Trustees’ Strategic Report
for the Year Ended 31 March 2018

Family for Every Child is a global alliance of local civil society organisations working together to improve the lives of vulnerable children around the world.
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Our vision is a world in which every child grows up in a permanent, safe and caring family.

Vision and goals

Family for Every Child provides a platform for civil society organisations (CSOs) to collaborate and influence policymaking, ensuring the voices of children and communities are heard.

We improve children’s care by sharing our resources, learning, and expertise, and undertake joint research, pilot projects, advocacy and technical assistance to improve care policy and practice. Our knowledge is drawn from years of experience working with children and communities to develop solutions that are culturally appropriate and specific to their contexts.

Our vision is a world in which every child grows up in a permanent, safe and caring family, supported by temporary, high-quality alternative care if needed.

We work together on 5 shared goals:

- Enabling children to grow up in permanent, safe and caring families
- Ensuring a range of high-quality, appropriate alternative care choices for children
- Taking steps to prevent children from living outside any adult care and, in the interim, protecting the boys and girls who do
- Promoting better and more participatory decision-making about children’s care
- Building strong child protection systems that strengthen families and promote quality care for children
Our approach

Family for Every Child is led by an assembly of our member organisations, and has a member-elected Board. Our operations are coordinated by a Secretariat that works across a number of locations globally.

The Assembly of Members is responsible for electing the Board and providing it with strategic guidance.

The Board of Trustees is responsible for the development and oversight of strategy, the governance of the organisation, and the selection of new members.

The Secretariat is responsible for implementing the agreed-upon strategy by working with Family’s members.

Our commitment to safeguarding children

Since its inception, Family for Every Child has been acutely aware of the risks that children and vulnerable adults can be exposed to in humanitarian situations and in all contexts in which charitable organisations work worldwide. To prevent and protect against such risks, we have always been committed to the highest level of safeguarding, and zero tolerance of any form of abuse or exploitation.

As a global alliance of local civil society organisations, we have developed, and are committed to adhering to, a full set of robust policies including a child safeguarding policy with a strict code of conduct, a complaints policy and a whistle blowing policy. These apply to both our staff and our member organisations. All our members sign the charter when they join, which ensures their commitment and adherence to these values, standards and policies. We are also members of the global Keeping Children Safe network, and adhere to their policies and standards of best practice.

We recently commissioned an audit of our members’ child safeguarding policies. As a result of which, we are working with our members to implement any necessary improvements in their safeguarding policies and practices, addressing both prevention and protection.

Child safeguarding, and protection of vulnerable adults from exploitation, requires constant vigilance, transparency and a commitment to continual improvement. As a learning organisation, and an alliance in which our members hold each other to account, we are well placed to deliver on this commitment.
Thematic priorities

Our thematic priorities are reviewed and agreed upon by members. From 2017 to 2020, member organisations have agreed to prioritise joint projects related to goals one and two.

Goal 1: Enabling children to grow up in permanent, safe and caring families

- Improving the effectiveness of care within families
- Ensuring that child protection, social protection and education systems help prevent family separation and child abuse and neglect
- Improving approaches to the reintegration of separated children

Goal 2: Ensuring a range of quality alternative care choices

- Strengthening existing local forms of alternative care such as kinship care and kafalah
- Ensuring that foster care is used when appropriate and is of high quality
- Promoting de-institutionalisation, especially for children under three, while recognising that high-quality, small-scale residential care has a place in the continuum of care choices in certain circumstances
- Working to ensure that all children have equal access to a range of quality care options, including children with disabilities and children in other vulnerable, marginalised groups

Family for Every Child will meet these goals with the following strategic objectives:

- **Strategic objective 1**: Leveraging the power of local civil society to improve children’s care
- **Strategic objective 2**: Joining forces for enhanced impact
- **Strategic objective 3**: Strengthening the alliance

According to the UN, *kinship care* is ‘family-based care within the child’s extended family or with close friends of the family known to the child, whether formal or informal in nature.’ (UN 2010a Article 29; 2011; Ishaque 2008; ISS/IRC, 2007).

*Kafalah* (or kafala) is a term used for the various means of providing child care to vulnerable children. These forms of alternative care are recognised under Islamic law, which does not recognise adoption, as the blood bonds between parents and children are seen as irreplaceable. Kafalah may include providing regular financial and other support to children in need in parental, extended family or residential care. Alternatively, as referenced in the UN Convention on the Rights of the Child, it may involve taking a child to live with a family on a permanent, legal basis, and caring for them in the same way as other children in the household, though children supported under kafalah may not have the same rights to a family name or inheritance (Cantwell and Jacomy-Vite 2011; Ishaque 2008; ISS/IRC, 2007).
Strategic objective 1
Leveraging the power of local civil society to improve children’s care

Our objective is to be recognised, by 2020, as the leading global alliance of local civil society organisations working to strengthen families and the provision of children’s care. We will support our members, across more than 40 countries, as they develop civil society capacity to care for children at local and national levels.

We will achieve this by:

- Exchanging knowledge and practice around children’s care and building skills in research, documentation, programme piloting, advocacy and technical assistance
- Developing new ideas for joint initiatives to improve children’s care policy and practice
- Fostering civil society dialogue and engagement in national policymaking through, for example, the development of national civil society networks on children’s care
- Building relationships and growing our sphere of influence with partners such as government agencies, other agencies and CSO networks, research partners and professional bodies

National Civil Society Networks (CSO networks) are more or less formal groups of civil society organisations, who come together mainly at the national level. Some of these CSO networks are broadly focused on promoting children’s rights, while others are more specifically focused (e.g. our member in Colombia, COALICO, is a leading member of a network for children affected by armed conflict.)
Key highlights in 2017

Current interventions fail to address the experiences of boys affected by sexual violence.

