

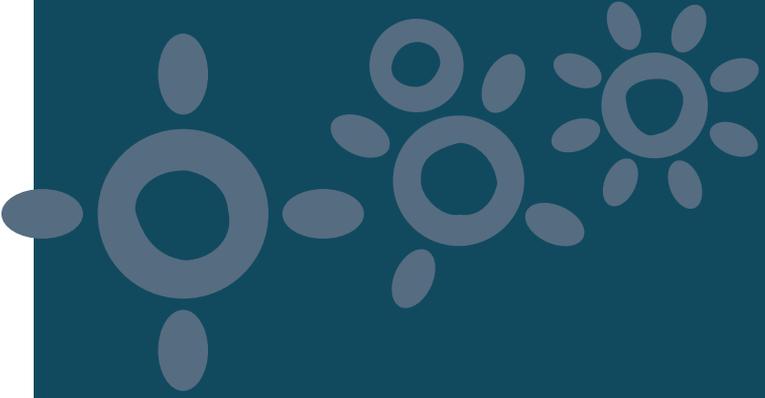


BUREAU
INTERNATIONAL
DES DROITS DES ENFANTS

INTERNATIONAL
FOR CHILDREN'S RIGHTS

OFICINA
INTERNACIONAL DE
LOS DERECHOS DEL NIÑO

المكتب الدولي لحقوق الطفل

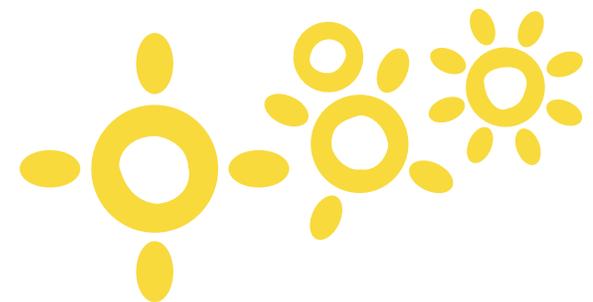


2017-2020 Strategic Plan



TABLE OF CONTENTS

OUR VISION.....	4
OUR MISSION	4
OUR FUNDAMENTAL PRINCIPLES.....	4
OUR APPROACH	5
OUR TARGET GROUPS.....	6
OUR FIELDS OF ACTIVITY.....	7
OUR PRIORITIES	
1. Promoting the emergence of child protection systems	8
2. Advocating effectively	10
3. Attaining operational excellence	12
WHAT THIS MEANS TO US.....	14
SUMMARY TABLE.....	18



OUR VISION

A world in which every child, girl or boy, enjoys rights equally and in all circumstances.

OUR MISSION

Our mission is to safeguard and promote children's rights in accordance with the commitments outlined in the Convention on the Rights of the Child and its optional protocols.

To make children's rights a reality, we endeavour to strengthen child protection systems and bolster the skills of those who work directly with children.

Since its founding, the IBCR has conducted interventions in seven languages and in nearly 45 countries, where more than 50,000 people received training on how to better protect the rights of hundreds of thousands of children.

OUR FUNDAMENTAL PRINCIPLES

Our fundamental principles are based on the four guiding principles of the Convention on the Rights of the Child, namely: the best interests of the child, non-discrimination, the right to life, survival and development, and respect for the views of the child and the child's right to participate.



OUR APPROACH

Child protection

We aim to protect the rights and dignity of children involved in the IBCR's interventions. In everything we do, we apply measures to ensure confidentiality, whistleblowing and access to justice while taking into account the physical and mental health of children.

Child participation

We value the right of girls and boys to express their views freely and to be actors in their own development, while taking into account their developmental capabilities, well-being and best interest.

A systemic and integrated approach

We believe that strengthening the protection system by professionalising practices and standardising interactions between children and system stakeholders is the most sustainable and effective approach, and provides a holistic view of the child's environment.

An approach based on rights

We use a rights-based approach to ensure that children are treated like full subjects of the law and that their rights are respected in accordance with their capacities, and not like beneficiaries with needs to be met. Our approach is based on the concept of stakeholder empowerment, which makes it possible to identify the obligations of governments and institutions responsible for implementing legislative, political, economic, social and cultural actions.

Equality between boys and girls

We believe that all children have equal rights, and our programmes aim to promote participation and equality between girls and boys.

