

toward a **SAFE**
WORLD for children

Five-Year Strategic Plan 2016-2021



© ChildFund Alliance
September 2016

ChildFund Alliance
545 Fifth Avenue, Suite 1205
New York, NY 10017

+1.212.697.0859
info@childfundalliance.org
childfundalliance.org

Design: Green Communication Design inc.

Contents

- 02** From the Chair
- 03** From the Secretary General
- 04** Strategic Plan at a Glance
- 05** Taking Stock
 - 05** Key Accomplishments 2012-2015
 - 06** Lessons Learned
- 07** Our Vision, Mission and Core Values
- 09** Toward a Safe World for Children:
Five-Year Strategic Plan 2016-2021
 - 10 Strategic Priority One:**
Global Advocacy and Child-Friendly Accountability
 - 19 Strategic Priority Two:**
Child Protection in Emergencies and
Disaster Risk Reduction
 - 24 Strategic Priority Three:**
Strengthen Membership Engagement and Growth
- 26** Glossary





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.¹

“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.²

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



“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

¹ Overseas Development Institute report commissioned by ChildFund Alliance, *The Cost and Economic Impact of Violence Against Children* (2014). http://bit.ly/CFA_ODI_rpt

² World Health Organization, *World report on violence and health* (2002). http://www.who.int/violence_injury_prevention/violence/world_report/en/

US\$144
million/year



GLOBAL COSTS
OF ASSOCIATING
CHILDREN WITH
ARMED FORCES
OR GROUPS



US\$7
trillion/year

ECONOMIC IMPACT
OF VIOLENCE
AGAINST CHILDREN



Strategic Plan at a Glance

Vision

A world in which children realize their rights and achieve their potential.

Mission

ChildFund Alliance is an effective global network of child-centered development organizations working in the poorest countries around the world to create opportunities for disadvantaged children.

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 One: Global Advocacy and Child-Friendly Accountability

- › Advance Sustainable Development Goal target 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 Two: 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 Three: Strengthen Membership Engagement and Growth

- › Recruit at least three new members in the next five years.





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 SDG target 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 nongovernmental 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.





Lessons Learned

Our **Free from violence and exploitation** campaign not only contributed to making child protection a global priority within the SDGs, it also served to:

1

CREATE A STRONGER
CHILDFUND ALLIANCE

2

ENHANCE CAPACITY
ACROSS OUR
MEMBERSHIP

3

INCREASE OUR
VISIBILITY WITH
INSTITUTIONAL
DONORS AND
GOVERNMENTS

4

BOLSTER OUR WORK IN
COLLABORATION WITH THE LARGEST
CHILD- FOCUSED AGENCIES

5

IMPROVE OUR ACCESS TO
GOVERNMENTS, INTER-GOVERNMENTAL
ORGANIZATIONS, ACADEMIA AND THE
DONOR COMMUNITY

Mindful of the wisdom of the late Nelson Mandela, we must start now, act wisely and work together to create a safer world for our children.

This is a challenge that ChildFund Alliance is well positioned to meet.

Our **Vision, Mission** and **Core Values**

Vision

A world in which children realize their rights and achieve their potential.³

Mission

ChildFund Alliance is an effective global network of child-centered development organizations working in the poorest countries around the world to create opportunities for disadvantaged children. The mission of each ChildFund Alliance member is to create long-term, sustainable, community-based solutions to development problems affecting children and their families.

In joining together the great strengths of our member organizations, ChildFund Alliance combines and expands the reach and scope of our members to meet the needs of children living in poverty.

ChildFund Alliance members implement sustainable child-focused, community-based development programs in areas where children are impacted by war, natural disasters, poverty and global health issues such as HIV and AIDS.

While each member organization retains its own distinct national identity and governance by national boards, collectively ChildFund Alliance is a voice for children and an instrument for maintaining worldwide standards of performance, efficiency and accountability.



³ ChildFund Alliance plans to revise its vision and mission in 2016.

Core Values



- **Compassion and respect for all children and cultures**
We strive towards a world where all children, regardless of religion, race or gender have the opportunity for a safe, healthy and happy childhood.
- **Commitment to delivering the highest quality standards of integrity and accountability**
We are committed to delivering the highest industry standards for the use of funds. We are financially accountable for all money we receive and use it only for the purpose for which it was raised.
- **Collaboration and knowledge-sharing**
We commit to working in partnership with our members, sharing knowledge and best practices in order to effectively reach the most children.
- **Advocacy for child rights and the interests of all children**
We are committed to promoting and campaigning for the rights and interests of all the world's children.
- **Optimism**
We are devoted to our effort to provide children with hope and determination for a better life and a positive future.
- **Connecting people**
We see sponsorship as a means to provide for the development of children — enlarging their world, extending their self-worth and expanding their opportunities.



