

A group of children in a community setting, with one child in the foreground using a megaphone. The child is wearing a colorful patterned dress. Other children are visible in the background, some wearing red and blue clothing. The background shows a corrugated metal wall.

WAR

child

DRIVING CHANGE

**TO REACH MORE CHILDREN WITH
EVIDENCE-BASED SUPPORT**

ANNUAL PLAN 2022

**The birth of the Global
Shared Platform**

**Scaling up our evidence-
based interventions**

**Enhancing quality
as we scale**

At the time of writing, 200 million children are living in active war zones - the highest number in over a decade. On top of that, a record 50 million children are on the move due to conflict and climate-related disaster...

As we follow the developments and crises where we work, War Child has never been more convinced that we need new ways of working; faster ways of growing if we have any hope of making a difference in the lives of the children and caregivers we serve.

The COVID-19 pandemic is relentless - not only presenting fresh dangers to conflict-affected children worldwide but also throwing a gigantic spanner in the works of the humanitarian sector as a whole.

Despite this unprecedented context, we have been able to implement projects in countries affected by war and conflict around the world. We have built solid evidence for our interventions and raised vital funds for our work. We have also forged major global partnerships with humanitarian and development organisations - all with the aim to reach many more children with relevant, quality support.

COVID-19 may have turned our world upside down - with significant consequences for our finances - but with the right decisions at the right time, and continued teamwork, we can accelerate our mission.

Challenging times also present opportunities to become more focused. That's why we have chosen to drive a number of our core interventions forward and develop 'wrap around' services to support them.

In 2022, we will make important strides to share more of our methods with other organisations - to be implemented in many more countries than where War Child alone is present. To facilitate and enhance the development, implementation and sharing of these methods, our organisational structure will change significantly. This will involve closer collaboration with the extended War Child family as part of a global shared platform. We will develop a new governance structure for this platform so that it is more representative and incorporates all perspectives from different countries - supporting our ambition to become a fully inclusive organisation where everyone feels at home.

Together, all of the above will ensure that we remain relevant both now and in the future while growing into a financially sustainable networked expert organisation that doesn't just think but knows our methods work for the children we seek to help.

If we've learnt anything in the past year, it's that the world won't wait for us. How we communicate this urgency; and get others on board is the next big challenge.

Because no child should be part of war. Ever.





SCALING UP

- Implementing a Scaling Ambition to reach more children
- Expanding our “priority interventions” worldwide
- Strengthening the War Child brand

War Child reaches many thousands of children and youth every year - yet nearly 200 million children are living directly with the effects of violence and armed conflict. That’s why we are scaling up our activities - working with and through partners in new and innovative ways.

After months of preparation, the year will see us roll out our new **Scaling Ambition** - all with the aim to support more children with our methods. Renewed effort will be undertaken to both strengthen and expand our global network of individuals, partner organisations and institutions to bring quality programming to scale for the children who need it most.

2022 will see us focus our scaling plans on the expansion of several priority interventions. **Can’t Wait to Learn** - the flagship EdTech programme delivered by War Child and partners - has reached some 43,869 children with remote learning opportunities to date. This year, our challenge is to make the final steps to scale - or get across the ‘messy middle’ as we like to call it. In order to succeed, we will put all our efforts into the adoption of the programme by Ministries of Education, UN agencies and iNGOs. Research will strengthen our credibility, with everything from entry and exit assessments to an external study with The Knowledge and Innovation Exchange (KIX) in Uganda in the pipeline.

TeamUp - the coalition programme in support of refugee and conflict-affected children worldwide - will spread its wings and fly, with plans to scale up or explore opportunities in 21 countries across 4 continents through a wide range of partners. The introduction of new and improved data management systems will serve as an important learning hub where reports, dashboards, research findings and more will be stored in an easy-to-use format. 2022 will also see us set up a pool of regional ‘master trainers’ capable of delivering the TeamUp sessions in multiple contexts around the globe.

Be There - our dedicated caregiver support intervention - will also be brought to scale, having just undergone an extensive re-branding.

How we share our story with the world as we grow will actually mean the difference between success and failure. Staff will be trained and facilitated to find the golden nuggets; the super stories within their work and present them to our **Communications** team in a format they can work with.

The move to a shared way of working in the global platform signals a **new phase in our brand architecture** - one that will increase awareness of the War Child brand globally. We will continue to develop a recognisable family of co-brands for the methods we scale, combining the strengths of the War Child brand with that of partners.

