Every child has the right to a safe and secure childhood, but for many these rights are denied. Born into extreme poverty and violence, they have no-one to protect them. ChildHope believes that no child should face these challenges alone.

We believe every child has potential and that there is hope in even the most desperate situation. There are strengths within children, their families, friendships and communities. Policies and systems can be changed, to protect children and enable them to thrive.

Every child is different and each will find a unique path towards a better future. By strengthening the net of support around the child we aim to ensure that no child makes this journey alone.
This strategy summarises ChildHope’s aspirations and plans for the next five years to 2020. It builds on our learnings of the past 25 years and assesses how ChildHope is best positioned to contribute to positive change for the future.

Central to our work is the belief that the situation for children facing injustice and abuse doesn’t have to be hopeless.

- We have developed a successful model that draws on local expertise and is dedicated to changing children’s lives for the better.
- We work with partner organisations who are entrepreneurs and innovators, activists and facilitators who understand the context of the children’s lives.
- Together, we build initiatives that prioritise the protection, participation and education of children, allowing them to become stronger, more confident citizens.
- Our model is based on listening, learning and supporting the growth of expertise – of partner organisations and the children themselves. When we find out what works, we aim to share this information as widely as possible.

The UK Government’s Department for International Development (DFID) Final Evaluation of the Civil Society Challenge Fund programme¹ uses ChildHope’s strong partnership with the African Network for the Prevention and Protection Against Child Abuse and Neglect (ANPPCAN) in Uganda, as an example of how change is achieved through carefully targeted support to partners at multiple levels. Together with ANPPCAN, we devised, resourced and implemented a project that improved the lives of over 50,000 children. Violence against children in 50 schools in Uganda was reduced by building knowledge and action on child protection and rights. Children, school staff, communities, parents and media all increased their awareness and confidence about how they could challenge violence. As a result, thousands of children reported that they faced less violence and felt safer and happier.

Most children grow up with layers of support around them. ChildHope works with children when the usual support structures have broken down, leaving them vulnerable and marginalised.

Primary importance is often placed on the family, but children thrive through the many interactions and relationships they form with friends, teachers, neighbours and others who enter their world. This complex network of relationships provides the type of protective environment that is every child’s right.

For the children we work with, these layers of protection have been stripped away leaving them seriously at risk. Many find themselves alone, migrating from village to city, trafficked from country to country or living on the street, deprived of adult care.

For others, protection has been replaced by relationships scarred by fear and violence. Children are sexually exploited by the adults who are meant to protect them or forced into early marriage, often with much older men. Disabled children are shunned or neglected by those around them. And in many cases, while governments have developed elaborate policies, their implementation is lacking, denying children any state support.

The challenges facing these children are widely documented. Their strengths are not. ChildHope encourages children to recognise their own strengths and capabilities to overcome the challenges they face. We examine each layer of the system that surrounds them and build mechanisms that allow them access to support and protection.

We believe there is always hope. We enable children to support their friends through children’s clubs and peer mentoring. We train teachers to identify children at risk and respond appropriately. We work with communities to change attitudes and develop their capacity to protect the most vulnerable. Whatever the situation, we aim to find a relationship or connection that can be nurtured in order to build the safety net that all children need.

Who do we work with?

Based on Bronfenbrenner’s Ecological Model of Child Development

Institutions, NGOs and Schools

International Community and Donors

Government and Policy

Community

Family
Most of the children we work with are under 18 years old, but we recognise the need to enable children to transition safely into adulthood, so some of our programmes go beyond 18.

Sierra Leone: Agnes’ Story

Agnes is 14. Both her parents had died and she was living with her grandmother when she met ChildHope partner, Street Child of Sierra Leone (SCoSL). As her grandmother was paralysed and could not earn money to support them both, Agnes had spent five years collecting rubbish from the dumpsite. “I hated it there, the smell was horrible,” she told us. SCoSL’s support to Agnes included arranging an apprenticeship as a tailor and she was given a sewing machine and scissors to get her started. She now works as a tailor and can provide for herself and her grandmother.

