

# WAR CHILD HOLLAND 2016 – 2025 Strategy

## This document:

- *Starts with an update of our Ambitions and Objectives for the second phase in the strategy 2016-2025*
- *It sets our key priorities for the years 2019-2021.*
- *And it reflects on progress since 2016 on our Strategy 2025 (as presented in attachments below)*

While 2025 is the horizon of the strategy, we recognize about three phases in the strategy in which different ambitions are recognized and or accelerated.

In 2019 we have entered the second phase (2019-2021):

**Ready to Scale: Accelerating the Networked Approach**



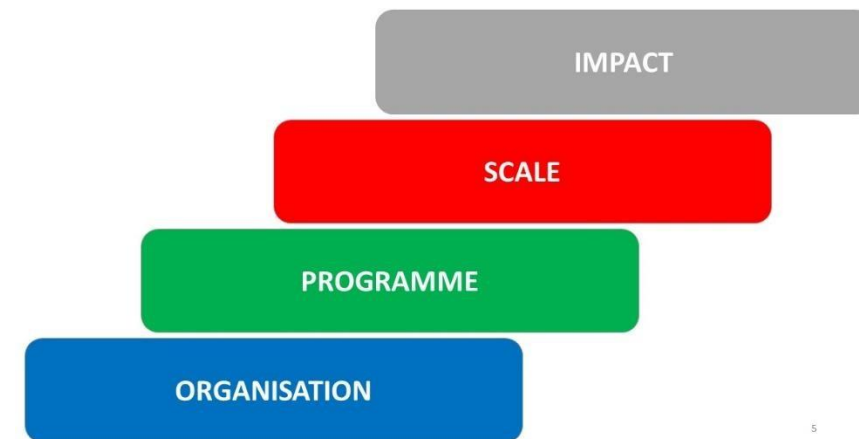
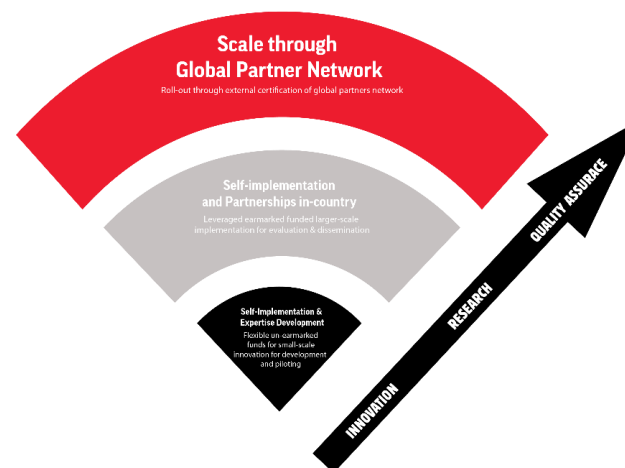
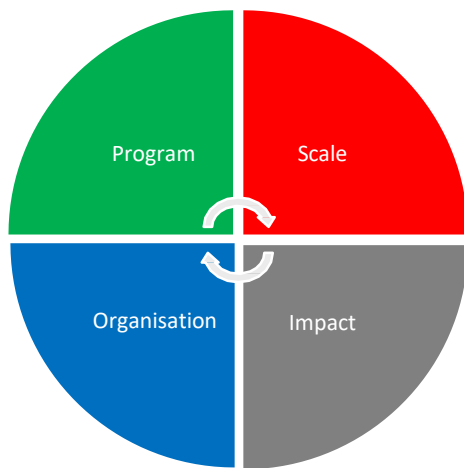
# The Networked Expert Organisation: Strategy Journey 2016-2025

## 2016 - 2018

1. Started the Journey towards a **Networked Expert Organisation**
2. Focus on becoming the **Expert Organisation**
3. Recognized the need for a **Theory of Scale**
4. Made good progress on many Ambitions: **Program, Scale, Impact and Organisation**
5. *Evaluation presented in slides 19-22*

## 2019-2021

1. Continue the journey to become the **Networked Expert Organisation**
2. Updated **Ambition Statements**, with sharper measurable objectives
3. Continue to develop the **Expertise**
4. Focus on **Scale**
5. Accelerate the **Networked Approach**
6. *Presented in slides 6-10*