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.

ChildFund Alliance will:

- advocate for the prevention of violence against children within the new Sustainable Development Goals while engaging children and youth in this process;
- build on our technical capacity to mitigate the harmful impact of disasters (drawing on the capacities of children and youth); and
- expand our expertise in emergency response, with a focus on child protection.

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. This is exemplified in the opening quote from *Transforming Our World: The 2030 Agenda for Sustainable Development*:

Children and young women and men are critical agents of change and will find in the new Goals a platform to channel their infinite capacities for activism into the creation of a better world.





STRATEGIC PRIORITY ONE:

Global Advocacy and Child-Friendly Accountability

Global Advocacy

Contextual Analysis

Violence against children is a global problem that cuts across borders, class, culture, ethnicity, gender, race and socioeconomic status. The consequences and effects of violence against children extend from individuals and families to communities, societies and governments.

While the world has made progress in preventing and responding to violence against children, major challenges remain.

Every **\$1.00**
spent to eliminate
severe physical
punishment would
yield a **BENEFIT**
of **US\$11.00**

Violence against children slows economic growth, erodes social capital and depletes human potential. As such, investing in the protection of children from violence delivers good value for money. Every dollar spent in the elimination of severe physical punishment of children would yield a benefit of U.S. \$11.00.⁴

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

Our Vision for Advocacy

Where do we want to be in the future? In 2021, governments will have made a commitment and taken concrete steps to realize SDG target 16.2 and its related targets to end all forms of violence against children. To achieve this vision, ChildFund Alliance will develop our competencies and profile to be a leader in preventing and responding to violence against children.

⁴ <http://www.copenhagenconsensus.com/post-2015-consensus/conflictandviolence>

Our Strategy: Advocacy Asks

How are we going to get there? *Under the 2030 Agenda for Sustainable Development*, advocacy at the global level will need to be accompanied by stronger advocacy at regional, national and local levels to ensure that violence-related targets are effectively implemented through decisive actions.

To successfully implement SDG target 16.2 and its related targets, a series of concrete advocacy asks will be required. ChildFund Alliance's Secretariat, in consultation with members and external experts, has defined these in the following way.

Overarching objective: 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, ChildFund Alliance calls on governments to:



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

- 1. have strong and functioning child protection systems;**
- 2. ensure a targeted budget and sufficient allocation of resources** to prevent and respond to violence against children;
- 3. review and effectively implement legal frameworks to protect children** from all forms of violence and exploitation;
- 4. 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;
- 5. endorse and implement the INSPIRE package of seven strategies⁵** advanced by the World Health Organization (WHO) and other partners:

i. Implementation and enforcement of laws	v. Income and economic strengthening
ii. Norms and values	vi. Response and support services
iii. Safe environments	vii. Education and life skills
iv. Parent and caregiver support	
- 6. implement a regional approach to address transnational threats** of violence against children (e.g., online sexual exploitation, violence against migrant children or children on the move);
- 7. put the protection of children at the center of climate change adaptation, disaster risk reduction and peacebuilding strategies;** and
- 8. prioritize key Child Protection in Emergencies interventions in all humanitarian response.**

⁵ INSPIRE identifies a select group of strategies that have shown success in reducing violence against children.



CHILDFUND
ALLIANCE HAS
11 MEMBER
ORGANIZATIONS



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. The Secretariat will work with ChildFund Alliance members and their offices on an *ad hoc* basis to customize these Advocacy Asks to national and local contexts.

To facilitate these actions in the countries where ChildFund Alliance is present, the Secretariat will continue its global representation efforts. Members' engagement with national governments, parliaments and local authorities will also be crucial to ensure political will and funding to implement the new programs.

Advocacy Objectives

From 2016 to 2021, ChildFund Alliance's advocacy initiatives will have the following objectives.

1. Strengthen advocacy capacity across the Alliance: ChildFund Alliance will further enhance our advocacy capacity⁶ through:

- support from the Secretariat in the implementation of advocacy activities;
- development of a solid knowledge base on advocacy asks; and
- coordination of innovative research on violence against children.