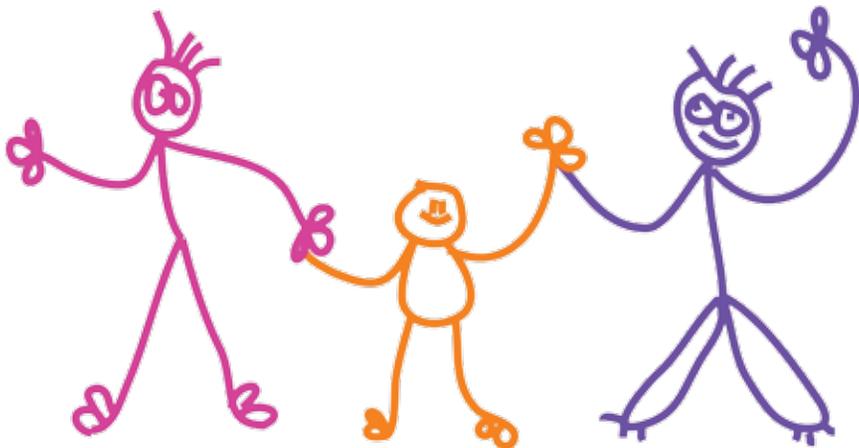
OUR TARGET GROUPS

Direct targets

- Governments, political decision makers, lawmakers and opinion leaders
- Defence and security forces
- Social sector workers
- Local, national and international civil society
- The formal and informal private sector

Indirect targets

- CHILDREN
- Other people in the protection system, including formal actors (teachers, caregivers, media, sport coaches, etc.) and informal actors (families, communities, religious and traditional leaders)



OUR FIELDS OF ACTIVITY

Children and the justice system

We strive to protect child victims and witnesses of crime, as well as children who are in conflict with the law, by responding to requests for support expressed by governments, professionals, and the girls and boys who are directly in contact with the system. To ensure respect for the rights of children in contact with the criminal and civil justice systems, we ensure that the trajectory of boys and girls within the judiciary experience remains at the heart of this educational, participatory and multisector vision.



National police training – Yemen – 2014

Exploitation and violence against children

Along with our partners, we aim to prevent all forms of child exploitation, violence, abuse and neglect. This includes sexual exploitation (particularly in the travel and tourism industry), child pornography, urban or armed conflict, child trafficking, early or forced marriage, and all other practices that threaten child survival or development. We ensure that children are offered better protection and that those who face different forms of exploitation and violence are protected, listened to and respected.



Campaign against sexual exploitation – Costa Rica – 2013

Children and emergency situations

We work to protect and promote children's rights during emergency situations caused by crises, armed conflict or natural disasters, particularly those related to climate change. By strengthening the capacities of all humanitarian workers, we aim to effectively apply national, regional and international laws and standards related to sustainable knowledge and know-how.



Training for defence and security forces – Niger – 2013

OUR PRIORITIES

1. PROMOTING THE EMERGENCE OF STRONG AND CONSISTENT CHILD PROTECTION SYSTEMS AROUND THE WORLD

Objectives	Indicators and targets
1.1 Contribute to the significant strengthening of child protection systems in a way that is sustainable and participatory (outside Canada)	Number of capacity building processes for national target groups of people who work directly with children ● TARGET: 50 initiatives in 25 countries
1.2 Ensure that our three fields of activity (justice, violence and exploitation, and emergency situations) are integrated into the Bureau's programming in a balanced way	Representation of each field of activity in the IBCR's programming ● TARGET: 25% (minimum)
1.3 Help strengthen the child protection systems in Quebec and Canada	Number of sectors strengthened within Quebec and Canada's child protection systems ● TARGET: 3 sectors

OUR PILLARS OF ACTION

Reinforcement of child protection systems

OUR IMPACT: Children receive better protection from protection systems that are more sensitive to their rights

Examples of our technical capabilities:

- Produce tools, reference manuals and standards
- Organise training sessions and train-the-trainer sessions
- Integrate technical courses on children's rights (introductory, continuing education, specialised) within national training programmes and at professional schools
- Conduct evaluations, comparative analyses, field investigations and mapping exercises
- Publish research on actions
- Develop specifications, internal procedures and standardised operating procedures for specialised services interacting with children

Advocacy and institutional support

OUR IMPACT : Institutions are better able to fulfill their role of protecting the best interests of children

Examples of our political discussions:

