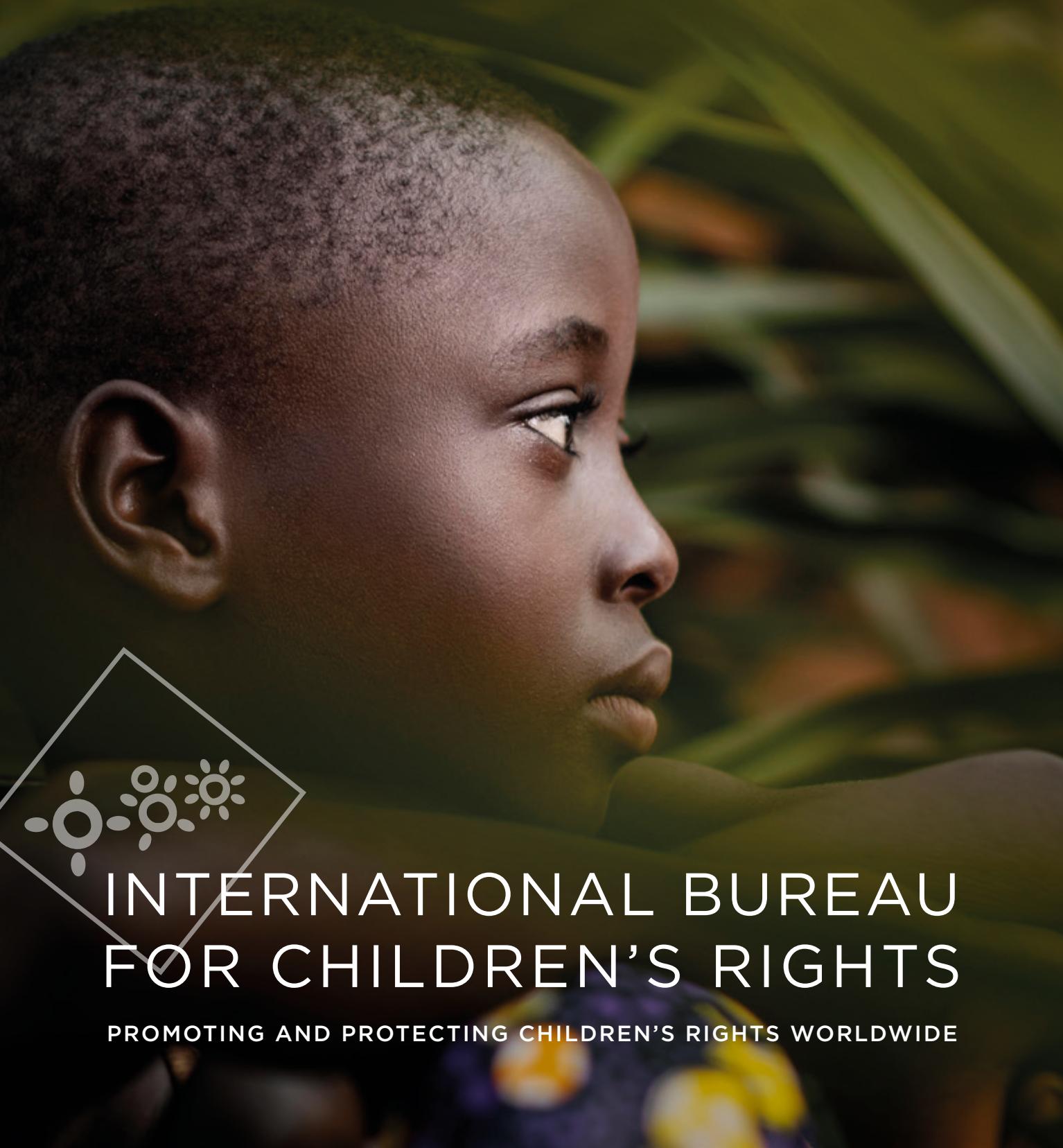


• ANNUAL REPORT • 2020-2021 •



INTERNATIONAL BUREAU FOR CHILDREN'S RIGHTS

PROMOTING AND PROTECTING CHILDREN'S RIGHTS WORLDWIDE



The International Bureau for Children's Rights (hereafter the IBCR or the Bureau) is an international non-governmental organisation based in Canada that has been upholding the rights of the child for more than 25 years in nearly 50 countries across Africa, the Americas, Asia and the Middle East.

FIELDS OF ACTIVITY



Children and justice



Children and emergency situations



Combatting exploitation and violence against children

OUR VISION

A world in which every child enjoys rights equally and in all circumstances.

OUR MISSION

LISTEN to local partners and work with them to develop innovative solutions that are respectful of children's rights and based on existing processes

STRENGTHEN the capacities of frontline community actors to address issues affecting children

PROMOTE active participation from all stakeholders, including children

ENGAGE individuals, communities and institutions so that they become agents of change

FOSTER collaboration between the various actors involved in child protection

SUPPORT and **CHAMPION** reforms, action plans and legislation that promote children's rights

OUR GUIDING PRINCIPLES

Inspired by the UN Convention on the Rights of the Child

- › Systematic consideration of the best interests of the child
- › Non-discrimination
- › The right to life, survival and development
- › Ensuring respect for children's right to participation and freedom of expression

The IBCR at a Glance



4 OFFICES
worldwide



**More than 25 YEARS
IN OPERATION**



Nearly 50 COUNTRIES REACHED
by our actions



**More than 4 MILLION CHILDREN
ARE BETTER PROTECTED** as a
result of our actions



**Approximately 50 PERMANENT
EMPLOYEES**



**More than 4,610 CHILDREN
HAVE BEEN CONSULTED**
through our projects



**More than 64,300
PROFESSIONALS** have
received **CHILD-RIGHTS
TRAINING**



Table of contents

6	Strong Systems for Better Child Protection	28	The IBCR's Reach and Impact
8	Year at a Glance	34	Our Projects Around the World
10	Towards 2024: a New Strategic Plan	40	Our Multi-Year Initiatives for Nationwide Change
12	Working for Children and Their Rights, Despite the Pandemic	59	PRIDE : New Horizons for Voluntary Cooperation
18	Reducing Vulnerabilities on All Fronts	66	Financial information
22	IN FOCUS: Core competencies for practices that respect children's rights	68	Our Valued Partners
		70	Our Team



Strong Systems for Better Child Protection

The IBCR works to strengthen child protection systems around the world. But why focus on systems when it is the children that we want to see live better and grow up happier? A system encompasses everything that surrounds the child: the people they interact with every day, the institutions meant to protect them and the mechanisms in place to ensure their protection in all circumstances. Strengthening a system means ensuring that all the children who depend on it are better protected. But to do this, we must also ensure our actions truly have a positive impact on their daily lives.

With the end of two major projects in Burkina Faso and the Democratic Republic of the Congo this year, we took time to study the tangible effects of our work on the children concerned. Our findings were very positive—we noted changes to practices, improvements in the way legal cases involving children are handled, better collaboration between the sectors that support children and more access to services that are better adapted to their needs.

And we firmly believe that this is just the beginning.

The participatory approach is at the heart of the IBCR's operations; it's part of our DNA. With each project, we immerse ourselves in the context and realities of our partner countries to ensure we provide

tangible support adapted to their unique situation. We work closely with local institutions so that when we leave, they can continue to improve child protection mechanisms in their country. As we wrap up these two major projects, we are convinced that the children in Burkina Faso and the DRC are facing a bright future.

The outcomes and changes we have witnessed will become the starting point that drives a new generation of initiatives in a dozen countries, from Canada to Senegal, Madagascar and Colombia. We have a new strategic plan for 2021–2024, whose focus is the need to “rise up to the level of children”, and ensure that all of our actions are rooted in their perspective.

As the global pandemic threatens some of the rights we took for granted (the right to education, health, social development, etc.), it also reminds us of the importance of strong systems that protect children in all circumstances.

At the dawn of the post-COVID-19 era, we— institutions, organisations and individuals—must mobilise more than ever to ensure a world that is worthy of our children.



Guillaume Landry,
Director General



Théophane Nikyèma,
President of the Board



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Year at a Glance

Mandates in

16 countries

in Africa, the Americas, Asia and
the Middle East

The rights of an additional

1,700,180 children

are better protected as a result of
our work

At least

355 women

have been reached through our
actions

3,097 people

received information or training
on children's rights

**53 employees,
19 interns and
12 volunteers**

actively contributed to our
projects

We held
**23 awareness-
building
workshops,**

professional development courses
and training sessions on children's
rights, gender equality, or child
protection in situations of armed
conflict

Towards 2024: a New Strategic Plan

The IBCR has adopted a new strategic plan that will centre our 2021–2024 activities and projects around one ambition: “**To rise up to the level of children**”. In a world where child protection issues are all too often missing from the priorities of the very institutions responsible for safeguarding youth, the IBCR is strengthening its efforts to generate positive, tangible change in the way children are guided and protected on a daily basis.

This new institutional strategy will be structured around four pillars of action:

- Listening to children and ensuring their participation
- Providing tools and training to workers with professional responsibilities toward children
- Improving collaboration and shared responsibility between project participants
- Mobilising agents of change and ensuring they receive recognition

The strategic plan and theory of change are available on the IBCR website: www.ibcr.org/publications

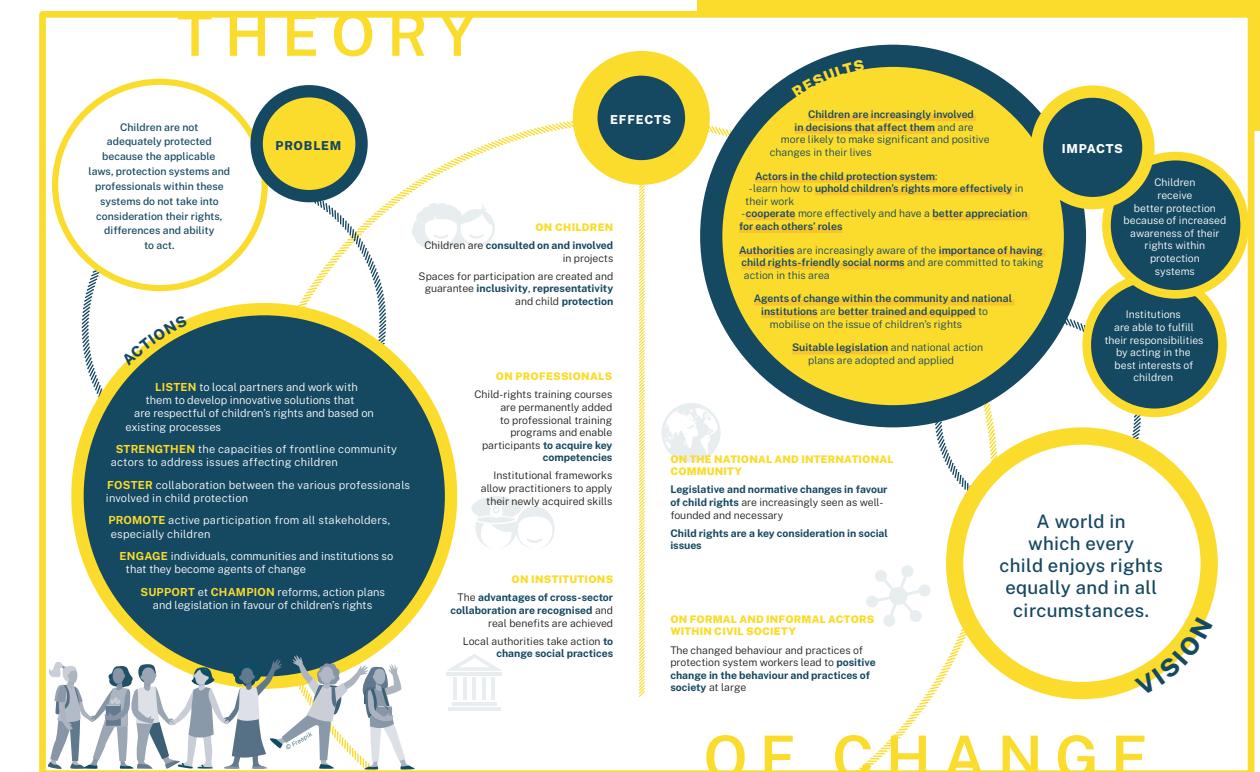


A Graphic Representation of Our Theory of Change

This new strategic plan is an opportunity to highlight the IBCR’s theory of change, i.e. what the organisation hopes to change through its initiatives. The theory is intended to be timeless and thus is not limited to the timeline of the present strategic plan. It is a visual representation of the initial situation, our actions and their impact, and the expected outcomes and changes that will enable every child to enjoy their rights equally and in all circumstances. ●

ONE AMBITION: “TO RISE UP TO THE LEVEL OF THE CHILDREN”

One of the fundamental principles of children’s rights — which was introduced by Dr Janusz Korczak, a paediatrician, writer and pioneer in the field — is that rather than stooping down to a child’s physical level, adults should rise up to meet a child’s capacities, feelings and rights. Children are the present. They are willing and able to claim their rights, express their views, form opinions, and much more. “To rise up to the level of children” is one of our tenets. This sentiment has always guided our work and will continue to do so for years to come. The idea is to bring the focus back to children within youth protection services, encouraging the organisations, institutions and communities that interact with them to do the same.