In order to strengthen the evidence base for effective advocacy, the Secretariat and members will work together to collect and systematize evidence from members' programs.

2. 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. ChildFund Alliance will leverage relationships with stakeholders to advocate for the successful implementation of the SDG targets related to violence against children through the Secretariat's efforts in global representation at the United Nations and global coalitions, as well as through members' engagement at the regional, national and local levels, and through the European Union Liaison Office in Brussels,⁷ with the support of the Secretariat.

3. Strengthen internal and external communications: The Secretariat, in consultation with members, will enhance the campaign and corporate websites, as well as develop and implement robust social media, and external and internal communications plans to ensure that the Alliance advocates and speaks with one voice.

⁶ Support may include: assistance in identifying advocacy entry points, links between advocacy and fundraising, and relevant coalitions at the national level; the creation of a platform for intra-Alliance dialogue and sharing of information on advocacy and relevant campaign issues; the production of advocacy updates, research reports and, toolkits; and support in documenting and gathering evidence for advocacy.

⁷ The European Union Liaison Office (EULO) is a member-led initiative of eight ChildFund Alliance members set up in close coordination with the ChildFund Alliance Secretariat. It was established in Brussels in September 2014 to strengthen the relationship and cooperation with EU institutions and other Brussels-based stakeholders.

- 4. Conduct a global call to action** and mobilization in 2020 to commemorate the fifth anniversary of the SDGs: The Secretariat and members will jointly devise a call to action, and will implement an initiative of global reach to engage and mobilize the general public in commemoration of the fifth anniversary of the SDGs.

Key Performance Indicators for Advocacy

- 1.** Strengthen advocacy capacity across the Alliance.
 - 50% of members utilize advocacy support from the Secretariat; 80% indicate they have a thorough understanding of the Advocacy Asks.
 - From July 2016 to June 2021, the Secretariat produces at least three pieces of research on the issue of violence against children.
 - From July 2016 to June 2021, the Secretariat produces at least three evidence-based reports to support advocacy.
 - Relevant program evidence is compiled from 30% of the areas where ChildFund is working to serve as the basis for effective joint advocacy.
- 2.** 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.
 - 50% of member organizations, including through country offices, conduct outreach to Member States, relevant regional bodies, UN entities, coalitions and others via methods such as meetings, lobby letters and joint advocacy efforts.
 - Up to 10 priority Member States are identified based on strategic value and targeted in advocacy related to implementation of SDG target 16.2.
 - ChildFund Alliance provides strategic leadership to the Global Partnership to End Violence against Children.



3. Strengthen internal and external communications.

- A new website, merging the current www.childfundalliance.org and www.freefromviolence.org sites, is launched in time for Universal Children's Day 20 November 2016.
- Internal and external communications are strengthened, with close collaboration between the Secretariat and ChildFund Alliance members.

4. Conduct a global call to action and mobilization in 2020 to commemorate the fifth anniversary of the SDGs.

- Planning for the global call to action begins in February 2018 with the establishment of a 2020 call to action planning committee.



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" countries⁸ to accelerate action to prevent and respond to violence.

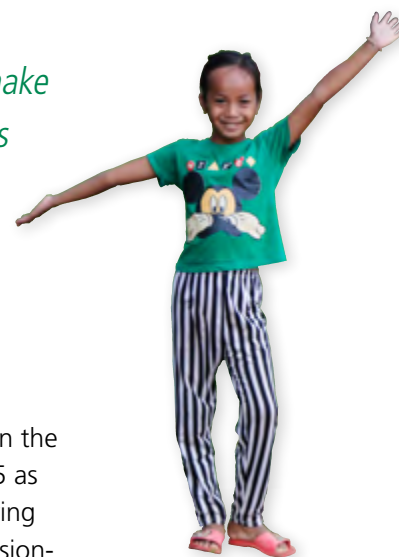
- Help countries work together to tackle violence against children.

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.

⁸ 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, 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.”⁹



Child-Friendly Accountability

Contextual Analysis

In 2015, around 30% of the global population was under 18, rising to nearly 50% in the least developed countries. Globally, there are nearly twice as many children under 15 as there are adults over 60. Despite the fact that they constitute a significant and growing percentage of the global population, the meaningful involvement of children in decision-making forums remains limited. This is especially true in regard to policy decisions related to violence against children, although these decisions have a profound impact on their current and future well-being.

