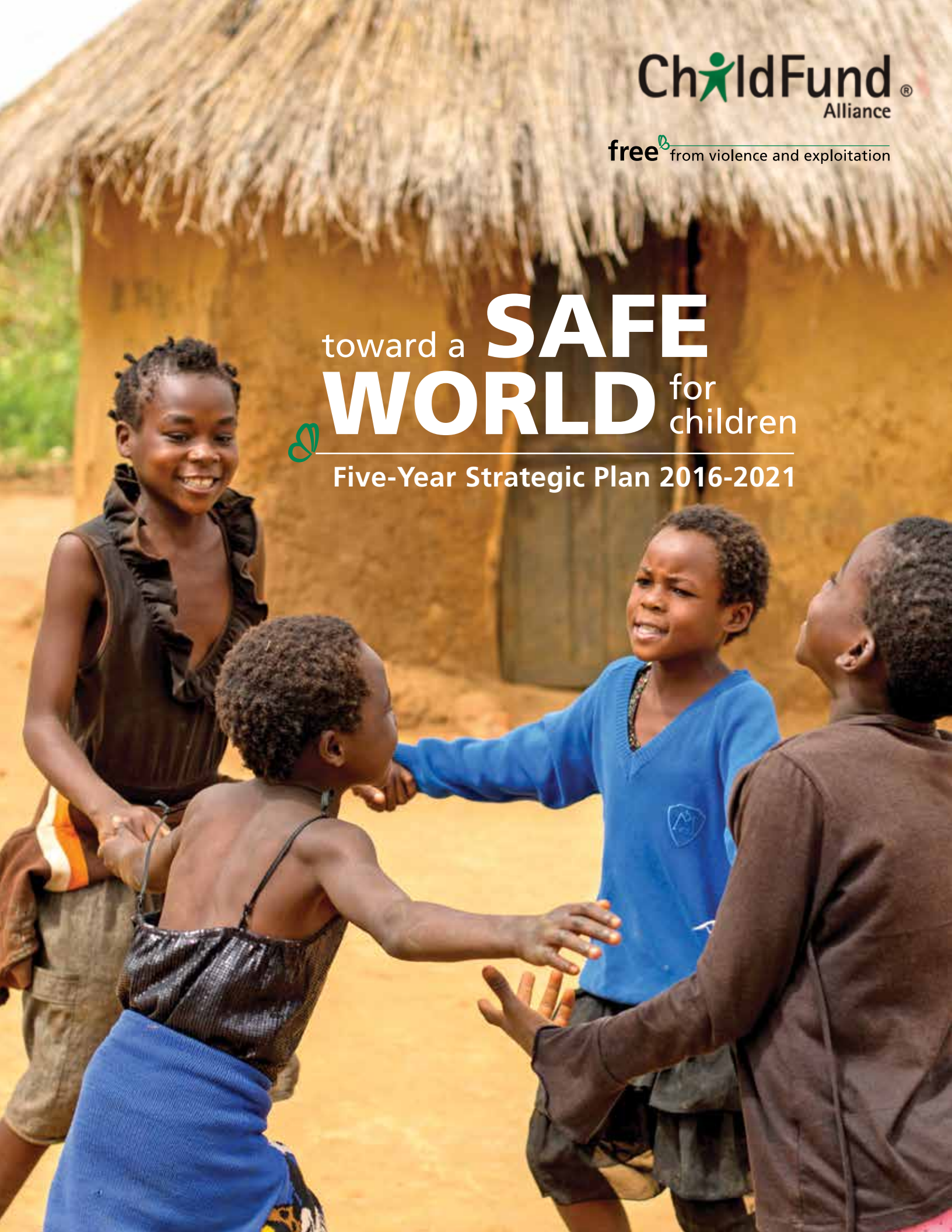


toward a **SAFE**  
**WORLD** for children

Five-Year Strategic Plan 2016-2021





ChildFund Alliance is a global network of 11 child-focused development organizations working to create opportunities for children and youth, their families and communities.