Working for Children and Their Rights, Despite the Pandemic

Rarely has the world experienced such a confusing year. The pandemic has forced individuals, governments and organisations to rethink a model we once believed was rock solid. And although the IBCR has had to rethink its processes to reflect this evolving context, our commitment to children has not wavered.

Because unstable situations inevitably have an impact on children and their rights, it is essential that we remain vigilant, continue to help protect them and make sure their voices are heard. In the face of a global pandemic, particularly in our countries of intervention, we have taken measures to continue our work while ensuring that our teams, volunteers and partners remain safe.

A dedicated unit was quickly set up to monitor the evolution of the pandemic in our countries of intervention and make decisions adapted to the context. As our teams were no longer able to work out of our offices and business travel was limited, we had to reinvent the way we work, exchange and network with our colleagues and partners. This unprecedented situation, unimaginable just a year ago, was an opportunity for the IBCR to show its resilience and its ability to push forward despite these obstacles. Events and workshops designed to run face-to-face were adapted into virtual opportunities for exchange, which enabled the Bureau and project stakeholders to stay in touch and continue their work.

With limited international travel options, ongoing projects increasingly relied on local teams. Professionals from the different countries involved in our



initiatives were mandated to carry out the action plans. An assessment method and tools were created in collaboration with another Canadian non-profit, SUCO. These tools were designed to analyse the international context and the health situation in the countries of intervention, and to study the possibility of resuming international travel in complete safety.

All of these adaptations have allowed the IBCR to continue its projects under the best possible conditions given the circumstances, and to advance its effort to create an environment that is more respectful of children's rights in each of the countries in which it operates.

Ensuring Human Rights in Canada During the Pandemic Response

The Bureau led an advocacy effort alongside Amnesty International, calling on the governments of Quebec and Canada to integrate human rights monitoring into their COVID-19 response. More than 300 organisations, indigenous community leaders, academics and politicians from across the country came together to encourage the federal, provincial, territorial and municipal governments to adopt robust monitoring measures that would strengthen human rights protections and prevent potential violations caused by both the pandemic and the measures put in place to fight it.



Mobilising Quebec to Better Protect its Youth in a Time of Crisis

COVID-19 has not spared children and their families: interrupted education services, the impact of wearing a mask on learning, financial insecurity, eroded social ties, disrupted work-family balance, postponed access to care... the pandemic's collateral damage has had undeniable repercussions on the well-being of children.

During the 5th edition of the Grande semaine des tout-petits (annual initiative of the Observatoire des tout-petits) in November 2020, the IBCR stood in solidarity with the Collectif petite enfance, supporting an open letter urging Quebec to place children at the heart of its social priorities and to collectively mobilise to protect its youth. Parents, teachers, decision makers, committed citizens... everyone has a role to play and can take concrete action to promote the development of children, especially in times of crisis.



OBSERVATOIRE des tout-petits

“ We go back to the basics, to our roots, to our primary instinct: we protect our little ones. How do we do this? By offering them the social safety net they need to grow and flourish.

-Excerpt from the open letter

The IBCR also worked throughout the year to remind people of the importance of protecting children and to highlight the harmful long-term effects that these situations can have on their development. One notable initiative was a webinar organised by the Pan-Canadian International Child Protection Network Canada, in collaboration with the Red Cross and SOS Children's Village Canada.

Access to Healthcare for Every Child in Quebec

Over the past few years, the Bureau has advocated for more equal access to health care in Quebec – particularly to ensure that children born in the province (and therefore Canadian citizens) receive healthcare regardless of their parents' migratory status. In the context of a pandemic, it is even more alarming that children do not receive adequate care because they cannot afford it.

Given the authorities' inaction, and despite announcements suggesting positive change, the IBCR has continued to mobilise alongside with partner organisations, academics and health and human rights professionals to urge the Quebec government to act.

The Bureau has made the following recommendations:

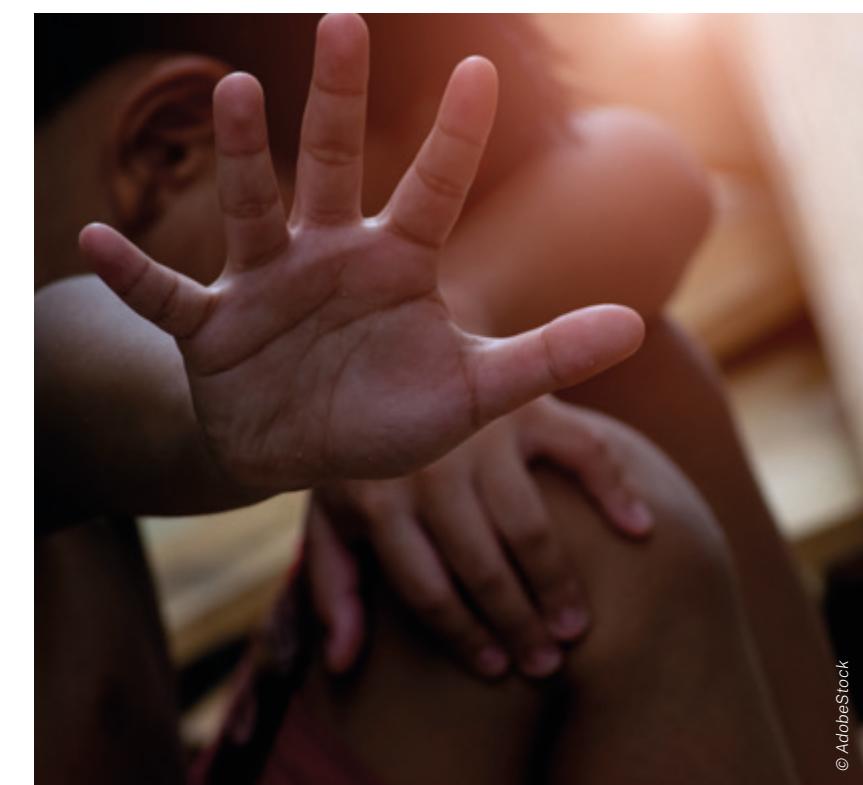
- All children, regardless of their migratory status or situation—including those living temporarily in Quebec—should have free access to primary healthcare
- All children residing in Quebec should be covered by provincial health insurance (RAMQ), regardless of their place of birth or the migratory status of their parents
- Access to RAMQ, the right to health care and all its related administrative processes must be streamlined to create a more accessible and efficient system
- Information sharing between immigration, police and health services should be limited to avoid discouraging children with irregular situations or whose parents have a pre-

rious migratory status from accessing appropriate care

- Pregnancy and perinatal care should be considered, since the health of a child is at stake from the moment of pregnancy

In spring 2021, these recommendations were presented in a memoir and during a consultation session with the Commission in charge of studying the related bill. Following the consultations, the Quebec government adopted a new bill allowing all children living in Quebec to benefit from provincial health insurance, whether they were born in the province or not.

Approximately 4,500 children will be covered under these new measures each year. This progress is a welcome change for the Bureau and its partners, who have advocated for this bill for years.



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COVID-19 pandemic on children living in situations of conflict, crisis and displacement.

Between imposed limitations on services for children (fewer staff, restricted movements, etc.) and school closures, many children have been left to fend for themselves and are more vulnerable to physical and online abuse and exploitation as a result. They are therefore more likely to come in contact or in conflict with the justice system. Public measures to contain the spread of COVID-19

Children and Justice During COVID-19: the IBCR Speaks to the Canadian Government

In February 2021, the IBCR appeared before Canada's Standing Committee on Foreign Affairs and International Development* to highlight the impact of the

[In the context of the pandemic], the [already] thin line between offence, crime and normality becomes thinner, and children find themselves in conflict with the law for various reasons.

-Extract from the IBCR intervention before the Standing Committee on Foreign Affairs and International Development



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*As part of a study to gather information on vulnerabilities created and exacerbated by the COVID-19 pandemic, particularly in situations of conflict, crisis and fragility, with the aim of planning for possible future pandemics.

Protecting Detained Children and Accelerating Their Release

Children do not belong in detention. Yet more than 1.5 million are deprived of their liberty worldwide, according to a UN global study*. In 2019, following the publication of this study, the IBCR joined the international call to reduce or eliminate the use of detention for children. The COVID-19 pandemic has exacerbated risks that children in detention are exposed to due to their living conditions (overcrowding, lack of access to care, inadequate sanitary conditions, increased vulnerability to mental health problems and violence, etc.), and now more than ever there is a need for change.

The IBCR remains committed to this work on various levels. One example is the IBCR's support in creating the Technical Note: COVID-19 and Children Deprived of Their Liberty, drafted by the Alliance for Child Protection in Humanitarian Action. This note complements the Technical Note: Protection of Children During the Coronavirus Pandemic and aims to provide authorities with key information and a protocol for responding to the health situation.

*Study report available here:
<https://digitallibrary.un.org/record/3813850>



This initiative is part of the global Justice with Children project, launched in 2019, which brings together international organisations to address issues related to children in contact and conflict with the law. It seeks to facilitate interaction between child justice actors through spaces for reflection, exchange and learning.



The note encourages the following measures:

- Establish a moratorium on admitting new children into detention centres
- Release all children who can be safely released
- Protect the health and well-being of any child who cannot be released

As a result of this advocacy, thousands of children have been released around the world. However, to ensure that their release respects their rights and leads to rehabilitation and reintegration into their communities, those responsible for implementing these measures need the right training and tools. The IBCR helped create guidelines for professionals working with children in conflict with the law during the COVID-19 crisis. These guidelines target social services and justice personnel as well as security forces, and contain practical recommendations, tools and keys to adapt practices and enable children deprived of their liberty to be released as soon as possible and reintegrated into a more suitable and developmentally appropriate environment.

The primary goal is to avoid depriving children of liberty by promoting alternative measures to deten-

tion. The guidelines and associated materials are adaptable to each country's context and are now available in English, French, Spanish and Arabic on the justicewithchildren.org website.

The tools were disseminated in 2020 as part of an awareness-raising campaign to promote the rights and release of children deprived of their liberty, carried out in partnership with the IBCR. The project involved a series of virtual events involving over 170 people who work with these children. ●

Covers of the Operational Guidelines for each professional sector



Operational Guidelines: Social Workforce



Operational Guidelines for Security Forces Access to Justice for Children and Youth in Times of COVID-19: Diversing Children From Judicial Proceedings and Facilitating Reintegration



Operational Recommendations for Legal Professionals



Reducing Vulnerabilities on All Fronts

The COVID-19 pandemic is not the only situation causing risk to children around the world. That is why the IBCR has been working in a variety of contexts to ensure that children's lives remain free from violence and exploitation.

A Call from NGOs for Better Protection of Children in Armed Conflict

The UN Secretary-General is required to submit an annual report to the Security Council on the situation of children in armed conflict, including a list of all parties to conflict that have committed violations of children's rights during the year. For some time now, this list no longer seems to reflect reality: some parties to conflict are absent, deliberately ignored or prematurely withdrawn, even though the data collected by the UN proves their responsibility.