Governments are responsible for ensuring children’s right to survival and development and for their protection from violence. Children must be able to hold them accountable to their commitments and contribute to finding constructive ways to solve problems. However, in most countries, children do not have access to accountability mechanisms. They have no voice, no platform and are not meaningfully engaged in decisions that affect them. In the framework of SDG target 16.2, ChildFund aims to build a child-friendly mechanism through which children will be able to hold decision-makers accountable to their goal to eradicate all forms of violence against children.

What is 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.⁹

ChildFund believes that this is not only about giving children a voice; it also requires that children are able to participate in identifying problems and solutions, and to seek recourse if their rights are violated. In addition, accountability requires an informed dialogue between children and decision-makers about issues and processes, commitments, expectations and tangible outcomes. It is most powerful for children when they are able to see the direct and tangible results of their action. Ultimately, accountability must occur at local, national and international levels.

30%

GLOBAL
POPULATION
UNDER 18

⁹ UNICEF, *Accountability for Children’s Rights with Special Attention to Social Accountability and Its Potential to Achieve Results and Equity for Children* (March 2015).
<http://www.unicef.org/policyanalysis/rights/files/Accountability-for-Childrens-Rights-UNICEF.pdf>





Setting the Stage for Change

Several major international agreements were finalized in 2015, each with immense implications for children's lives. The Sendai Framework for Disaster Risk Reduction, the Addis Ababa Action Agenda, the 2030 Agenda for Sustainable Development and the Paris Agreement were globally adopted. All of these agreements highlight children's right to participation and stress the practical benefit of actions that have been designed with input from children.

ChildFund Alliance was active in the process that led up to these agreements and made substantive contributions along the way, including implementing the following activities:

- Coordinated the publication of the child-friendly version of the Sendai Framework for Disaster Risk Reduction.¹⁰
- Produced two publications based on consultations with over 16,000 children in 50 countries on the SDGs:
 - The Free Charters: Children's priorities -post 2015 development agenda¹¹
 - Children speak about being free from violence and exploitation¹²
- Launched Children's Voices for the Global Goals, a data visualization site to provide an in-depth report of these findings.¹³
- Issued a report in advance of the Addis Ababa meeting, entitled "*Money Matters: Investing in protecting children from violence.*"¹⁴

¹⁰ <http://childfundalliance.org/docs/SFDRR.pdf>

¹¹ https://issuu.com/childfund/docs/free_charters._final_report

¹² <http://freefromviolence.org/images/zdocs/CFA-FGDs-Report-full.pdf>

¹³ <http://voices.freefromviolence.org/#Free-Charters-1>

¹⁴ http://bit.ly/CFA_MoneyMatters

Our Vision for Child-Friendly Accountability

Where do we want to be? In 2021, children will have access to a sustainable and meaningful accountability mechanism that holds governments accountable to their obligations under the SDG target 16.2 on violence against children and related targets.¹⁵

Our Strategy for Child-Friendly Accountability

The central goal of Child-Friendly Accountability is to *work with children in selected countries to hold governments and local leaders accountable to their obligation to end all violence against children, as per target 16.2 of the SDGs.*

This approach will, in the first phase, engage children and young people through schools and youth associations.¹⁶ The initiative will focus on monitoring and accountability of child protection systems, as opposed to monitoring individual incidents of violence. The components will be:

- access to information and child protection actors and mechanisms;
- reporting needs and experiences;
- participating in identifying problems and solutions;
- access to recourse and accountability.

Objectives for Child-Friendly Accountability

1. Access to information and monitoring.

ChildFund Alliance will help children access age-appropriate data and information and contribute to monitoring child protection systems.

2. Reporting.

We will support children in holding their governments and local authorities accountable to their commitments in SDG target 16.2.

3. Advocacy and Social Mobilization.

We will advocate for international, national and local systems and policies focused on eliminating violence against children, including mechanisms to monitor (quantitatively and qualitatively) and respond to cases of violence against children.



¹⁵ See page 5 for a description of the targets.

¹⁶ With time, the project will expand to other settings, such as institutions, judicial settings, community and health systems.

To fulfill the Key Performance Indicators for Child-Friendly Accountability, a number of preparatory actions are required.