# The relevance of our Strategy 2025

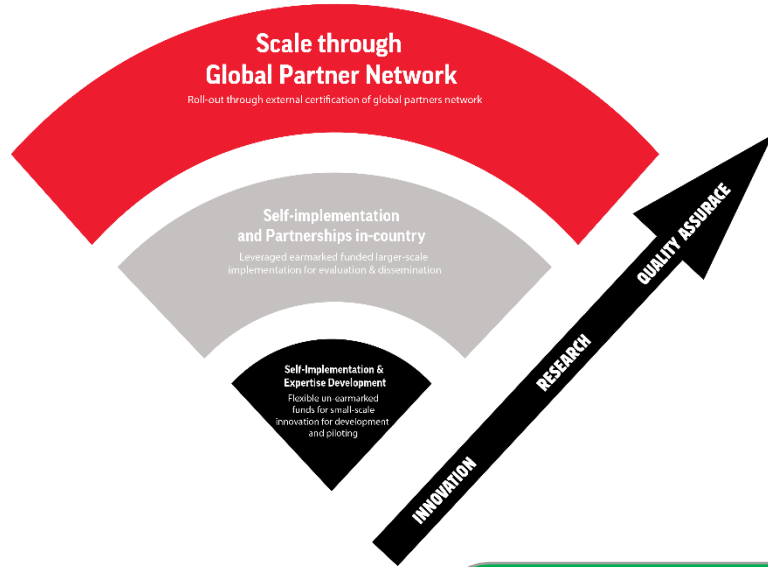
- **What we see today: The relevance and complexity of our work grows rapidly**
  - The **need for psychosocial support** is growing and is increasingly acknowledged as a global priority
    - In 2016 we based our Strategy on the assumption that the world counted **250 million children** affected by armed conflict.
    - Early 2019 a new report published by Save the Children, recognizing the risks for children affected by conflict in urban settings (gang wars and war on drugs for example), estimates the total number of children affected by armed conflict now at **420 Million children** globally.
    - Recently the UNHCR reports that in 2019 the world has more refugees than ever: 70,8 million in 2018. According this report, 1 person is forcibly displaced every two seconds
    - The need for psychosocial support is now also an increasing priority for a number of donors and policy makers.
  - The **protection gap** in urban settings:
    - In our 2016 ambitions, we recognized the need for a position and analysis whether our interventions are relevant and adequate for children and youth in urban settings.
    - In 2017 we published our position, identifying a **'protection gap'**. Children in more traditionally defined conflict settings, although often under-attended or even un-attended, are at least on the radar of the UN and NGO's, protection systems. But more than 150 million children and youth living in urban settings in middle income countries affected by non-traditional armed conflict, are not on these radars and (national) protection systems are not available or fail to address the needs of these vulnerable children..
    - As causes and effects are often very similar, policy makers identify a large and widening gap between need and supply of psychosocial support, in particular in urban settings
  - In addition, the context of our work is becoming **more complex**:
    - Children affected by conflict struggle more then ever to satisfy basic humanitarian needs
    - Children affected by conflict are less concentrated then ever, refugees do not stay in camps, but move on.
    - This is recognized by new policies of the UNCHR that asks increasingly for **mobile solutions in health care and education**

# Updated Ambitions and Objectives Strategy 2025

- It is within this rapidly changing context and our increasing relevance, that we have updated our **Ambitions for 2025 and re-formulated our Objectives.** *(as presented in slides 6-13)*
- The drive to become a *'Networked Expert Organisation'* is even more urgent than it was back in 2016.
  - We are ready to take some of our interventions to scale
  - We are uniquely positioned to take a leading position in scaling as a pioneer in evidence based psychosocial interventions
  - However, scaling via a network of partners has other dynamics than our traditional program approach and requires a Scaling Strategy
  - To ensure reach and impact, we need to understand these dynamics and design both a Scaling Strategy and a Network Development Strategy
- We now need to focus more on scale and being networked, to bring us closer to our key **Impact Ambition.**



# UPDATED AMBITIONS STRATEGY 2025



## IMPACT

Millions of children and youth receive quality interventions resulting in improved psychosocial wellbeing

## SCALE

Strengthen and widen a global network of individuals, partners and governments, bringing evidence based interventions at scale to support children and youth affected by armed conflict

## PROGRAMME

Development and implementation of quality, cost-effective programmes resulting in improved psychosocial wellbeing of children and youth in multiple contexts of armed conflict

## ORGANISATION

A global, efficient organization of competent and motivated people driven by inspiration, creativity, integrity and impact working together for the psychosocial wellbeing of children and youth affected by armed conflict

## IMPACT

Millions of children and youth receive quality interventions resulting in improved psychosocial wellbeing

| Objectives 2025   | Owner | Timeline |
|---|-------|----------|
| <p><i>Pre-assumption: Once the dynamics of scaling of each intervention are understood and the War Child Scaling and Network Strategy approved, we can target and monitor the number of ‘millions’ of children that enjoy War Child designed interventions.</i></p> <p><b>Considering that organisations like SAVE, SOS and UNICEF reach at least a 100 times as many children as War Child does, our impact could potentially be ‘Hundreds of Millions’...</b></p> |       |          |
| <p>SYSTEM CHANGE – Nine core interventions and tools of our care system are (co-)created and after demonstration of evidence, a minimum of five are endorsed by a relevant global standard setting agency</p>   | D-R&D | 2025     |
| <p>DATA - A reliable system is in place for monitoring the scale and quality of the implementation of the core interventions, in our own- and our partner programmes alike, tracking impact on, and tracking the numbers of children and youth reached.</p>   | D-R&D | 2021     |
| <p>ADVOCACY – The 10 leading agencies involved in providing MH-PSS to children in conflict, and five major donors accept our care system approach as best practice for programming.</p>   | D-C&A | 2025     |

## SCALE

**Strengthen and widen a global network of individuals, partners and governments, bringing evidence based interventions at scale to support children and youth affected by armed conflict**

| Objectives 2025  | Owner                   | Timeline |
|--|-------------------------|----------|
| BRAND - War Child is the most trusted brand in the field of support that improves the psychosocial wellbeing for children affected by armed conflict   | D-C&A                   | 2025     |
| MOVEMENT – The number of individuals involved in addressing the mental health needs of children affected by conflict, grows to approx. 500,000 people.   | D-C&A                   | 2025     |
| INCOME - Through engaging and inspiring fundraising, the number of individuals directly involved in supporting and funding War Child's core interventions is growing towards approx. 200,000 people.   | D-M&F<br>MD-SE<br>MD-DE | 2025     |
| INCOME – A balanced mix of unrestricted and restricted funding (35%/65%) from multiple sources (individuals, legacies, corporates and institutional donors) supporting War Child’s dream to implement its core interventions, reaching >50M Euro | D-M&F<br>D-IPD          | 2025     |
| SCALING STRATEGY – The scaling dynamics for each core intervention are understood and translated to our Scaling- and Network Development Strategy.   | MD                      | 2021     |
| PARTNER UPTAKE - Based on our Scaling- and Network Development Strategy, partners and governments are convinced and competent to adopt and implement evidence based interventions.   | MD                      | 2025     |