The IBCR once again mobilised in 2020 with a coalition of NGOs to call on the Secretary-General to respect his commitments and publish an accurate list of those responsible for child rights violations, with no other consideration than the protection of children. This year, despite these efforts, proven violators such as the Saudi-led coalition responsible for the death and maiming of children in Yemen and the Tatmadaw



This number included more than 7,000 children in 2020 (source: Save the Children Canada), 26 of whom are Canadian nationals. Malnutrition, disease, violence... the conditions in these overcrowded camps raise serious human and child rights concerns. Canadian children are already vulnerable and face increased risk of harassment, exploitation and abuse as a result of discrimination and social stigma, in addition to the trauma of living under the control of an armed group and experiencing violence.

No child, regardless of nationality, should live or grow up in such conditions.

While several countries have taken steps in recent months to remove their children from these camps, Canada has been silent on the issue. This year, the IBCR joined other NGOs in denouncing the Canadian government's inaction and calling on Ottawa to honour its commitments to its children and repatriate them without delay. At the time of writing, the government still refuses to intervene.

(the Burmese armed forces) responsible for recruiting and exploiting children were once again missing from the report and its annexes, to the dismay of human rights and child protection organisations.

Listing the perpetrators of child rights violations is a way to hold them accountable and drive change that ends these transgressions and prevents a recurrence. It is therefore essential that the list reflect reality.

Canadian Children Held in Syria Must Be Repatriated

Thousands of foreign men, women and children are being held in refugee camps in Syria because of their alleged links to Daesh (Islamic State armed group).

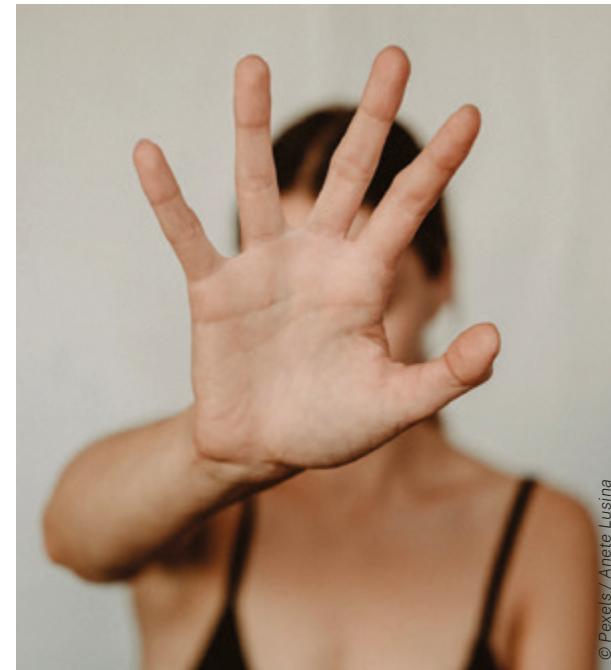


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Enabling Children to Participate in the Fight Against Sexual Exploitation of Minors in Quebec

The Special Commission on the Sexual Exploitation of Minors released its report in December 2020, after an 18-month investigation into the situation in Quebec. The report is damning: the province is still considered North America's «hub for child exploitation», an unacceptable finding, given the impact of sexual exploitation on the health, safety and development of children.

The IBCR welcomes the Commission's efforts to put an end to this phenomenon and supports the government's commitment to prioritise the fight against sexual exploitation of children. Quebecers must be better equipped to prevent this scourge and take action; the people responsible for these crimes and their accomplices must be brought to justice; victims must be better protected, and the damage caused



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must be repaired. That said, we need to take it a step further and encourage children to join this fight rather than treating them as passive victims. Quebec must rise up to the level of its children and give them a more important part for real change to occur.



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In line with this stance, the Bureau launched a new project in 2021, aiming to give a voice to Quebec's youth in order to better prevent and fight against the sexual exploitation of children in the province. More than 70 teens will take part over the next two years; they will be trained on how to analyse the campaigns and policies meant to prevent sexual exploitation in Quebec and formulate recommendations on the best practices to effectively fight this crime.

In Support of an Independent Child Protection Authority in Quebec

Following the recommendations of the Special Commission on Children's Rights and Youth Protection, the Quebec government announced the creation of a National Youth Protection Directorate in March 2021. While we welcome the province's willingness to tackle the issue of child protection, the new directorate raises several concerns, including the level of independence it will have in monitoring and controlling child protection services.

In 2020, the IBCR engaged with a collective of 16 provincial organisations to make recommendations on changes to the Quebec system—recommendations that were presented at a hearing before the Commission.

POSITIVE “RECOMMENDATIONS”

In April 2020, the Special Commission on Children's Rights and Youth Protection unveiled a report containing its «RecommendATIONS» for improving child protection in Quebec. The Bureau welcomes its proposals, some of which echo the collective's recommendations, notably the creation of a Charter of the Rights of the Child and a Commissioner for the Well-Being and Rights of Children; increased efforts to prevent violence against children; and the need to give children a voice, to listen to their perspectives and place them at the heart of protective processes. The next step is to monitor the interpretation of these recommendations and ensure they are integrated into provincial governance in a concrete manner.

For the collective:

“ [...] transparency, independence, investigative and monitoring capacity, an autonomous and substantial budget, and the power to compel access to information are all internationally recognised criteria that are necessary for an efficient monitoring body in the service of children and the public interest.

Positioning the directorate within a ministry does not seem reflective of these criteria. The IBCR and six other organisations from the collective have mobilised in response, publishing an open letter in the Canadian press challenging the government and reminding them that the oversight body must first and foremost serve children rather than the system. ●



UNE VOLONTÉ DE FAIRE POUR NOS ENFANTS

Commission spéciale
sur les droits des enfants
et la protection de la jeunesse
Québec ■■■

© Commission spéciale pour les droits des enfants et la protection de la jeunesse

IN FOCUS

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THE CONCEPT OF CORE COMPETENCIES

The term “competency” encompasses all the knowledge, experience, skills and behaviours required to perform effectively in a job, role or situation.

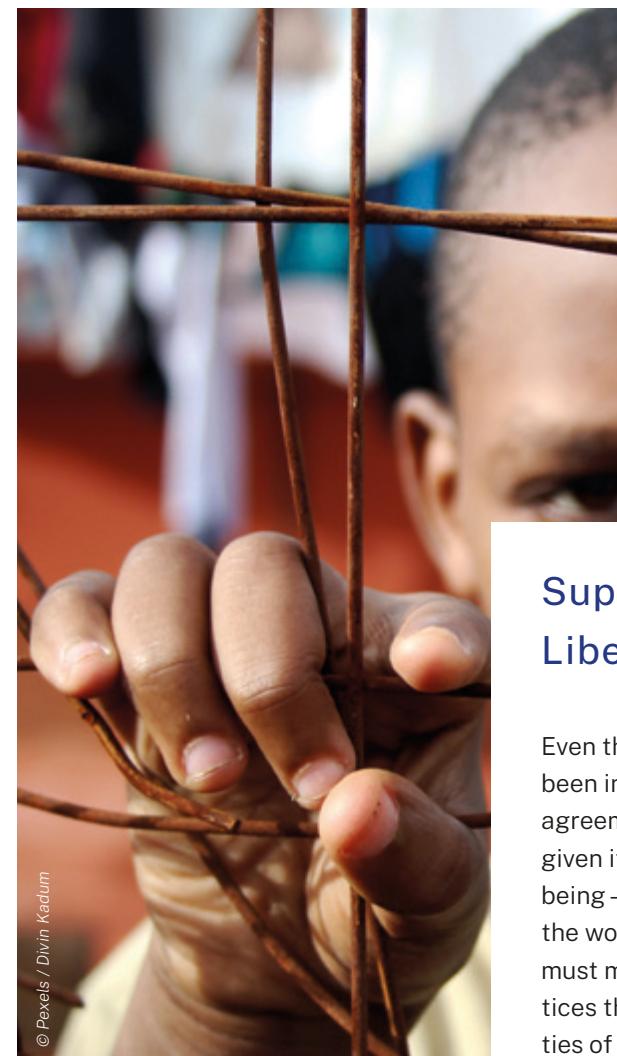
The combination of several competencies, also referred as core competencies, is what allows a professional in a particular sector to perform effectively.

Core Competencies for Practices that Respect Children’s Rights

Child protection professionals make major decisions in the lives of children. Their attitudes, behaviours, and the way they apply laws and procedures to each child’s situation have a significant impact on the child’s experience and on service quality.

In order to provide optimal support and protection to children while respecting their rights, these actors need more than straightforward knowledge of laws and procedures; their training and approach must be rooted in a vision that is sensitive to the rights, needs and particularities of each child. To that end, the Bureau employs a competency-based approach—an approach based on the definition of core competencies that each profession should master—when training the professionals targeted by its interventions.

The IBCR has organised a series of workshops over the past ten years to define core competencies of various sectors, bringing together experts and stakeholders from different professions and involving more than 95 local and international partners and 500 individuals from 45 countries. These workshops have resulted in competency frameworks for four professional groups—security forces (2015), the judiciary (2018), social services staff (2020) and professionals working with children deprived of their liberty (2021, see below)—as well as professional guidelines for personnel in these four sectors, which were published in 2021.



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KNOWLEDGE, SKILLS AND ATTRIBUTES

The term “competency” can be defined as one’s ability to do something due to their knowledge, skills and attributes. There are three facets to each competency:

Knowledge is information that a person has acquired, e.g. a law or procedure. This is the starting point for any professional’s capacity to act.



Skills are a person’s abilities to apply knowledge and act on it. Knowing how to do something is the ability to execute and master a practice on a daily basis.



Attributes are a person’s various qualities, attitudes and behaviours. They may be innate or learned through training and experience. Possessing a specific attribute means that an individual is able to adapt its approach and way of being and communicating while applying its knowledge.

Support for Children Deprived of Liberty

Even though the *UN Convention on the Rights of the Child* has been in existence for 30 years—and despite nearly universal agreement that detaining children should be avoided at all costs given its harmful consequences on their development and well-being—more than seven million youths were detained around the world in 2019, according to the United Nations. This situation must be addressed with a collective effort to implement practices that are more sensitive to the rights, needs and particularities of children.

With this in mind, the IBCR held a workshop in October 2020 with the support of the Organisation Internationale de la Francophonie (OIF). The event was a hybrid with virtual and face-to-face activities in three languages and involved more than 70 child protection and justice specialists from four continents. For four days, the group worked to identify and validate the core competences that anyone working with children deprived of liberty should master.

“ [...] If we do not invest in the true professionalisation of services and staff working with children in contact with the law, particularly for those working with children deprived of their liberty, we will fail as practitioners in our obligation to the children themselves.

-Marta Gil, MENA Programme Coordinator, Access To Justice, Terre des Hommes

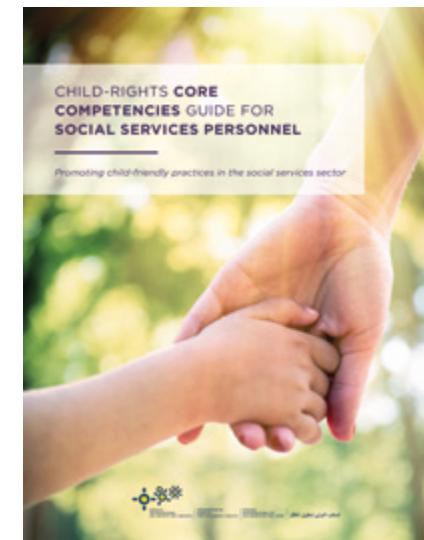


EIGHT COMPETENCIES WERE IDENTIFIED

- 1 / Understanding and applying national and international laws and standards relating to child deprivation of liberty
- 2 / Tailoring interventions to uphold the rights and reflect the trajectory of each child deprived of liberty
- 3 / Creating an environment conducive to effective communication and interactions with children
- 4 / Protecting and safeguarding children deprived of liberty and reducing the risk of harm
- 5 / Adapting applicable tools, procedures and systems to the needs of each child deprived of liberty
- 6 / Promoting and facilitating child reintegration and rehabilitation with each intervention
- 7 / Collaborating with all formal and informal actors, including institutional workers, family members and community representatives, to ensure that interventions are effectively coordinated
- 8 / Understanding and adhering to the code of conduct applicable to personnel working with children deprived of liberty

“ The UN Global Study on Children Deprived of Liberty was just the first step. It is clear that much more needs to be done in terms of diverting, deinstitutionalising and ending migration-related detention and other measures to ensure full compliance with the Convention [on the Rights of the Child]. [...]