The members of the Alliance are:

Barnfonden (Sweden)

ChildFund Australia

ChildFund Deutschland (Germany)

ChildFund Ireland

ChildFund International

ChildFund Japan

ChildFund Korea

ChildFund New Zealand

Christian Children's Fund of Canada

Educo (Spain)

Un Enfant par la Main (France)

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# From the Chair

Dear Friends and Colleagues:

We know that safe, stable and nurturing relationships and environments are essential to reduce violence and enable children to reach their full potential. For more than 75 years, the members of ChildFund Alliance, a global network of 11 child rights and development organizations working in more than 60 countries, with an annual turnover of US\$ 0.5 billion, have nurtured children, their families and their communities, providing nutrition, health care, education and life skills. We work with local partners, which enables us to have a more direct relationship with children and communities that are experiencing poverty, as well as the governments that serve them.

MORE THAN  
16,000  
CHILDREN  
CONSULTED



>50  
countries

ChildFund's 2012-2015 global advocacy campaign "**free from violence and exploitation**" actively contributed to making child protection a global priority within the Sustainable Development Goals. We consulted with more than 16,000 children in over 50 countries to ask their opinions about violence against children and the related global priorities.

For 2016-2021, ChildFund Alliance seeks to become a global voice with and for children, to highlight the issues children care about, and to mobilize effectively to address threats to their lives, safety and well-being. We will advocate to prevent violence against children; ease the harmful impact of disasters; and expand our expertise in emergency response, with a focus on child protection. And we will work with children and youth all along the way, to influence change.

ChildFund Alliance is extremely well positioned to decisively improve the lives of children in need. As an Alliance we can join forces to:

- maximize impact
- leverage resources
- access governments and donors
- reduce risk
- achieve greater results for children.

Thank you for the part you play in this essential work.

**Michael Rose**  
**Chairman, Board of Directors**



# From the Secretary General



Every child has an inherent, universal right to survive and develop, in a life free from violence, abuse, exploitation and neglect. Yet today, more than one billion children — more than half of the world's children — are exposed to violence each year.

The human costs of violence — including death, injury, disability, displacement, loss of education and healthcare — are immense. So, too, are the economic costs. It is estimated that the economic impact of physical, psychological and sexual violence against children is as high as US\$7 trillion/year. The global costs of associating children with armed forces or groups may reach US\$144 million/year.<sup>1</sup>

“Many who live with violence day in and day out assume that it is an intrinsic part of the human condition. But this is not so. Violence can be prevented. Governments, communities and individuals can make a difference...” wrote the late Nelson Mandela.<sup>2</sup>

In September 2015, the United Nations unanimously adopted *Transforming Our World: The 2030 Agenda for Sustainable Development*, which frames the global agenda for the next 15 years. We are proud that ChildFund Alliance played a key role in positioning a stand-alone target on violence against children in the *Agenda: End abuse, exploitation, trafficking and all forms of violence against and torture of children* (16.2).

In “Toward a Safe World for Children,” our strategic plan for 2016-2021, we make a commitment to do all we can to **prevent** violence at all levels, from the domestic to the community to the global; **protect** children from violence and exploitation; and enable children to meaningfully **participate** in decisions related to achieving the Sustainable Development Goals.

We hope you will join us on our journey to make the world a better, safer place for children.

**Meg Gardinier**  
Secretary General

**US\$144**  
million/year



GLOBAL COSTS  
OF ASSOCIATING  
CHILDREN WITH  
ARMED FORCES  
OR GROUPS



**US\$7**  
trillion/year

ECONOMIC IMPACT  
OF VIOLENCE  
AGAINST CHILDREN



“Perseverance is more prevailing than violence, and many things which cannot be overcome when they are taken together, yield themselves up when taken little by little.”