## PROGRAMME

Development and implementation of quality, cost-effective programmes resulting in improved psychosocial wellbeing of children and youth in multiple contexts of armed conflict

| Objectives 2025   | Owner | Timeline |
|---|-------|----------|
| PORTFOLIO - War Child has a country- and intervention portfolio ensuring that programmes are implemented and evaluated in multiple contexts of armed conflict, building global recognition and experience.  | D-IPD | 2020     |
| QUALITY - A quality support system – including program audits and a feedback mechanism - is in place for staff (War Child and partner network alike) to support the implementation of psychosocial support, child protection and education programmes | D-IPD | 2021     |
| EXPERT – Based on a solid co-creation and innovation approach, War Child is growing as Expert Organisation and will have nine core interventions and tools - being the core elements of our care system – evaluated, documented and published.        | D-R&D | 2025     |
| LEARNING – A learning platform in place to build competencies and mature capability of War Child staff and partners.  | D-IPD | 2021     |
| EFFECTIVENESS – Each intervention has a validated financial rationale, justifying the cost per beneficiary.   | D-IPD | 2025     |
| FAST FLEX - War Child's Fast Flex programming is tested, documented and ready to deploy.  | D-IPD | 2021     |



## ORGANISATION

A global, efficient and networked organization of highly skilled people motivated by purpose, inspiration, creativity, integrity and impact, working together for the psychosocial wellbeing of children and youth affected by armed conflict

| Objectives 2025  | Owner | Timeline |
|--|-------|----------|
| <p>STRUCTURE – The structure supports global expert (virtual) teams and shared ownership across the organisation (O1a).<br/>The structure facilitates co-creation with partners and flexibility to execute the ambition of becoming a networked expert organisation in our field (O1b)</p>           | MD    | 2020     |
| <p>PROCESSES - The ways of working in War Child are straightforward and meet or exceed our own standards and sector standards, while respecting the environment (O2)</p>   | D-SO  | 2021     |
| <p>SYSTEMS – User-friendly, coherent and accessible systems, preferably global but respecting local limitations, support the key functions of the global networked expert organisation (O3)</p>  | D-SO  | 2022     |
| <p>HUMAN RESOURCES – War Child facilitates an environment in which all representatives of War Child are intrinsically motivated, feel empowered and are capable to excel. They hold each other mutually accountable, provide constructive feedback and they respect our values and policies (O4)</p> | D-SO  | 2022     |

# Timeline for achieving our ambitions

|              | Objective  | 2019-2021   | 2022-2024   | 2025 >  |
|--------------|--|---|---|---|
| Impact       | 9 Core Interventions (co-) created, 5 endorsed       | 2 Core Interventions endorsed   | 4 Core Interventions endorsed   | 6 Core Interventions                                    |
|              | Intervention Impact Monitoring                       | Framework, protocol and system in place   | Framework replicated in partner network   |   |
|              | Acceptance of care system approach                   | Care system accepted by 1 agency and/or donor   | Care system accepted by 5 agencies and or donors  | Care system accepted by # agencies and donors           |
| Scale        | Most trusted brand                                   | Recognition in SE: 30% and DE: 20%<br>Recognition in NL: 90%  | Recognition in SE: 50% and DE: 30%<br>Recognition in NL: 90%                              | Recognition in SE and DE: 50%<br>Recognition in NL: 90% |
|              | A movement of 500,000 people                         | Definitions + Baseline  | 300,000   | 500,000   |
|              | 200,000 donors                                       | NL: > 95K; SE: >10K; DE: >5K  | NL: >100k, DE: >30k, SE: >20k, BE: 5k   | NL: >120k, DE: >50k, SE: >25k, BE: >10k                 |
|              | 50M euro with healthy URF/RF balance                 | 45M euro p/a  | 48M euro p/a  | >50M euro p/a   |
|              | Scaling & Network Development Strategy               | Strategy for 3 CIs  | Strategy for 6 CIs  | Strategy for 9 CIs                                      |
| Programme    | Balanced country & intervention portfolio            | Portfolio Strategy implemented  | 10-15 countries in 3 continents   | Full match with world conflict map                      |
|              | Quality support system                               | Program audits & feedback mechanism in place<br>Program participants data tracking                      | CHS certified   |   |
|              | Co-creation and innovation approach: 9 CIs evidenced | Evidence for 3 Core Interventions   | Evidence for 8 Core Interventions   | Evidence for >9 Core Interventions                      |
|              | Learning platform                                    | 2019 Baseline score on SES: 2.29-3.25 (CO>HO)   | SES: 4.00 (CO & HO)   | SES: 5.00 (CO & HO)                                     |
|              | Validated financial rationale for each intervention  | Cost Effectiveness Models implemented   |   |   |
|              | Fast Flex programme                                  | Fast Flex Program implemented and funded  | Fast Flex > 3 countries   | Fast Flex > 5 countries                                 |
| Organisation | Shared platform, shared ownership                    | Joint platform launched 2020  | Growing # of members  | Growing # of members                                    |
|              | Organisational quality                               | Planning & Control cycle live 2020  | All processes lean 2022   | Certified Management System                             |
|              | Global, integrated system                            | Global HRIS live 2020<br>Interface Unit4-Rafiki-HRIS live 2020<br>Integrated performance dashboard 2021 | Use of data and data models to analyse impact, and continuously improve our interventions |   |
|              | Efficiency methodology and performance               | Efficiency methodology 2020<br>Carbon footprint baseline 2020   | WCH interventions competitive on effectiveness and efficiency                             |   |
|              | Motivated, empowered and capable workforce           | Integrity policy framework live 2019<br>Induction programme 2020  | A global mobile workforce   |   |