Caring for boys affected by sexual violence

About 120 million girls worldwide (approximately 1 in 10) have experienced sexual violence at some point in their lives. Boys are also at risk, but there is no reliable global estimate of the extent of the problem.

In 2018, Family for Every Child published a global scoping study, Caring for Boys Affected by Sexual Violence. It showed that cultural norms related to childhood, gender, masculinity and sexuality increase the vulnerability of boys to sexual violence and contribute to under-reporting. It argued that interventions, public attention and donor investments fail to address the experiences of boys, and recommended that donors, policymakers, researchers, programmers and practitioners consider how stereotypes around masculinity have affected resource allocation, programming priorities and targeting. It further recommended strategies to reduce boys’ vulnerability and support boys who are at greater risk (such as those without adult care), and provided guidance on how to intervene early if sexual violence occurs. The report generated significant interest among organisations working on children’s care and sexual violence, and was widely disseminated across Family’s network.

The scoping study was initiated at a meeting of Asia-based member organisations in February 2017. It is being followed up with action research with children and families in Cambodia, India, Nepal and the Philippines to gain an in-depth understanding of how social norms around gender and masculinity influence sexual abuse experienced by boys and the harmful sexual behaviour of boys. This will inform the development of services and tools that address these specific needs.

This work is led by Family for Every Child’s Sexual Violence Working Group, which is made up of 22 of our members (see page 33). The working group is focused on prevention measures that involve the families of at-risk children, and on safeguarding children in alternative care from sexual violence.


Participatory action research ‘seeks to bring together action and reflection, theory and practice, in participation with others, in the pursuit of practical solutions to issues of pressing concern.’ (Reason and Bradbury, 2001, quoted in INTRAC’s briefing paper on action research).

Harmful sexual behaviour is defined by our working group on sexual violence as ‘sexual activity where one individual has not consented, or where the relationship includes an imbalance of power, for example due to age, intellectual ability, physical ability or impairment (disability), or physical strength.’

Alternative care includes the formal and informal care of children outside of parental care (UN Guidelines 2010). Alternative care is always a temporary measure whilst permanent solutions are sought. Adoption is not a form of alternative care in that it is intended to be permanent. Family-based alternative care is care that enables a child to be cared for in a family environment (including through kinship care, foster care, guardianship and other arrangements in family settings in the community), as opposed to care in a residential setting or child care institution.
Care in Islamic contexts

In the Islamic world, residential care in ‘orphanages’ tends to be the favoured solution for children who have lost or been separated from their immediate families. Islamic donors and foundations prefer to invest in visible institutions, as such charitable giving fulfils religious obligations to care for orphans (though, it should be noted, most data suggest the majority of children in these institutions have at least one living parent). This support for institutional care runs counter to strong evidence that caring for children in large-scale institutions, cut off from families and communities, impairs children’s physical, social and emotional development, exposes them to abuse and bullying, and makes it harder for them to lead independent lives when they leave the institutions. Meanwhile, in most Islamic countries, family-based alternative care, for children who cannot remain in their families of origin, tends to be limited in scope and poorly supported or regulated by authorities.

Six Family for Every Child members from Islamic countries are working together to advocate for family-based care.

Six members of Family for Every Child from Islamic countries (Hope Village Society (Egypt), Jordan River Foundation (Jordan), Naba’a (Lebanon), Muhammadiyah (Indonesia), Semya (Kyrgyzstan) and Hayat Sende (Turkey)) have therefore resolved to work together to research, develop and advocate for family-based alternative care in their contexts. To this end, they have developed a joint project, ‘Care in Islamic Contexts,’ through meetings in Turkey and Jordan in 2016 and Indonesia in 2017. Their aims include reaching a common understanding of the scale and impact of the problem; developing positive, effective and acceptable models of family-based care; and calling on local leaders and authorities to support these models. During the first phase of the initiative, members met with civil society, religious and governmental authorities to explore options for family-based alternative care and develop coalitions of support for the reform of local care systems and services. Colleagues from Turkey, Egypt, and Jordan also presented recommendations and proposals at the Arab Regional Conference on Child Abuse and Neglect (ARABCAN) in Dubai in November 2017.

In February 2018, members of the group mobilised to support Muhammadiyah in Indonesia to develop regulations for the implementation of foster care in partnership with Save the Children and Indonesian government and civil society partners. Experts from Jordan, Cambodia and Family’s Global Secretariat presented at a workshop in Jakarta to develop the regulations, and colleagues from Turkey, the UK and USA gave online presentations, which ensured that the guidelines produced were informed by practical experience in relevant contexts. They are now being promoted and endorsed across Indonesia, as well as adapted to the needs of local districts where foster
care is being piloted. Other Family members, Hayat Sende in Turkey and Semya in Kyrgyzstan, are working with government, civil society and religious institutions to promote broader care-system reform, including foster care that is of high quality and oriented to the specific needs of children.

Members’ forum in Guatemala

In October 2017, 24 Family for Every Child members attended our Annual General Meeting and Forum in Guatemala City, hosted by our Guatemalan member CONACMI. Five members who could not attend in person joined online. The forum was an opportunity to welcome new members and for members to plan a range of joint actions in line with the goals in our 2017-2020 strategy. Members committed to new initiatives addressing sexual violence involving boys and the impact of migration on children.

