



Photo by Padraig Timoney

A PROMISE FOR THE FUTURE:

CHILDREN IN CROSSFIRE,
STRATEGIC PLAN, 2011 – 2015.



**Children
in Crossfire**

GIVING CHILDREN THE CHANCE TO CHOOSE



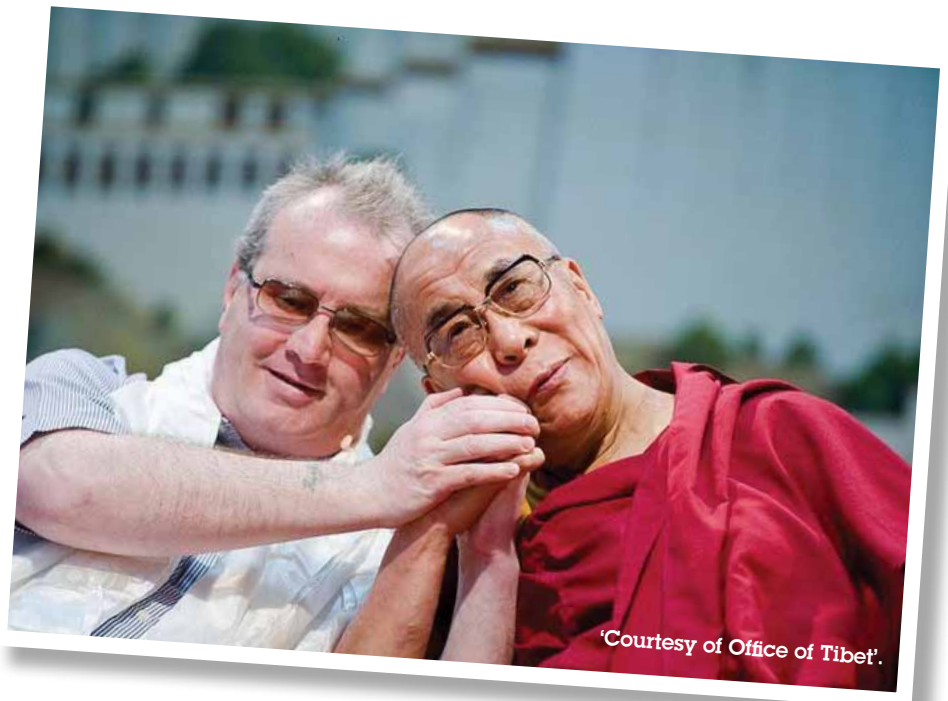
A Word from our Patron.

“With the realisation of ones own potential and self-confidence in ones ability, one can build a better world. According to my own experience, self-confidence is very important. That sort of confidence is not a blind one; it is an awareness of ones own potential. On that basis, human beings can transform themselves by increasing the good qualities and reducing the negative qualities.

Every individual has a responsibility to help guide our global family in the right direction. Good wishes are not sufficient; we must become actively engaged.

I commend your organisation for the exemplary work you are doing to protect and promote the rights of some of the world's poorest children.”

His Holiness the 14th Dalai Lama of Tibet,
Patron of Children in Crossfire.



Contact: Children in Crossfire, 2 St. Joseph's Avenue, Derry/Londonderry, N.Ireland BT48 6 TH
+44 (0) 28 71 269898, www.childrenincrossfire.org

From Tragedy to Triumph.

In 1972, the founder and director of Children in Crossfire, Richard Moore, was blinded by a rubber bullet fired at point blank range into his face. Amazingly from childhood to the present day he has never allowed bitterness to stunt his development. "I learned to see life in a different way ... I may have lost my sight, but I have found my vision" is how he describes his remarkable acceptance of what, for most, would be a debilitating trauma.

In 1996, he felt the need to harness all that he had learned and put it to the service of humanity, particularly children around the world who have been caught in the crossfire of poverty.

The story of Children in Crossfire has its roots in what began as a tragedy and ended up as a triumph of the human spirit to overcome adversity.

From humble beginnings, Children in Crossfire has grown into a highly respected international organisation supporting some of the world's poorest and most vulnerable children.

The World We Live In.

1 BILLION children are deprived of one or more services essential to survival and development

148 MILLION under 5's in developing regions are underweight for their age

101 MILLION children are not attending primary school, with more girls than boys missing out.

8.8 MILLION children worldwide died before their 5th birthday in 2008.

Source: UNICEF State of the World's Children, 2010, p.18-19).

A Promise for the Future.