-Manu Krishan, Global Study Programme Manager for the UN Global Study on Children Deprived of Liberty, Global Campus for Human Rights



children in contact with the police, justice and health systems, and other institutions. The IBCR toolkit provides a framework for developing core competencies among these practitioners, enabling them to adapt their practice to children's rights.

This workshop resulted in a new toolkit that reviews the conditions under which children are deprived of liberty, the different professions related to this field and the knowledge, skills and attributes related to each of these competencies. The toolkit was officially launched in March 2021 in three languages (French, English and Spanish), and like all of the IBCR's reference materials it is available free of charge to any organisation, institution or individual working in the field.

N.B. *The IBCR's action to professionalise the sector does not mean that we encourage or condone the use of detention for children.*



Equipping Social Workers with the Right Tools

In 2016, the IBCR initiated a reflection on the core competences for social workers. The results were developed into a document this year which is intended for use by those concerned on a large scale.

Children come into contact with social workers in many contexts, whether they are victims of abuse, violence, exploitation or neglect, separated from their families, have a disability or are homeless. Social service professionals play an important role in accompanying these



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All documents discussed in this section are available on our website: www.ibcr.org/publications/



Four sectors, four pillars of child protection

Although core competencies vary from one sector to another, all professions in the child protection system have a role to play in the child's journey, and all have the same ultimate goal: to safeguard the best interests of children. The IBCR thus created a guide to the core competences for all four target sectors, which highlights the similarities in the knowledge, skills and attributes required for child protection.

The social sector toolkit defines the following seven competencies:

- 1 / Promoting and applying children's rights
- 2 / Acting ethically and according to the rules of professional conduct
- 3 / Interacting and communicating effectively with children
- 4 / Adapting work methods to each child's needs and personal circumstances
- 5 / Collaborating with other sectors and effectively coordinating services
- 6 / Making effective and appropriate use of work tools
- 7 / Communicating and working with families, groups and communities

Training provided with the support of Emploi-Québec



Enhanced Skills for the IBCR Team

The competency-based approach runs through all of the Bureau's spheres of action. In fall 2020, the IBCR's teams received training to strengthen their skills in the areas of child participation, social innovation, developing tools for adult training and children's rights in emergency situations — themes that will enable the organisation to pursue its projects effectively in the years to come. ●



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The IBCR's Reach and Impact

April 2020 to March 2021

174,590 webpage views,

for a total of 71,961 visits

1,943 new subscribers

to our newsletter and social media accounts, for a total of 11,194 followers

548 social media posts

seen 308,141 times, shared 252 times and generating 6,184 reactions

28 posts

on gender equality on our social media accounts and website

37 topics addressed

in our social media posts

6 events

(virtual and in-person) organised or co-organised by the IBCR, and

8 children's rights events

involving the IBCR, for a total reach of more than 670 people

39 media mentions of the IBCR

and its projects in the organisation's countries of intervention

13 children's rights advocacy initiatives

resulting in extended health care coverage for all children in Quebec, recommendations on how to transform the province's child protection system and international visibility for the issue of children deprived of liberty to ensure they are better protected and their rights respected

2 speeches

to the Canadian and Quebec governments

Despite the uncertainty posed by the global pandemic and the cancellation of many activities, the IBCR was able to adapt and transpose its meetings to digital platforms so that its teams could continue their dialogue with target audiences and partners.

A Webinar Reflecting on our Five-Year Project in the Democratic Republic of the Congo

After five years, the IBCR's Batela Mwana project in the Democratic Republic of the Congo (DRC) came to an end.

To mark World Children's Day, the Bureau and Global Affairs Canada co-organised a webinar looking back at the work carried out through this initiative since 2015 and the tangible impact it has had on the country's children (see more page 46). Nearly 50 people from the Canadian ministry and Congolese project partners from the police, justice and social sectors joined in, sharing their thoughts and reflections.

Facilitated by the IBCR Kinshasa team and some of its DRC partners, the webinar recognised the progress made, thanking stakeholders for their involvement over the past five years and for their willingness to continue the work beyond the project timeline. We also unveiled the brochure summarising the project, its approaches, challenges, developments and lessons learnt during implementation.

International Development Week is About Collaboration

In order to celebrate the resilience of international development and its ability to evolve in the face of the pandemic, the 2021 edition of International Development Week was an eventful one. Alongside its partners and other Canadian international cooperation organisations, the IBCR planned and facilitated three events from 7th to 13th February, bringing together nearly 290 people. Our programming included a human library, a public meeting on the topic of "stories of impact" and a university "Cooperation Forum", which highlighted the IBCR's involve-

ment with international development with the help of its teams and volunteers, and showcased the acts of international solidarity carried out this year in the face of incredible uncertainty.

International Development Week was an opportunity for the IBCR to present its new volunteer cooperation project: PRIDE (project for strengthening all aspects of children's rights, see page 59), and to work with other Canadian organisations involved in volunteer cooperation.



“ The coronavirus knows no borders and requires a united response. [...] We wish to showcase Canadians' commitment to solidarity and their continuous efforts to help increase community resilience with our partners and recover together stronger

-Excerpt from the open letter (full letter available on our website: www.ibcr.org/en).

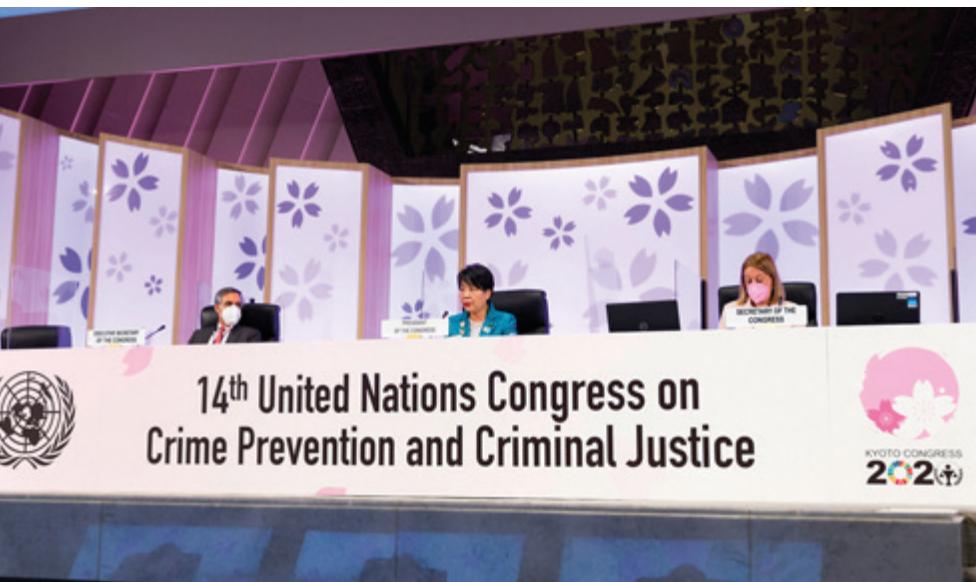
”

Together Stronger: an Open Letter

During International Development Week, the IBCR participated in the "Together Stronger" campaign along with 14 other Canadian international organisations. The Bureau co-signed an open letter to the press asserting the importance of international solidarity in addressing global challenges. The joint letter aimed to highlight the spirit of global solidarity, particularly the involvement of volunteers and their contribution to international development.



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◀ 14th UN Congress in Kyoto
© NU Japon/Yuki Kato

Competency-Based Approach at the 14th UN Congress on Crime Prevention and Criminal Justice

After being postponed due to the pandemic, the 14th United Nations Congress on Crime Prevention and Criminal Justice* took place virtually 7th to 12th March 2021. The IBCR's local team in Burkina Faso took part along with the Burkinabe Ministry of Justice, Human Rights and Civic Promotion, facilitating a session on competency-based approach for capacity building among professionals working with children deprived of liberty, and highlighting the IBCR's efforts in this area over the past year. The IBCR also supported a pledge launched by the Justice with Children initiative, reminding participating organisations and states of the importance of leaving "no child behind" and of implementing a child rights-based approach to criminal justice systems.

all responsible parties to respect the *Pact for the Prevention and Non-Repetition of Violations Against Children and Adolescents in Armed Conflicts and Related Violence* as a way to ensure that these violations never recur.



At the event, the IBCR discussed the impact of voluntary cooperation and capacity building with its partners on the protection and promotion of children's rights in Colombia.

*COALICO is an IBCR's partner within PRIDE, its voluntary cooperation project.

The IBCR in Solidarity with COALICO: Prevention to Avoid Repeating Past Mistakes

On 12th February, the IBCR marked Red Hand Day – the International Day against the Use of Child Soldiers – by participating in a conference organised by COALICO* [Coalition against the involvement of children and youth in armed conflict in Colombia].

The virtual event drew attention to the situation in Colombia and the impact that violence linked to armed conflict and exacerbated by the pandemic has had on children's rights. It was an ideal opportunity to encourage

“ Children face specific challenges in their relationship with criminal justice systems, due to their age, social status and dependence on adults, but this does not mean that they are not full rights holders, entitled to respect and protection.

-Excerpt from the pledge.



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Online Training on Children and Justice in Emergency Situations

The Bureau conducted a training session on justice for children in emergency situations – part of an online training course offered by Save the Children. Some 30 representatives from NGOs and federal agencies (Save the Children, International Rescue Committee, etc.) took part, representing more than 20 countries.

Notable topics included Standard 20 of the *Minimum Standards for Child Protection in Humanitarian Action*, a standard jointly developed by the IBCR and the Alliance for Child Protection in Humanitarian Action.

MENA Preparatory Session for the Justice With Children World Congress

In preparation for the 2021 Justice with Children World Congress, the IBCR facilitated a preparatory session for the MENA (Middle East and North Africa) region in March. Approximately 190 attendees participated in discussions led in English and Arabic on the topic of "Access to justice for all children: towards non-discriminatory and inclusive child justice systems". The session identified key challenges, trends and advocacy priorities in child justice in the region, formulated recommendations and proposed programmes, themes and activities for the congress, which is scheduled for November 2021. ●

Our Projects Around the World

AFGHANISTAN

DEVELOPING A STRONGER CHILD PROTECTION SYSTEM



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Improvements were made to existing operating procedures for the social services sector, which were translated into Dari and Pashto

A case management protocol was developed for social and legal service providers working with vulnerable children and children in emergency situations

A new information and data management system was developed for the Ministry of Labour and Social Affairs' child protection teams, who also received training

The IBCR has been involved in Afghanistan since 2019. Mandated by UNICEF for its expertise, our team supports the government in its efforts to better protect children. As a country still facing complex social issues and political instability from decades of conflict, the rights and protection of children suffer as a result of the violence that plagues the country.

The IBCR has mobilised to improve the promotion and protection of children's rights in Afghanistan by creating a national child protection policy, implementing a new management system for interventions involving children and consolidating existing child protection protocols and guidelines. This year saw the finalisation of a child protection policy, which must be integrated into Afghan law in order to

WHAT IS A STANDARD OPERATING PROCEDURE?

Operating procedures set out and describe the minimum standards to be followed within a service, professional body or system when it comes to protecting children and respecting their rights. They specify how to intervene in alignment with international standards and children's rights. It is critical that the procedures be as clear as possible about who does what, with whom, where, for whom, why, when and how.

support its implementation. Various project documents and tools were also finalised. These elements, together with the training for professionals which was carried out during the first year of the project, should improve coordination within the child protection system and lead to greater respect for children's rights during their interactions with institutions.



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TUNISIA

POLICE AND NATIONAL GUARD TRAINED IN CHILDREN'S RIGHTS

For several years, the Tunisian government has worked to strengthen its child protection systems, particularly for those in contact with the law. Tunisia ratified international standards on children's rights long ago, but there are still gaps in the practical implementation of national laws and procedures in this area. In many cases, due to a lack of appropriate training, police forces and the National Guard are unfamiliar with procedures involving children in conflict with the law and therefore do not apply them in a way that respects their rights. Yet these two sectors are often the first contact a child has with the justice system, and they set the tone for the child's journey through the system.