The meeting also provided an opportunity to support our members in Latin America as they address the children’s care crisis in Guatemala. In March 2017, this crisis was brought to public attention by a fire that killed 56 girls at the Hogar Seguro shelter in Guatemala City. Family’s members in Latin America had already been calling for Hogar Seguro, which housed over 600 children, to be closed down as part of a wider process of systemic reform. The fire started during protests against the conditions — and not only did it put 600 children and their families in immediate need of assistance, it highlighted the urgent need for change to the overall system.

In Guatemala, 5,000 children live in mostly large-scale, poor-quality institutions, and over 40,000 children are victims of violence, abuse or other criminal acts annually.

In Guatemala, 5,000 children live in mostly large-scale, poor-quality institutions, and over 40,000 children are victims of violence, abuse or other criminal acts annually. In the months following the crisis, the government’s response was slow and patchy, creating a need for coordination and support from a wider coalition of civil society groups and service providers. In response, Family for Every Child held an advocacy planning workshop in May 2017, with six members from Latin America and the Caribbean supporting CONACMI to develop a plan with local partners. This led to the Guatemalan launch of the Guidelines on Children’s Reintegration at CONACMI’s first International Child Protection Congress. CONACMI held the congress immediately after the Family for Every

Child Members’ Forum, which allowed international members to attend and strengthened the impact of the event. Following the congress, the Guatemalan government asked CONACMI for direct support. CONACMI has begun training the children's care workforce and is helping the government implement its new national child protection strategy.

Nairobi Forum: Care in African contexts

Family’s members from Ethiopia, Ghana, Kenya, Liberia, Rwanda, South Africa and Zimbabwe met in Nairobi in January 2018 to explore opportunities to improve alternative care practice. Members identified two key areas where change is needed:

- improving kinship care; and
- reintegrating children separated from families through migration, trafficking, violence, economic pressures, and institutional care.

In Africa, about 90% of orphans are in kinship care.

According to UNICEF, around 52 million of the 140 million orphans worldwide live in Africa. In Africa, about 90% of orphans are in kinship care, traditionally an intrinsic part of care practice within the extended family network. These children are cared for by grandparents, other family members or friends of their families. Despite the substantial number of children in kinship care, it remains the least supported form of alternative care. As supporting family-based care is Family’s core purpose, and too many children in the region end up in institutions when they lose parental care, our members are advocating for increased support for kinship care. Members are gathering evidence on the status of kinship care in their respective contexts, including cross-country analysis and comparison. This will inform a strategy to lobby governments across the region to allocate adequate resources to alternative care systems and increasingly prioritise kinship care.

According to UNICEF’s 2017 statistics, 472,000 children in Sub-Saharan Africa are currently living in residential care. In most cases this means they are separated from their families long-term, with little ability to keep in contact with key relatives or reintegrate with their families and communities. Our African members are advocating for regulated and monitored reintegration services as a practical and vital solution for separated children and their families. Our members are advocating for government institutions to mainstream reintegration as a solution to care needs, and for governments to implement the Reintegration Guidelines in state policies. Members support each other to adapt the Reintegration Guidelines as necessary to ensure reintegration approaches are context-specific.
Strategic objective 2: Joining forces for enhanced impact

By 2020, Family for Every Child will have supported substantial improvements in children’s care across the wide range of countries where our members work. Using this geographic base, our members will collaborate to influence policy improvements at regional and international levels.

We will achieve this by:

- Implementing three to five ambitious joint initiatives at any one time, focused on a set of core thematic priorities

Through these initiatives we will:

- Test and roll out approaches to improving children’s care
- Support practitioners working directly with the most vulnerable children and families
- Collaborate within and across regions to influence key policymakers and target specific reforms
- Develop campaigns to ensure that families, and the care and protection of children, are put first
Key highlights in 2017

A safe and secure family is the optimal environment for growth and development.

Guidelines on Children’s Reintegration: national advocacy launches

Millions of children around the world are separated from their families. Children who have been trafficked, separated by conflict, or who are living on the streets can often suffer devastating and long-term consequences. Research shows that a safe and secure family is the optimal environment for growth and development, and that reintegration with a family is often critical to the well-being of separated children. Intense efforts should therefore be made to reintegrate these millions of children around the world and help them find their ways back into families and communities.

Family reintegration is what the majority of these children and their families want. Despite the importance of family reintegration, solid guidance for safe and effective reintegration is limited. To address this gap, Family for Every Child convened a group of experts to develop a set of global guidelines, resulting in the Guidelines for Children’s Reintegration. This framework is the first of its kind, setting out important principles of good practice and providing practical guidance for a range of professionals working with children, families, schools and communities, especially in countries where resources are scarce.

The Guidelines represent a rare collaboration between child protection actors working with various groups of separated children, including street-connected children, trafficked children, children in alternative care, children in detention and children separated by emergencies. The Guidelines have been endorsed by leading thinkers and organisations, including UNICEF, and stakeholders have therefore been able to call for their application with credibility.

In an effort to ensure the Guidelines are applied around the world, Family invested in ‘national launches’ of the framework in over 15 countries. These launches, which included policy discussions with governments, presented the Guidelines as a fundamental base for the development of national legislation and professional best practices. The success of these launches reflects the breadth and depth of the Guidelines: in countries at earlier stages of development, the

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national launches were focused on awareness-raising, using the Guidelines as a lever to promote change; in countries ready for change, the Guidelines were used by stakeholders to directly affect national policy design and practice.