- A Child-Friendly Accountability Task Force, with representatives from ChildFund Alliance members, is established.
- Based on a thorough literature review, risk assessment and consultations with national ChildFund Alliance members, a Child-Friendly Accountability methodology is developed to enable monitoring of SDG target 16.2, including standard child-friendly information, training material, an Information and Communications Technology (ICT) platform as appropriate, and a Code of Conduct.
- The methodology is validated by a panel of experts and pilot tested on a small scale.
- Based on the final methodology, a monitoring framework is established with common cross-program process and strategic indicators.
- A number of ChildFund national programs agree to pilot the child-friendly accountability methodology.
- ChildFund national programs with participating children have developed national action plans toward implementing the methodology in their contexts.
- ChildFund national programs have secured the funding and human resources to support the roll-out of the child-friendly methodology.
- Local schools, parent/teacher associations, youth and local authorities are engaged.



- All relevant ChildFund Alliance staff have been trained in the methodology, child protection and a child-rights approach to working on violence against children.
- ChildFund national programs, in collaboration with children and youth, have developed context-appropriate, child-friendly material regarding the SDGs, child rights, violence against children, national child protection laws and procedures (as relevant) and the child-friendly accountability methodology.
- Reporting is established through national processes to the Committee on the Rights of the Child¹⁷ and the High-level Political Forum,¹⁸ with feedback to participating country teams and children.

¹⁷ The Committee on the Rights of the Child is the body of 18 Independent experts that monitors implementation of the Convention on the Rights of the Child.

¹⁸ The High-level Political Forum on Sustainable Development is the United Nations central platform for the follow-up and review of the 2030 Agenda for Sustainable Development and the SDGs.



STRATEGIC PRIORITY TWO:

Child Protection in Emergencies and Disaster Risk Reduction

Contextual Context

Child Protection in Emergencies (CPiE)

Children are among the most vulnerable in an emergency, whether a war or a natural disaster. When lives are uprooted, the systems working to keep children safe — in their homes, schools and communities — may be undermined or damaged. Children have specific protection needs that may not be met by other humanitarian sectors.

Over the last decade, armed conflict has claimed the lives of over two million children,¹⁹ while another six million have been left injured or disabled for life and one million were made orphans.²⁰ In disasters, death rates for children are typically significantly higher than for adults.²¹



INJURED OR
DISABLED FOR
LIFE FROM
ARMED CONFLICT

In times of crisis, boys and girls face increased risk of all forms of violence and exploitation. They may be separated from their families, trafficked, recruited or used by armed forces and groups, come into contact with the justice system and/or face economic exploitation and physical or sexual abuse.²² Thousands of children are killed or injured every year by explosive weapons and landmines.²³ In the longer term, children's survival and development are jeopardized as their societies' ability to invest in their future is weakened.²⁴

Strengthening child protection systems is one of the most cost-effective ways to build resilience and promote sustainable development.²⁵ Experience shows that when children are protected in an effective and holistic manner, other humanitarian efforts are more successful.²⁶

And yet child protection in emergencies (CPiE) remains misunderstood, underfunded and consistently deprioritized.²⁷ Although international organizations have successfully professionalized their humanitarian actions with the common objectives of saving lives, alleviating human suffering and maintaining human dignity, only a few are focusing on child protection interventions in emergencies.

¹⁹ UNESCO, *Children victims of war and disasters* (2016). <http://www.unesco.org/new/en/social-and-human-sciences/themes/fight-against-discrimination/education-of-children-in-need/children-victims-of-war-and-natural-disasters/>

²⁰ Ibid.

²¹ UNICEF Evaluation Office, *Evaluation of UNICEF Programmes to Protect Children in Emergencies: Synthesis Report*.

²² Child Protection Working Group, *Minimum Standards for Child Protection in Humanitarian Action* (2012).

²³ UN Mine Action Service, *Annual Report 2013*.

²⁴ David Steven (2014) *If Not Now, When? Ending Violence against the World's Children*. New York: New York University Center on International Cooperation.

²⁵ Ibid.

²⁶ Theresa S. Betancourt, "The Intergenerational Effect of War," *JAMA Psychiatry*. Published online January 7, 2015. <http://archpsyc.jamanetwork.com/article.aspx?articleid=2088153>

²⁷ See *Too Important to Fail, addressing the humanitarian financing gap, High-Level Panel on Humanitarian Financing Report to the Secretary-General*, January 2016.





“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. It involves specific activities by child protection actors, whether national or community-based, and/or by humanitarian staff and others supporting local capacities.”

Severe Impact of Disasters

A disaster can change a child's life in a matter of minutes, and wipe away positive impacts that took development programs years to achieve. The frequency and severity of disasters are predicted to increase, along with the number of people, especially children, affected. Many factors are contributing to these trends, including climate change, urbanization, civil wars, poor governance and political inequality, chronic poverty and weak preparedness capacity.