- Support national and international awareness and advocacy campaigns
- Create alliances, partnerships and networks
- Support the adoption and implementation of legislative reforms, standardised operating procedures, internal policies and budgets for children
- Share best practices and regional evaluations
- Lead regional and international brainstorming sessions

2. ADVOCATING EFFECTIVELY FOR THE IMPLEMENTATION OF NATIONAL INTEGRATED CHILD PROTECTION POLICIES AND PROGRAMMES

Objectives	Indicators and targets
2.1 Influence and provide support for the approaches, policies and actions taken by public administration authorities to promote children's rights (outside Canada)	Number of countries receiving support and number of decisions made in favour of significant changes to their child protection systems ● TARGET: 25 countries and 15 decisions
2.2 Influence and provide support for the approaches, policies and actions taken by public administration authorities in Quebec and Canada to promote children's rights based on lessons learned through our international experience	Number of decisions made in favour of significant changes to the child protection systems in Quebec, Canada and countries targeted by Canadian foreign policy ● TARGET: 5 decisions
2.3 Effectively influence stakeholders on children's rights by strengthening our position on the international stage	Number of partner networks and key events on children's rights supported around the world ● TARGET: 5 networks and 5 events

ADVOCACY

At the IBCR, we consider advocacy to be any initiative that aims to influence positions, decisions and public policy in favour of promoting and ensuring optimal protection of children's rights. Our advocacy strategy therefore refers to all actions planned for a specific period of time to achieve certain predetermined changes or reforms within a child protection system.

Supporting local and national change

Our advocacy work falls under a strategic framework involving broad contextual analyses that specify the steps, targets, techniques and budgets for its implementation. Our actions include networking, providing support to institutions, establishing constructive political dialogue and raising awareness to influence key stakeholders and promoting greater involvement and an improved appropriation of the process. We tailor our actions for each project, taking into account the socio-political context. We include advocacy in all our projects, leveraging local networks for lasting results.

Supporting regional and international change

Drawing on the lessons learned and experience gained through our national programmes, we target places and opportunities where we believe we can make a difference by contributing, with convincing evidence, to changes in practices and exerting positive influence on decisions concerning children's rights. We focus on regional and international dynamics by capitalising on existing power relations between stakeholders with a view to promoting choices that embody a systemic and integrated vision of children's rights. Our institutional advocacy remains linked to the strategic programming priorities and is based on practices proven to lead to positive results, rather than taking an indifferent stance on issues affecting children's rights overall.

OUR ADVOCACY PARTNERS

- The **girls and boys** targeted by our projects
- The **target groups** that we work with (e.g. social sector workers, defence and security forces, justice personnel, police officers, civil society, etc.)
- The **national, regional and international institutions** tasked with monitoring the application of children's rights (e.g. ombudspersons, United Nations Committee on the Rights of the Child)
- **National and international civil society**
- **Coalitions and consortia**
- **Donors**
- **UN agencies**

3. ATTAINING OPERATIONAL EXCELLENCE SO THAT WE CAN ACHIEVE OUR GOALS

Objectives	Indicators and targets
3.1 Improve our performance in achieving results, while developing and implementing quality programmes that incorporate lessons learned	<p>Actions taken to systematise the analysis of the IBCR's processes and performance</p> <ul style="list-style-type: none"> ● TARGET: annual report on actions taken
3.2 Promote a culture of learning within the organisation to make sure we remain an innovative centre of technical expertise	<p>Actions taken to create internal spaces for developing critical analyses and knowledge transfer</p> <ul style="list-style-type: none"> ● TARGET: annual report on actions taken
3.3 Preserve the organisation's financial health so that we can reach our goals and accomplish our mission	<p>Diverse partnerships and controlled growth of the IBCR's actions</p> <ul style="list-style-type: none"> ● TARGET: 2 new sponsors and a 10% to 20% budget increase annually
3.4 Promote collaboration, participation, accountability and satisfaction in the workplace	<p>Updated human resources and professional development policies</p> <ul style="list-style-type: none"> ● TARGET: annual updates

MONITORING, EVALUATION AND LEARNING

Monitoring and evaluation

A monitoring and evaluation system is geared towards improving internal and external strategies. We are currently involved in a process to improve our monitoring and evaluation policies and practices. We aim to begin continuously monitoring our projects by systematically collecting and analysing information that would allow us to follow up on progress achieved with respect to the objectives established prior to the

implementation phase. This approach enables us to adapt our strategies to our current activities and to better plan for the future. The evaluations we carry out provide information on significant changes resulting from our interventions by identifying how relevant, effective, efficient, impactful and sustainable they are. We hope to demonstrate the effects of our actions and better evaluate our contributions in terms of their impact on children.