The Guidelines have been enthusiastically received and are already being used in policymaking. For example, Family for Every Child member JUCONI launched the Guidelines in Mexico, incorporating them into its ongoing advocacy. The launch, a high-level government event, included the endorsement of the United Nations Special Rapporteur on Violence Against Children, Marta Santos Pais, a key international advocate for the rights of children around the world.

RISE Learning Network: Promoting Learning on Recovery and Reintegration from Child Sexual Exploitation

The sexual exploitation of children is a global problem, yet it’s still largely hidden. It has devastating long-term effects on children’s physical, mental and social wellbeing, as well as their educations and ability to later find work and safe relationships. It can leave them stigmatised, ostracised, without support and vulnerable to further exploitation. Improving outcomes for children affected by child sexual exploitation (CSE) requires holistic and flexible responses.

The RISE Learning Network, led by Family for Every Child, is an open, vibrant, accessible global-learning network. It gives children affected by CSE the opportunity to benefit from sensitive, appropriate and individualised services for recovery and reintegration (R&R). The learning network encourages the ongoing improvement of services, as the project connects practitioners and policymakers working on R&R from various forms of abuse, exploitation and violence against children. These connections advance our collective learning and improve practice and policy.

The project is advised by a Global Reference Group, and built around three regional learning hubs, each with its own Regional Working Group, in Latin America and the Caribbean, sub-Saharan Africa, and South and Central Asia.

The project is focused on three primary objectives:

1. Establishing and maintaining a locally-accessible global network, with global and regional online learning hubs, to support learning on R&R from CSE.
2. Developing and implementing three learning projects that capture local learning in order to influence policy and practice on R&R for children affected by CSE.
3. Improving policy and practice on R&R from CSE by disseminating the learning from this project.

RISE’s first learning project looked at monitoring and evaluating reintegration. The second learning project, which was developed based on learning from the first project, centres on participatory action research on the experience of young people who are survivors of CSE (or ‘learning from survivors’ for short), and is currently being implemented. Additional funding is now being sought for a second phase of RISE, which will include a third learning project.
Key achievements from the current phase:

- The global learning hub provides a platform for sharing learning resources and best practices among over 11,000 individuals and organisations
- Regional online learning hubs provide context-specific and translated learning resources, and a variety of opportunities for engagement, including webinars, online meetings and links to social media, as well as the coordination of face-to-face meetings.
- The RISE Learning Network connects to 93 practitioners, independent experts and academics
- Through RISE, local tools and practices are shared across regions, and are often implemented in other regions with context-specific adaptations. Examples include:
  - A feedback-collection practice from a government-run shelter home in India was adopted by seven organisations in Latin America in partnership with the Good Shepherd Foundation.
  - RISE launched an online course on Dance Movement Therapy, in which dance and movement are applied as part of recovery from child sexual exploitation. The method was developed by Kolkata Sanved, an NGO in India and RISE member, and adopted by members in Africa and Latin America.
- Across the three regions, RISE members have promoted the engagement of young people in the research on sexual violence, explored participatory research methods in the area of violence against children, and presented learning from the network.

RISE provides a platform for sharing resources and best practices among over 11,000 individuals and organisations.

**Therapeutic approaches: A community of practice**

Family violence can often exist unaddressed within families for generations, affecting the ability of families to stay together and best care for their children. Addressing this violence requires intensive therapeutic support and specialised skills, which many civil society organisations do not yet have. However, Family for Every Child’s member in Mexico, JUCONI, has decades of experience applying cutting-edge, proven therapeutic support to address family violence. Family for Every Child is working to ensure these approaches are shared and applied in contexts around the world. In a multi-year project, Family for Every Child sought to bring the proven expertise from Mexico to Rwanda, Kenya,
Guyana, India, Ghana, and Egypt. To do so, Family for Every Child established a community of practice in which practitioners could be trained and coached in these approaches and then apply them in their own programming.

Organisations in the six trainee countries were mentored by the expert organisation over a three-year period. They learned about the impact of violence, how trauma affects children, and about the healthy attachments and relationships needed to repair children’s connections to their families. They visited Mexico and were trained in their countries by visiting Mexican colleagues, who continued to provide virtual support and coaching sessions as the practitioners applied their new skills. Participating organisations established a method of monitoring and evaluating different therapeutic approaches. Organisations were trained on how to develop the therapeutic model, promote case analysis and treatment planning, and develop a support network for continued learning and improved programmatic responses. Final training visits were completed in 2017/18 in India and Guyana.

‘The link between trauma, attachment and violence theories helps us to understand the behaviours of the children and families we work with.’

As a result of the programme, participants said they were able to provide better support to the children in their care. As one participant noted, ‘the link between trauma, attachment and violence theories helps us to understand the behaviours of the children and families we work with.’
Strategic objective 3: 
Strengthening the alliance

Ensuring our financial sustainability

Family was set up by the NGO EveryChild with the vision of creating a global alliance of civil society organisations who would work together to improve children’s care.

From 2014 to 2017, Family implemented a transition strategy in partnership with EveryChild to kickstart this global alliance and build a track record of work.

In 2016, Family completed a planned transition and asset transfer from EveryChild, who provided a one-time gift of £2.9 million. The purpose of the gift was to enable Family to establish and grow the global alliance and, crucially, to develop new sources of funding to ensure a sustainable future.

