding public positions</p> <p>Corruption</p>

Objective 1. Empowered Citizens Participating and Claiming Their ESCRs. Coexisting Peacefully and Adapting adequately to Climate Change		
Strategies	Activities	Indicators
<p>Strengthen EACOR member organisations, other CSOs and citizens' (women, the youth, men and persons living with disability) participation in public policy processes and decision making on health, education, water, social security, peace building and climate change</p> <p>Empower EACOR member organisations and citizens (youth, women and men and persons living with disability) to hold public offices to account with regard to resource allocation and utilization for health, education, water, social security, peace building and climate change</p> <p>Support citizens at the local level (County/ district sub county location etc) to ensure service (water, education, health, peace building and social security, peace building and climate change) delivery by governance institutions</p> <p>Institute public interest litigation on ESCRs at the local, national and regional levels on issues regarding health, water, education, social security, peace building and climate change</p> <p>Organize national and local forums for civic engagements of health, education, water, peace building and climate change</p> <p>Enhance the capacity of community members through trainings to fully understand and undertake advocacy on issues pertaining to health, education, water, peace building and climate change.</p> <p>Engage the youth on sporting events and use of drama to create awareness</p>	<p>Community education and training in advocacy, social budgeting and monitoring, awareness creation, peace building and climate change.</p> <p>Carry out actual community social monitoring</p> <p>Community training on Para-legalism on issues of ESCRs</p> <p>Implementation of Public Participation on governance at a local level as provided for in the law</p> <p>Community and Media based advocacy</p> <p>Capacity building of communities on ESCRs</p> <p>Develop IEC materials</p> <p>Identify pubic interest issues and develop them for litigation</p>	<p>30% of the member organisations and citizens participating in public policy formulation and implementation processes</p> <p>Local governments (district/county) governments increase budget allocations to ESCRs by 5%</p> <p>15% successful implementation of ESCRs projects-monitored by Eacor member organisations and the citizens</p> <p>20% of public interest cases taken by EACOR are litigated favorably for the citizens</p>

Objective 2: Improved Development and Implementation of Policies for Social Inclusivity, Peace Building and Climate Change		
Strategies	Activities	Indicators
<p>Continue to build the capacity of duty bearers.</p> <p>Undertake lobbying and advocacy to ensure sufficient policy implementation</p> <p>Use dialogue to engage effectively with duty bearers</p> <p>Research to Generate evidence based data that informs human rights practices with regard to ESCRs for both duty bearers and claim holders (Monitoring, Governments' compliance on their international obligations with regard to ESCRs)</p>	<p>Train government officials (duty bearers) on rights based approach to development, peace and climate change issues</p> <p>Organise lobby and advocacy meetings with the trained community based lobby groups</p> <p>Organise dialogue forums at the national and local levels</p> <p>Undertake comprehensive research to gather data</p>	<p>5% of the targeted policy frameworks developed with RBA</p> <p>Positive attitude change towards issues presented by EACOR member organisation</p> <p>10% of issues presented for advocacy given positive response</p> <p>Annual reports prepared on the status of ECRs, peaceful com existence and climate change in the geographical areas of the programme</p>

Objective 3: Resilient Sustainable EACOR and Strategic Partnerships		
Strategies	Activities	Indicators
<p>Strengthen country coalitions</p> <p>Build the capacity of staff and board members</p> <p>Initiate a sustainable volunteer and internship programme</p> <p>Build endowment fund</p> <p>Undertake resource mobilization</p>	<p>Training of EACOR country coalitions on resource mobilization and network magement</p> <p>Strengthening and building partnerships and networks at the: local, national, regional, international levels on ESCRs, peace building as well climate change</p> <p>Train EACOR board and staff on programme management and resource mobilization Recruit and sustain volunteers and interns</p> <p>Sett-up an Endowment Fund for EACOR</p>	<p>80% staff and board trained</p> <p>5 interns working in the organisation annually</p> <p>EACOR working in partnership and networks at the regional, local and national levels with at least 20 CSOs</p> <p>Financial and human resources improved by 10%.</p>