The children we work with: Five-year strategic priorities

By 2020

- All of our programmes will work with children who are considered the ‘hardest to reach’ within their communities, with an emphasis on the inclusion of children and young people with disabilities.

2 Using the multi-layer support diagram, we will develop a tool to analyse levels of marginalisation which will be used when considering which projects to implement.
ChildHope’s approach relies first and foremost on local partnerships. Our partners are committed to child rights and understand the context of children’s lives. They share our values and deliver programmes that change the lives of children for the better. We work with partners to secure and manage funding, to develop monitoring and reporting systems and to support with training, mentoring and learning. By working with local organisations, we avoid the expense of running our own programme offices and reduce the potential risk of imposing unsuitable outsider solutions on local issues.

We work with a mixed portfolio of partner organisations, some small and in their early stages, others much larger and more established and with an international reach. This enables us to combine expertise and innovation. Our partners meet and learn from one another so that fresh ideas can be shared and quality is continually improved.
With millions of children worldwide denied their rights, we have difficult choices to make when deciding where to work. We need to be realistic and practical to ensure that we are achieving the greatest impact and best value for money. We do not have the expertise or resources to work in countries with serious and persistent security issues, such as civil war, and do not work in high income countries. So we choose to work in countries where analysis shows that children’s lives – through a combination of poverty and other factors – are threatened by serious injustice and abuse.

The table shows the countries where we work, using development status and each country’s ability to meet the needs of their children. It illustrates how some of the poorest countries are making good progress in these areas, while others, although growing economically, are in danger of leaving their children behind.

<table>
<thead>
<tr>
<th>Country</th>
<th>Position on Human Development Index 2015 (out of 187, where 187 is lowest level of development)</th>
<th>Child Development Index ranking 2012, using primary school enrolment, mortality and nutrition as indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sierra Leone</td>
<td>181</td>
<td>Low</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>174</td>
<td>Low</td>
</tr>
<tr>
<td>The Gambia</td>
<td>175</td>
<td>Low</td>
</tr>
<tr>
<td>Uganda</td>
<td>163</td>
<td>Medium</td>
</tr>
<tr>
<td>Tanzania</td>
<td>151</td>
<td>Medium</td>
</tr>
<tr>
<td>Kenya</td>
<td>145</td>
<td>Medium</td>
</tr>
<tr>
<td>Nepal</td>
<td>145</td>
<td>Low</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>142</td>
<td>Low</td>
</tr>
<tr>
<td>India</td>
<td>130</td>
<td>Low</td>
</tr>
<tr>
<td>Peru</td>
<td>84</td>
<td>High</td>
</tr>
<tr>
<td>Brazil</td>
<td>75</td>
<td>High</td>
</tr>
</tbody>
</table>

Where do we work?

Where we work: Five-year strategic priorities

By 2020

- We will reduce the number of countries where we have funded partnerships to nine (funding will end in Brazil by 2016 and Peru by 2020) and will work with partners in all countries to increase their capacity to secure more income from local sources.
- In order to build a strong programme of partner-to-partner knowledge-sharing, we will work closely with a minimum of two partners in each of our countries of operation and in half of our countries we will have three or more partners.
- We will build a greater body of knowledge in each country with increased scope to influence government and other decision-makers.
We know there are no easy answers to the complex issues faced by the children we work with. There are three areas where we have tested and refined our work based on our 25 years of experience.

Protection

We work with all our partners to better understand why and how children are exploited, abused, neglected and denied their rights, and how we can work together to protect and empower them. We work intensively with partners to develop programmes that have the protection of children at their very heart. We share best practice by encouraging good quality reporting and open discussion about difficult issues. We also offer training and support to organisations looking to improve their safeguarding approaches.

