

Transforming to become an international networked expert organisation

Scaling up our programming to reach more children

Expanding Fast Aid to rapidly meet urgent needs



There are currently 160 million children around the world living with the direct effects of armed conflict. And these children face unprecedented threats to their safety and wellbeing.

The spread of the coronavirus pandemic continues to pose a challenge to fragile healthcare systems worldwide - impacting upon the health and prospects of an entire generation of children. Millions of conflict-affected children are still growing up in fear and trauma.

This means we have to intensify and adapt our operations in response to both urgent and ongoing needs. We have already adapted vital programming for remote delivery and addressed urgent needs through Fast Aid (Fast Aid is War Child's Humanitarian Emergency Readiness and Response work). We also intensified cooperation with both global NGOs and local organisations to respond rapidly to emerging challenges - wherever action was needed.

The challenges brought about by the coronavirus pandemic are expected to continue in 2021. The drive to become an agile organisation - with international reach and relevance - is now more important than ever.



Our ambition is that ever-increasing numbers of children and youth will have access to evidence-based programming - incorporating vital child protection, education and psychosocial support - and enjoy improved psychosocial wellbeing.

To meet the complex and varying needs of millions of children affected by violence and armed conflict we will take action to scale up our programmes through partner organisations and innovate our approach and practices. All of this will see War Child take significant steps in pursuit of our ambition to become an international networked expert organisation.

The world remains too willing to accept the suffering of children, families and communities living in the midst of conflict as a fact of life. War Child will respond with urgency and support children in all its communications and actions. **Because no child should be part of war. Ever.**



South Sudan

ENHANCING OUR IMPACT

- Adapting our Care System and Theory of Change
- Advancing our Core Interventions
- Strengthening quality and relevance against global standards

The coronavirus pandemic is deepening the risks that children and youth - already living in crisis and adversity - face on a daily basis. Measures to curb the spread of the virus are serving to limit access to education and mental health services - imperilling the future prospects of an entire generation.

The needs of the children and youth we work with are **complex and changing**. This is why we will undertake a rapid review of our programming to ensure our efforts remain relevant to children's needs and result in maximum impact. The first quarter of the year will see a revised **Theory of Change** and adaptations to our **Care System** approach to ensure our work remains effective.

These efforts will contribute towards ensuring that millions of children access quality interventions that serve to bring about improved psychosocial wellbeing. The quality and relevance of these interventions will continue to be backed by strong **evidence**.

Our **Research and Development** team will further develop this evidence base over the course of the year - with the ambition that three elements of the Care System are endorsed and/or used by an international organization in the humanitarian sector.

Our suite of **Core Interventions** will also be advanced during 2021 - including our **Family Intervention** in support of vulnerable families exposed to violence and armed conflict. This will be implemented in field conditions during the last quarter of the year. Results of effectiveness studies of **Can't Wait to Learn**, **EASE** and the **Caregiver Support Intervention** will also be published.

The quality and relevance of our programme implementation will be strengthened further through renewed efforts to incorporate the essential standards endorsed by the **Core Humanitarian Standard (CHS) Alliance**. Action will be taken to ensure that our response is always appropriate and relevant; effective and timely; and based on communication, participation and feedback. Increased emphasis will also be given to monitoring, evaluation, accountability and iterative learning.

SCALING UP

- Developing a Scaling Strategy to reach greater numbers of children
- Expanding Can't Wait to Learn and TeamUp worldwide
- Advocating for increased global action on mental health

No child has ever started a war. Yet some 160 million children continue to live in the midst of armed conflict - their situation made further uncertain by the spread of the coronavirus pandemic. War Child alone will never reach all these children directly through our own actions - which is why we will give priority to scaling up our activities through partner organisations.

Significant effort will be undertaken in 2021 to both strengthen and expand our **global network** of individuals, partner organisations and governments to bring quality programming to scale wherever urgent needs arise. We will develop a **Scaling Strategy** during the first six months of the year - taking into account both capacity and specific humanitarian contexts to see more children take part in relevant programmes.

