

ANNUAL PLAN 2018

SUMMARY



War Child works exclusively to improve the lives of children affected by armed conflict. We support children in fourteen countries through wide-ranging programmes that combine psychosocial support, protection and education for maximum impact. Our ultimate goal is to improve the psychosocial wellbeing of children affected by conflict.

The work of War Child is of vital importance. Some two hundred and fifty million children and adolescents live in countries affected by armed conflict. The fundamental rights of children to be protected, educated and live free from fear and trauma are repeatedly violated in countries where violence is a daily event.

This is the context in which we work - and the challenges we face are growing in complexity. The nature of armed conflict is evolving - particularly in urban population centres - and the number of children exposed to the effects of war and violence continues to increase.



Photo: Robert Haverlag

NETWORKED EXPERT ORGANISATION

War Child has embarked on a long-term strategic direction - as outlined in our Global Strategy 2020 - towards becoming a **Networked Expert Organisation**. This process will see us collaborate with organisations across the world to ensure that our work has maximum impact.

Research and Development will be a key driver of this process - wherein we will develop a number of robust, evidence-backed interventions. These interventions will be piloted and implemented directly in our programme countries - and more widely shared via a network of partner organisations through a process of certification.

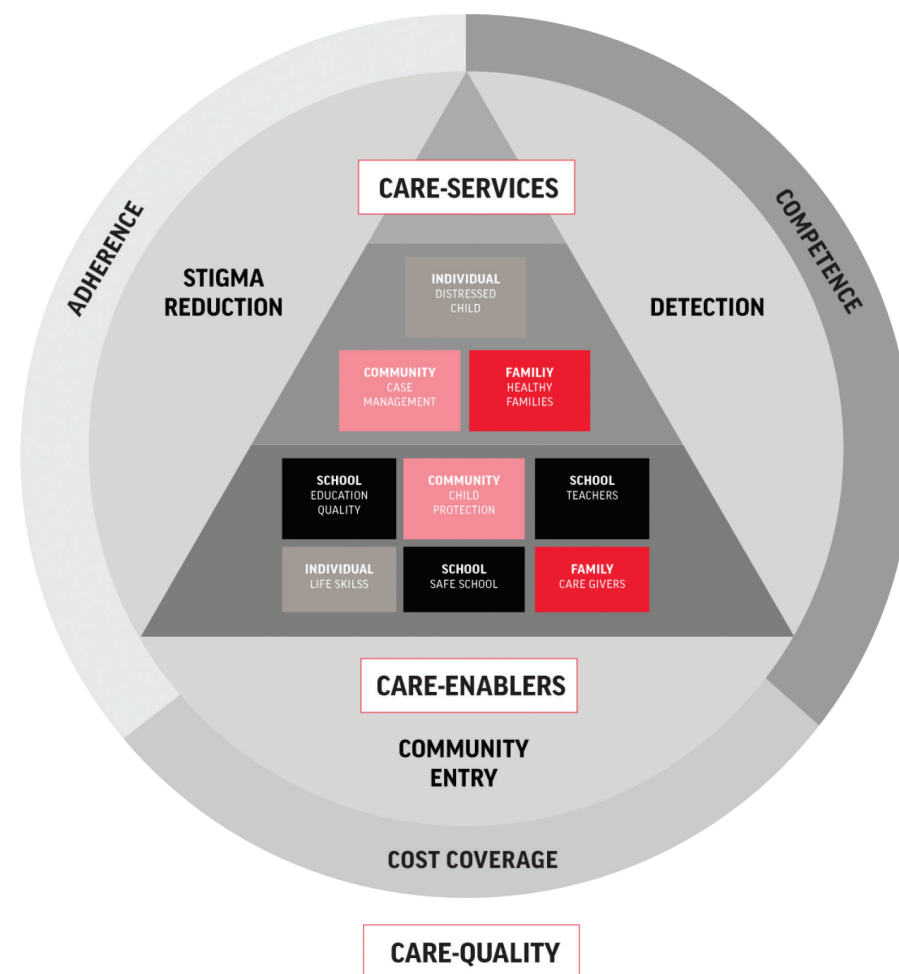
These interventions will together comprise a **War Child Care System** which will cross all levels of a child's life. All interventions will be integrated for enhanced effect and implemented in close collaboration with our country programme teams.