In 2017, we implemented a global strategy and financial plan, to allow us to use the gift strategically over the next five years. Our strategy is to deliver on Family’s goals and strategic objectives through the Alliance Programme, designed to make Family for Every Child an innovative and supportive space for members to come together over research, advocacy, piloting, peer-to-peer exchange and shared learning (for more information, see the section on the Alliance Programme, page 28). We will grow the size, scale and impact of the alliance by inviting members with different areas of expertise to join Family (see the section on growing our membership, page 25).

Our financial plan is to ensure that Family is financially sustainable over the next five years by:

- Increasingly funding joint-member projects through new sources of restricted funding
- Bringing in new sources of unrestricted funding to support our core Alliance Programme
- Minimising the attrition of our existing UK supporter base
- Ensuring that the costs of our operating model are affordable and sustainable.
Securing new sources of funding is critical to Family’s development and financial sustainability. Family’s UK supporter base was transferred from EveryChild to Family as part of the planned transition and provides vital income to support Family’s work. However, income from the UK supporter base is steadily reducing year on year due to the natural rate of attrition of supporters. While we work to minimise attrition through supporter communication and retention activities (and are currently within our target range), we are also investing to acquire new supporters in New Zealand. We are also engaging with trusts, foundations, corporate and institutional donors to open up new sources of funds for joint-member projects.

Over the next five years, we expect to invest existing surpluses (from the one-time gift from EveryChild) to build our track record through the Alliance Programme.

In 2017, we conducted a review and restructuring to ensure that the costs of our operating model are within the parameters established in the financial plan. Over the next five years, we expect to invest existing surpluses (from the one-time gift from EveryChild) to build our track record through the Alliance Programme, and to build and diversify our income while maintaining the required level of reserves as per our reserves policy. We are carefully tracking this investment and the utilisation of reserves through our financial model, which we review on a quarterly basis.
Growing our membership

From 2017 to 2020, we will grow the alliance from 34 to between 40 and 50 members. Greater scale will increase our capacity for joint action and our ability to achieve substantial policy and practice change. Our growth will be strategic, targeting key gaps in our expertise and knowledge base, and build our geographic footprint to ensure critical mass in areas where we can have significant impact.

Our growth will be strategic, aimed at filling gaps in our knowledge base and building our geographic footprint.

This year, we welcomed four new member organisations from North Africa (Morocco), North America (USA) and Australasia (New Zealand). We also extended invitations to two potential member organisations in Sweden, one of which will take up membership in 2019.

Family currently consists of 34 member organisations from 31 countries. No member organisations left Family during the reporting period. Below is a summary of members who joined during the reporting period.

100% Mamans prevents child abandonment by working with unwed mothers and their families in Morocco to enable them to reconnect and form attachments with their children. Their support is focused on de-stigmatisation, and tailored to suit personal experiences, not just legal and economic factors.

Legal Services for Children provides participatory, holistic, trauma-informed legal assistance to children in Northern California to stabilise their lives and help them realise their potential. Children, including unaccompanied minors, can access legal advocacy and social work services to achieve stability at home, educational success and freedom from detention and deportation.

Southwest Key Programs is committed to keeping children out of institutions and in their communities. They do this by serving young people and their families in seven states across the U.S. in three areas: youth-justice alternatives, immigrant children’s shelters, and education.

Skylight supports children, young people, and their families and friends as they navigate times of trauma, loss, and grief by helping them build resilience. They offer counselling, professional training and specialised resources to those who are impacted by any kind of grief, with services across New Zealand.
Next year we will be scoping for at least four new members in the following regions: Western Europe; South Asia; East Asia; and the Pacific Islands. In Western Europe we look to welcome a new member from either Germany or Holland; two new members in South Asia, one from India and one from Bangladesh or Sri Lanka; one new member in East Asia from Japan or South Korea; and one new member in the Pacific from Fiji or Tonga.

**Mobilising our collective expertise and collaborating with others for impact**

From 2017 to 2020, we will build a broader movement for change in children’s care through collaboration with a range of partners, including:

- Other CSOs, agencies and networks who share our overall policy and advocacy objectives
- Practitioners, research partners, and professional bodies who can work with us to develop new research and implement new approaches to care
- Funding partners who share our priorities for children’s care and our commitment to the central role of civil society in development.

This year, we have extended our reach by building relationships across the alliance and externally.

We put a major focus on the RISE Learning Network\(^5\), which promotes and facilitates learning on recovery and reintegration from child sexual exploitation. The Rise Learning Network is a collaboration between Family for Every Child\(^6\), Retrak\(^7\), the International Centre\(^8\) and the University of Bedfordshire, and is supported by our funding partner, Oak Foundation\(^9\). We are extending the reach of this project through collaborations with Terre des Hommes Netherlands in Nepal, and ECPAT France in Uganda and Madagascar. More information on the RISE Learning Network can be found on page 20.

We continued our collaboration with the GHR Foundation\(^10\) with a further three years of funding to support the development of our Alliance Programme. This will enhance our membership’s capacity to come together to develop new initiatives for children’s care. Specifically, this includes community of practice workshops, a series of project-development meetings and ‘buddy visits,’ which allow new members to see first-hand how others participate in Family for Every Child.