The major factors influencing disaster risks are human and social vulnerability, matched with the overall capacity to respond. Poverty is therefore a major factor increasing disaster risk, by increasing vulnerability to disasters and reducing coping capacities. It is only by addressing these two issues together that we can make the difference between a community trapped in a grinding poverty cycle, and one with secure lives and livelihoods.

Agencies without capabilities to engage in **DISASTERS** face significant strategic, operational and reputational **RISKS**.

Disasters in Developing Countries

Ninety-seven percent of people killed by natural disasters live in developing countries. While many countries have taken measures to reduce their vulnerability to natural and human-made disasters, disasters significantly disrupt or impede development efforts. Agencies without capabilities to engage in disasters face significant strategic, operational and reputational risks. And these risks can affect their credibility, relevance and ability to achieve the goals of their development work.

Progress in Disaster Risk Reduction

It is estimated that for every dollar invested in DRR, between two and four dollars are returned in terms of avoided or reduced disaster impacts.²⁸

ChildFund Alliance, through a member-led Disaster Risk Management (DRM) initiative in 2013-2016, has made progress in building capabilities and increasing our profile in international settings. Still, there is opportunity to widen participation and effectively use built capabilities in DRR.

²⁸ DFID, *Reducing the Risk of Disasters – Helping to Achieve Sustainable Poverty Reduction in a Vulnerable World: A DFID policy paper* (2006).

Progress in Child Protection in Emergencies

ChildFund Alliance's global advocacy campaign and its profile in the area of violence against children have made steady progress. This paves the way for a focus on CPIE and further strengthening of the collective capabilities of members to address protection of the physical, psychological and emotional health of children during and after disasters.

The Alliance has a strategic opportunity to widen and strengthen collective actions in humanitarian disasters with a focus on child protection, which will optimize our impact and provide opportunities for Alliance members to better collaborate, establish a strong presence with their stakeholders and possibly grow their funding base. The Alliance as a whole needs to be more responsive in large-scale emergencies, especially conflict-related crises, so that it can be seen as a true leader in CPIE, not only on advocacy issues but also operationally. The emergency response for large-scale emergencies would be strengthened by having a more effective coordination mechanism.

ChildFund's Track Record

ChildFund has a long, proud record of building community resilience and responding to humanitarian disasters, but is seen today as a minor player. Our comparative advantage would be in accompanying children and communities before, during and after disasters strike; working with children and youth in development and DRR activities, preparedness and emergency response focused on children; and then returning to child- and youth-led development.

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;
- return to community development during the reconstruction phase.



ChildFund has a long, proud record of **BUILDING** community **RESILIENCE** and responding to humanitarian disasters.

Our Vision for Reducing Disaster Risk and Protecting Children

By 2021, children and youth vulnerability to disaster risks will be decreased and their protection ensured in large- and small-scale emergencies. To achieve this vision, ChildFund Alliance will develop our competencies and profile to be a leader in Youth-Led Disaster Risk Reduction and an expert in Child Protection in Emergencies.

From 2016 to 2021, ChildFund Alliance's CPiE and DRR initiative will have the following objectives:

1. Improve Child Protection in Emergencies interventions

Child Fund Alliance members and their partners will develop their local capacity in emergency response with a focus on preparedness and response to key child protection risks. Members' innovations will be analyzed to identify key success factors and design select models for replication. If needed, additional research will be undertaken to design new innovative interventions. ChildFund Alliance will continue to advocate that key Child Protection in Emergency interventions are prioritized in all humanitarian responses. This will contribute toward an improved global positioning of the Alliance, increased visibility in emergency response and potential access to greater funding sources.

2. Develop guidance on child protection for ChildFund Alliance members

The Secretariat will develop a child protection code of conduct, policy and procedures to be used by members in all programming. The guidance will adhere to best practices developed by Keeping Children Safe, a global network working to keep the world's most vulnerable children safe from abuse and exploitation.²⁹

3. Improve Alliance-wide response for large-scale emergencies

No single member can develop the required capabilities nor mobilize the financial and technical resources necessary to launch an effective humanitarian response to large and medium scale emergencies. Collective action among Alliance members is a critical step for the future. An Alliance wide system will be developed during this phase while the lead agency model will be improved. The Alliance will explore strategic partnerships with expert agencies operational in disaster response in order to significantly enhance the Alliance's collective disaster response capacity.

