



Strategic Plan 2021–2025

KEEPING CHILDREN SAFE IN
A CHANGING CLIMATE

barnfonden

Member of ChildFund
Alliance

About us

Barnfonden is a non-religious and politically independent child rights organization, established in Malmö, Sweden in 1991.

As a member of the ChildFund Alliance, we work with and for children to strengthen their rights and ensure their safety, as they navigate an increasingly changing world.

Everything Barnfonden does is focused on the child. By using a holistic perspective on children's development, we assiduously plan and carry out our work in close collaboration with children, families and others working to make positive change in communities. Regardless of the type of project, children's rights, children's safety, concern for the environment and climate, and gender equality and inclusion are key elements.

Together, we address the root causes of poverty and vulnerability, guided by the concepts of empowerment and sustainability.

Barnfonden draws on the ChildFund Alliance's 80-plus years of experience, working in over 70 countries around the world. The ChildFund Alliance, a network of 12 child rights and development organisations, helps over 21 million children, their families, and their communities annually. We work to end violence against children and to support nutrition, health care, education, and life skills.



**Success focuses on goals,
not on obstacles.**

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Welcome to Barnfonden's Strategic Plan 2021-2025

Barnfonden's strategic planning process has been developed at a time of uncertainty about the future of the world and the way in which we operate – a situation we expect will continue. Our board, staff and partners have reflected deeply on the questions:

- **What values does Barnfonden particularly uphold, at this time of change?**
- **What 'same and different' value does Barnfonden as an NGO offer to our local partners and our supporters in the context of the world today?**
- **How can Barnfonden best contribute to strengthening children's rights globally and to keeping children safe in a changing climate?**

We have created a plan where we see change and opportunities, while still holding true to the Barnfonden our supporters and partners tell us they love; where connection is paramount, and optimism, self-reliance and collective strength is championed.

This strategic plan is launched as Barnfonden turns 30. Our experience has taught us not only about the intrinsic value of collaboration and partnerships, but also about the importance of being open-minded and creative. We actively seek synergies

between our work and the work of others – be they NGOs, businesses or government – as we strive to realise the global sustainable development goals. Our hand is extended, and we warmly invite you to please give us yours!

We take inspiration from children who experience these changing times with enormous resilience. Their need for our support remains but what this new five-year strategic plan makes clear is that we stand with children: not for them or leading them. By respecting their views and elevating their presence in decision making, we know we can look forward to a safer, kinder, more equitable world. We believe this plan will support that dream.

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Sometimes the best thing for children is happiness and a good childhood so that they have the same with their children and this makes a change.

ANA ROSA – 11 YEARS OLD, MEXICO



Martina Hibell
Martina Hibell
Secretary General



Yasemin Arhan Modéer
Yasemin Arhan Modéer
Board Chair



Our vision

Our vision is a sustainable world where children are listened to, cared for, and respected. A world where every child can say:

I am safe.
I am healthy.
I am happy.
I am educated.
I have a voice.

Our mission

Together with children, we create sustainable solutions that protect and advance their rights and well-being. We do this through partnerships, empowerment and a holistic approach.

The world and how we see it

As we entered this Strategic Planning phase for 2021-2025, Covid-19 was in the early stages of changing the world forever. Our programs – which have always focused on children's wellbeing: on keeping them healthy, educated and safe – were suddenly tested in ways they'd never been tested before. Did we have the flexibility to quickly respond to this urgent threat? Did our partnerships at local, regional and global level prove effective to demonstrate solidarity and how to work 'better together'? Did our work support the work of governments around the world and align with the advice of the World Health Organization – in other words, were we a useful ally? The answer to these questions was a resounding, 'Yes'.

It was therefore with confidence in our agility and partnerships that we moved forward with our strategic planning process for 2021-2025. Importantly, our deliberations required us to anticipate even further global change and disruption, and emphasised the need for us to continue focussing on the word 'safe': to protect children from danger, risk or difficulty – now, and into the future. Consequently, a recurrent theme – and the title of our strategic plan – is: Keeping Children Safe in a Changing Climate.

The dangers and risks we need to protect children from in the world of today are not only the effects of insidious pandemics like Covid-19, which has caused innumerable social and economic damage to

families all over the world. We must also anticipate the dangers posed by the impact of environmental degradation and climate change. This strategic planning reflection process has reiterated that Barnfonden simply cannot turn its back on the evidence we're confronted with daily in our work: droughts, insect infestations, flooding and conflicts caused by diminishing resources were a few we were working on as this plan was in development. In our communities, we must be front-footed, ahead-of-the-game, helping them to anticipate and mitigate disasters before they occur. Only this way can we keep children safe.