Expansion of our two flagship **international programmes** will also be accelerated over the course of the year. Can't Wait to Learn - the EdTech programme driven **by War Child and partners** - has put quality education in the hands of more than 20,000 children since its inception. A comprehensive scaling strategy, informed by lessons learned and informed funding projections, will be strengthened through research funded by the **Knowledge and Innovation Exchange (KIX)** initiative. The realisation of the strategy will start by testing some fresh ideas about business models to generate revenue and by **firming up partnerships for scaling**. Continued expansion fuelled by the development of increasingly agile software is dependent on additional restricted funding

TeamUp - the coalition programme in support of refugee children worldwide - will roll out in Sweden, Italy, Greece, Rwanda, Ethiopia, Somalia/Somaliland, Burundi and Nigeria. A scaling strategy is now in place with the ambition to see 92,000 children taking part in sessions in 15 countries over the course of 2021 - and one million children by 2025 through new organisations joining the TeamUp coalition.

Our revised **Advocacy** ambition will aim to further the acceptance of our **Care System** approach and support the scaling of our programmes through mobilising partners in programme countries. We will focus on incorporating mental health and psychosocial support as a **core element of humanitarian assistance** - and build national and **regional coalitions** in support of this strategy.

Our **Communications** will contribute towards our scaling ambitions through continued efforts to co-brand, promote and popularise our evidence-based interventions in cooperation with partner organisations - with a focus on innovative and effective solutions to enduring problems.

DELIVERING EFFECTIVE PROGRAMMES TO MEET URGENT NEEDS

- Forging new partnerships and opportunities in the Middle East
- Empowering communities and youth in Africa
- Putting Fast Aid into practice worldwide

In situations of conflict and humanitarian crisis children's lives are torn apart - and that is when they need our support most. The COVID-19 pandemic brought about a shift in our programme delivery - moving to reach greater numbers of children more quickly through Fast Aid.

Fast Aid has been designed to transform War Child's capability to be an agile, effective and relevant humanitarian agency - and will continue to be incorporated into our programming over the course of 2021. A small team will work with country offices to promote the adoption of Fast Aid methodologies into their programming - with particular focus on **South Sudan** and the **occupied Palestinian territory** to start with. A start-up fund allowing for rapid response will also be established. We will also roll out various context-specific tools to improve emergency readiness and humanitarian response initiatives across various countries.

In **Sri Lanka**, where War Child has been present since 2010, we will transition our programmes to national partners - ensuring children will continue to benefit from our interventions. We hope that our local partners in Sri Lanka will in time become part of War Child's global networked organisation.

In the **Middle East** we will look to enter into new fundraising and partnership opportunities across the region - to ensure the sustainability of our operations. In Lebanon, amid an ongoing economic crisis and other challenges, we will continue to pro-actively adapt and address children and youth needs, particularly in distance and digital learning.

In the **occupied Palestinian territory** we will continue to work to integrate psychosocial support into school lessons and further develop the Community-Driven Child Protection intervention. In **Jordan** we will expand youth-led programming and extend the reach of **Can't Wait to Learn** through forging partnerships in the informal education sector.

2021 will mark the tenth anniversary of the **Syria crisis** - a grim milestone attesting to the intractable and highly complex nature of a conflict that has triggered displacement and inflicted human suffering at an unimaginable scale. War Child will continue to support vulnerable children and their families in hard-to-reach areas where humanitarian and protection needs are on the rise, further exacerbated by the impact of COVID-19.

Across **Africa** we will address enduring humanitarian challenges and adapt our operations to cope with increasing regional instability. We will actively monitor the situation across the continent and explore options to apply our evidence-based methodologies whenever children are affected by violent conflict. In **Burundi** we will reinforce our community-based approach and implement new youth empowerment and gender-based projects. In **DR Congo** the protracted conflicts in the east is a humanitarian priority. We will work to expand our operations in this region - strengthening the work of local partners and pursuing new funding opportunities.