In 2007, Children in Crossfire hosted an international conference titled 'A Promise for the Future', to celebrate our 10th anniversary and to discuss our continued growth and vision for the future. The key note speaker at the conference was Children in Crossfire's Patron, His Holiness the 14th Dalai Lama of Tibet and with his inspiration, the need for Children in Crossfire to improve the impact of our initiatives was realised and a comprehensive strategic planning process commenced.

After reviewing and refining our programming, fundraising and governance resources and procedures, we realised that to be most effective in our work, we should have a more strategic focus in terms of what we do and where we work. As a result of this process, we have developed the 'Children in Crossfire Strategic Plan 2011 – 2015'. The plan outlines Children in Crossfire's mission, aims and objectives and the programme of work we will do to achieve them. Within the framework of our strategic plan, Children in Crossfire will work together with a variety partners, technical experts and supporters to deliver on our promise for the future – the well-being of young children.



A mural made by students in N.Ireland who participated in the Children in Crossfire '8 Good Reasons' project. Photo by Vincent O'Callaghan

Giving Children the Chance to Choose.

Children in Crossfire is committed to the realisation of the United Nations Millennium Development Goals (MDGs) by supporting both government departments and civil society in the countries where we work, to meet the targets outlined in their respective Poverty Reduction Strategic Plans.

In particular, Children in Crossfire focuses on the achievement of 'MDG 1' (Target 1c, Indicator 1.8)', helping to reduce the rate of stunting in young children; 'MDG 2' (Target 2a, Indicators 2.2 & 2.3), helping to ensure access to primary education for all children and on 'MDG 4' (Target 4a, Indicators 4.1 & 4.2), helping reduce mortality rates in young children.

We are also committed to upholding General Comment 7 of the Standing Committee on the United Nations Convention on the Rights of the Child, which states:

'...young children are the holders of all the rights enshrined in the Convention [and] that the Convention on the Rights of the Child is to be applied holistically in early childhood'

We recognise that good progress is being made toward these goals in the countries where we work, but that there is still much to be done to reach the targets by 2015.

Implementing our new strategic plan represents a significant challenge to Children in Crossfire, our partners and our supporters, but it also represents a great opportunity to work together and bring about positive change in the lives of some the world's most vulnerable children.



Goals for Change.

Recognising that poverty has many interconnected root causes which negatively affect the well-being of young children, Children in Crossfire is committed to the protection and promotion of the rights of the most vulnerable children caught in the 'crossfire of poverty'.

Using the lessons learned and experience gained during the past 15 years and building upon our improved skills and increased organisational capacity, Children in Crossfire have developed a vision, goal and approach which reflect our particular skills and focus and which we believe will result in greater and more sustainable impact in transforming the lives of vulnerable young children.

Our Vision: A world where young children can realise their potential.

Our Mission: To ensure that young children perform effectively in their schools, communities and lives.

Our Goal: The improved well being of young children.

Our Approach: We in Children in Crossfire recognise that to achieve our goal, we need to develop a range of relationships with different organisations, institutions and experts. We will support partnerships with local organisations and experts in the developing world to build their capacity to deliver services to young children and engage with local and national governments on their behalf. We also recognise that some groups of young children are especially vulnerable and so we have a particular focus on the support & inclusion of children, living with malnutrition, disabilities and cancer.

We adopt a programmatic approach supporting a range of mutually supportive initiatives with cross-cutting thematic areas, promoting inclusive and gender sensitive initiatives to meet the needs and protect the rights of young children in developing countries. All our partnerships will:

- Tackle the issues affecting young children.
- Engage with the conditions in which young children live.
- Influence the policies relating to early childhood poverty.

Our Focus

Primarily, our work in promoting early childhood care and development will focus on an international programme which addresses the specific needs of young children in:

The United Republic of TANZANIA.

The Federal Democratic Republic of ETHIOPIA.

The Republic of THE GAMBIA.

We will use the specific lessons and successes from our partnerships in each country to promote shared learning amongst stakeholders in these countries as well as the UK and IRELAND.

When opportunity arises, Children in Crossfire will also respond to needs and challenges in other developing countries where our particular skills and strategic focus can have an impact.



Mothers in Ethiopia feed their young children beetroot porridge made during a good nutrition and cooking demonstration. Photo by Pieterella Pieterse'.

Actions for Change.

We work to improve young children's health by supporting local organisations to help medical staff improve their practice, whilst also providing essential equipment, treatment and food.