# Enablers

**While we continue to invest in developing our expertise and quality of our programs, delivery on the updated objectives require investment in various strategic enablers**

- Plans are being made or in progress for:
  - Organization
    - Designing and implementing an organizational platform where all countries (donor and program countries alike) involved in War Child Holland programs can join and share ownership of the program
    - Investing in a culture of integrity and quality ensuring that all involved are motivated and enjoy being part of the global team
  - Investments in ICT
    - HR Systems
    - Integrated Dash Board of Program and Finance data
    - Significant investments in terms of program data management and analytics, in order to monitor performance in the partner network
  - Internal capability building
    - Improving and implementing a solid induction program
    - Delivering on our Learning Strategy, building program competencies around the organisation
  - Investment in market development in Sweden, Germany and Belgium





# Attachments



# Evaluation 2016-2018



# Evaluation of Progress on Strategy 2025 (1)

- In 2016 War Child embarked on a mission to deliver on its new and ambitious strategy 2025.
- While we are passionate about our Values and remain unconditionally committed to our Vision and Mission to provide support for children affected by conflict, we have set a new, clear and for our sector unique *Strategy* to become the **'Networked Expert Organization'**.
- Through this Strategy we aim to become **the globally recognized expert organization** in psycho social programming for children affected by armed conflict.
- But we aim to not just deliver our programmes ourselves, but leverage and multiply our reach through a range of partners and eventually promote system change and see our interventions become the standard in our sector.
- This way we aim to have **impact on millions of children and youth that will receive quality interventions – as designed by War Child - resulting in their improved psychosocial wellbeing**

# Progress on Strategy 2025 (2)

- The original Strategy 2025 set a series of **Ambitions** in the areas of Impact, Programme, Scale and Organisation
- In most of these areas we have made considerable progress as evaluated in the next series of slides.
- Our income in 2018 is already reaching our ambitions as set for 2020
- This progress is resulting in increased recognition and reputation as well as impact through our partners. A few highlights to underpin this statement:
  - Some of our interventions and tools have seen positive evaluations, soon to be published in peer reviewed academic journals, and coming close to being evidence-based interventions.
  - WHO is a close partner in the development of the interventions 'We Act (competency assessment tool)' and 'Early Adolescent Skills for Emotions (EASE)'
  - UNICEF will be implementing our Can't Wait to Learn program in Sudan
  - Save the Children and SOS Villages International are bringing 'Team Up' to scale in Uganda, South Sudan, Palestine and in a number of European Countries for refugee children
  - We are invited to be the co-chair (for children and adolescents workgroup) of a global conference on 'Mental Health in Emergencies', hosted by the Dutch Government in October 2019

# Explanation of codes in next slides

## Note:

- The Strategy 2025 was approved by the Supervisory Board in January 2016
- This strategy mentioned numerous ambitions in the areas of Program, Scale, Impact and Organisation
- Each area was then presented as 'project/priority' and as such work on implementing the strategy had started.
- In November 2018 the Extended Management Team (MT +CD's) evaluated progress against these priorities
- This evaluation is summarized below. *(slides 19-22)*

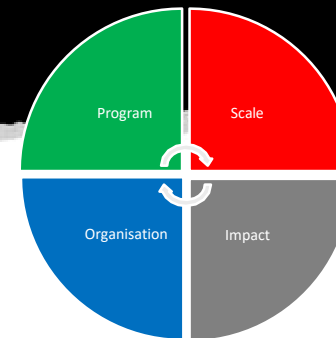
## Moving forward:

- Based on the feed back of the Supervisory Board in May 2019 on the 1<sup>st</sup> draft of this Updated Strategy, we have now re-formulated these Ambitions to 'single ambition statement's' (detailing what we really aim for)
- These ambitions are translated to a series of sub-objectives and will eventually have a detailed implementation plan *(as presented above in slides 8-12)*

## Explanation

- Done = Project completed, outcomes as expected and in place
- On track = Project started, outcomes are part of an ongoing process, or will be delivered in due time
- Making progress = Project has started, but outcomes require more time than initially scheduled
- Little progress = Project has not started in time, or is facing delays.

# Progress on PROGRAMME (2016-2018)

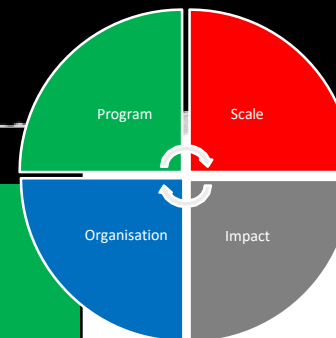


## Programme

| Progress        | Supervisory Board agreed projects & priorities                      |
|-----------------|---|
| Done            | Academic partnerships   |
| Done            | Updated theory of change  |
| Done            | Program Quality Strategic Plan                                      |
| On track        | Prepare and launch War Child Academy (War Child Learning World)     |
| On track        | E-Learning including math, literacy and psychosocial support (CWTL) |
| On track        | A program for refugee children in the NL (Team Up)                  |
| Making progress | Program strategy  |
| Making progress | Youth engagement position, pilot & approach                         |
| Making progress | Response to urban violence  |
| Making progress | Early Childhood position & Pilot project in Lebanon                 |
| Making progress | Updated and confirmed program offer (program delivery model)        |
| Little progress | Fast Flex approach  |