The IBCR began working on this project in summer 2020 as part of a UNICEF mandate. The aim was to help strengthen children's rights training among staff in these two sectors in order to adapt and harmonise their practices in a comprehensive and sustainable manner. This year, the IBCR analysed the Tunisian context and identified the needs for each of the sectors' vocational training schools: the Police School and the National Guard School. The analysis relied on meetings with professionals from the justice system and visits to the sectors' facilities in several cities. The IBCR is now designing a training course based on its findings, which will be introduced into school curricula and become an integral part of their training. Due to the 2020 pandemic, the project – initially designed to last eight months – will now continue until fall 2021.

Visit to six specialised police and National Guard units in four cities: Tunis, Sousse, Kasserine and Nabeul

Four consultation processes carried out with 47 professionals

A comprehensive training course is being finalised

UNICEF field initiatives (NGOs, traditional and religious leaders, local authorities) despite the restrictions imposed by the pandemic. A comprehensive assessment was then prepared for each country, and will inform UNICEF's regional programming in the areas of birth registration, female genital mutilation, child marriage and violence against children.

→ 2,243 people were interviewed in both countries, including 768 children.



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BURKINA FASO AND CAMEROON

LEARNING FROM RECENT UNICEF INITIATIVES

Through its various programmes, UNICEF has worked in several African countries for years to promote children's rights and protect children from violence. In order to ensure that its approach

and actions remain relevant, the organisation mandated the IBCR to evaluate the effectiveness and impact of its initiatives in Burkina Faso and Cameroon. The Bureau's expertise and our participatory approach allowed for a collaborative assessment in partnership with several local actors involved in UNICEF initiatives.

The Bureau used data collection methods to gather feedback from stakeholders involved in



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The IBCR drew several conclusions from this assessment, which was quite positive overall:

Respondents highlighted the relevance of the various programmes, both in relation to international standards and national frameworks and to other UNICEF programmes.

The various actors involved, including children, were strongly mobilised.

In Cameroon, the project led to improved birth registration in the target populations.

In Burkina Faso, the populations targeted by the project state that there is growing awareness of the consequences of genital mutilation and child marriages, and changes are starting to happen. For example:

› 9 out of 10 adolescents no longer want to have their daughters cut

- › More than 1,600 community watch groups have been created
- › More than 1,650 religious leaders have been trained and nearly 1,600 Public Declarations of Abandonment of female genital mutilation and child marriage have been made
- › An average of 94% of the respondents know of at least one negative consequence of child marriage
- › Nearly 120,000 children have been trained in the areas of gender, gender equality and children's rights

The initiative in Burkina Faso also had unexpected outcomes, such as improved child-parent communication, support for girls' education and better communication between the authorities and its citizens on issues related to this violence.

BURUNDI

"NAWE NUZE": THE IMPACT OF A COMMUNITY APPROACH ON VULNERABLE CHILDREN



© Unsplash / Annie Spratt

With minors representing more than 50% of its population, Burundi faces many human development challenges that affect children's rights. Community development programmes are regularly implemented to improve the situation, each with its own approach, among which Nawe Nuze stands out. Designed to encourage a spirit of solidarity and self-help among the population through an internal savings and microcredit system (source: Care Burundi), Nawe Nuze helps create village associations that encourage people to save together to offer pooled borrowing solutions. Association operations are usually managed by the beneficiaries, often people in precarious situations, which gives them access to capital investment and even the ability to become small business owners. This community-based economy also seems to positively affect the lives of vulnerable children and has attracted the attention of UNICEF, which is committed to supporting

SOME FINDINGS FROM THE STUDY

The children cared for through "Nawe Nuze" face a wide variety of situations of vulnerability.

7 out of 10 solidarity group members are women and girls

More than two thirds of the people we met, members of the Nawe Nuze solidarity groups, believe that their cooperation with local authorities (child protection committees and administrative authorities) allows for better child protections, notably through the voluntary foster family programme.

Solidarity group members believe they have a role to play in the care and protection of children, which reinforces the Burundian view that a child is "everyone's business"

Supporting vulnerable children improves their access to education and has enabled many of them to return to school

communities in Burundi in the area of child protection. The Bureau is providing its expertise to the organisation's Burundian delegation through a study of the impact of the "Nawe Nuze" approach on orphaned and vulnerable children.

→ *The results of this study should help validate the hypothesis that a solidarity group that fosters social development (such as Nawe Nuze) supports the promotion of children's rights and the care of their basic needs by the community, as well as generating income and social initiatives. This project is ongoing at the time of writing, delayed by the pandemic in Burundi and is expected to be completed during 2021.*

CANADA

CANADIAN POLICE FORCES DEPLOYED ON PEACE MISSIONS BETTER EQUIPPED TO ACT FOR CHILD PROTECTION

Each year, members of the Royal Canadian Mounted Police (RCMP) are deployed to countries with complex security environments as part of United Nations peace missions. Despite the global pandemic, these missions have continued to protect populations dealing with armed conflict, where the pandemic only increases their vulnerability. Involved in pre-departure training for these professionals since 2011, the IBCR is continuing its work this year under unique conditions. For the first time in 10 years, the training has been adapted for digital delivery to ensure that participants safely learn how to better interact with children while respecting their rights during their deployments.

Four training sessions were given to 41 members of the RCMP who were deployed to Colombia, the International Criminal Court (ICC) in The Hague, Mali, Haiti, the DRC, the Occupied Palestinian Territories and Ukraine

Three children's rights training guides have been developed for personnel deployed on peace-keeping missions. They cover the following topics:

- International standards for child protection in emergency situations
- Coordination mechanisms among actors in the protection system
- Mechanisms for monitoring and reporting grave violations against children in situations of armed conflict

Our Multi-Year Initiatives for Nationwide Change



BURKINA FASO / 2015-2021

Six Years Creating More Child-Friendly Environments Within the Country's Social Services, Justice and Security Sectors

In 2015, the IBCR initiated a project in Burkina Faso with a great ambition: to place the best interests of the child at the heart of all decisions that concern them, enabling them to grow up in an environment conducive to healthy development and be better protected if they come into contact with the justice system in any form.



After six years of joint action by the IBCR and Burkinabe child protection institutions, real progress has been made. Various professional bodies within the defence and security forces, the justice system and the social services sector are now aware of their role in child protection, both in their work and in their daily lives. By developing and reviewing practical tools that clarify and standardise the roles, procedures and best practices of each profession involved in child protection, and by integrating programmes into vocational schools specifically designed to develop child rights-related skills, the project has enabled these professionals – both men and women – to change their practices, attitudes and skills in better service to children and their rights.

As this project comes to an end, the statistics and testimonies confirm that those working in the police, gendarmerie, justice, prison security and social service sectors are now better equipped and trained to listen, guide and protect Burkina Faso's children.

The will, conviction and involvement of the actors in this project have led to real progress, creating a healthier environment for the children of Burkina Faso that respects their rights.

From top to bottom:

- Dissemination of the Standard Operating Procedure for the defence and security forces, 2020
- Members of the Children's Parliament at the project's closing workshop, January 2021



// MEANINGFUL RESULTS, SIX YEARS ON //

7,759 professionals, including 835 women, have been sensitised and trained in children's rights and best practices in child protection in Burkina Faso, and have received the appropriate tools

17,466 professionals have indirectly benefited from the project's actions and are now **better equipped to protect children**

100 % of the stakeholders interviewed during the project activities now offer **services that are more respectful of the principles of child protection and participation**, across all sectors

A total of 295 mandatory, evaluated training hours on children's rights and child-friendly practices have been incorporated into the professional training curricula for the police, gendarmerie, social services, judiciary and prison security sectors on a permanent basis

270 people, including 54 women, have been trained and certified to deliver the new courses introduced by the project in the various associated training schools

Four Standard Operating Procedures have been created and disseminated and new practices have been integrated into the State's reference frameworks to clarify the roles, responsibilities and procedures for all actors in the child protection system within a common and harmonised path for children in contact with the law

Read more about the outcomes of the Burkina Faso project in the dedicated brochure, on www.ibcr.org/publications/ (only available in French)



“ There has been, as far as the direct actors are concerned, a profound change in mentality [...] They didn't know what to do with children, but since the project has been implemented, it has given people a better understanding of the interventions and roles they have to play. [...] ”

- Soumèla Sakho, Co-chair of the project steering committee

The project's actions have resulted in the following outcomes*:

1. Professional practices are better adapted to children and respect their rights

The approach to justice for children in Burkina Faso is evolving. Fewer children are being detained (20% of cases in 2019, compared to 41% in 2015), and alternatives to detention are given priority. Judicial staff as a whole are increasingly sensitive to children's rights and show more respect, patience and compassion towards children. Children are better informed and more often asked to share their views. Case confidentiality is better respected and practices are evolving to take into account the gender specificities of children in their care.

2. Collaboration between sectors has been strengthened, and the transversal role of social work has been enhanced

Whereas social workers used to intervene only occasionally to support children who come into contact with the justice system, they are now involved at all stages of the process, from the arrival of children in the police facilities to their

Final steering committee of the project, September 2020



court appearances, if necessary. This is a major step forward in ensuring that children's rights are respected during the proceedings, that a relationship of trust is built and that they receive quality psychosocial support.

3. Professionals are better trained and equipped to respect children's rights

The integration of training packages into schools has enabled current and future professionals in the project sectors to develop a better understanding of children's rights, adopt child-friendly practices and strengthen the protection of their rights in alignment with international standards.

A total of 6,591 learners, including 634 women, have been trained through these courses — a number that will continue to grow year on year as the course develops, enabling a comprehensive and sustainable transformation of practice.

* These figures are based on data collection carried out between July and September 2020 among 326 people, including 40 children, in five cities: Ouagadougou, Bobo-Dioulasso, Koudougou, Tenkodogo and Koupéla.



Training of trainers, January 2021

“ Today more than ever [...], we will focus on gender-sensitive policy so that each institution allocates resources to better protect and promote children’s rights; the most important thing is the population’s individual and collective awareness of our commitment to promote and help children in Burkina Faso.

-Hélène Marie Laurence Ilboudo born Marchal, Minister of Women, National Solidarity, Family and Humanitarian Action, on the commemoration of the 30th anniversary of the CRC, November 2019

4. Directives, ministerial orders and institutional measures consolidating the rights of children, and particularly girls, have been adopted

State structures have made commitments to continue the education and training offered under the project and to strengthen the application of project and/or legal recommendations, particularly with regard to the following:

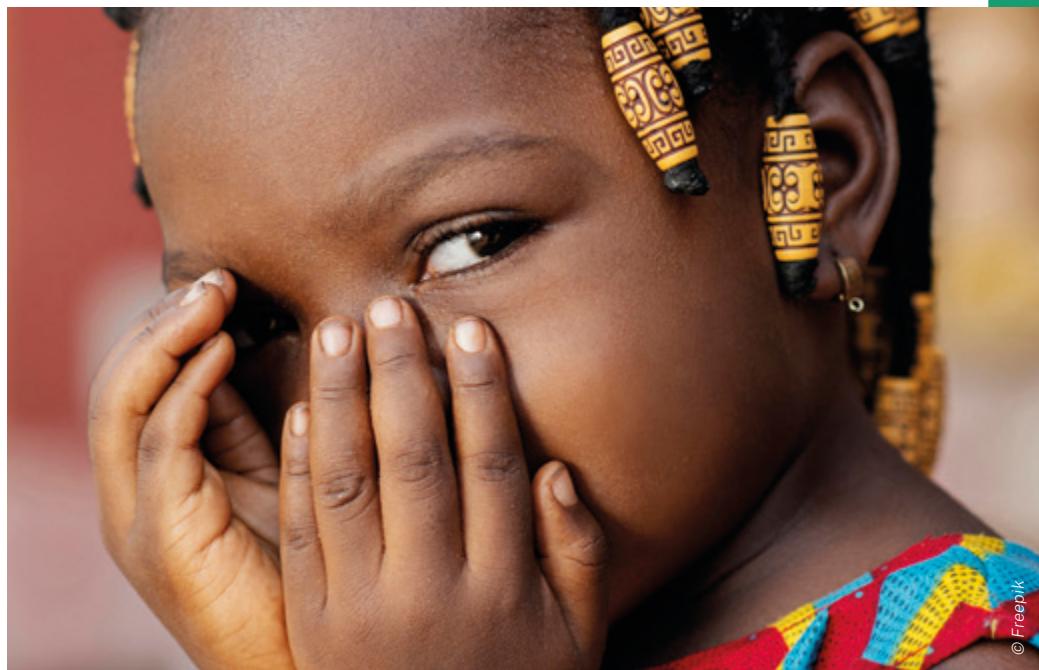
- Respecting the time limits for police custody and social investigations
- Designating a person responsible for the juvenile section in each prison and a referral social worker for each police station and gendarmerie brigade



This project would not have had the same scope or outcomes without the mobilisation and incredible involvement of our partners in the Burkinabe state at every stage. The initiative was designed and carried by and for the State; this strong commitment was felt throughout implementation and enabled a natural transition to ensure the sustainability of the outcomes observed as the project came to an end.