We continue to use the influence of our global alliance in various arenas. In 2017, we worked with our members to launch advocacy campaigns on the

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5  [www.riselearningnetwork.org/](http://www.riselearningnetwork.org/)
6  [www.familyforeverychild.org/](http://www.familyforeverychild.org/)
7  [www.retrak.org/](http://www.retrak.org/)
8  [www.beds.ac.uk/intcent](http://www.beds.ac.uk/intcent)
9  [www.oakfnd.org/](http://www.oakfnd.org/)
10 [www.ghrfoundation.org/](http://www.ghrfoundation.org/)
Guidelines on Children’s Reintegration\textsuperscript{11} in 15 countries. For more information on the impact that this collaboration is having, see page 19.

Family for Every Child has been invited by the Child Protection Area of Responsibility of the Global Protection Cluster\textsuperscript{12} to collaborate on their 2018-2020 work plan and to assist with responses to queries directed to their help desk on children’s care issues. We respond to queries with input from our member organisations and other strategic partners.

**Remaining accountable**

We regularly review our results in order to learn how we can be more effective in achieving outcomes for children. To do this, we identify the outcomes that have been achieved within our alliance and outside it, and evaluate the relative contribution we have made. We are currently implementing our second outcome evaluation which will inform our next annual review.

In 2017/18, we began establishing processes to strengthen our monitoring and evaluation, and are developing a framework to monitor the Alliance Programme. We are also implementing a case-management system to support our use of data in the alliance.

**Enhancing our leadership**

The vibrancy and effectiveness of the alliance depends on strong and cohesive leadership from the Board of Trustees, Assembly of Members, and Secretariat.

This year, we supported three members as they moved from associate memberships to full memberships. In September 2017, the Assembly of Members elected a new president, Claudia Cabral, director of Associação Brasileira Terra dos Homens (ABTH) in Brazil. Three new member-elected trustees joined the Board in 2017 and one in 2018. We currently have eight member-elected trustees and three co-opted trustees on the Board.

The Board continued to dedicate a half-day every six months to its development. Board development sessions are integral to ensuring a high-performing Board and good governance across the alliance. The Board’s development programme currently includes regular reviews and applications of the Charity Governance Code 2017.


\textsuperscript{12} www.globalprotectioncluster.org/
The year ahead – our new Alliance Programme

2017/18 has been a year of major transition at Family as we developed our first three-year strategy as an independent global alliance, restructured our Secretariat to deliver the strategy in an effective and cost-effective way, and completed the design and development of our new Alliance Programme.

The year ahead will see the full roll-out of the new Alliance Programme, a comprehensive programme to support the many ways in which members can learn, exchange practice, collaborate, design projects, and achieve impact on children’s care. The Alliance Programme is designed to make Family for Every Child an innovative and supportive space for members to catalyse change for children around the world through research, advocacy, piloting, peer-to-peer exchange and shared learning with the support, where needed, of an engaged and responsive Secretariat.

An overview of the Alliance Programme

There are six elements of our Alliance Programme:

- Ideas and Questions
- Online Events
- Working Groups
- National Advocacy
- Joint Actions Projects
- Inter-agency Joint Actions Projects

Ideas and Questions

This provides the opportunities and support for members to:

- explore an idea with other members
- get guidance on a challenge that another member could help with
- share findings from new research, a successful pilot or an interesting initiative that other members might like to hear about
- find out what resources may be available on a particular topic
- have a quick chat to explore a technical issue with another member or a Secretariat staff.

In the past few months, Mentor\textsuperscript{13}, one of our members in the UK, has been supported in its research on kinship care, specifically on how well local authorities and service providers ensure children’s needs are met (and their rights upheld) when they’re cared for by relatives. Other members who work in this area will be joining this initiative and carrying out similar research in their contexts, particularly sub-Saharan Africa. Another initiative currently proposed by Projeto Legal\textsuperscript{14}, one of our members in Brazil, is an exchange of knowledge.

\textsuperscript{13} https://mentoruk.org.uk/
\textsuperscript{14} https://familyforeverychild.org/who-we-are/members/projeto-legal/
Six elements form the Alliance Programme:

- Ideas & Questions
  - Connecting members to facilitate knowledge exchange and shared learning

- Online Events
  - Knowledge sharing through an annual webinar series

- National Advocacy
  - Developing strategies to make national change happen

- Working Groups
  - Working groups focus on specific thematic areas

- Joint Actions
  - Members unite to undertake time-bound projects with donor funding

- Inter-agency Joint Actions
  - Collaborations with other agencies and Family members

These are supported by the Secretariat through four key workstreams:

- Programme support
- Member recruitment
- New member orientation
- Member communications

The Alliance Programme results in the following outputs:

- Joint positions & policies
- Joint advocacy asks, campaigns & networks
- Technical assistance
- International representation
- Conceptual and practice learning
- Training and programme guidance
- Research findings and evidence
- Pilot models of innovative practice
- Resources e.g. guidelines, standards and tools
and best practices on justice for children and the legal system’s links to care. It will explore the ways various justice systems deal with children who commit (or are at risk of committing) criminal offences. It will show members how to advocate for these children and suggest alternative remedies so that they are not placed in penal institutions, but rather that their challenging behaviour is addressed in community settings. In cases where children are convicted and sentenced, members will examine and advocate for alternatives to custody, including community service that may include restorative justice. This would help prevent the placement of under-18s in penal institutions that cut them off from contact with their families and stigmatise them, interrupting their childhoods and education.

**Online Events**

Our Online Events programme provides a dedicated space for learning, exchange and the generation of ideas between members.