*ChildHope’s Child Protection toolkit is available on our website and is used by many agencies to develop their own policies and improve practice.*

In the strategic period 2012 – 2015 our child protection programmes reached 244,811 children.
Ethiopia: Aynadis’ Story

Aynadis lives in a village in rural Ethiopia. After her parents died she went to live with an elderly relative. One day, aged just 12, she discovered that her relative had arranged for her to be married to a much older man. Aynadis was scared about the idea of marrying a stranger, but too afraid to stand up to the relative who looked after her. She felt helpless and alone.

Aynadis saw hope in the shape of a letter. She wrote down her problems and posted them in the ‘letter-link’ box in her school. Girls are encouraged to use these boxes to discreetly report any issues they are facing, especially cases of early or forced marriage. After the letter was read by the school’s focal teacher, Aynadis’ engagement was reported to a project worker and the school principal. As arranging child marriage is a crime in Ethiopia, they alerted the community committee. Project workers and the police negotiated with Aynadis’ relative to end the engagement and she promised never to agree to another arrangement.

Today Aynadis is much happier. She has told project workers that she is not afraid and feels confident to report any issues in the future. Moreover, she is doing well in school and hopes to become a teacher.

The Girls Education Challenge (GEC), our project funded by the UK Government with local partner, CHADET, is supporting over 16,000 girls in Ethiopia to tackle the barriers preventing them from thriving in school.

Participation

We believe that the most effective and best-targeted programmes encourage the participation of children. Participation goes beyond just listening to children, it means taking their views seriously and ensuring that they can influence both policy and practice. They are the true experts and can teach us so much about the impact of the injustices they face and how they feel their problems can be addressed.

We encourage partners to include children and young people at every stage of their programmes and provide training and resources to encourage active participation and ‘child friendly’ approaches.

From 2012 – 2015, 27,031 children took part in participation activities across our programmes

We have produced a set of guidelines to promote children and young people’s participation, available free on our website
Delhi: Butterflies & Banks

Children living and working on the streets in Delhi approached ChildHope partner Butterflies to explain that the small amounts they were managing to earn were often stolen and they had no safe place to keep or save their money. After much negotiation, Butterflies and the children created a new ‘bank’ – the Children’s Development Khazana. Now operating across India and in several other countries, the Khazanas are managed and run by the children themselves. They make decisions about loans and advances and ensure banking practices are ethical and upheld. Through the programme, the children learn crucial numeracy and savings skills, as well as essential life skills, such as the importance of thinking about the future.

ChildHope’s themes: Five Year Strategic Priorities

By 2020

Protection – reaching 250,000 children
- All our partners will have the capacity to implement sound case management systems with strong reporting and monitoring frameworks. Where possible, they will reach more children and improve quality by influencing local, regional and national governments and other decision-makers to adopt best practice approaches.
- We will work with partners with proven expertise to develop and deliver training and capacity-building to other organisations in child protection and safeguarding, both within and beyond the ChildHope network.
- With our partners, we will produce and widely share best practice modules on child protection issues, including community-based systems and working with children with disabilities.

Participation – giving every child an opportunity to be heard
- We will implement a measurable approach to children’s participation in the project cycle.
- All budgets will include adequate funding to realistically develop children and young people’s participation in programme development and decision-making.
- All our partners will demonstrate a deeper understanding of children’s participation, through clear examples of children taking leadership and making important decisions in programmes.

Promoting Learning – reaching 100,000 children
- All our education programmes will include a strong focus on economic empowerment and improved parenting so that more money is earned and spent on children’s education.
- Vocational training and business skills programmes will be well documented and shared, increasing the reach of our work.
- Education programmes will ensure that children not only attend, but thrive in schools that are welcoming and able to meet their needs.

Promoting Learning

For children who have lost the support of family and community, and who have no other means of stability, access to education is crucial to their wellbeing. It’s a route to new opportunities and better life chances. We recognise that simply enabling children to access education is not enough. Education must be relevant, safe, empowering and must not discriminate. Opportunities should be provided to help children move into further education, training or work, so they can plan for a sustainable future.