Today, the IBCR is embarking on a new five-year project with institutions in Burkina Faso to continue strengthening child protections at the national level. This time, our focus will be on preventing and combating sexual and gender-based violence against children.



Members of the project's team in Burkina Faso and partners, BF1 stage, Ouagadougou, November 2020

On the occasion of the World Children’s Day, the BF1 television channel focused on children’s rights in its programmes, in particular with a debate on the support of children in contact with the law. The programme presented the IBCR project in Burkina Faso and its actions to the general public and highlighted its multi-sectoral approach. It was also an opportunity to discuss with representatives of the sectors involved and to present the progress made thanks to the actions carried out by the Bureau and its partners. This media visibility put child protection at the heart of the news and concerns!

DEMOCRATIC REPUBLIC OF THE CONGO / 2015-2020

“Batela Mwana”: Five Years Working for Children

Read more about the results of our DRC project in the dedicated brochure, available at www.ibcr.org/publications/ (available in English soon)

BATELA MWANA

Résumé sur cinq années de renforcement des capacités du personnel de la police, de la Justice et du travail social en matière de promotion de l'enfance
République démocratique du Congo / 2015-2020



The rights of more than 1,810,000 children in the DRC are better protected and respected as a result of the project's actions.

Six years ago, the Bureau enthusiastically embarked on a project to strengthen child protection systems in the Democratic Republic of the Congo (DRC). Enthusiasm, however, was mingled with apprehension: how can we create change in such a large and complex country, where the bond of trust between children and the institutions that are supposed to protect them is often tenuous? After five years of capacity-building work in partnership with the Congolese authorities to change professional practices in the security, justice and social work sectors, we have seen results, and tangible changes are visible for the country's children.

This project, similar to the one carried out in parallel in Burkina Faso (see page 41), was based on two pillars: the **standardisation of practices** in the targeted sectors through the creation of dedicated tools, and **training of practitioners** – both students and experienced professionals – in children's rights and child-friendly practices. Various professional bodies within the police, justice and social service sectors have benefited from new or revised tools that clarify and standardise child protection roles, procedures and best practices, while curricula created with the collaboration of the IBCR have been progressively integrated into training schools for the targeted sectors.

The close collaboration between the IBCR and child protection institutions and organisations in the DRC has led to real change for children in contact with the law, ensuring that they have access to services that are more respectful of their rights and that their care, follow-up and interaction with those involved are adapted to their unique needs.

In partnership with
Canada

“ The efforts made during these years have enabled professionals in charge of child protection to develop new skills and practices in the field of child protection, a very important step towards the realisation of the rights of Congolese children.

-Danielle Gagnon, Head of Canadian Cooperation in the Democratic Republic of the Congo (2020)

The project's actions have led to the following changes:

— In the police sector

The DRC police child protection and sexual violence prevention squadrons (PEPVS squads) have become “islands of refuge” for children whose rights are threatened. Improved policing practices have increased trust with both children and the broader public. Listening to children has become a priority for these squads, whose members now use adapted communication techniques. Confidentiality is better respected and practices are evolving to take into account the gender specificities children (separate restrooms, etc.).



Handing out of certificates to the new trainers at the end of a training session, Police Academy, Mgaza Ngungu, 2019

// MEANINGFUL RESULTS, FIVE YEARS ON //

15,045 professionals, including 1,884 women, have been sensitised and trained in children's rights and best practices in child protection in the DRC, and have received dedicated tools

On average, 79% of the targeted professionals say they are better able to integrate children's rights in their interventions thanks to the project's activities

30–90 hours of compulsory, evaluated child rights training has been integrated into police, social and justice sector vocational training programmes on a permanent basis

124 people, including 26 women, have been trained to deliver the courses created by the project on a permanent basis in the various associated schools

13,810 people, including at least 1,401 women, have been trained through these courses – a number that will continue to grow year on year as the course develops, enabling a comprehensive and sustainable transformation of practice



Thanks to the advocacy work carried out under this project, gender equality has come into focus with the National Police. As a result, more women are taking leadership positions in the PEPVS squads, and these squads increasingly employ a gender-based approach to interventions. Officers are more sensitive to the gender and situation of each child, and four squadrons now have an officer responsible for meeting their health needs. Children can now choose to speak to a man or a woman during interviews, and their hygiene needs are better addressed (for example, menstrual kits are available for girls).

80% of police officers now systematically bring a social worker into cases involving a child*

96% of cases of children in conflict with the law are now referred to the juvenile court within 24 hours of arrest

— In the Judiciary

The approach to justice for children is changing. Judicial personnel as a whole are increasingly sensitive to children's rights and show more respect, patience and compassion for the children they receive. For example, they avoid questions, comments and attitudes that may hurt, stigmatise or traumatisate children. Educational measures are favoured, with the aim of reintegrating these children into society and their communities. Children presumed to be in conflict with the law now benefit from support that is more respectful of their rights and better coordinated among the various judicial actors.

Confidentiality is better respected, and children are more involved in the decisions that concern them.

*The figures come from data collection conducted in February 2020 among 266 people, including 84 women, in seven cities: Ville province of Kinshasa, Matadi (Kongo Central), Lubumbashi (Haut-Katanga), Mbuji-Mayi (Kasai Oriental), Goma (North Kivu), Bukavu (South Kivu) and Kisangani (Tshopo).



During the course of the project, there has been a growing participation of women. Here, during a workshop on capitalising on Standard Operating Procedures, Kinshasa, 2020

Judges and social workers now take the time to inform children at each stage of their journey through the judicial system, allowing them to formulate opinions. IBCR tools are employed to improve their responsiveness and boost efficiency in handling cases involving youth.

The practice of **88%** of the judiciary is now guided by the principle of non-discrimination towards children, regardless of their profile

94% of the judiciary now place child participation at the heart of their practice

— In social services

Children's rights are now fully integrated into the social services that benefited from the project. Social workers now play a key role in mediating between the child and police or judiciary during hearings and interviews, for example, and in ensuring that the child's rights are respected at all stages of the process. The installation and operation of social services offices in the seven PEPVS squads targeted by the project (out of 12 total squads) has led to tangible improvements in the handling of cases and the support children receive.

Mentalities are changing. Gender-based prejudices are less apparent among targeted sector personnel, thanks to the efforts of social workers to reduce inequalities among Congolese children and to deconstruct negative preconceptions. As a result, children are better cared for and treated, and in turn have more trust in the professionals in charge of their protection.

91 social workers trained in children's rights and protections are now assigned to the juvenile courts, and 35 to the PEPVS squads

100% of social workers surveyed now employ the principle of child participation when providing support



The IBCR has not ruled out further action to support the Congolese government in strengthening its child protection system. Several future projects are currently under discussion with the Canadian and Congolese authorities.

Sixth and last steering committee of the project, Kinshasa, September 2020

“ The police, the judiciary and other services involved in this project should have only one goal: to contribute to an efficient service that allows our children to live in peace and to enjoy their rights without constraints or obstacles. That is what development is all about!

-John Mugabushaka, Chief of Staff to the Minister of Social Affairs (2018)

Although the COVID-19 pandemic and instability in some areas of the country have at times had a negative impact on the project's activities, the project has made a significant contribution to improving the child protection system in the DRC.

By promoting the adoption of guidelines, ministerial decrees and institutional measures that institutionalise children's rights (especially those of girls), and by strengthening the skills and knowledge among key actors in the Congolese child protection system, Batela Mwana brought about major changes in favour of the country's children. Their rights are better respected, they receive better support within the police, justice and social services sectors and are ultimately better protected on a daily basis.





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This project is being conducted with the technical and financial support of Global Affairs Canada and UNICEF



SENEGAL / 2020-2025

Empowering Children to Fight Sexual and Gender-Based Violence

Violence is a reality for many children in Senegal. In fact, 15% of girls under the age of 15 were victims of female genital mutilation in 2017*, most of them under the age of 5. Also in 2017, an estimated one in three girls between the ages of 15 and 24 were married before reaching the age of majority. Despite the Senegalese government's efforts to combat sexual and gender-based violence, many challenges remain. To support the authorities in this fight, this year the IBCR committed to a four-year initiative in Senegal. The project's aim is to promote autonomy among children, particularly girls, and build the capacities of those who work daily to protect them and reduce the violence they face.

In partnership with the Government of Senegal, Global Affairs Canada and UNICEF, the IBCR will work to ensure that members of the security forces, the judiciary, social services and the prison sector are trained and equipped to better protect children. We will also help empower Senegalese children, and particularly its girls, to play an active role in defending and promoting their own rights.

* Source: study by the National Agency for Statistics and Demography (ANSD, 2017)

// A Collective Fight Against Violence //

To be effective, the fight against sexual and gender-based violence must mobilise all levels of society: children, government institutions, families and communities. There are several contributors at the heart of gender-based violence: social norms, culture, traditions, lack of education on the consequences of such violence, etc. Changing these practices requires deconstructing prejudices that are firmly rooted in the collective consciousness. Professionals tasked with protecting children against this type of violence or supporting its victims have a major role to play, but they need the right skills and tools to do their jobs. Throughout this project, the Bureau and its national and community partners will act to provide children's rights training to members of the security forces (police, gendarmerie, etc.), the judiciary, the prison sector and social services, so that they can effectively combat sexual and gender-based violence against children.

// Children at the Heart of Change //

In addition to our capacity-building work with child protection professionals, the IBCR will work to foster autonomy among Senegal's children, particularly girls, in promoting their rights. The objective is to empower them to speak out, become active participants and contribute to the fight to reduce the violence they may be subjected to. The IBCR will ensure that they are made aware of their rights and the role they can play in their daily lives to protect themselves and their peers.

// Understanding the Senegalese Context //

In order to be able to identify the project's outcomes, it is necessary to understand the current situation in Senegal, including the cultural and social context, the power dynamics, and the challenges related to sexual and gender-based violence against children. Each profession's needs, roles and respective responsibilities in the areas of violence prevention and intervention must be assessed. Consultations, interviews, surveys and a literature review during the first months of the project enabled the IBCR to better understand the reality of the project's stakeholders, target actions that align with their needs and to determine which capacity building activities will be most useful to them on a daily basis.

// Some key actions this year //

The project's intervention zone has been defined. It is concentrated around **three regions: Dakar, Saint-Louis and Fatick**

24 children aged 12-17, including 15 girls, were consulted during this phase

Relations have been built with the six ministries of the sectors targeted by the project and civil society organisations that will be actively involved throughout its implementation

61 people from institutions and civil society gathered during the framing workshop to define and share the framework of the project and build a common vision



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HONDURAS / 2019-2022

Fighting Human Trafficking at Each Level of Society

The IBCR has been involved in Honduras since 2019, supporting local government in the fight against human trafficking and exploitation—a crime that is on the rise in Honduras. The organisation's experience in this area, earned through past projects in Canada, the DRC and Costa Rica, demonstrates the need to fight human trafficking across all levels of society to be truly effective. By educating vulnerable populations

and giving them tools to recognise trafficking when they see it, equipping communities and civil society organisations to better understand the mechanisms that lead to trafficking, and building institutional capacities to actively fight this crime, real change can occur. The IBCR works closely with its partners to better protect vulnerable populations, support victims and ensure that perpetrators are punished by the law.

This project is being carried out with the support of the Government of Canada's Anti-Crime Capacity Building Programme (ACBP)



REIMAGINING OUR EFFORTS TO ENSURE PROGRESS

Honduras is one of the IBCR's country of intervention that has been most affected by the COVID-19 pandemic, and several natural disasters which have forced the team to radically rethink its methods in order to pursue its activities. Most meetings and workshops were held remotely via virtual platforms—a first for a project of this scale. The results speak for themselves: the team has successfully held training courses and developed tools in collaboration with various project stakeholders. Thanks to their resilience, the IBCR team and its partners were able to continue the project and pursue their efforts to build a country where human trafficking no longer exists.