The online events programme will:

- Bring the alliance alive as a forum for knowledge exchange and ideas generation
- Engage members in discussion on new ideas and initiatives to help stimulate ideas for collaboration
- Enable exchange of knowledge and practice around children’s care and help build skills, including with other parties outside Family (as external speakers or contributors)
- Contribute to cross-organisation initiatives

We are hosting a series of online events in the coming year, which will be open to all members and will also engage external speakers and participants. Topics for the first programme include: migration from Central to North America (Legal Services for Children and Southwest Key Programs, USA), children’s behaviour as communication (Mulberry Bush, UK), community child protection mechanisms (Uyisenga Ni Imanzi, Rwanda). Members have identified further topics on kinship care, caring for boys affected by sexual violence, and supporting the care of children with disabilities.

**National Advocacy**

We will support our members to achieve change nationally through the following areas of advocacy:

- Basic support on developing advocacy capability, knowledge and skills
- Advocacy strategy development
- Convening national networks
- Forging strategic partnerships
- Support to existing or ongoing national advocacy strategy
In 2018, we are supporting our members in Jamaica and Guyana (CBRJ\textsuperscript{15} and ChildLink\textsuperscript{16}) to work together to establish a Caribbean Regional Network to influence national and regional policies, particularly changes to the alternative care framework and protection system for children with disabilities. The goals for 2018 include:

1. To strengthen the CBRJ Parenting Network for a unified voice advocating for the rights of children with disabilities and for adequate government support.
2. To improve the knowledge and skills of education officials and school staff, local partners, and parents and caregivers in Guyana to provide better services to children with disabilities.
3. To establish regional collaboration with Family members in the Caribbean as well as previous members of the Caribbean Association on Mental Retardation and Other Developmental Disabilities.

Our working groups strengthen the collective voice of our members to influence large-scale change for children.

Working Groups

Members are participating in a range of working groups to work deeply on specific thematic areas to make a real difference in children’s lives. The overall aims of our working groups are to:

- Enable members to develop and exchange ideas and learning on specific themes that have been identified as of high interest and relevance.
- Establish a range of priorities to be addressed, including, for example, exchange and sharing of practice, knowledge, approaches, tools, resources and experience.
- Generate ideas for, and then support, joint action projects, which are focused on specific, defined outcomes and delivered to clear, time-limited project plans, often with restricted funding.
- Focus on strengthening members and their collective voice, ultimately leading to wider large-scale external change for children at national, regional or international levels.

\textsuperscript{15} https://familyforeverychild.org/who-we-are/members/community-based-rehabilitation-jamaica-cbrj/

\textsuperscript{16} https://familyforeverychild.org/who-we-are/members/childlink/
So far in 2018, we have working groups set up in the following areas:

<table>
<thead>
<tr>
<th>Working Group</th>
<th>Goals and plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sexual Violence and Care</td>
<td>The group is developing a community of practice to share learnings about children affected by sexual violence. The group has initiated technical groups to involve children and families in the prevention of sexual violence. A further technical group has been planned that will work on the prevention of, and responses to, sexual violence in residential care.</td>
</tr>
<tr>
<td>22 member participants</td>
<td></td>
</tr>
<tr>
<td>Children on the Move</td>
<td>The group will carry out participatory research to understand the situation of children on the move or at risk of family separation in source, transit and destination locations, including on borders. The research will consider both risk and resilience factors children possess individually and within their families, communities and contexts. The research will be used to inform advocacy on policy and practice change. Members plan to target advocacy through regional groupings such as Central into North America, East and Southern Africa into South Africa.</td>
</tr>
<tr>
<td>9 member participants</td>
<td></td>
</tr>
<tr>
<td>Education and Care</td>
<td>Education and Care first emerged as a key theme in 2014 when members conducted a scoping study, <em>Schools that Care</em>. In 2017, the group developed a project concept to strengthen education and care linkages that will reduce family separation. Project funding is being sought. The working group expanded to 15 members in 2017 and is supporting members to share knowledge and best practices as they relate to the link between education and care.</td>
</tr>
<tr>
<td>15 member participants</td>
<td></td>
</tr>
<tr>
<td>Reintegration</td>
<td>The group will examine a few key components of reintegration, especially: 1. Contextualising the international Guidelines for Children’s Reintegration; 2. Advocating for their application in policy and practice; and 3. Developing and applying tools to measure and evaluate the reintegration of children into families.</td>
</tr>
<tr>
<td>15 member participants</td>
<td></td>
</tr>
<tr>
<td>Children with Disabilities</td>
<td>The group is supporting members to develop a common understanding of what it means to work with disability, how that links with care, and what disability means for children and families who are at risk of separation. The group plans to develop a resource base to support work that strengthens the families of people with disabilities.</td>
</tr>
<tr>
<td>7 member participants</td>
<td></td>
</tr>
<tr>
<td>Therapeutic Approaches</td>
<td>The group will develop a matrix to show the full range of therapeutic approaches in work with children and families. It will hold a face-to-face workshop to develop and plan joint action in this area and improve understanding and standards of practice.</td>
</tr>
<tr>
<td>15 member participants</td>
<td></td>
</tr>
<tr>
<td>Care in African Contexts</td>
<td>The group is developing a shared understanding of care in Africa, respecting contextual differences. It is focussing on alternative forms of care in marginalised and vulnerable communities and, at country level, targeting relevant state institutions and stakeholders who can appropriately respond to these issues. The group is also researching kinship care to inform advocacy strategies at national and regional levels.</td>
</tr>
<tr>
<td>7 member participants</td>
<td></td>
</tr>
<tr>
<td>Care in Islamic Contexts</td>
<td>The group is working to foster understanding about various types of family-based alternative care in Islamic contexts, and build coalitions of support with faith-based, civil society, and government partners. The aim of the group is to support our members as they promote high-quality forms of care that meet children’s needs, and enable care in a family context wherever possible.</td>
</tr>
<tr>
<td>8 member participants</td>
<td></td>
</tr>
</tbody>
</table>
Joint Action Projects

Our Joint Action Projects will enable large-scale change.