2018 will see us take important steps towards realising these ambitions - and move to ensure that our impact across all our areas of operation is felt more widely than ever before.

CARE SYSTEM 2018

Our integrated Care System will be further developed and pilot tested over the course of 2018. The War Child Care System is made up of nine **'Core Interventions'** incorporating psychosocial support, protection and education across differing levels of intensity.

This model allows for an integrated approach that ensures the various interventions are interconnected and mutually reinforce one another - ensuring maximum impact. The Care System also embraces a multi-level



approach which sees interventions range in intensity according to the needs of children and their communities.

2018 will see the further development of the interventions within the Care System. Four interventions will go into the pilot test phase over the course of the year and seven intervention protocols and tools will be completed. Two interventions - the Caregiver Support Intervention and Can't Wait To Learn - will be evaluated over the course of 2018.

PROGRAMME IMPLEMENTATION 2018

To ensure the continued effectiveness of our in-country programmes, 2018 will see finalisation of a Programme Implementation Model (PIM) across the entire organisation. This process will see the development of best practice models for programme delivery based on input from stakeholders across the entire organisation.

The PIM development process is just one part of our ongoing efforts to bring increased expertise and capacity to our country operations. In 2018 we will continue our work to establish Regional Hubs in our wider areas of operation. These hubs will lead to efficiency savings and increased cross-border collaboration.

This process of cross-border collaboration will primarily focus on our Middle East and Africa country operations over the course of 2018. In Colombia we will roll out a pilot project to address the effects of Urban Violence among children and youth. We will look to strengthen our efforts in Africa through our membership of the Dutch Relief Alliance.



Our flagship projects will also grow in 2018. TeamUp - the joint project from War Child, Save the Children and UNICEF Nederland to support refugee children living in the Netherlands - will expand to 32 locations. In addition, the international roll-out of the project will begin in Uganda. Can't Wait To Learn - our global programme to provide conflict-affected children with quality education - will also expand into new territories over the course of the year.

LEARNING ORGANISATION 2018

Our journey towards becoming a Networked Expert Organisation will be completed in 2020. Our staff will play a significant role in this process - and we need to develop their skills and competencies if we are to reach our goal. To that end, further steps will be taken during 2018 to ensure that War Child becomes a true **Learning Organisation**.

A Learning Organisation is the term given to an organisation that facilitates the learning of its members and continuously transforms itself. This process will intensify over the course of 2018 with the launch of the **War Child Academy** - an online learning platform for members of staff across the entire organisation and those from partner organisations we work with.

The year will also see our series of **War Child Masterclass** events continue. Our first Masterclass event saw Professor Sir Graham Thornicroft deliver a talk on reducing stigmatisation in low- and middle-income countries. The event was live-streamed to a global audience.

These developments serve as proof of our strategic ambition to share and participate in knowledge networks worldwide.

WAR CHILD GLOBAL 2018

The level of collaboration between War Child Holland and War Child UK will deepen over the course of 2018. The year will see the two organisations enter into a 'Lead Agency' cooperation agreement.

The agreement will see War Child Holland and War Child UK work in close partnership while continuing to maintain separate country portfolios. The two organisations will work together to fund and report back on each other's country programmes and research activities.

2018 will also see working groups from both organisations develop a joint global monitoring framework and a shared advocacy agenda. Common approaches to child safeguarding, partnerships and communications content management will also be explored.

NEW DONOR MARKETS 2018

War Child continually looks at ways it can increase its fundraising activities - both on a private and institutional basis - in order to fulfil our mission in support of conflict-affected children. And 2018 will be no different.

We will provide additional investment to our affiliate organisation War Child Sweden to ensure it can continue to expand its profile and fundraising activities. At the same time, we will continue to look at expanding our efforts in three markets currently under investigation - Norway, Belgium and Germany.

Our Programmes, Partnerships and Grants department will continue to strengthen its networks in support of our strategy of becoming a Networked Expert Organisation. This process will see increased management focus given towards expanding our portfolio of multiple donors.