Learning

Once the monitoring and evaluation system is in place, the learning process makes it possible to close the loop by integrating the various levels of lessons learned into current and future operations. As part of our desire to become a learning organisation, we are pursuing the dual aim of drawing lessons from our current experiences and reporting on past interventions. Our strategy covers several levels of learning, namely:

- Monitoring and evaluation of current projects for immediate or short-term learning
- Final evaluation of current projects for medium-term learning
- Ex-post evaluation (impact assessments) of completed projects for long-term learning

We believe that a quality program must be aligned with the following six basic criteria:

- 1. Relevance:** does the intervention meet a real need?
- 2. Effectiveness:** does the intervention help us reach our established objectives?
- 3. Efficiency:** are the allocated resources being used optimally?
- 4. Impact:** have there been observable changes in the medium and long term for direct project beneficiaries and for the communities and individuals directly affected?
- 5. Longevity:** will the results be sustainable when the project comes to an end?
- 6. Ethical:** does the intervention adhere to our child protection policy and our child participation and gender equality guidelines?

WHAT THIS MEANS TO US

Supportive: the support we provide is constructive, respectful, and humble and aims to empower the people or institutions it targets. In all of our actions, we take into account the particular context, encourage voluntary, active participation from individuals, and promote the sharing of knowledge and expertise.

Sustainable: all of our actions target results that last long after the project ends, so that children's rights are integrated, guaranteed and defended in the countries and regions where we work.

Influential: the first goal of our interventions is to get people to act. We believe that being influential involves proactively guiding and encouraging the actors of the child protection system through their analysis, decision-making, and monitoring processes in support of children's rights.

Integrated: we take a systemic approach in our actions and a holistic view of the protection system. This enables us to ensure that results are incorporated into the expertise of the involved actors.



Participative: we develop and implement our programmes alongside various partners, getting children involved whenever possible. The IBCR believes it is essential to promote the role that partners and children play in developing innovative solutions and making decisions about things that affect them.

Significant: we work tirelessly to ensure that our interventions to strengthen the child protection system and our advocacy, are qualitatively significant and far reaching in the lives of children, and that they are meaningful for the people involved.



Study project on child exploitation — Madagascar — 2017

The Child Protection System

The international community: international standards, humanitarian and international development organisations, United Nations human rights monitoring bodies, regional and international organisations, etc.

National institutions: ministries of health, education, the interior, and social affairs, NGO coalitions, committees working to combat various types of exploitation, the media, unions, professional orders, the law, etc.

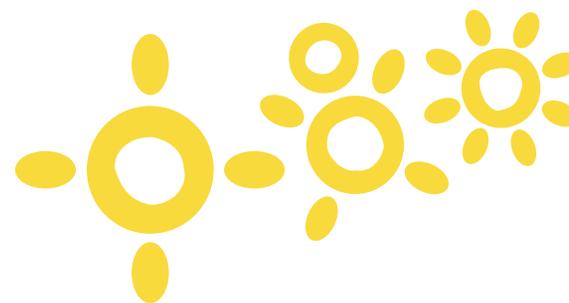
Children

Family

Peers and siblings

The community: everyone from school crossing guards to shopkeepers, police officers, social sector workers, teachers, prosecutors, neighbours, bus drivers, nurses, community leaders and organisers, and religious leaders.

Child protection system: every child benefits from a protection system, regardless of location in world, in both rich and poor communities, urban and rural areas, peaceful regions and those affected by armed conflict, and in communities that may be aging, multiethnic, and lack internet or public services. This system is made up of girls and boys, men and women, and institutions, all of whom have a role to play in creating a protective environment for children. The diagram to the left illustrates how the child is at the heart of the child protection system, which takes into account the child's developmental capabilities, views, potential, strengths and weaknesses. The concentric circles closest to the child represent the people who are typically closest to the child, particularly those who the child trusts and who have the greatest influence on the child's development. The further we move away from the child, the more the level of action becomes multilateral. The responsibility for protecting the child does not decrease as we move away from the centre—in fact, the contrary is true. For example, the fifth circle emphasises the importance of government workers, parliamentary representatives, government leaders and, more broadly, decision makers, all of whom must do whatever is necessary to ensure that laws and policies concerning children's rights are aligned with applicable international standards, that child-friendly services are available, that their decision-making processes take into account the opinions of the main people affected, and that a social framework is implemented in which child-friendly behaviours and practices are the standard. The child protection system is also founded on laws and policies, social services, cultures and attitudes, which are tools for the system stakeholders and enable them to adequately protect and promote the rights of the child.