Meanwhile, it is not only extraordinary events that place children in danger. We cannot ignore the awful statistic that one billion children experience violence and exploitation every year. Our work within the ChildFund Alliance is a key contribution we can make globally to rising-up against child violence. We will continue to support these efforts over the next five years, guided in this – and in all our work – by the Sustainable Development Goals and child rights principles (see right).

This strategic plan drives us to actively seek connections to improve lives for children, and to make our funding and partnerships work as hard as possible to achieve the impact we seek. This will offer new ways for our sponsors and supporters, including corporates and innovation think-tanks, to

get involved and contribute to change. It allows us to particularly concentrate our fundraising efforts on a limited number of focus communities. We will work most closely in three of these communities to achieve their long-term strategic plans – their Road Map.

Our supporters, donors and innovation partners within Sweden and the EU, and within the global ChildFund Alliance, as well as the communities we work with and especially the children, will be our valued associates as we work – all of us, together – to keep children safe, in our changing world.

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It is important to be agile, introduce new technology, engage at policy level and that advocacy goes beyond country level.

LILLY OMONDI – COUNTRY DIRECTOR CHILDFUND ETHIOPIA

Global commitments

The starting point for all our work is the Convention on the Rights of the Child. Child rights is our pinnacle principle, underpinning all we do. We will consistently choose to do right by children – even when that is sometimes the more difficult path to take.

This makes our work not just locally-focused, but we must also advocate at national and international levels to ensure the rights of children are upheld. These rights stipulate:

1

All children are of equal value, no child may be discriminated against (Article 2). All children have the same rights. This means that every child has the right to be respected and included. No child should be treated negatively and those who need it should receive extra support.

2

The best interests of the child shall come first (Article 3). In all government decisions and measures that affect children, special attention must be paid to what is best for the child. The child's opinion should always be heard.

3

The right to life and development (Article 6). Every child has the right to live and develop, each according to their circumstances. It also means that every

4

child has the right to be protected from violence, exploitation and other abuses.

Respect for the child's opinions (Article 12). All children have the right to say their meaning and be heard. Every child has the right to express themselves, to be listened to and taken seriously. Children have the right to have influence over their lives in step with their growing maturity. This means that children have something to say about their family, their school and their community. They have the right to get the information they need to understand and take a stand.

In addition, we will support the **Sustainable Development Goals**. In September 2015, the United Nations signed up to 17 Sustainable Development Goals (SDGs) and 169 targets. These goals and targets set out a universal agenda to achieve sustainable development globally, known as Agenda 2030. They bring together the three dimensions of sustainable development: economic, social and environmental. Because of the holistic nature of Barnfonden's work, we support almost all of the global development goals. We have identified nine of the 17 goals as our primary focus during this strategic period, with the first six forming the foundation of any child's development. Our commitment to keeping children safe in a

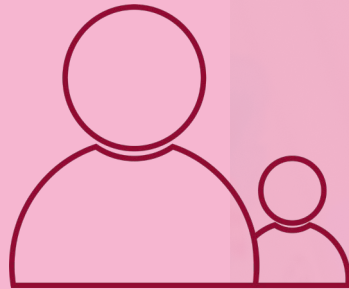
changing climate adds support to the particular focus on SDG 13: Climate Action, and target 16.2: End abuse, exploitation, trafficking and all forms of violence and torture against children. In addition, SDG 17: Partnerships for the Goals, represents our strong belief that partnerships are the only way we can achieve sustainable impact for children.

Other key global initiatives we are guided by include the **Paris Declaration on Aid Effectiveness**, and the Declaration's five principles of ownership (developing countries setting their own strategies); alignment (making sure our work links with their plans); harmonisation (coordination of actions to avoid duplication of effort), managing for results – and taking measures to ensure change is occurring, and mutual accountability.



Core values

The following values define the way Barnfonden will behave and work. These values create the foundation for all we do.



We stand with children

As a **child rights organization**, Barnfonden believes that the rights of the child should be protected and promoted in every area of their life. We are driven to achieve the best possible **impact** using all means possible, and we measure ourselves by how well we contribute to positive and sustainable development for children. Our commitment and loyalty is to children and we will vigorously champion their **best interests** at home, school, within their community, as well as at national and global levels. With the child in focus, we choose to **do the right thing and not the easy thing**.

Together we make a difference

Through **partnerships** we draw on the strengths of others to reach further for realizing child rights than each of us would on our own. Working together means being **inclusive**, not tolerating any form of **discrimination** and showing **respect** in communication, conversations, meetings, programs and fundraising. We meet people where they are and realize the importance of **different** opinions and experiences.