Our renewed **Advocacy** ambition will seek to mobilise support from a large coalition of partners and stakeholders on the importance of the psychosocial wellbeing of children and youth. A global advocacy working group will be established to coordinate advocacy across the various country offices. The working group will propose, plan and implement projects that directly contribute to our global ambition to mainstream mental health and psychosocial support (MHPSS) in international emergency response settings.





ENSURING A MEANINGFUL IMPACT

- Strengthening quality and relevance through data
- Operationalising our revised Theory of Change
- Cultivating evidence for our Core Interventions

It is our ambition to meet urgent and evolving needs, yet resources remain scarce. How are we meant to assure quality in all of this? Through the embedding of robust monitoring and assessment tools in our programmes as well as the development of a comprehensive research agenda, our aim is to make a tangible difference in the lives of conflict-affected children.

How we monitor and assess the effectiveness of our programmes will be led by efforts to ensure children and youth are involved in shaping the services they participate in. A new **Feedback and Complaints Response Mechanism** - a two-way communications system specifically designed to gather and respond to feedback from project participants and community members - will steer this process.

Before we even begin that process, we need to ensure that our programmes are relevant to children's ever-changing realities. The first quarter of the year will see us operationalise our revised **Theory of Change** and associated **Care System** to ensure our work remains effective.

These efforts will be supported by the scale up of two quality assurance tools: **WeAct**; a tool to assess the competencies of frontline humanitarian workers and the **Community Case Detection Tool**; a tool that helps community members identify children in need of mental health support and refer them to available services.

All these interventions will be backed by hard evidence - with a push by our **Research and Development** team to see them further endorsed by global agencies over the course of the year.

Our suite of **Core Interventions** will also be advanced during 2022 - complemented by a new and improved research agenda. By the close of the year, seven interventions will have undergone at least one full-scale evaluation study - including **Seeds**, our community-based child protection innovation.

The quality and relevance of our programme delivery will be strengthened further through increased efforts to incorporate the essentials standards laid out by the **Core Humanitarian Standard (CHS) Alliance**. Our **Global Monitoring Framework** will be revised so that we can better monitor trends and measure project outcomes. Increased emphasis will also be given to strengthening our **gender-responsive programming** as well as building a **learning culture** - both internally and in our collaboration with partners.



MEETING URGENT AND EMERGING NEEDS IN OUR PROGRAMMES

- Putting youth first in the Middle East
- Forging new partnerships and fueling localisation in Africa
- Mainstreaming Fast Aid

If there's one thing we've learnt from our work on the ground, it's that youth hold the key to their own future. Yet, the compounding effects of war and COVID-19 are leaving young people more vulnerable than ever. War Child is working to turn this around by prioritising the participation of this age group (14-24) in our activities.

Across the **Middle East**, school closures, economic recession and flare-ups in violence are preventing young people from playing an active role in their society. The year will see us increase our focus on the adolescent and youth-age group through integrated education, psychosocial support and child protection programming.

In **Syria**, the right to participation; access to opportunities and increased freedom of choice will steer the content of our projects - with an aim to protect children and young people from increased exposure to child labour, domestic violence and recruitment by armed groups.

2022 will be a difficult year for **Lebanon** - with the compounding effects of the COVID-19 pandemic, Beirut explosions and political and economic crisis leaving the country on the brink of collapse. War Child will work directly with youth and youth-led organisations to address these challenges and identify needs and gaps from their perspective. The activation of youth committees will compliment these efforts, involving safe identification and referral mechanisms so that children can access vital protection and mental health services.

In the **occupied Palestinian territory**, we will continue to develop our community-based child protection approach while scaling our MHPSS Detection Tool, **TeamUp** and other priority psychosocial support interventions through key partners. In **Jordan**, the launch of a communications '**Brand Boost**' will help us build on the successes of our integrated programming. Specifically, we will focus on expanding our presence in host community settings where the economic impact of COVID-19 is being felt most readily.

In **Colombia**, we will explore intentions to expand to Latin America. Horizontal scaling and practice-driven innovation will lead the way as well as the introduction of a new youth empowerment programme - co-created with youth themselves - which sets out to address the high-rates of violence in urban settings.

In **Africa**, we will address enduring humanitarian access challenges and seek out new partnerships to ensure we can weather multiple storms at once. In **DR Congo**, we will continue to respond to the urgent needs of children and youth by forging new relationships with medium and long-term institutional donors and intensifying collaboration with local NGOs and community-based actors. In **Burundi**, creativity will be pivotal. Amidst enduring EU sanctions and economic recession, we will work with and through trusted local partners to scale up our education programme.