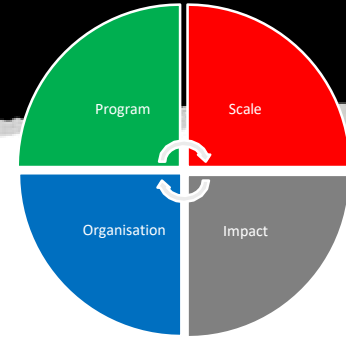
# Progress on ORGANISATION (2016-2018)



| Supervisory Board agreed projects & priorities                         | Progress        |
|--|-----------------|
| Regional hubs approach – Middle-East                                   | Done            |
| Detailed HR strategy   | Done            |
| Updated vision, mission, ambition                                      | Done            |
| Alignment of operations with program approach                          | Done            |
| Improved financial parameters  | On track        |
| Development of ICT Systems   | On track        |
| Improved efficiency and income portfolio                               | On track        |
| Balance and energize the ambassador network                            | On track        |
| Partnership strategy & implementation ( <b>certification process</b> ) | On track        |
| Staff care and security firmly embedded                                | Making progress |
| Child and youth participation  | Making progress |
| Organisational quality assurance                                       | Making progress |
| Operational strategy   | Making progress |
| High performing MT, EMT & 2nd line                                     | Making progress |
| Improved culture, morale and communications                            | Making progress |
| Regional hubs approach – Africa, Latin America                         | Making Progress |
| War Child Global (a War Child International Platform)                  | Little progress |

**Organisation**

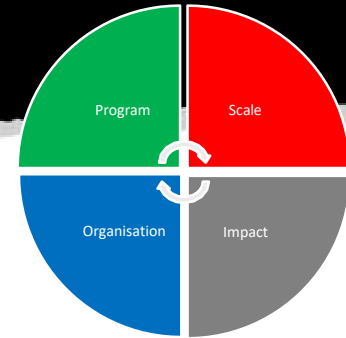
# Progress on SCALE (2016-2018)



## Scale

| Progress        | Supervisory Board agreed projects & priorities |
|-----------------|--|
| On track        | New donor markets                              |
| On track        | Updated business model                         |
| On track        | Reaching 50 million annually by 2025           |
| Making progress | Reaching one million children annually         |
| Making progress | Diversified donor database                     |
| Making progress | Innovation in funding concepts                 |
| Making progress | External positioning                           |
| Little progress | Scale through partner certification programme  |
| Little progress | A country portfolio strategy                   |

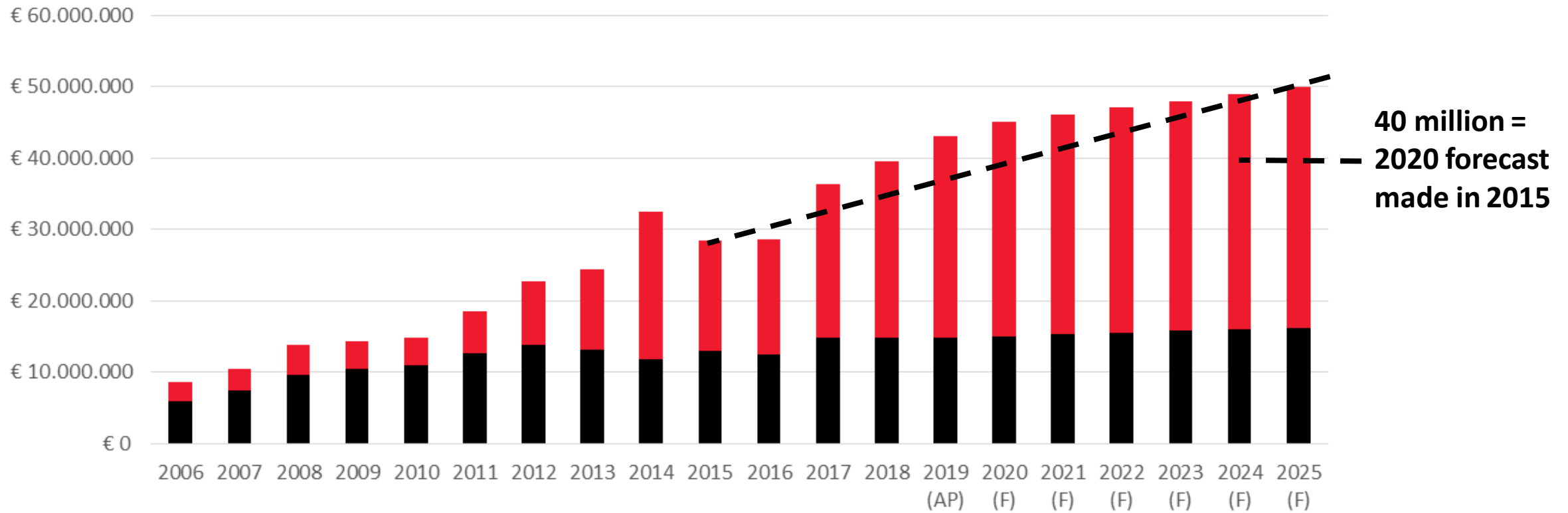
# Progress on IMPACT (2016-2018)



| Supervisory Board agreed projects & priorities                               | Progress        |
|--|-----------------|
| 9 evidenced program modules  | On track        |
| M&E system   | On track        |
| Learning Organization  | On track        |
| Remain Leader in Creative Action, but drive for Activation                   | On track        |
| Remain represented in three continents to build evidence in diverse contexts | On track        |
| Create visibility through cause related marketing                            | Making progress |

**Impact**

# Income 2006-2025



**Legend**

- : RF = restricted funding
- : URF = unrestricted funding
- Strategic forecast (dated 2015):  
40 million in 2020  
50 million in 2025

**War Child's Core Concepts now.**



# VISION STATEMENT

**Children do not belong in war. Ever.**

They have the right to grow up in peace, free from fear and violence.