We keep our promises

We assume **responsibility** to do what we say we will do, and are **transparent** with how we work, what we achieve as well as when we do not reach our goals. We expect to be held **accountable** by anyone who chooses to collaborate with us, from the individual child and family to authorities, sponsors, donors – and including our colleagues. We will earn the **trust** of others. We demonstrate trust to our colleagues in our daily work since that is how we can develop and do what is best for children.



“Our collaboration with Barnfonden is very down to earth, understanding, listening, open-minded and respectful. There is a strong team-spirit. The high level of trust between staff and all this are key aspects to form a true partnership.

PRASHANT VERMA – COUNTRY DIRECTOR CHILDFUND CAMBODIA

We are biased towards action

We are **curious** to find better ways of working. We **dare** to see new opportunities in the same way we challenge old habits, always striving for improvement. We have the **courage** to **act** on opportunities and test new ways to operate and achieve **sustainable impact** as **effectively**, **efficiently**, and **responsibly** as possible. We can show the **respect** to the children, communities and supporters we work with by being agile, open and responsive.



Our metaphorical house

To help people understand the different elements of the strategic plan and how all elements are necessary to support the vision, we developed the analogy of a house, depicted right and described on next page. The house and its parts are constructed to be stable over time and, in most aspects, remain over the full five-year strategic period. However, the Barnfonden 'house' will be annually reviewed and refreshed, taking into account development shifts and the changing world around us.



Our metaphorical house

What each component means

Our **core values** are the **foundation** of our house. It needs to be solid to keep the house stable and safe. This is about who we are. Our values show 'the way we do things around here': they define us and the way we make decisions, which decisions we make, how we communicate (internally and externally), our relationships, our partnerships, our programs and our fundraising.

Our **vision** is the **sun**. It keeps our focus on the world we want to see.

Our **mission** is the **roof**. It is nearest to the sun and symbolizes our contribution, our role and the part we play in reaching our vision.

The **pillars** of the house represent our **five-year strategy**. The pillars connect the roof to the foundation and need to be well adjusted to stand steady and reach as high as possible. If they are too thin, too few or unbalanced, the house risks collapsing. The strategic pillars define what we will commit to over the next five years, how we will do it, and with what resources.

The **air between the pillars** are our **staff and organisation**. People are crucial to realizing the strategy, to take care of the house and adjust it when the context changes. This is essential for its

survival and adaptability. Our staff need to be well equipped, committed and enthused to deliver this strategy. The house is strengthened by residents who complement and support each other when aiming for the same vision, together.

In this house are the **children**, those we have responsibility for. Our house is a home for all children, and a place where they can say; I am safe, I am healthy, I am happy, I am educated, I have a voice. And for that to be possible we must work together with children, hear what they have to say and listen – truly listen.

While invisible on the house plans, every home is designed and set within a **context** and **surrounding environment**. Our organization and our strategy are dependent on what happens around us. Political shifts, pandemics, climate change, new research: all affect us in our mission, and we need to be well informed in order to respond appropriately.



Strategic Pillar 1 – We are effective

Being effective is not only about clocking-up results, it is about how those results are achieved. Our approach is important – we need to ensure communities are involved not only in determining what happens, but in helping make it happen. Our values help steer us: we know the benefit of including children in our planning and the importance of working with community partners and local authorities. We have firmly adopted a child rights approach. This approach is supported by our commitment to several cross-cutting issues, including child protection, gender and inclusion and environment. Applying these lenses across all our work shifts what we do to make it more targeted, appropriate and sustainable. Sitting behind our work is a toolbox of methodologies, processes, policies, technical advice and measurements. We know we can achieve impact – our work over the past thirty years has demonstrated this. Our promise is to make it as effective, sustainable, relevant and efficient as possible.

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We can ask an adult to raise awareness among the other adults so that they don't mistreat us.

MOUZETOU – 12 YEARS OLD, BURKINA FASO

WE KNOW
THE IMPORTANCE
OF INCLUDING
CHILDREN



Our approach

We will use funds in ways which will bring about the greatest contribution possible to achieving our vision: we call this a program approach. Whatever we do will be developed in consultation with the communities we work with. This includes to plan, support, track and report on how Barnfonden and our partners are achieving long-term sustainable change. Our work will be grounded in participation, partnerships, evidence and planning.

We will review our suite of Program Quality methodologies, approaches and tools, and redefine what quality looks like for Barnfonden. This will be supported by refreshed decision making and assessment tools, improving our accountability to supporters, partners, and stakeholders.

We will advance the Road Map strategy – comprehensive, long-term development plans made by the community. Initially we will focus on at least three communities, encouraging and tracking stakeholder engagement and contributions. The next step will be to investigate mini-Road Maps in other focus countries to allow us this holistic overview there as well. Tracking tools will be developed to measure progress made against Road Maps, demonstrating how our work leads to long-term, sustainable outcomes.