In **South Sudan** we will consolidate our leadership role in local child protection clusters and work to diversify our funding base - ensuring children and youth can access sustainable support. In **Uganda** we will deliver quality psychosocial support interventions to children in refugee and host communities. We will also scale our **Can't Wait to Learn** approach, enabling growing numbers of children and youth to learn using tablets.

In **Colombia** we will prioritise three cohorts of youth - Venezuelan migrants, youth affected by urban violence and children associated with armed groups.



RENEWING OUR ORGANISATION

- Building our global shared platform
- Intensifying inclusion across all levels of our organisation
- Reducing carbon emissions and increasing sustainability

It is our ambition to reach more of the 160 million children living daily with the effects of violence and armed conflict with rapid, quality support. For that we need an international network where all War Child entities work effectively together as well as with other organisations, agencies and governments. We need a network that can adapt effectively to changing circumstances and varying needs - one that is inclusive, flexible and allows for creativity, innovation and sharing.

In 2021 we will design a new structure to support our ambition to become an **international networked expert organisation**. The network will consist of War Child country offices and member countries - The Netherlands, Germany and Sweden - supported by a jointly owned **global shared platform**, responsible for delivering shared programme and operational services. This new structure will allow for inclusive decision-making, based on knowledge about local contexts, and have short lines of accountability. The implementation phase for this new structure is scheduled to launch in May 2021.

Increased calls for justice across lines of **race and gender** demand that we develop new policies and practices to instil inclusion across all levels of our organisation. Our **GOOD team** will lead open dialogues on **systemic racism and discrimination** to develop new and revised policies. Increased focus on our **Internal Communications** will also contribute towards positive changes to our culture. 'Real time' translation services will increase staff engagement with global meetings and communications initiatives.

New measures to more fully integrate inclusion within our **human resources and recruitment** procedures will also be developed over the course of the year. These measures will be finalised with the publication of a 'Global People Strategy' during the second quarter of the year.

The year will also see us work to strengthen our framework of **environmental policies** - and take tangible steps to reduce our carbon emissions and calculate our annual carbon footprint. We will also investigate opportunities to establish a carbon offsetting partnership.



Lebanon

SAFEGUARDING OUR FINANCIAL FUTURE

- Planned income to increase to €50.2 million
- Expanding our funding base from institutional donors
- Increasing investment in fundraising across Europe

The continuing COVID-19 pandemic means that the responsibility to use our funds as efficiently and effectively as possible has never been greater. Measures to combat the spread of the pandemic have required rapid shifts in our programme delivery - with significant financial consequences.

Our emergency responses to the both **pandemic** and the **Beirut explosions** in 2020 put significant demands on our unrestricted funds and financial reserves. In this difficult context we still managed to increase our income - and have worked hard to increase year-on-year expenditure on our programmes.

Our total **planned income** in 2021 is €50.2 million - more than a quarter of which will come from private donors. This figure represents a year-on-year increase of five per cent - attributable in part to expected record levels of structural funding from institutional donors.

To ensure the **continued growth and sustainability** of our operations we will put in place a new target for funding from institutional donors for 2021. Our new income target for restricted funding over the year as a whole is €37 million - representing a three per cent increase on the figure first calculated in our organisation strategy.

We sadly anticipate continued **restrictions on fundraising events** during the year - which is why we will make a strategic investment to boost our marketing and fundraising activities. Our offices in the Netherlands, Sweden and Germany will work together to expand our unrestricted funding base and attract 3,000 new 'Friends' in 2021 - towards a goal of 100,000 structural donors by 2025.

These efforts will ensure that we can - as far as possible - maintain a reasonable balance between **restricted and unrestricted funding**. This balance will allow us to continue to fund emergency humanitarian responses through our Fast Aid methodology and allocate funding towards innovation and future investment.

War Child knows that even if we can get the child out of the war, it takes daily acts of heroism to take the war out of the child. With this Annual Plan we hope to make these acts possible. We have a dream that every child lives in peace - free from fear and trauma.

We believe that no child should be part of war. Ever. And we are bold enough to believe dreams can come true.

Uganda



WAR

child

ANNUAL PLAN 2021