**Plutarch**

<sup>1</sup> Overseas Development Institute report commissioned by ChildFund Alliance, *The Cost and Economic Impact of Violence Against Children* (2014). [http://bit.ly/CFA\\_ODI\\_rpt](http://bit.ly/CFA_ODI_rpt)

<sup>2</sup> World Health Organization, *World report on violence and health* (2002). [www.who.int/violence\\_injury\\_prevention/violence/world\\_report/en/](http://www.who.int/violence_injury_prevention/violence/world_report/en/)



# Strategic Plan at a Glance

## Vision

A world in which all children enjoy their rights and achieve their full potential.

## Mission

Together with children, we create sustainable solutions that protect and advance their rights and well-being.

## Core Values

- › Compassion and respect for all children and cultures
- › Commitment to delivering the highest quality standards of integrity and accountability
- › Collaboration and knowledge-sharing
- › Advocates for child rights and the interests of all children
- › Optimism
- › Connecting people

## Strategic Priorities

### **Strategic Priority 1:** Global Advocacy and Child-Friendly Accountability

- › Advance Sustainable Development Goal 16.2 and related targets through global, regional and national advocacy and engagement.
- › Support children in holding their governments and local authorities accountable to their commitments in SDG target 16.2.

### **Strategic Priority 2:** Improve Our Capacity for Child Protection in Emergencies (CPiE) and Disaster Risk Reduction (DRR)

- › Prioritize key CPiE interventions in all humanitarian response.
- › Mainstream DRR into regular programming and community development.
- › Build on successful youth-led DRR.

### **Strategic Priority 3:** Strengthen Membership Engagement and Growth

- › Recruit new members to expand the Alliance's global reach and expertise.





# Taking Stock

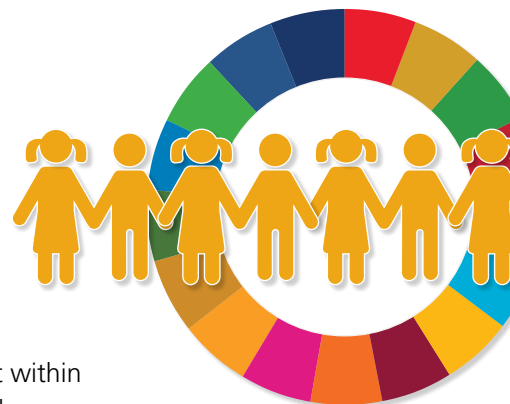
## Key Accomplishments 2012-2015

*Transforming Our World: The 2030 Agenda for Sustainable Development* is a set of universal goals, targets and indicators that frames the global agenda for the next 15 years. Adopted unanimously by the United Nations in September 2015 after a multi-year process of consultation and negotiation, the Sustainable Development Goals (SDGs) are unprecedented in their ambition. They seek to *eliminate* rather than reduce key development challenges. These universal SDGs were developed through an inclusive process that sought the views of people around the world, including young people.

The 2030 Agenda includes a stand-alone target on violence against children: *End abuse, exploitation, trafficking and all forms of violence against and torture of children* (16.2). The Agenda also includes related targets:

- Provide safe and non-violent learning environments (4.a).
- Eliminate violence, trafficking and sexual exploitation of girls (5.2).
- Eliminate child marriage, female genital mutilation and harmful practices (5.3).
- End the recruitment of child soldiers and eliminate the worst forms of child labor (8.7).
- Provide birth registration (16.9).

ChildFund Alliance actively contributed to positioning Goal 16.2 as a core element within the 2030 Agenda. We achieved this within the context of our three-year global advocacy campaign, *free from violence and exploitation*, and in close partnership with governments and non governmental organizations. During our campaign, we consulted with more than 16,000 children in over 50 countries, providing them with opportunities to voice their opinions about violence against children and the related global priorities.



# Moving Forward

## Highlights of *Toward a Safe World for Children: Five-Year Strategic Plan 2016-2021*



Our Strategic Plan is guided by the following intent:

To become a global voice with and for children, to highlight the issues children care about, and to mobilize effectively to address threats to their lives, safety and well-being.

In all of our work, ChildFund Alliance seeks to harness the strengths of the children and young people we serve by working with them to influence change.