// Better National Coordination //

In order to effectively strengthen the fight against human trafficking at the national level, there is a need for more coordinated interventions across all actors and sectors (ministries, organisations, communities, etc.). Working in synergy ensures that complementary actions can more effectively identify cases of trafficking, provide adequate victim support and punish perpetrators. The various training courses, Standard Operating Procedures and procedural guides (see page 35) designed for Honduran institutions within the framework of this project are intended to foster this cooperation by clarifying the respective roles, procedures and processes for each actor. Two guides were developed this year: one redefines the competencies for every department in the Ministry of Labour and Social Security in order to better identify cases of trafficking in the workplace and provide victims with appropriate support and services; the other strengthens local response by the CICESCT—the Inter-institutional Commission against Sexual Exploitation and Trafficking in Persons of Honduras, a government body dedicated to combating human trafficking and a major project partner.

In addition to these tools intended for large-scale dissemination, the project also promotes spaces for exchange among stakeholder institutions and organisations to foster intersectoral coordination. Its governance mobilises representatives from the target sectors, and every activity is designed to bring together the various stakeholders in the fight against human trafficking.



Workshop with the CICESCT, early 2021, Tela, Honduras

// This year //

5 workshops and training sessions were held with 66 participants from targeted institutions, including 41 women

An animated video about human trafficking prevention was created to raise awareness and to train officials targeted by the initiative

// Civil Society in a Leading Role //

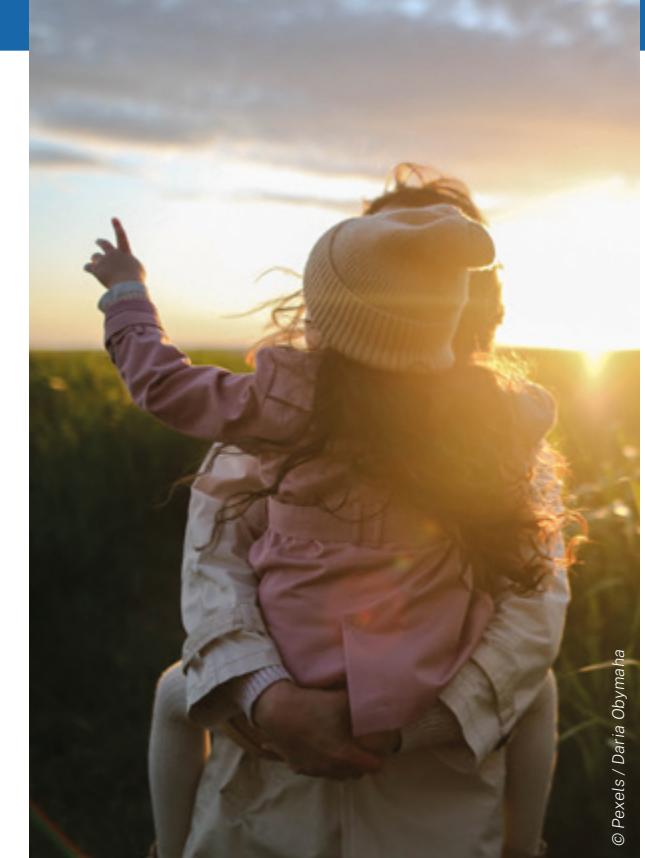
In recent years, civil society organisations (CSO) in Honduras have played an increasingly important role in the country's social and economic development and in the promotion and protection of human rights. They actively fight against human trafficking through their connection and proximity to vulnerable communities, carrying out local prevention initiatives and providing assistance and support to victims. Therefore, the IBCR's initiative also aims to build their capacities via training activities, technical support and sometimes financial support.

The IBCR acts on several levels. First, by helping these organisations expand their influence on local and national policymaking, so that they can speak out, take part in the debate and help find concrete solutions within their communities. This participation will bring to light the real experiences of trafficking

victims and improve prevention practices by strengthening capacities and expanding the social watch role that civil society organisations and individuals play. Second, by enabling civil society organisations to identify trafficking threats and to understand and employ early warning mechanisms so that they can effectively protect potential victims. Over the course of this initiative, our partner organisations will design and implement a trafficking prevention plan for the most vulnerable communities they represent, with the IBCR's support.

By creating an environment where civil society organisations have the support and cooperation of government institutions, the Bureau also aims to increase the long-term impact of their actions.

It is without a doubt that the COVID-19 pandemic will have a negative impact on children and populations in Honduras most at risk of becoming victims of human trafficking. While the imposed containment measures and restrictions have limited the spread of the virus and protected the population from a health perspective, they have also had a significant impact on individual households: economic insecurity, isolation, limited access to basic services and education for many children due to school closures, and increased Internet use among children, all of which increases vulnerability in populations already at risk of trafficking. In the face of this growing threat, the work being carried out by the IBCR and its partners in the country is needed more than ever to help protect vulnerable Hondurans and ensure an effective response to human trafficking.



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27 civil society organisations and communities involved in the project

7 workshops with women, civil society organisations and individuals representing different communities (LGBTQI+, Afro-descendants, indigenous peoples of Honduras), **resulting in the training of 83 people, including 57 women**

5 action and prevention plans were designed by organisations representing Afro-descendant communities in Honduras

Signature of the agreement with the Ministry of Labour and Social Security, La Ceiba, Honduras

SUPPORT FOR LOCAL INITIATIVES

In line with the IBCR's capacity-building efforts, the project supported two Honduran CSO-led initiatives this year. These innovative initiatives were selected through a call for projects, and both focus on community-based actions to strengthen human trafficking prevention and victim support, with a specific focus on women and girls. The selected organisations will receive financial support, technical support and guidance from the IBCR to implement their projects.

The selected initiatives are:

- A project to enable girls, adolescents and women to live free from the risk of trafficking, discrimination and violence, initiated by the UDIMUF [Unit for the integral development of women and the family]
- A project to help prevent the trafficking of women and girls at the community level, led by the CEM-H [Centre for Women's Studies, Honduras]



QUEBEC / 2020-2023

Better Support for Child Victims and Witnesses of Crime

Every day in Quebec, children witness or are victims of criminal acts, and come into contact with the justice system. In 2017, the IBCR collected the words of these youth in order to better understand their experience with and impressions of the justice system. This study shone a light on the limitations of support offered to them, the lack of respect for some of their fundamental rights and a lack of adapted services for minors.

In response, the IBCR launched an initiative this year in partnership with the federal and provincial governments as well as Fondation Chamandy. The project will provide online training on children's rights and tools to professionals of the police, the judiciary, social services sector personnel and Quebec's Youth Protection Directorate, to help them develop and/or strengthen their skills, enabling them to adopt child-friendly practices and better support children on a daily basis.

“ Given the importance we attach to the well-being of minority-aged victims and witnesses, we consider it essential that best practices be developed among our judicial partners.

-Kathleen Dufour, Executive Director of CAVAC, Outaouais Region

This initiative financed by the Fonds d'aide aux victimes d'actes criminels (FAVAC – part of Quebec's Department of Justice), the Government of Canada's Department of Justice and Fondation Chamandy



Ministère de la Justice
Canada

Department of Justice
Canada

// Understanding the Needs of Each Profession //

During year one of the initiative, we assessed and analysed training needs for the target sectors. Understanding the context of each profession, their day-to-day operations and the ways in which they interact with children is essential for designing practical, concrete, adapted and above all, useful training modules. The format, content and delivery must be relevant to the habits of the staff involved if they are to be used and integrated into work processes. Although each profession involved has a specific set of core competencies, the modules designed by the IBCR will target common competencies that all actors in the justice system need in order to interact with children in a way that respects their rights, employing the organisation's expertise in child justice and andragogy.

// Competency-Based Adult Education //

With more than 25 years of experience in andragogy in many countries, the IBCR designs its training modules to generate real and sustainable change. To do this, they favour skills development over knowledge acquisition—an approach that is dear to

the Bureau—and rely on training techniques specially designed for adults. Video and audio scenarios are integrated throughout the training. This interactive approach helps learners appropriate the content and truly develop their knowledge, know-how and interpersonal skills in order to adapt their daily practice to children and their rights. For this project, the IBCR will also rely on the core competencies frameworks established since 2014 for each of the targeted sectors (see page 22).

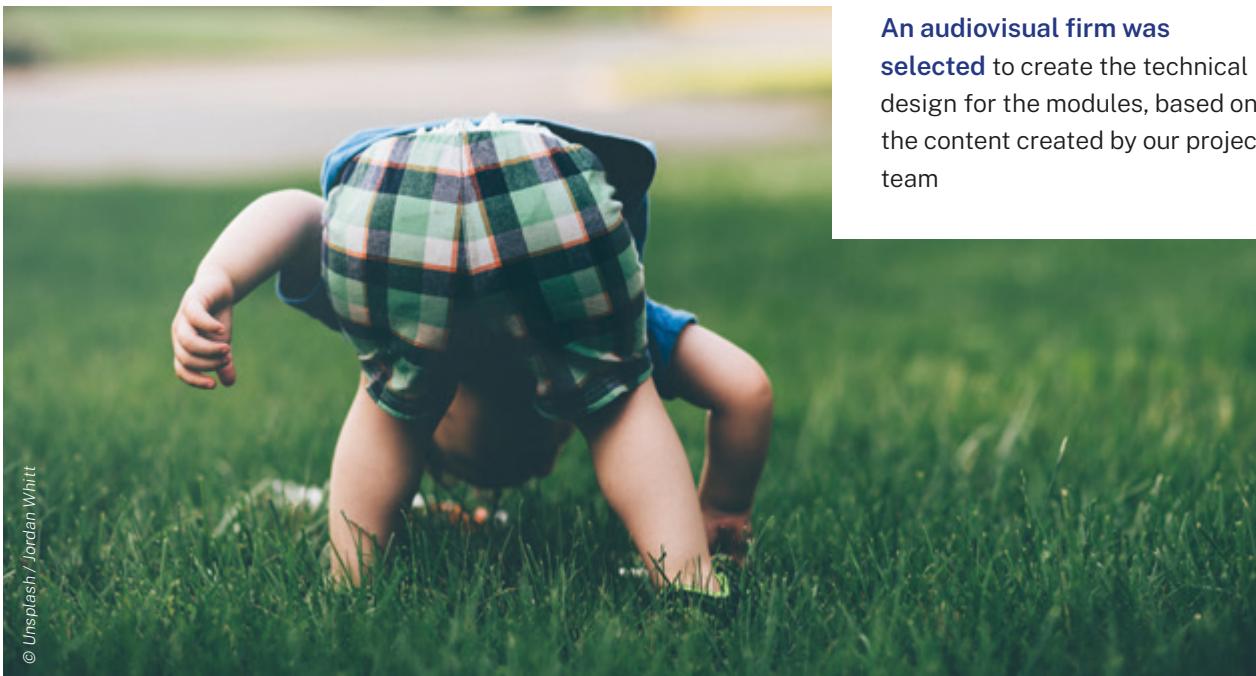
Technical partners for the project:

- › Direction des poursuites criminelles et pénales
- › Centre d'aide aux victimes d'actes criminels (CAVAC)
- › Youth Protection Branch
- › Association québécoise plaidoyer-victime (AQPV)
- › Fondation Marie-Vincent (FMV)



// A Focus on Collaboration //

In keeping with its participatory approach, the Bureau is carrying out this project in collaboration with directorates, associations and organisations from the targeted sectors. These partners help ensure project governance and will help develop the training modules to ensure that project frameworks and training modules remain well anchored in the reality of the professionals who will benefit from them. Our collaborative approach is also reflected in the modules themselves, which will place great importance on interactions, collaborations and tools that promote coordination and synergy among the various justice system players.



// Key Actions from Project Year One //

The IBCR took **an inventory of the situation**, which allowed for a better understanding of how child victims or witnesses of crime in Quebec navigate through the justice system

- › The child's right to participation
- › The best interests of the child
- › Adaptation to the child's level of development
- › Communicating with the child
- › Welcoming the child
- › The multi-sectoral approach

The needs and priorities of the targeted professions were determined via virtual consultations, which allowed to **identify which multi-sectoral skills needed strengthening**

Themes for the six training modules were determined (see sidebar), based on the needs expressed by the professionals interviewed

An audiovisual firm was **selected** to create the technical design for the modules, based on the content created by our project team

PRIDE project: New Horizons for Voluntary Cooperation

With an initial voluntary cooperation project under its belt (with Lawyers Without Borders Canada, PRODEF, 2015–2020), the IBCR is launching its own initiative this year: **the Project to strengthen all aspects of children's rights, or PRIDE for its French acronym**. This seven-year project (2020–2027) is part of Canada's Voluntary Cooperation Programme and aims to improve the well-being and protection of children and the promotion of their rights around the world in a sustainable way.