Together with our partners and supporters, Children in Crossfire will continue to improve the access to and delivery of early childhood health care services, so that:

- Malnourished children are fed and treated and rehabilitated.
- Young children with disabilities are treated rehabilitated.
- Young children with cancer are treated and survive.

We will do this by promoting community based management and early intervention systems.

We work to improve the education of young children, especially those with disability and cancer, supporting local organisations, to help teachers provide appropriate learning resources.

Together with our partners and supporters, Children in Crossfire will continue to improve access to and quality of early childhood education services, so that:

- Young children with disabilities can attend school.
- Young children in hospital or with long term illnesses can continue with their education.
- Young children have access to holistic education facilities.
- Young girls are given equal educational opportunities.

We ensure the rights of young children are protected and promoted by supporting organisations to help early year's professionals conduct media campaigns, engage local communities on child rights and represent young children to key decision makers.

Together with our partners and supporters, Children in Crossfire will continue to increase the awareness of the rights of young children and hold decision makers accountable so that:

- Government departments implement policies and legislation which support early childhood development.
- Duty bearers of young children understand their obligations and ensure that their rights are prioritised.
- Child protection policies and systems are established and improved.

We will raise awareness of child rights in society and support policy makers to protect and promote child rights and monitor their implementation of early childhood care & development policies and legislation. In particular we will mainstream disability and gender issues in our advocacy for early childhood care and development, to ensure that young children with disabilities and young girls have equitable access to health and education services and opportunities.

Advocates for Change.

Connecting the Local & Global

Children in Crossfire recognises that many of the root causes of global poverty are located in the developed world and that actions in our daily lives wherever we live can have an impact globally. It is important to promote change locally in UK/Ireland as well as globally in the countries where we work.

Through development education in the UK and Ireland, we are committed to encouraging and facilitating people to explore the concept of global interdependence and the underlying causes of child poverty and injustice; identify the changes needed to tackle poverty and find ways of bringing these changes about, individually and collectively.

“In a fast changing, globalised world, education needs to help people understand the wider world around them and make the global connections between issues such as poverty or climate change and their own lives. It should prepare them to live and work in a global society and economy and engage them to make the world a better place”.

DEVELOPMENT EDUCATION ASSOCIATION

We will do this by training educators and supporters on how to engage others in global justice and international development issues by:

- Developing critical thinking skills which lead to deepened public understanding of the root causes of global poverty and injustice in relation to Children in Crossfire’s focus.
- Challenging perceptions and stereotypes of poverty and poor countries.
- Developing an interactive development education section on the Children in Crossfire website.

Value Led Fundraising

In order to ensure we have sufficient resources to support our international and development education programmes, Children in Crossfire will diversify our funding sources, ensuring no over-dependency on any one income stream. We will also aim to increase our levels of funding in order to increase the coverage and improve the effectiveness of our programmes.

Through developing six key areas of fundraising, Direct Marketing; Events Coordination; Community Participation; Building partnerships with Corporations; Building partnerships with Major Donors and Applying to Institutional Donors, Trusts and Foundations we will:

- Inform, engage and value our supporters through effective data driven communication systems.
- Increase our sustainable fundraising initiatives; through annual campaigns and committed giving.
- Improve our ‘return on investment’; lowering our spend and increasing our net profit through increased focus on supporter led initiatives.
- Secure an increased annual income from trusts & foundations, corporations and institutional donors.



Photo Courtesy of The Derry Journal

Good Governance.

Children in Crossfire will ensure the proper management and governance of the organisation and its resources through appropriate structures and mechanisms designed to deliver efficient and effective outcomes so that Children in Crossfire provides financial accountability and 'value for money' ensuring greater impact and sustainability of our international programme and development education initiatives. Children in Crossfire's board and staff are informed and skilled to make good decisions toward alleviating early childhood poverty.

We will do this by:

- Ensuring board of director members are properly equipped to effectively perform their duties, and to establish appropriate structures for good corporate governance.
- Continuing to improve our financial structures, procedures and reporting mechanisms which support the increase in capacity and diversity of Children in Crossfire's activities.
- Continuing to improve our impact monitoring and evaluation structures, procedures and reporting mechanisms.
- Facilitating improvement in inter-departmental activities and effective use of Children in Crossfire resources by providing the appropriate support structures.
- Conducting a formal risk assessment and maintaining a risk register of all areas of the organisation.

Children in Crossfire comply with the standards stated in the Dóchas 'Irish NGO's Code of Corporate Governance'.