4. Mainstream DRR into regular programming and community development

ChildFund Alliance members will incorporate DRR strategies into their development processes or develop stand-alone programs to reduce the impact of disasters and climate change on vulnerable children and families through community development. Building on the experience of the last strategic cycle, members will have access to existing training modules (as developed by the DRM group) and will be able to receive the support of a DRR specialist placed in the Alliance Secretariat.³⁰ Implementation of DRR programs will be gradual, as members' strategic planning processes are developed.

²⁹ <http://www.keepingchildrensafe.org.uk/>

³⁰ The DRR specialist will be hired in 2017.



5. Build on successful Youth-Led DRR models

ChildFund Alliance members will collectively identify successful youth-led DRR models and build on the existing members' successes. Members' innovations will be analyzed in order to highlight key success factors and design a few models for replication. If needed, further research will be undertaken to design new models. Operational members, and their in-country partners, will then commit to developing greater capacity on youth-led DRR with the support of the DRR specialist placed in the Alliance Secretariat.

6. Increase capacity of the ChildFund Alliance Secretariat and member organizations' institutional fundraising and donor relations.

Key Performance Indicators for Child Protection in Emergencies and Disaster Risk Reduction

- 1.** When large-scale emergencies occur in countries where ChildFund is present, the Alliance responds with CPIE interventions.
- 2.** In 50% of countries where ChildFund is present, meaningful DRR measures are included in community-level development plans.
- 3.** In 25% of countries where ChildFund is present, youth are recognized as key actors in vulnerability and capacity assessments and in the implementation of community-level DRR activities.
- 4.** The decision on whether or not to respond to sudden-onset large-scale disasters in non-presence countries is made within 72 hours of the event.
- 5.** ChildFund Alliance remains the head of the Advocacy Task Force of the Alliance for Child Protection in Humanitarian Action, and leads the publication of three key reports on the importance of child protection interventions at the onset of an emergency response.



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. We plan to expand programming in the global south and continue to develop our capacities in areas such as emergency response. There are a number of potential benefits to membership growth for Alliance members:

- *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.

Objectives

Over the next five years, the Alliance will recruit at least three new members based on concrete partnership opportunities at the field level. Potential members will be cultivated through engagement and collaboration on existing initiatives, such as child protection in emergencies or advocacy. The Alliance will use the International Accountability Charter as a guide to accepting new members.

Key Performance Indicators

ChildFund Alliance has three new members.

How the Strategic Plan Was Formulated

The three strategic priorities were presented to and endorsed by the CEO Forum at its meeting in Auckland, New Zealand, in May 2015. They were ratified by the CEO Forum at its meeting in Seoul, Korea, in November 2015.

Between November 2015 and May 2016, the Secretariat formulated and implemented an outreach plan to ensure that members – including their national and regional offices – played a role in the formulation of the Alliance strategy, have a sense of ownership of this strategy and actively contribute towards its implementation.

The main objective of this process was for the Alliance strategy and the Secretariat's outputs to better serve the needs of members and to support their work. To this purpose, the following activities were conducted:

- bilateral consultations with members' CEOs and staff;

- an online survey for members, including their national and regional offices;
- key informant interviews with Alliance staff and external experts in advocacy, child protection, child participation, etc.;
- a two-day working session with the Alliance Program Committee (APC), Communications and Marketing Committee (CMC) and the Disaster Risk Management (DRM) working group, held in New York in April 2016.

Feedback was collected through these mechanisms and incorporated into this strategic plan.

The working draft was presented to the CEO Forum and approved by the Alliance Board of Directors at their meeting in Paris, France, in May 2016.

Operational plans for each strategic priority will be developed.



Glossary

Advocacy. A series of planned and strategic actions to influence the formulation and implementation of public policies, at the local, national, regional or global levels.

Advocacy Asks. Benchmark guidelines that represent the minimum necessary to prevent and respond to violence against children.

ChildFund Alliance Committees.

Alliance Program Committee (APC)

Communications and Marketing Committee (CMC)

Disaster Risk Management (DRM) Working Group

Child-Friendly Accountability. 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.

Child Participation. All activities conducive to the realization of children's right to have their opinions taken into account in the decision-making processes that affect their lives, according to their level of maturity.

Child Protection. Measures and structures to prevent and respond to abuse, neglect exploitation and violence against children.³¹

Child Protection in Emergencies (CPiE). Preventing and responding to abuse, neglect, exploitation and violence against children in times of emergency caused by natural or manmade disasters, conflicts or other crises.