To develop their full potential and contribute to a peaceful future, for themselves and for others.



# MISSION STATEMENT

**War Child creates a lasting impact.**

War Child empowers children to shape their own future, as we unleash their inner strength by using our creative and engaging approach.

We offer protection, psychosocial support and education to children. Together with partners, care givers and communities in areas affected by conflict, we improve both resilience as well as well-being of these children.

With our evidence based interventions we are the expert in our field, while we inspire partners and host countries to scale our interventions.

Together, we create lasting impact and reach as many children as we can.



# VALUES

## **Creativity**

We don't mind how things are supposed to be done, we look for the way it can be done. We are keen to learn and develop improved methods and solutions. We acknowledge the power of creativity, curiosity and imagination. We think positive, and are innovative, we surprise people with ideas. And, while we're at it, we surprise ourselves.

## **Inspiration**

We share our energy, passion, hopes and fears. We build partnerships, in which we share, co-create, respect each other's differences and learn. We make sure others like to participate and join us. Better even; we give them a reason to get involved. We're working hard for a better and peaceful world where everyone can make a difference.





# VALUES

## **Integrity**

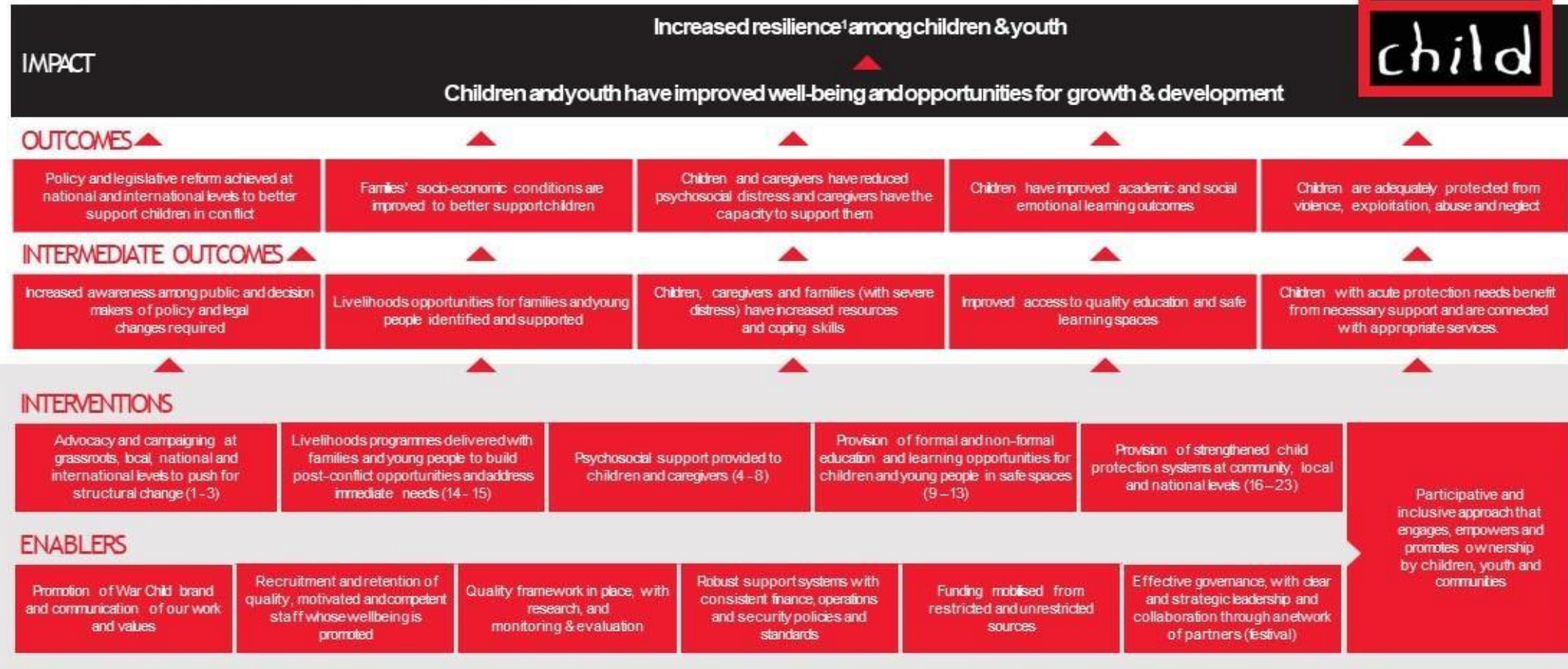
We are transparent in the steps we take and the choices we make. There is nothing we want to hide. Not even our mistakes. We take pride in being authentic and truthful. Especially to our own beliefs. We respect and take care of each other and of the resources we use. In the end, we want to be accountable for every step we take.

## **Impact**

We want to make it happen, make it stick and make it tangible. We want to be sure to make the most of something. We even make the most of nothing if that's what it takes. But we always focus on the best possible quality of our results and make them visible. To ourselves and others.