We will champion Child Rights, Ending Violence Against Children (EVAC) and Environmental Degradation and Climate Change (ECC) and strengthen this across Barnfonden's programming. Barnfonden will invest in building Child Rights, EVAC and ECC perspectives as part of Barnfonden's clear value-add to a variety of partners. Honouring our commitment to partnerships, we will also invest in research, training and projects, and lend our technical expertise to actors who wish to become more child rights or environmentally focussed. We assume the responsibility to conduct multi-level advocacy to ensure Child Rights is understood and upheld, within the countries we work, in Sweden and globally and use examples from our work to demonstrate the value of a Child Rights approach. This also includes advocating for more responsible action globally to curb the impacts of Climate Change.

We will anticipate and mitigate, as well as respond to humanitarian disasters when children are at their most vulnerable, following clear engagement guidelines and working with effective and appropriate partners. Disaster risk reduction will be incorporated into programming, acknowledging the humanitarian-development nexus.



Strategic Pillar 2

– We are financially relevant and sustainable

We cannot deliver impact without the support of our donors, sponsors, and regular givers. The more we can grow their support, the more work we can do on the ground. But the world has changed in the 30 years since Barnfonden first started, and people want choice. Sponsorship is of huge value to communities as it supports vital programs that benefit all children – and as well, it is a wonderful way to connect worlds. But we know other supporters value different ways of giving. Our goal is to engage more people – in multiple ways, and to attract longer term, more flexible funding.

Importantly, we don't seek funding for the sake of growing income. We seek it to reach as far as possible and with the most positive and sustainable outcomes for children. This is about doing the right thing and doing things right. We need to be relevant for our partners and support the change

our program communities define. We will strive to meet annual program targets through funding models that are resilient, sustainable and that allow for innovation. This will include seeking long-term grants – particularly as they fund a program approach – but also looking at innovative new business models and opportunities for both our development programs and our humanitarian response. The world is constantly changing and Barnfonden's agility will be important both in our programs and in our funding models.

**WE DON'T SEEK
FUNDING FOR THE
SAKE OF GROWING
INCOME –
WE SEEK IMPACT**



Our approach

We will focus on building our cohort of long-term supporters and re-visit our funding models to facilitate this. Relevant communication and service will nurture and maintain supporter loyalty, and we want to give our supporters the best experience possible with Barnfonden and their communication with their sponsored child. We want people to enjoy their relationship with Barnfonden and stay with us for a long time.

We will actively seek flexible, long-term grants by building relationships and trust with various donors and partners. We want to be adaptive in our programming and able to respond swiftly and appropriately when changes occur and opportunities arise. Being able to work with long-term grants allows us to be more efficient and effective to achieve the significant, sustainable changes that we are aiming for.

We will find innovative ways to support community-led plans (Road Maps). This might include new business models, for example investment or green bonds, results-based financing or social impact investing.

We will ensure that Barnfonden is a well-known and credible child rights organisation, contribute to think-tanks and forums and ensure children are involved.

We will broaden the general public's understanding of, and commitment to, child rights and what is needed to keep children safe in a changing climate, using examples from our programs and raising children's voices.



Strategic Pillar 3 – We build trust

Accountability has always been important to Barnfonden. We believe we are an ethical, responsible and prudent organisation, well-trusted locally and globally. Now, with the ability to share so much online, we can be more open and transparent than ever. As well, there are special forums set up who can provide peer reviews of our work, and who make those reviews available to the public.

Joining these forums, measuring our impact and contributing to national and international discussions are some of the ways we can build trust. From our supporters and donors to the families and children we stand with, we will prove ourselves worthy of the trust invested in us and demonstrate this through the accreditation from Svensk insamlingskontroll (the 90-account) and engagement with accountability forums such as Giva Sverige nationally, and Accountable Now globally.

Being a good and trusted partner to those we commit to is a standard we cherish. Respect, pragmatism and compliance are three key aspects for any relationship we have with donors, partners, communities and children.

**TRUST IS
EARNED –
NOT GIVEN**



Our approach

We will continue to invest in strengthening our systems and processes to guarantee efficiency, transparency and accountability. Trust is earned – not given, and it is a prerequisite for people wanting to partner with us. Our supporters and donors, as well as the partners and the families we work with, shall be able to hold us accountable.

We will demonstrate accountability by participating in recognized external (national and international) evaluation platforms. This will include producing annual evidence against a range of accountability criteria, with reports available on our website.

We will be reliable and efficient partners in managing our programs and projects. This means providing good support and communication with our in-country partners, and similarly with our donors and funders. Our reports will be timely, accurate and informative.