Committee on the Rights of the Child. The group of 18 independent experts who monitor implementation of the Convention on the Rights of the Child.

Convention on the Rights of the Child. Multilateral human rights treaty that promotes the rights of all children worldwide. Adopted by the United Nations General Assembly on November 20, 1989.

Department for International Development (DFID). Leads the United Kingdom's work to "end extreme poverty, building a safer, healthier, more prosperous world for all..."

Disaster Risk Management (DRM). Efforts to prevent or lessen the effects of disasters.

Disaster Risk Reduction (DRR). Work that seeks to diminish damage caused by natural hazards such as earthquakes, floods, droughts and cyclones, through an ethic of prevention.

³¹ This is the definition used by Save the Children.

Emergencies. Situations where lives, physical and mental well-being, or development opportunities for children are threatened as a result of armed conflict, disaster or the breakdown of social or legal order.

Global Partnership to End Violence against Children. Partnership formed in September 2015 for governments, international organizations, civil society, faith-based organizations, the private sector and the philanthropic arena to deliver on SDG target 16.2. Partners include ChildFund Alliance, Plan International, Save the Children, SOS Children's Villages International, the Special Representative of the Secretary-General on Violence against Children, UNICEF, the World Health Organization and World Vision International.

High-level Political Forum on Sustainable Development. The United Nations central platform for the follow-up and review of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals.

Humanitarian response. The aid and action designed to save lives, alleviate suffering and maintain and protect human dignity during and in the aftermath of man-made crises and natural disasters, as well as to prevent and strengthen preparedness for the occurrence of such situations. (Adapted from: Good Humanitarian Donorship.)

Key Performance Indicators (KPIs). Measures that focus on both process and performance, for evaluating advocacy achievements.

Overseas Development Institute (ODI). The United Kingdom's leading independent think tank on international development and humanitarian issues. ODI was commissioned by ChildFund Alliance to produce a report on "The Cost and Economic Impact of Violence Against Children" (September 2014).

Presence countries. Nations where ChildFund Alliance is working through a member organization office or an affiliated national or country office.

Sustainable Development Goals (SDGs). Universal goals that seek to eliminate key development challenges in the world. They appear in *Transforming Our World: The 2030 Agenda for Sustainable Development*, adopted unanimously by the United Nations in September 2015 after a multi-year process of consultation and negotiation. SDG target 16.2 and its related targets focus on eliminating violence against children.

United Nations Office for Disaster Risk Reduction. The office that coordinates disaster reduction activity within the United Nations system and with regional organizations.

Photo captions & credits

Cover page

© Jake Lyell

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

10th Aceh Tsunami Commemoration - Youth reading Disaster Risk Reduction brochure.

Page 6

© unknown

Children in Nicaragua present their "free charters," outlining their priorities for the post-2015 development agenda.

Page 7

© Boas Opedun for ChildFund International
Children play during recess at a ChildFund-supported school in the Mukuru slums of Nairobi, Kenya.

Page 8

© unknown

Young women in Mali write down their priorities for the post-2015 development agenda.

Page 10

© Bonifacio Dalig

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

Page 13

© Laurie Lipscomb

A baby rests on her mother's back at a home-based early childhood development center in Guachipilin, Guatemala.

Page 14

© 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 15

© 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 16

© Christine Ennulat

Mavis, 29, was married and had her first child at age 13. She now has five children; two are sponsored, and all participate in ChildFund's programs.

Page 17

© Christian Children's Fund of Canada
Yacouba, 10, of Burkina Faso, is in the fourth grade, and loves to play soccer. Yacouba has never had to miss school to help his family, who work as subsistence farmers.

Page 18

© unknown

Girls in Vietnam present their priorities for the post-2015 development agenda.

Page 20

© 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 21

© Tibesigwa Caroline

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

Page 23

© ChildFund Sri Lanka

Samanthi, 6, plays with her four-year-old brother Malin at a Child-Centered Space in Puttalam, Sri Lanka.

Page 24

© Sagita Adesywi

Girl reading Disaster Risk Reduction brochure at 10th Aceh Tsunami Commemoration.

Page 25

© ChildFund India Staff

Anju, 12, learns how to ride a bicycle on the streets of her village in India. She likes to play tag, and her favorite food is rice with vegetables.



free ^B 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.

ChildFund Alliance
545 Fifth Avenue, Suite 1205
New York, NY 10017

+1.212.697.0859
info@childfundalliance.org
childfundalliance.org