# THEORY OF CHANGE WAR CHILD



**CHALLENGE**  
**Children's rights to protection, psychosocial wellbeing, quality education and livelihoods are threatened by conflict**

**ASSUMPTIONS (EXTERNAL TO ORGANISATION)** 1. Children and communities are able to communicate their needs | 2. Public sympathy with the cause and support for charity's mission | 3. Willingness by public and other donors to allocate resources to WC | 4. Static availability and regional distribution of UN and government funds | 5. Permission | possibility to operate in extreme environments | 6. Availability of competent and experienced staff willing to work for WC | 7. War Child's reputation remains strong and there are no major crises which challenge this

| PROGRAMMATIC INTERVENTIONS   | Psychosocial   | Education   | Livelihoods   | Child Protection  |
|--|--|---|---|---|
| <b>Advocacy/campaigning</b><br>1. VoiceMore<br>2. Policy research, analysis and lobbying<br>3. Public mobilisation and media | 4. DEALS<br>5. Caregiver Support Intervention (CSI)<br>6. Family Interventions for families with multiple problems<br>7. Problem Management (PM+) for children with severe emotional distress<br>8. Structural Recreational Activities (SRA) | 9. Teacher Professional Development (TPD)<br>10. Can't Wait to Learn (CWTL)<br>11. SafeSchools<br>12. Early Childhood Development (ECD)<br>13. Accelerated Learning Programme (ALP) | 14. Livelihoods and Income Generating Activities (IGA)<br>15. Vocational training and Livelihoods | 16. Community Based Child Protection (CBCP)<br>17. Case Management (CM)<br>18. Access to Justice for child survivors of violence and children in conflict with the law<br>19. Child Helplines<br>20. Sexual and Gender-based Violence (SGBV)<br>21. Disarmament, Demobilisation and Reintegration (DDR) |

<sup>1</sup>Definition resilience: "A dynamic multi-level process encompassing positive adaptation, drawing on internal and external resources, in the context of significant adversity" | **Please note that this document should be read from bottom to top. The position of boxes from left to right does not imply any kind of hierarchy**

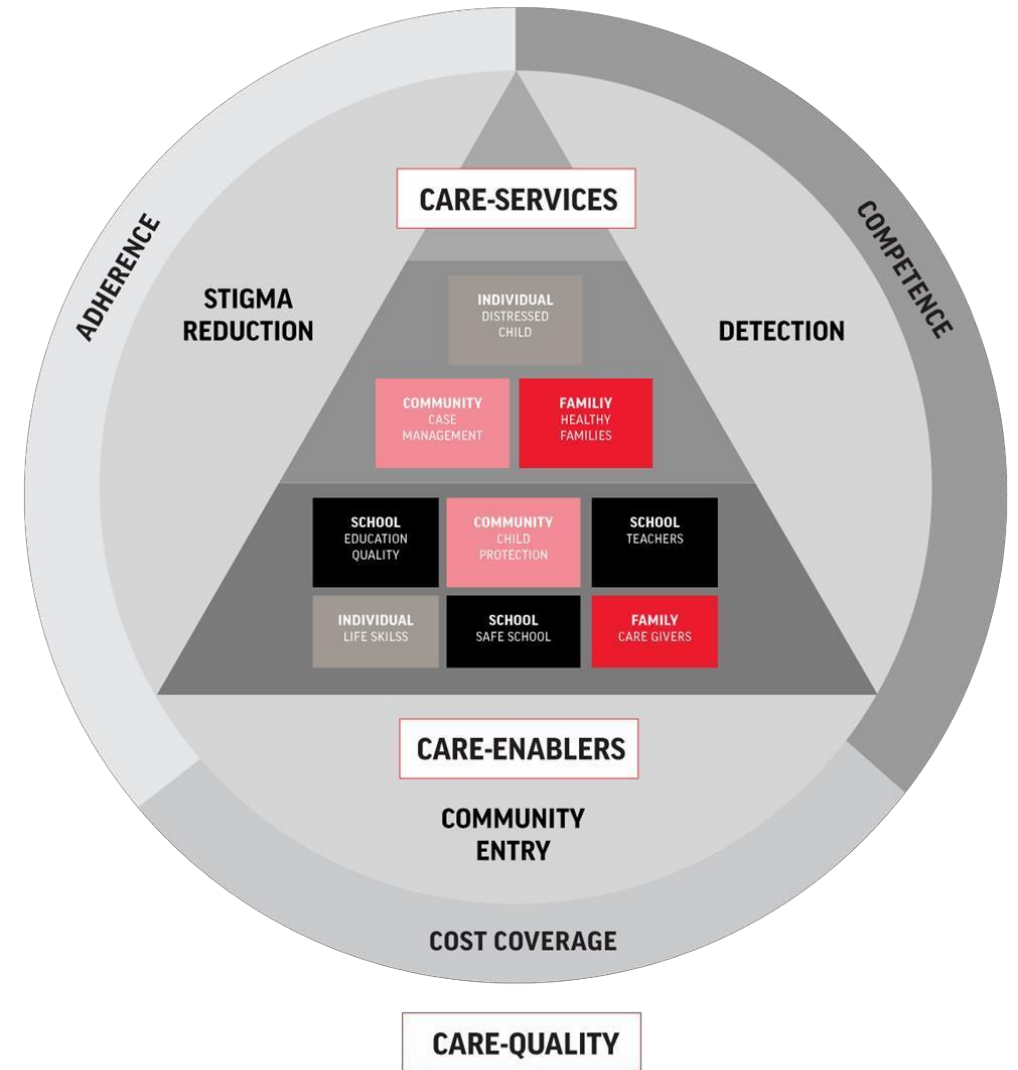




# Care System Approach

Our research focuses on building evidence for our core interventions that form a comprehensive Care System:

- it combines inter-connected, mutually strengthening interventions that respond to the varying needs of children and their caregivers;
- it is a multi-level system that includes a set of interventions that promote wellbeing and help prevent problems from arising, to higher-intensity interventions targeting children that experience significant, enduring distress
- has a socio-ecological approach with services targeting the child as well as different levels in the social environment of the child (individual and peers, families, schools, communities, civil society and state authorities)
- recognizes how children's development is inextricably linked to the families & communities economic situation, social values and cultural influences that surround them and provide for their basic needs and protection.