With our program country partners, we will annually assess our performance against Partnership Values to better communicate internally and with partners on how we intend to work with them. With this comes a commitment to be more child-friendly in the way we work and communicate.

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The consistency of our partnership with Barnfonden is helpful. It is long-term and built on trust which makes communication open and respectful, enabling transparency.

NEELAM MAKHIJANI – COUNTRY DIRECTOR CHILDFUND INDIA



Strategic Pillar 4 – We are connectors

Sustainable Development Goal 17 states: “The goals can only be met if we work together ... To build a better world, we need to be supportive, empathetic, inventive, passionate, and above all, cooperative.” (globalgoals.org) This is a statement that resonates with Barnfonden. For many years we have partnered with actors from a variety of sectors as a way to be more effective, efficient and sustainable in our programming and fundraising. We want to challenge traditional roles and build on our positive experience from connections with organisations where our partnership adds values. This could mean that we seek out connections with organisations working on new green technologies, where we make the introductions to local partners and then step aside as the two entities we’ve introduced move forward together ... with Barnfonden at the edges, capturing lessons along the way. We wish to step up these kinds of connections.

Sweden has so much innovation to offer our partner communities. ‘Connecting’ is a role we have performed well for many years, as we have connected Swedish sponsors with families in the communities where we work. Under this strategy, we will grow partnerships with the Swedish public, as well as corporates, universities, organisations and institutions. This will lead to increased global

understanding and solidarity with children, families and communities that risk being left behind – while helping reach the Sustainable Development Goals the world has committed to achieving. It includes finding value-adding connections with others who can advance our primary focus: child rights, child protection and climate change. These issues cannot be tackled alone. We see our role at times as teacher – where we share what we know from our program and experiences with others; and at other times, we see our role as student, researcher, or advocate. We seek sustainable solutions and an active world – energised and determined to work together to keep children safe.

**CONNECTIONS
BRING NEW IDEAS
AND OPPORTUNITIES**



Our approach

We will develop partnerships where we can use our combined expertise to further child rights and child protection in a changing world – particularly as the impacts of climate change bite harder. This includes identifying ways we can, with others, initiate change through advocacy, seeking collaborations and allowing children to speak for themselves to create the changes they identify and value.

We will seek innovative ways to bring change to children and communities with new and different partners, tools, ideas and approaches from research and tertiary institutions, business and others. We see many opportunities to link Sweden's green know-how with communities who urgently need solutions.

We will seek appropriate corporate, institutional and private partnerships to lend support in both financial and non-financial ways to improve our impact, noting that sometimes it's not money but ideas, knowledge and connections that hold the most value to communities.

We will maximise value-adding engagement with our ChildFund Alliance partners and their partners, using their research and data to strengthen collaborations and information sharing. We commit to the ChildFund Alliance strategic plan and assume ownership of the work we have committed to, together.

We will seek ways to ensure the highest value of connection between sponsors and families in our program areas. We believe in the importance of increased global understanding, connection and meeting points and will leverage the uniqueness of the sponsorship model to contribute to global solidarity and care.

We will facilitate connections between Swedish donors and children in our program countries. Our ambition is to make these connections warm, meaningful and informative, where both the children and Swedish supporters value and learn from the connection.

We will raise the voices of those we work with, ensuring the thoughts and experiences from our program communities are being brought to the Swedish public through our communication channels. It is our responsibility to raise the voices of those most often excluded from having a voice to promote greater understanding and inclusion.

We will deliver development education and conduct advocacy within Sweden and, where possible, throughout Europe. Our commitment is to be a strong and persistent voice for keeping children safe in a changing climate and for the delivery of SDG 16.2 to eliminate all forms of violence against children. We want the Swedish public and our government to

understand the impact of climate change and how this affects child rights, and we will push them to drive forward solutions.

We will increase our activity within Swedish and European NGO circles. This includes building relationships and connections for innovative ideas; for advocacy; for consortia opportunities and to promote Barnfonden's Child Rights and Ending Violence Against Children expertise.



The air between the pillars – We are a thriving organisation

The fifth strategic priority is not represented as a pillar of the house, but the air in-between: our organisation and staff.

An organisation's success is hugely reliant on employee engagement and their passion, energy, ideas and enthusiasm. Our internal environment must support our strategic priorities and our organisation must create the space and opportunities to do what we want to do, and to be who we want to be. Barnfonden shall be an organisation where staff can develop, be challenged, and contribute in different ways to our common goal. Trust is something we treasure in all relationships and it is crucial amongst staff. Our core values shall be alive and incorporated in everything we do. Only this way can we treasure them and claim to live by them.