### **STRATEGIC PRIORITY ONE:** GLOBAL ADVOCACY AND CHILD-FRIENDLY ACCOUNTABILITY

Advance Sustainable Development Goal (SDG) 16.2 and related targets through global, regional and national advocacy and engagement

#### **Global Advocacy**

For the one billion children who experience violence and exploitation, implementation of SDG target 16.2 and its related targets is critical. ChildFund Alliance will work to ensure that these global aspirations are translated into concrete, concerted and definitive actions where our members are active.





**Overarching objective:** To have a functioning and strong child protection system to support the successful implementation of SDG target 16.2 and related targets, and ensure that children are protected from all forms of violence and exploitation.

In order to meet this objective, a series of concrete actions will be required. ChildFund has defined a series of “Advocacy Asks” that represent the minimum necessary to prevent and respond to violence against children:

- **Ensure a targeted budget and sufficient allocation of resources** to prevent and respond to violence against children.
- **Review and effectively implement legal frameworks** to protect children from all forms of violence and exploitation.
- **Put in place transparent data collection systems, and listen to the voices of children** — particularly in the monitoring and evaluation efforts related to SDG target 16.2 and related targets.
- **Endorse and implement the INSPIRE package of seven strategies<sup>3</sup>** advanced by the World Health Organization (WHO) and other partners:
 

<ul style="list-style-type: none"> <li>i. Implementation and enforcement of laws</li> <li>ii. Norms and values</li> <li>iii. Safe environments</li> <li>iv. Parent and caregiver support</li> </ul>	<ul style="list-style-type: none"> <li>v. Income and economic strengthening</li> <li>vi. Response and support services</li> <li>vii. Education and life skills</li> </ul>
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- **Implement a regional approach to address transnational threats** of violence against children.
- **Put the protection of children at the center of climate change adaptation, disaster risk reduction and peacebuilding strategies.**
- **Prioritize key child protection in emergencies (CPiE) interventions in all humanitarian response.**

<sup>3</sup> INSPIRE identifies a select group of strategies that have shown success in reducing violence against children.

While the situation in each country will be unique, these changes represent the minimum necessary to enable a successful implementation of the SDG targets related to violence against children.

ChildFund Alliance will therefore:

- **strengthen advocacy capacity** across the Alliance;
- **strengthen existing relationships** with Member States/governments, relevant regional bodies, such as European Union Institutions, UN entities, coalitions and other stakeholders, and establish new ones based on strategic value; and
- **strengthen internal and external communications** to ensure that the Alliance advocates and speaks with one voice.



## Global Partnership to End Violence Against Children: A New Opportunity

The world's governments have set ambitious targets to end violence by 2030, in order to deliver the vision of a world where all children grow up free from violence and exploitation. The newly formed Global Partnership to End Violence Against Children offers an opportunity for governments, international organizations, civil society, faith-based organizations, the private sector and the philanthropic arena to work together to deliver on SDG target 16.2 through three primary channels:

- Build political will to make violence prevention a priority.
- Support “Pathfinder” countries<sup>4</sup> to accelerate action to prevent and respond to violence.

- Help countries work together to tackle violence against children.

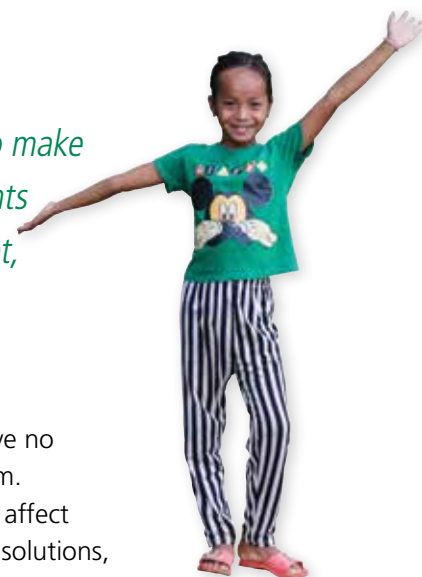
ChildFund Alliance is actively supporting the new Global Partnership by:

- seconding a staff person to serve on the leadership team (until December 2016);
- providing leadership in the forum of civil society organizations committed to shaping the governance and activities of the Global Partnership;
- working across the Alliance network to support the Global Partnership in building a movement and call to action to end violence against children; and
- teaming up Alliance program countries with Global Partnership liaisons in selected Pathfinder countries.