# THE NETWORKED EXPERT ORGANISATION

## Scale through Global Partner Network

Roll-out through external certification of global partners network

## Self-implementation and Partnerships in-country

Leveraged earmarked funded larger-scale implementation for evaluation & dissemination

## Self-Implementation & Expertise Development

Flexible un-earmarked funds for small-scale innovation for development and piloting

### 4. System Change through policy change and setting of minimum standards

Increase reach and impact by working with governments and standard setting agencies

### 3. Scale through Global Partner Network

Increase our reach by selecting and certifying a global network of partners and governments

### 2. Self-implementation & partnerships in-country

Leveraging with institutional funding and local partners to scale and build evidence with strategic academic partnerships.

### 1. Self-implementation & Expertise development

With un-earmarked funds - innovate and build expertise -through self implemented programs.

QUALITY ASSURANCE

RESEARCH

INNOVATION

# Theory of Scale: Vertical Scaling (Up) versus Horizontal Scaling (Out)

## Vertical Scaling

Incorporated as standards in National and Global Systems of Care

↑

Adopted by partners in the network

↑

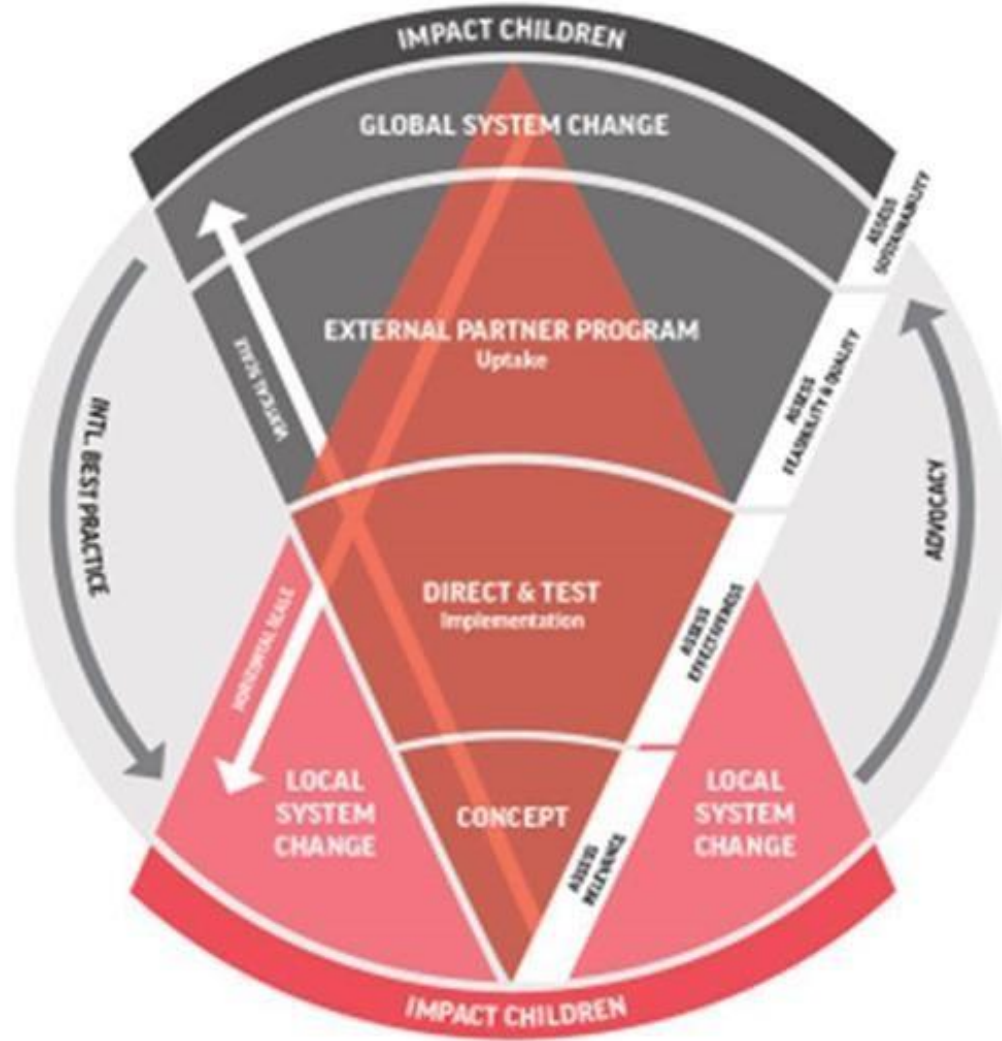
Building capabilities and setting validated standards

↑

Further developed and assessed for effectiveness

↑

Interventions designed and implemented by War Child



## Horizontal Scaling

Internationally recognized evidence based interventions or best practice designed by others.

↓

Outside the scope of our own core interventions, but relevant for children in context where War Child works.

↓

Adopted by War Child in local context to increase reach of number of children and improve impact at local level.



# WAR CHILD IDENTITY

War Child balances self-implemented programmes with a solid research program, building the scientific evidence for our interventions.

Our growing expertise is shared with a wide range of stakeholders in the sector, working with millions of children and youth affected by conflict and violence.

Our evidence based programs focus on improved well-being and mental health of children and youth and include psychosocial support, protection and education.

This way War Child contributes to a growing global movement, working towards peaceful futures for children and youth.

We are impartial and independent.

We actively engage children and youth as powerful actors, rather than victims.





## Creating the next generation NGO....

Stretches the imagination and  
creativity.

Requires flexibility and  
adaptability.

... but we are well on our way!

[#togetherwearewarchild](#)