SUMMARY TABLE

PRIORITY 1: PROMOTING THE EMERGENCE OF STRONG AND CONSISTENT CHILD PROTECTION SYSTEMS AROUND THE WORLD

AROUND	OBJECTIVES	INDICATORS AND TARGETS
<ul style="list-style-type: none"> ● Reinforcement of child protection systems ● Advocacy and institutional support 	1.1 Contribute to the significant strengthening of child protection systems in a way that is sustainable and participatory (outside Canada)	Number of capacity building processes for national target groups of people who work directly with children ● TARGET: 50 initiatives in 25 countries
	1.2 Ensure that our three fields of activity (justice, violence and exploitation, and emergency situations) are integrated into the Bureau's programming in a balanced way	Representation of each field of activity in the IBCR's programming ● TARGET: 25% (minimum)
	1.3 Help strengthen the child protection systems in Quebec and Canada	Number of sectors strengthened within Quebec and Canada's child protection systems ● TARGET: 3 sectors

PRIORITY 2: ADVOCATING EFFECTIVELY FOR THE IMPLEMENTATION OF NATIONAL INTEGRATION CHILD PROTECTION POLICIES AND PROGRAMMES

<ul style="list-style-type: none"> ● Supporting local and national change ● Supporting regional and international change 	2.1 Influence and provide support for the approaches, policies and actions taken by public administration authorities to promote children's rights (outside Canada)	Number of countries receiving support and number of decisions made in favour of significant changes to their child protection systems ● TARGET: 25 countries and 15 decisions
	2.2 Influence and provide support for the approaches, policies and actions taken by public administration authorities in Quebec and Canada to promote children's rights based on lessons learned through our international experience	Number of decisions made in favour of significant changes to the child protection systems in Quebec, Canada and countries targeted by Canadian foreign policy ● TARGET: 5 decisions
	2.3 Effectively influence stakeholders on children's rights by strengthening our position on the international stage	Number of partner networks and key events on children's rights supported around the world ● TARGET: 5 networks and 5 events

PRIORITY 3: ATTAINING OPERATIONAL EXCELLENCE SO THAT WE CAN ACHIEVE OUR GOALS

<ul style="list-style-type: none"> ● Monitoring and evaluation ● Learning ● Durability 	3.1 Improve our performance in achieving results, while developing and implementing quality programmes that incorporate lessons learned	Actions taken to systematise the analysis of the IBCR's processes and performance ● TARGET: annual report on actions taken
	3.2 Promote a culture of learning within the organisation to make sure we remain an innovative centre for technical expertise	Actions taken to create internal spaces for developing critical analyses and knowledge transfer ● TARGET: annual report on actions taken
	3.3 Preserve the organisation's financial health so that we can reach our goals and accomplish our mission	Diverse partnerships and controlled growth of the IBCR's actions ● TARGET: 2 new sponsors and a 10% to 20% budget increase annually
	3.4 Promote collaboration, participation, accountability and satisfaction in the workplace	Updated human resources and professional development policies ● TARGET: annual updates



The IBCR team includes:

- Nine board members from six countries
- More than 30 professionals working at our head office and in the field
- More than 40 qualified interns every year
- More than 20 volunteers assigned to missions in nine countries every year



BUREAU
INTERNATIONAL
DES DROITS DES ENFANTS

INTERNATIONAL
BUREAU
FOR CHILDREN'S RIGHTS

OFICINA
INTERNACIONAL DE
LOS DERECHOS DEL NIÑO

المكتب الدولي لحقوق الطفل

805 Villeray Street, Montreal, Quebec H2R 1J4 Canada

Tel. + 1 514 932 7656 Fax + 1 514 932 9453 info@ibcr.org www.ibcr.org



ISBN 978-1-928031-48-2