From 2012 – 2015 our education programmes have reached 43,705 children.

18
New Strategic Moves

Children and young people with disabilities

When children face multiple disadvantages and also have disabilities, the chances that they will be abused, exploited or neglected are even higher. We recognise that the percentage of children with disabilities participating in our programmes is not representative of the number of these children in society. We aim to enable hidden children and young people with disabilities to become more visible and for our projects to become more accessible to them. At the same time, we will become better connected with disabled people’s organisations and other agencies which are able to provide specialist services, so we can make referrals and get support when needed.

Children with disabilities: five year strategic priorities

By 2020

- The needs of children and young people with disabilities will be clearly articulated in each of our projects
- The proportion of children and young people with disabilities represented in our programmes will better reflect that of the society our partners are operating within
- We and our partners will have active disability inclusion policies and implementation plans, which will form part of our partnership agreements

Learning and influencing

There is insufficient documented evidence of work with children experiencing the most serious forms of injustice and abuse. Through greater research and better understanding, we and our partners will be able to contribute more to positive changes in children’s lives. From 2012-2015 we have increased our knowledge of qualitative and quantitative approaches and worked with Addis Ababa University, University of Brighton and the Overseas Development Institute to achieve this. We plan to build on this work, developing our links with research bodies and improving our monitoring and evaluation systems, to increase learning and improve implementation of programmes for marginalised children and young people.

Funded by the United Nations Girls Education Initiative (UNGEI), a partnership made up of Kenyan partner Pendekezo Letu (PKL), University of Brighton, Overseas Development Institute and ChildHope has produced an in-depth study of PKL’s holistic approach in supporting street-connected girls. This will enable PKL to demonstrate the longer-term impact of the programme on the lives of the girls as they become young women in their communities. The findings from this research will ensure that PKL’s programming will be informed by street-connected children, and will enable PKL to identify aspects of the programme that can be developed to improve impact.

Learning and influencing: Five-year strategic priorities

By 2020

- We will have at least one major research partnership, resulting in stronger documentation and dissemination of the impact of our work
- We will connect to the networks and groups that can help us to advocate at an international level on the issues raised by our partners and the children they support, including the Consortium for Street Children, Bond Child Rights Group, Bond Disability & Development Group, Keeping Children Safe, Girls Not Brides and Gender and Development Network
- We will have a strong monitoring, evaluation and learning system that maximises accountability to children, partners, supporters and donors, and includes measurement of impact and value for money
Making it happen

Funding

We have a strong track record of securing grants from major institutional donors, particularly the UK Government, Comic Relief and the Big Lottery Fund. However, competition is increasing and donor priorities continually changing.

We recognise the need to diversify our funding base so that we can target resources where we feel they are most needed. We aim to secure more funding through the private sector, trusts and foundations and individuals, and identify new institutional donors for our larger programmes.

Strong systems

We are committed to accountability at every level of our work – from the children through to the donor – and understand the need to demonstrate our ability to manage the money that is entrusted to us. We are continually reviewing and improving our systems to enable us to meet these requirements.

Funding and Systems: Five-year strategic priorities

By 2020

- Our integrated financial and information management system will be fully implemented to enable us to closely monitor the delivery and impact of our work and effectively demonstrate the link between our achievements and the resources we receive
- We will reduce the proportion of our current three major sources of income from 80% (average over the years 2011-2014) to 60%
- We will increase the amount of unrestricted income we receive by at least 50%

ChildHope recently took part in Bond’s transparency review, which analysed the information available on the websites of 48 international development organisations, including seven agencies with an annual expenditure of over £40million. Of the 48 agencies reviewed, ChildHope came third overall and first in our cohort (representing agencies with an income of £2m – £5m)
The names of the children and young people in this document have been changed. All children who appear in the document have given their informed consent for the use of their stories and photographs.

ChildHope

Registered charity number 328434  Company limited by guarantee 2343358