In **Uganda**, education will also take the lead - specifically catch-up and distance learning initiatives to support the 15 million children affected by school closures. **Can't Wait to Learn** - including our adapted 'At Home' version complete with COVID-19 preventative measures - will be uniquely positioned for this purpose. In **South Sudan**, we will promote the adoption of our evidence-based methods by deepening our broad base of institutional and iNGO partners - including our involvement in UNICEF's 5 country pilot of the MHPSS Minimum Service Package.

Following the closure of our **Sri Lanka** office in July 2021, War Child will accelerate the handover of its programmes to local partners. This new way of working supports our ambition to influence policy through local civil society and overcome sector-wide challenges - in particular a difficult funding environment.

Across all our programmes, we will mainstream our **Fast Aid** framework ensuring that an agile, effective and rapid response to crisis becomes ingrained in our DNA.





MOVING WITH THE TIMES

- Becoming a truly networked organisation
- Building a culture of belonging
- Prioritising staff care and wellbeing

We began life as a handful of volunteers working in a borrowed loft. We quickly became a network of organisations working independently to support children in war. Now, we will become a de-centralised alliance - supported by a jointly owned global shared platform. This way - and only this way - can we have any hope of reaching the 200 million children living directly with conflict.

In 2022 we will put months of preparation into practice. The network will consist of the wider War Child family, country offices and member countries supported by a **global shared platform**, responsible for delivering shared programmes and operational services. This will allow for inclusive decision-making and short lines of accountability while putting our programme countries firmly in the lead.

With the organisation undergoing such an extensive change process, as well as a tough financial period, it's absolutely vital that we preserve our culture. Our **Governance and Organisational Development** team will dedicate themselves to this across the course of the year, having asked all teams to include three activities in their annual plans that help build a 'culture of belonging' and bring our four organisational values - Impact, Creativity, Inspiration and Integrity - to life.

The new structure will also signal a legal split-off whereby **War Child Holland** - currently home to our head office - will transfer its key decision-making powers to the shared entity. In addition, **War Child UK** will be brought more closely into the fold.

This alliance has many positive outcomes including a combined effort to renew and roll out some of our most important policies including our **Child Safeguarding Policy**.

Given the increasingly pressurised environment in which we work, we will also invest more time in staff wellbeing - including efforts to alleviate work stress and promote self-care during our weekly global Zoom gathering - otherwise known as the 'TamTam'. On the **Human Resources** side of things, we will continue to support recruitment processes that prioritise diversity and inclusion and support the development of multilocational teams.

War Child recognises that its activities can contribute to climate change, while climate change is increasing the grounds for conflict - hence putting more children and youth at risk. Therefore, we will **offset our CO2 emissions** in 2022 and work to further reduce our operational emissions - with a focus on transport, purchase of hardware and use of electricity - in the years to come.



READYING OUR FINANCES FOR FUTURE GROWTH

- Planned income to total €45 million
- Optimising our operating model
- Intensifying investment in fundraising around the globe

Any organisation that's looking to scale needs a robust financial basis. Due to an effective cost control program that started in 2021, we are able to present a balanced budget for 2022.

Our emergency response to the **COVID-19 pandemic**, for the second year running, put significant demands on our unrestricted funds and financial reserves. Following a period of heightened spending, we expect to restore these reserves to the necessary level in the year to come.

As the global outlook remains uncertain and opportunities to secure short-term funding in several of our programme countries is declining, we have estimated our income conservatively. Therefore, we plan to raise a total of **€45 million** in 2022.

The operating model of the organisation will also undergo significant improvements, seeing us align our European and regional support structures to our scaling ambition and needs of the country offices. This will stimulate greater efficiency across our operations - freeing up vital funds and capacity towards **innovation and future investment**.

To further fuel the growth and sustainability of our operations, we will invest more in our campaigning work and door-to-door fundraising and expand our unrestricted funding base. Our offices in the Netherlands, Sweden, Germany and beyond will support this push, working hard to secure a total of **92,500 'Friends'** by the close of the year - towards a goal of 100,000 structural donors by 2025.

Altogether, these efforts will ensure that we can **restore the balance** between restricted and unrestricted funding (30 and 70 per cent respectively) and ultimately fulfil our scaling ambitions.

Truth is, there are many more children in need than War Child alone can support. We know that we can't do this on our own. Our deep desire is to share our passion, knowledge and actions. And to do this right we need each other.

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



South Sudan

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