WHEN PEOPLE
THRIVE – THE
ORGANISATION
THRIVES.



Our approach

We will live by shared values that are evident at every level we work at: the way we work with our colleagues; our advocacy work to governments; the way we show value to our donors; and the way we include children and families in decisions to lead our work. We owe this way of working to the children and families we work with and for, and to our donors and supporters.

We will be the sustainable child-rights organisation we set out to be. This includes constantly strengthening staff capacity and culture as well as having clear measurements that we can use to evaluate our performance.

We will create our annual plans in a way that allows for testing new ideas, for staff **creativity** and for **participatory** planning and follow-up processes.

We will recruit, train and retain staff to be ‘the best they can be’. We will foster them in the constant drive to make and demonstrate impact.

We will stay true to the high-quality working environment we have created, acknowledging that this is a task never to be forgotten or downgraded. This includes the physical environment at the office, working equipment, dialogue, clarity and collegial relationships.

We will keep improving our internal systems and administration to ensure **transparency, efficiency** and **quality**.

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The conscientiousness we bring to both external and internal relationships is striking. I am proud to be part of such a thoughtful, creative, hardworking and genuine group of people.

ANNA-MARIA ROMBERG – EMPLOYEE SINCE 2015



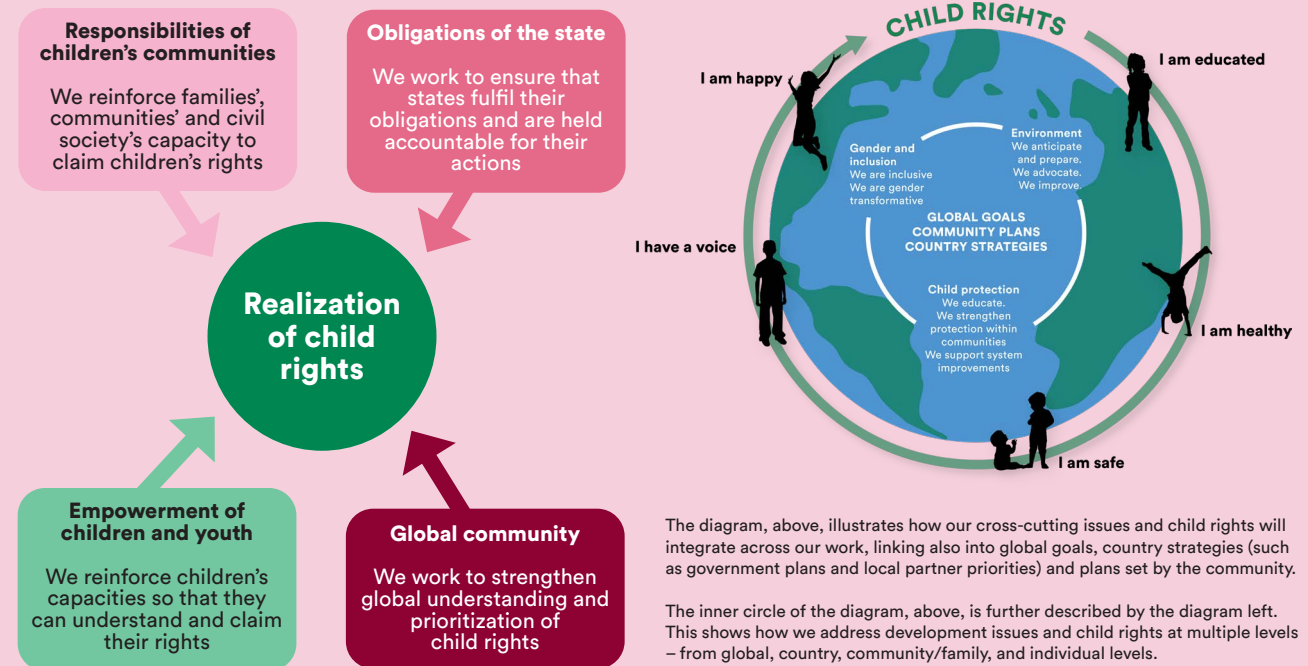
The way we will work

Improving the lives of children cannot be achieved by a singular pursuit. Their lives are as much influenced by government policy and services as by family values and the whims of the environment. Barnfonden's work must therefore remain holistic and committed to helping solve problems in practical and strategic ways. This means that Barnfonden will continue to support communities to grow their assets while building the confidence and ability of individuals to increase their voice, power and agency to bring about the changes they wish to see.