<sup>4</sup> Pathfinder countries will be those whose leaders are prepared to step up for children and who are committed to accelerating efforts to make children safe. <https://sustainabledevelopment.un.org/partnership/?p=9061>

## Child-Friendly Accountability

*"Child-Friendly Accountability, in its most simple form, is the ability to make certain that those charged with protecting and fulfilling children's rights actually do what they are supposed to do and if they do not or cannot, that children and their representatives have some recourse."<sup>5</sup>*



In most countries, children — who represent 30% of the global population — have no voice, no platform, and are not meaningfully engaged in decisions that affect them. ChildFund believes that not only should children be given a voice in decisions that affect them, but that they should also be able to participate in identifying problems and solutions, and to seek recourse if their rights are violated.

This approach will, during the first phase, engage children and young people through schools and youth associations. The initiative will focus on monitoring and accountability of child protection systems, as opposed to monitoring individual incidents of violence.

Our program objectives on Child-Friendly Accountability are:

- To help children access age-appropriate data and information and contribute to monitoring child protection systems.
- To support children in holding their governments and local authorities accountable to their commitments in SDG Target 16.2.
- To advocate for international, national and local systems and policies focused on eliminating violence against children, including mechanisms to monitor and respond to cases of violence against children.



END ABUSE,  
EXPLOITATION,  
TRAFFICKING AND  
ALL FORMS OF  
VIOLENCE AGAINST  
AND TORTURE  
OF CHILDREN

If successful, this initiative will contribute to reducing children's vulnerability to violence and strengthen their role in the wider effort to end violence against children.

<sup>5</sup> UNICEF, *Accountability for Children's Rights with Special Attention to Social Accountability and Its Potential to Achieve Results and Equity for Children* (March 2015).  
[www.unicef.org/policyanalysis/rights/files/Accountability-for-Childrens-Rights-UNICEF.pdf](http://www.unicef.org/policyanalysis/rights/files/Accountability-for-Childrens-Rights-UNICEF.pdf)



## STRATEGIC PRIORITY TWO:

### Improve our capacity for Child Protection in Emergencies and Disaster Risk Reduction

Over the last several decades, the world has experienced a marked increase in humanitarian crises and complex emergencies, with conflicts and natural disasters exacerbated by climate change and urbanization. An estimated 230 million children live in countries and areas affected by armed conflict. According to UNHCR, at the end of 2015, one in every 113 humans was either a refugee, internally displaced or seeking asylum. The world's failure to prepare for natural disasters will have severe consequences as climate change fuels a huge increase in catastrophic droughts and floods and the humanitarian crises that follows.

ALLIANCE  
MADE PROGRESS  
IN EMERGENCY  
RESPONSE

2013-  
2015

### Child Protection in Emergencies

In times of crisis, children face an increased risk of all forms of violence and exploitation, including family separation, trafficking, recruitment in armed forces, and physical and sexual abuse. Child protection in emergencies (CPiE) involves specific activities by the child protection sector, humanitarian agencies and others supporting local capacities.

From 2016 to 2021, ChildFund Alliance will:

- prioritize key CPiE interventions in all humanitarian response; and
- improve Alliance-wide response for large-scale emergencies.

### CPiE: Emergency Response

Members of ChildFund Alliance have made progress in emergency response to large-scale disasters from 2013 to 2015, including Typhoon Haiyan in the Philippines, Ebola in West Africa and the Nepal earthquake. In 2015 and 2016, in response to the Syrian crisis, several Alliance members supported partners, providing emotional and psychosocial support for children and families on the move in Europe.