We will develop and implement a range of joint action projects with members and the Secretariat to enable the alliance to achieve large-scale change in children’s care through advocacy or technical assistance, building on research and practice. These projects will be supported by grants from external donors. We have developed a number of project concepts and are actively engaging with potential donors in 2018. Our intention is to begin a number of projects in 2018/19 set out in the table below.

<table>
<thead>
<tr>
<th>Project concept</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sexual Violence of Boys in Africa</td>
<td>This project would replicate our Southeast Asia-based research on the harmful sexual behaviour of boys and apply it to the African context. It would focus on four countries (Ethiopia, Ghana, Zimbabwe and South Africa) and would examine the issue of sexual violence against boys and its impact on families.</td>
</tr>
<tr>
<td>RISE Learning Network: Phase 2</td>
<td>This project would expand our learning network on the reintegration of children affected by child sexual exploitation. It would focus on engaging survivors of commercial sexual exploitation in participatory research and advocacy.</td>
</tr>
<tr>
<td>Children on the Move in the Americas</td>
<td>This project would conduct research on the migration experiences of children to the United States, examining the factors that contribute to their families’ decisions to migrate and looking at children’s experiences in transit and upon entering their countries of destination. This project is intended to develop an understanding of migrant children’s needs and vulnerabilities to better protect them as they move.</td>
</tr>
</tbody>
</table>

We are also developing a pipeline of further project ideas, including:

- A multi-country collaboration on improving kinship care in Africa and promoting government investment in this type of care
- Children on the move research, specific to the migration of children within Africa
- Developing a second phase of the community of practice on therapeutic approaches recently concluded by JUCONI
- Providing support to parents as advocates in their role as rights-holders
Inter-agency Joint Action Projects

These will be broader initiatives including other agencies outside of the alliance. They will be initiatives either led by Family or another agency. These projects may be opportunities for Family to work on an issue that is new to us or one where our impact will be more effective if strengthened by external partnerships. For example, some global advocacy work or multi-country research may be better achieved in collaboration with partners beyond our own alliance. In these partnerships, other agencies would bring new skills or forge new relationships to help us achieve our goals.

In 2018/19 we will develop the following projects:

- A forthcoming global initiative on sexual violence against boys, with ECPAT[^17], which will build on Family’s research and include collaboration with other international groups to bring attention to the issue
- A working group on children without parental care

[^17]: [www.ecpat.org/](http://www.ecpat.org/)
## Reference and administrative details

### Board of Trustees

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>James Kofi Annan</td>
</tr>
<tr>
<td>Vice Chair</td>
<td>Rita Panicker</td>
</tr>
<tr>
<td>Other trustees</td>
<td>Isabel Crowley</td>
</tr>
<tr>
<td></td>
<td>Yared Degefu</td>
</tr>
<tr>
<td></td>
<td>Jane Dekker Brimacombe</td>
</tr>
<tr>
<td></td>
<td>Stella Duque</td>
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<td></td>
<td>Ian Hanham</td>
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<td></td>
<td>Omattie Madray</td>
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<tr>
<td></td>
<td>Trevor Pearcy</td>
</tr>
<tr>
<td></td>
<td>Liudmila Sorokina</td>
</tr>
<tr>
<td></td>
<td>Krishna Thapa (from 10 March 2018)</td>
</tr>
<tr>
<td></td>
<td>Chaste Uwihoreye (until 10 March 2018)</td>
</tr>
</tbody>
</table>

All trustees give their time voluntarily and no trustee benefits from the Charity. Trustee expenses in relation to Family are set out in note 5 to the financial statements.

### Executive officers

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive Officer</td>
<td>Amanda Griffith</td>
</tr>
<tr>
<td>Head of Alliance Development</td>
<td>Hugh Salmon</td>
</tr>
<tr>
<td>Head of Alliance Support &amp; Governance</td>
<td>Laurie Smith</td>
</tr>
<tr>
<td>Head of Fundraising &amp; Communications</td>
<td>Andrea Thompson (from 11 September 2017)</td>
</tr>
<tr>
<td>Head of Joint Actions</td>
<td>Kate Riordan (joined the Senior Management Team on 1 July 2017)</td>
</tr>
<tr>
<td>Director of Fundraising</td>
<td>Craig Mullaly (until 30 November 2017)</td>
</tr>
</tbody>
</table>

### Executive officers Cont.

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of External Relations</td>
<td>Nathalie Hobeica (until 26 June 2017)</td>
</tr>
<tr>
<td>Head of Operations</td>
<td>Nicola Taylor (until 20 June 2017)</td>
</tr>
</tbody>
</table>

### Professional advisors

#### Auditors
Crowe U.K. LLP  
St. Bride's House  
10 Salisbury Square  
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EC4Y 8EH

#### Solicitors
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#### Investment managers
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#### Registered office
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