For instance, as well as supporting infrastructural improvements to Early Childhood Development centres and teacher training, Barnfonden's programs will also educate parents to advocate to local authorities to budget for teacher salaries and Department of Education (DoE) oversight. Then we support the formal system (such as the DoE) to improve the quality and responsiveness of their work, all-the-while ensuring children are protected, cared for and have their basic needs attended, as is their right. It is also crucial to empower children and youth so that they understand their rights, are empowered to claim these rights and are prepared for adulthood and the responsibilities that lie ahead. As discussed on page 7, these rights have been consented by 196 countries through their endorsement of the UN Convention on the Rights of the Child.

Our approach is holistic and adaptive, addressing issues through age-appropriate mechanisms related to the child's health, education, protection, and livelihood. The here main age categories are 0-5 years, 6-14 years, and 15-24 years, acknowledging that child rights need different focus and approached in different life stages. Our programs will include children and youth directly, and will target families and communities surrounding the child, as well as authorities.

Everything we do, be it in our program countries or in Sweden, in projects and programs or fundraising and administration, will incorporate three cross-cutting issues: child protection, environment and climate, gender and inclusion. Our cross-cutting issues handbook will guide us, indicating how these issues intersect with our program designs, engagement with partners, and operations. We will ensure we have in place appropriate policies and standards to check ourselves against.



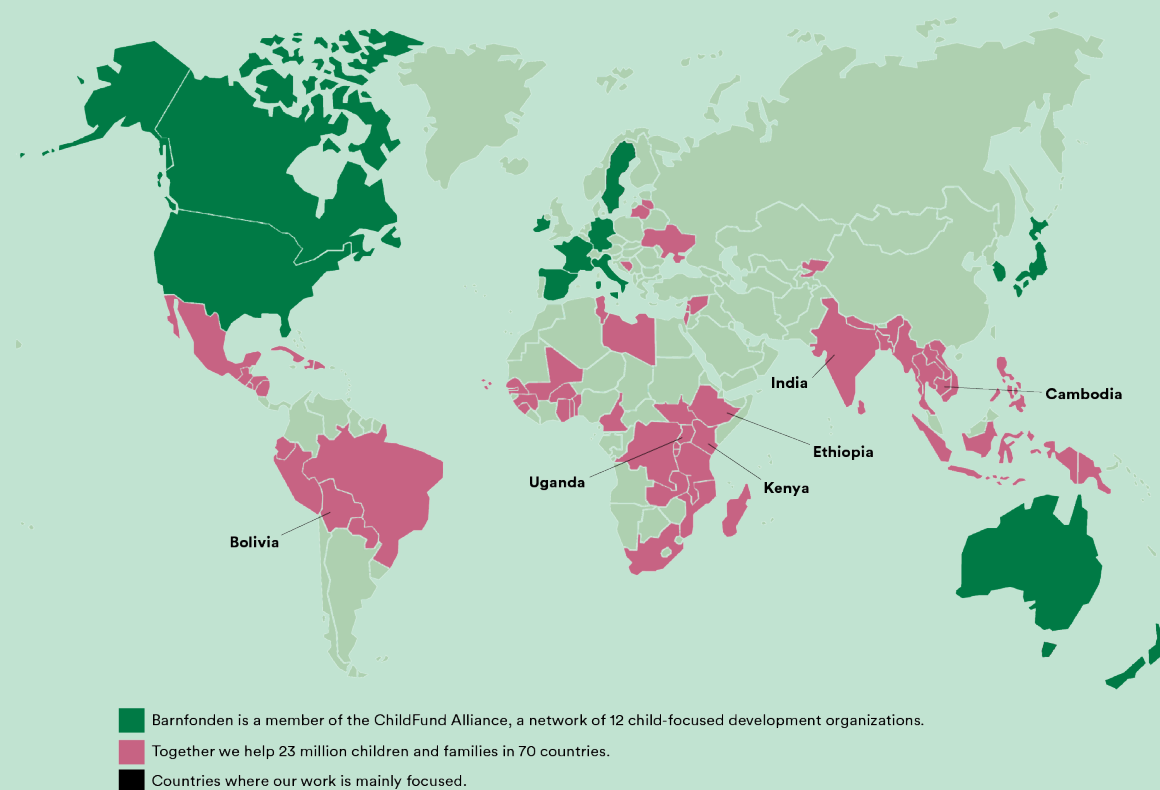
Our community partners

Barnfonden will continue to place great store in the relationship we have with our local partners. They are absolutely crucial to success and to our ability to work closely with communities. We already have excellent relationships with local partners, initiated through our connections via the ChildFund Alliance.

We have learned that getting to truly know and understand local needs and priorities means Barnfonden must limit the number of countries and communities we engage with. Most of Barnfonden's work concentrates on just six of the seventy-plus countries where ChildFund programs operate. Narrowing the focus to these six countries – and being even more targeted by spotlighting distinct geographic areas within the country as focus areas – will continue to allow Barnfonden and communities to strategize and plan together.