These experiences have incrementally increased the competency, confidence and profile of the Alliance on CPiE. The Alliance

has a strategic opportunity to further widen and strengthen this proven expertise by accompanying children and communities before, during and after disasters strike through:

- child- and youth-led development;
- disaster risk reduction activities;
- child- and youth-focused preparedness;
- emergency response targeting children; and
- return to community development during the reconstruction phase.







“Child protection in emergencies is defined as the prevention of and response to abuse, neglect, exploitation, and violence against children in times of emergency caused by natural or manmade disasters, conflicts or other crises.”

### Disaster Risk Reduction

A disaster can change a child's life in a matter of minutes and wipe away the positive impacts that took development programs years to achieve. Disasters are often portrayed as acts of nature or a natural order. In fact, the major factors influencing disaster risks are human and social vulnerability matched with the capacity to respond. Disaster risk reduction (DRR), to reduce vulnerability and strengthen resilience at all levels, is a critical strategic challenge as well as an opportunity for international humanitarian and development organizations.

The Alliance, through our 2013-2016 member-led initiative, has made progress in building DRR capabilities and increasing our profile in the global setting. ChildFund Alliance will adapt this concept into a Youth-Led DRR Community-based Framework. Children will participate fully, and youth will provide leadership to minimize the impact of disasters at the community level by:

- building on successful youth-led DRR models; and
- mainstreaming DRR into regular programming and community development.



### STRATEGIC PRIORITY THREE:

#### Strengthen Membership Engagement and Growth

To build on our lifesaving work for children, ChildFund Alliance is committed to strengthening our members and growing our membership. Potential benefits include:

- Greater alignment and scale to bring strategic focus and increased investments for children.
- Stronger global influence by growing the number and diversity of organizations advocating for children. This strengthens our profile and has the potential to shift the policy environment.
- Efficient use of resources to streamline critical capabilities (for example communications, evaluation, partnership development) and reduce duplication.
- Improved collaboration and knowledge sharing to facilitate new partnerships and share best practices, including globally agreed international standards.

We invite child development organizations that are interested in exploring this possibility to contact our Secretary General.





## Photo Credits & Captions

### Cover page

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Elina, 9, Elizabeth, 9 and Mwelwa, 11 play games outside in Chibombo, Zambia.

### Page 2

© Unknown

Ajenthini (right), 10, and her sister live in Sri Lanka. "I love going to school and I like studying," says Ajenthini.

### Page 3

© Khun Pisey

Sreynath, 11, takes care of a chick outside her home in Cambodia. She is in eighth grade, and lives with her brother, sister and parents.

### Page 4

© Jake Lyell

A young boy enjoys a meal of nshima, a dish made with maize flour and water, in Chibombo, Zambia.

### Page 5

© Sagita Adesywi 2014

10<sup>th</sup> Aceh Tsunami Commemoration - Youth reading Disaster Risk Reduction brochure.

### Page 7

© Bonifacio Dalig

Richelle Ann, 10, of the Philippines, thinks that education is important because it will help her take care of her parents.

### Page 8

© ChildFund Cambodia/Khun Pisey

Niron, 10, is in the third grade at his school in Cambodia. He loves going to school to "have many friends and learn more knowledge to become a powerful person, like a prime minister."

### Page 9

© ChildFund Cambodia/Khun Pisey

Sina, 10, is in third grade and lives in Cambodia. She likes to read, and wants to be a teacher when she grows up.

### Page 10

© Caroline Tibesigwa

Joan, 11, jumps rope with her friends in Uganda. Her favorite thing about school is working with her teachers.

### Page 11

© Jake Lyell


Alan, 12, is in the sixth grade at a ChildFund-supported school. He is a sponsored child who lives in the Mukuru slums of Nairobi, Kenya.

### Page 12

© ChildFund Cambodia/Khun Pisey

Sina, 10, hugs her little sister outside their home in Cambodia.



**free**  from violence and exploitation

"Many who live with violence day in and day out assume that it is an intrinsic part of the human condition. But this is not so. Violence can be prevented. Governments, communities and individuals can make a difference..."

**wrote the late Nelson Mandela.**

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