A young girl attending Kindergarden class in Addis Ababa, Ethiopia. Photo by Pieterella Pieterse



Photo by Pdraig Timoney'

Strategic Objectives, Outputs and Results.

Strategic Objective A: Focus on early childhood care and development in targeted developing countries and the most vulnerable regions within those countries.

Strategic Output 1: By 2015, Children in Crossfire will have increased its support of early childhood care and development in at least 4 of the world's poorest countries.

Strategic Output 2: By 2015, Children in Crossfire will have strengthened its international organisational capacity by operating offices and programmes in at least 2 of the world's poorest countries.

Strategic Outputs 3: By 2015, Children in Crossfire will have developed specialisation in the areas of a) preventing under-nutrition b) inclusive service provision for young children with disabilities c) treating and rehabilitating young children with cancer d) stimulation for early childhood development

Expected Results:

- Reduced level of stunting amongst children under-3 years.
- Increased number of young children with disabilities attending mainstream schools and education facilities.
- Increased survival rates of young children with curable cancer.
- Contribute to an increase in children aged 3 – 6+ attending pre-school education.
- Contribute to a reduced rate of children aged 6 – 7+ dropping out of primary school

Strategic Objective B: Focus on addressing the causes of poverty through influencing national policies for young children and promoting informed community action.

Strategic Output 1: By 2015, Children in Crossfire will increase its influence in ensuring that young children are prioritised in local, regional and national development plans and budgets.

Strategic Output 2: By 2015, Children in Crossfire will increase its influence in ensuring that communities, politicians and members of the media understand the root causes of poverty at a global level and are facilitated to take informed actions in favour of the poor.

Expected Results:

- Increased public expenditure on early childhood and inclusive service provision.
- Increased public awareness of the root causes of poverty and the inter-connectedness of those causes.
- Increased community led pro-poor actions and campaigns.



A young child being treated for club-feet in Tanzania.
Photo Courtesy of CCBRT.

Strategic Objective C: *Children in Crossfire will have optimised and diversified its source's of income.*

Strategic Output 1: *By 2015, Children in Crossfire will have increased its annual restricted income streams through an effective funding strategy targeting new & current institutional donors; charitable trusts and foundations; corporations and major donors.*

Strategic Output 2: *By 2015, Children in Crossfire will have increased its annual unrestricted income streams through an effective community fundraising strategy targeting new & current committed givers; major donors; schools and community groups.*

Expected Results:

- Children in Crossfire will grow its annual income.
- Children in Crossfire will grow funding from institutional donors and charitable trusts & foundations.
- Children in Crossfire will grow funding from corporations; major donors and community fundraising initiatives.

Strategic Objective D: *Children in Crossfire will have greater organisational effectiveness and efficiency.*

Strategic Output 1: *By 2015, Children in Crossfire will increase programme quality and demonstrate impact through implementing a results based management system.*

Strategic Output 2: *By 2015, Children in Crossfire's Board of Directors will have increased capacity, in terms of membership and skills, to make good decisions and promote accountability*

Strategic Output 3: *By 2015, Children in Crossfire will have increased capacity, in terms of staff numbers and skill levels, to achieve development results for young children.*

Expected Results:

- An international operations guideline outlining organisational procedures, systems and policies for managing and tracking change will be developed by the end of 2011.
- A review of human resource requirements and structures for the international programme will be completed and implemented by the end of 2012.
- An organisational risk register will be developed (by end of 2011) and maintained.
- The Board of Directors will facilitate sub-committees and opportunities (by the end of 2011) to increase the participation of directors in ensuring programme quality and accountability.

To ensure the effective implementation of Children in Crossfire's organisational strategic plan, each department: International Programme; Development Education; Fundraising and Finance & Governance will develop and deliver a detailed departmental strategy and operational plan.

Working Together.

“Children are resilient: if we are their protectors, they will be our teachers. Together we can create a safe place where our precious children can develop their unique talents and give them freely and generously...”

Jane Olsen, Chair, Human Rights Watch speaking at the Children in Crossfire 'A Promise For The Future' conference, July 2007.

There is a great need for positive change in the lives of the vulnerable children and together with our partners and supporters, we will play a vital role in making that change happen.

We will work hard to develop our staff, partners and supporters so that we can achieve our goals and make our vision a reality...



A girl from a re-settled homeless community reads a story to friends while they wait for their daily glass of milk. Photo by Pieternella Pieterese