Over the next five years, Barnfonden will commit to supporting Road Maps (long term strategic plans) with Dugda, Gogunda and Battambang. Within these communities, our local partners will continue to work directly with the community – including supporting the active participation of children – to design and deliver projects that will achieve strong outcomes for children and complement the work of government and other development actors. Barnfonden will support them to build their capacity, capability, confidence and connections so

they can become self-reliant organisations. This is the concept behind localisation: ensuring the community and local partner lead when it comes to setting the development outcomes they seek. There will be a time when Barnfonden is no longer needed – and we, together, work towards that point strategically and enthusiastically.



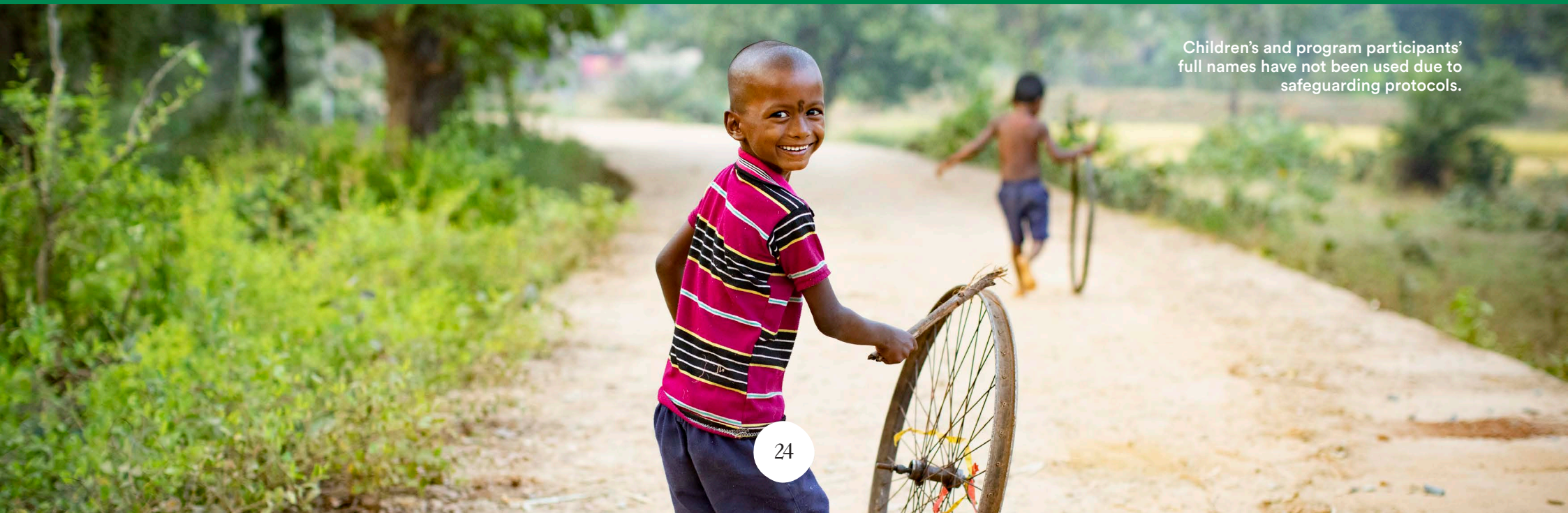
How we will know we're achieving the plan

Along with refining Barnfonden's program approach in response to this new strategic plan, we will also re-examine and improve our monitoring and evaluation system. We will develop indicators and involve the participation of children so we will know if and when they can truly say: I am safe, I am healthy, I am happy, I am educated, I have a voice. The system we use will be multi-dimensional, empowering (through an action-learning approach) and suited to the local context. It will measure change over the longer term, because we know that sustainable change does not typically happen overnight.

After establishing a baseline, we will report progress annually in our Barnfonden Annual Report, Impact Report and via Accountable Now. While Giva Sverige provides a chance for Swedish fundraising organisations to self-reflect and report against a range of common criteria, Accountable Now is an international reporting framework which states 12 commitments against which members can assess their accountability.

In the end, Barnfonden's new strategic plan, 2021-2025 is all about continuous learning and improvement. From our humble roots as an

organization offering child sponsorship in 1991, to the role we now play today as intrinsic partners in advancing the wellbeing of children, every day we strive to learn and improve. This strategy is a plan to move us ever closer to the day in which every child can say: I live in a sustainable world where I am listened to, cared for and respected. I am safe; I am healthy; I am happy; I am educated, and I have a voice.



Children's and program participants' full names have not been used due to safeguarding protocols.



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