For the IBCR, the aim of voluntary cooperation is to strengthen child protection systems around the world by sharing the skills of qualified volunteers in their field with a network of partners committed to the promotion and respect of human and children's rights. Under PRIDE, volunteers fly to another country to support partner organisations and institutions for a few weeks to several months. Seasoned professionals, students, retirees... their profiles may vary, but they all have one thing ➔

in common: the desire to give their time to advance the respect of children's rights around the world by sharing their expertise and experience. With the aim of helping others and strengthening local capacities, our volunteers put their skills at the service of the IBCR's partners, enabling them to go further in their actions for children. This mobilisation helps empower girls and improve gender equality and the respect of children's rights, whatever the context.

PRIDE, HISTORY OF A LOGO

At the centre of the word "PRIDE" is "i", which represents the child, placed at the heart of the initiative and all its actions. It also represents the heart of the system intended to protect this child. The dot on the "i" is surrounded by a circle—a graphic representation of the child protection system and its various components. Two curves on either side accentuate the idea of child protection and represent the project's two main lines of action: to deploy qualified volunteers and to build a network of partners to strengthen the system in each country as a whole.



7 -year initiative
2020-2027

11 countries
of intervention

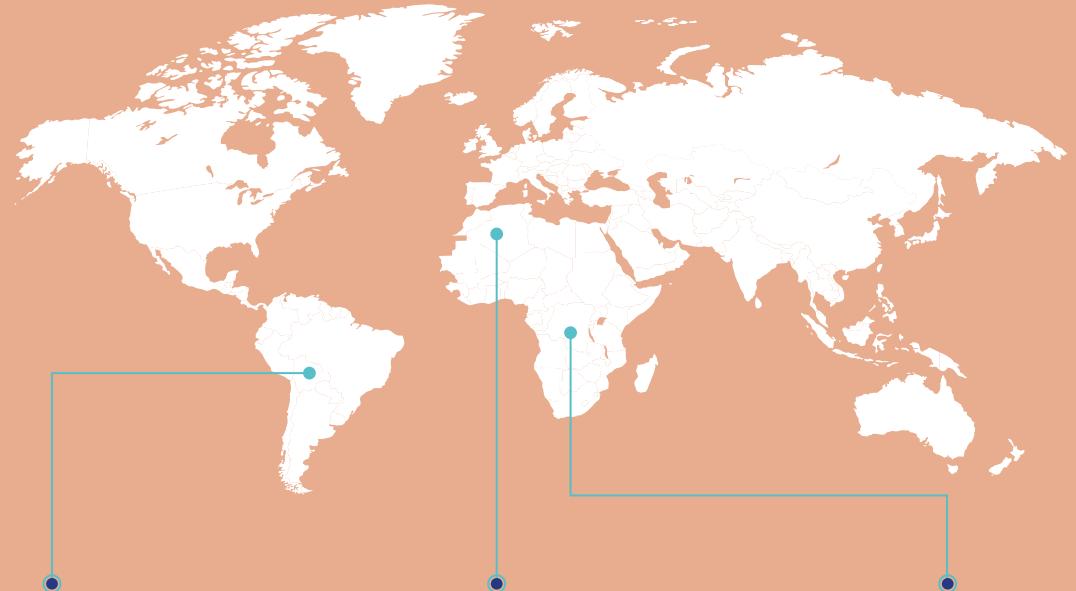
3 regions

35 partners
(institutions and
organisations)
operating in various child
protection spheres:

- Children in contact or in conflict with the law
- Human trafficking
- Youth in crisis
- Armed conflict
- LGBTQI+ and gender equality

+ than
240 volunteers
deployed by 2027

PRIDE AT A GLANCE



Latin America

Colombia, Costa Rica,
Honduras and Peru

North Africa

Morocco
and Tunisia

Sub-Saharan Africa

Burkina Faso, Ivory Coast,
Madagascar, Senegal and Togo

PRIDE, for All Children

The IBCR's voluntary cooperation programme is comprehensive and inclusive, targeting all children, especially girls. The acronym PRIDE stands for tolerance and diversity and emphasises the ability of children to participate in decisions that affect them and to defend and promote their rights. Gender equality, girls' empowerment and children's active participation are at the heart of all project activities.



Working Together for Global Improvement

Associations, NGOs, public institutions... PRIDE's 35 partners reflect many aspects of the commitment to protect children and promote their rights. Each works separately to strengthen various aspects of the child protection system. By engaging with these partners, PRIDE helps them further their work and strengthens the overall protection of children and their rights in each country of intervention.

PRIDE is built around two key actions: **deploying qualified volunteers** to support its partners, matching their needs as closely as possible; **and creating links between the partners through the PRIDE network**. These two pillars were designed not only to strengthen each partner's processes, team knowledge and skills, and capacity to act; but also to advance global child protection systems in each country of intervention. Our volunteers provide organisational support and work to improve collaboration and coordination among all sectors and stakeholders, helping to build a child protection system that respects children's rights in all circumstances.

The PRIDE network of project partners, and the IBCR itself, has been designed to foster the exchange of best practices and experience in order to capitalise on each partner's expertise and experience and thus strengthen the respect of children's rights in all 11 countries of intervention.



“ [...] I have experienced brand new challenges, including remote working, but most of all, I have rediscovered the joy of working a second time within a committed, collaborative, and jovial team.

-Diana Carvajal, Regional Manager -Latin America, deployed in Colombia

Rethinking Volunteering Formats

The pandemic has made international travel impossible over the past year. This raised the question of how to continue our volunteer cooperation project while respecting existing public health measures. The IBCR came up with two alternatives: to contact Canadians already in one of the PRIDE partner countries, and to promote regional exchange, when the situation allowed it, to ensure the protection of our volunteers. These new formats for volunteer cooperation allowed PRIDE to establish a solid foundation in each country and to begin its work with project partners.

Social Innovation at the Heart of Change

In order to face the challenges inherent to promoting and protecting children's rights, sharing experiences is essential, but not enough to make progress. In parallel to its work deploying volunteers and building a network of partners, PRIDE will prioritise innovative action by creating a social laboratory. The lab will be a space for exchange and sharing between project partners, and will aim to support any actor wanting to carry out an intervention at the local, regional or international level. By supporting initiatives and innovative solutions in the field of children's rights, PRIDE will enable everyone to be a vector of change, based on best practices in child protection from around the world.

“ From the very first moments of my mandate as a volunteer, I was marked by the active involvement of women working within the different partner organisations of the IBCR's project for the integral reinforcement of children's rights (PRIDE), [...] gathered around a common interest and cause.

-Dieyla Thiam, Regional Manager - Sub-Saharan Africa

Two focus groups have been set up this year in Africa and Latin America to define the framework and direction of our social laboratory.

South-South Cooperation, a new approach to volunteering

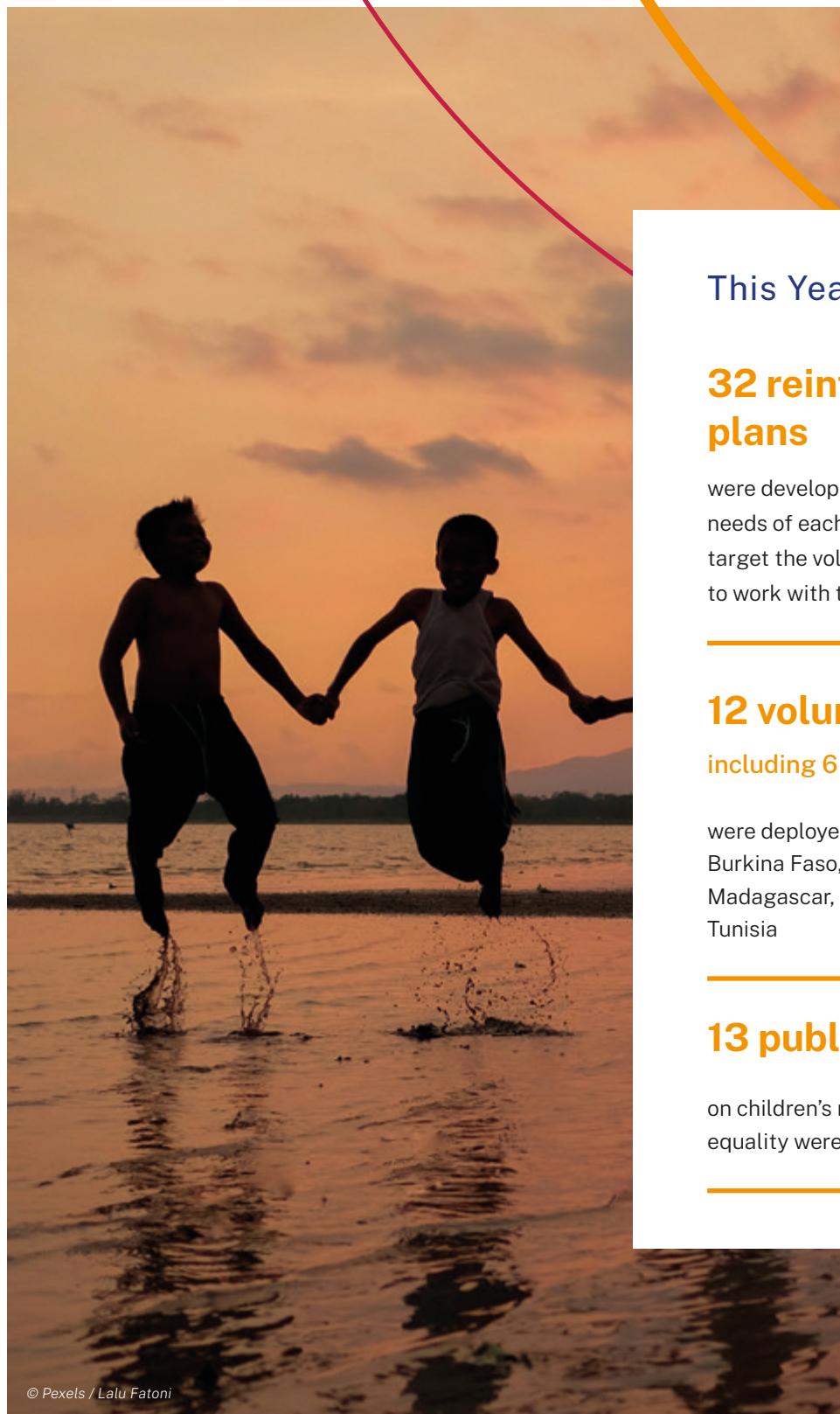
Traditionally, volunteer cooperation is seen as the sharing of expertise from the country initiating the project (in this case, Canada, a so-called Northern country) with another country (a so-called Southern country), and the exchange of experiences and expertise between these two countries through volunteer mandates. For the IBCR, local expertise is an invaluable asset that must be shared in order to make global progress in the respect of children's rights. The pandemic and its resulting restrictions have presented the IBCR with an opportunity to promote regional volunteer cooperation. Professionals from our countries of intervention have travelled to other regional PRIDE partner countries for a period of time. Their expertise and knowledge of the regional context have made it possible to launch strengthening processes that would not otherwise have been possible. This new form of voluntary cooperation, which is less common but just as essential, has demonstrated its full potential this year!



Carpentry workshop at the Centre for education and Social Reininsertion for Minors in Conflict with the Law (CERMICOL), a partner of PRIDE in Bobo-Dioulasso, Burkina Faso

“ Having worked in the field of child protection for almost 20 years, I consider children to be a priority and I strongly believe that we must invest in youth if we want to contribute to making a positive change in the world. That is why I chose to volunteer to invest in action, exchange of experiences and practices, and to support child protection structures.

-Fabrice Kazadi, South-South volunteer, social work advisor with CERMICOL, Burkina Faso



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This Year Through PRIDE

32 reinforcement plans

were developed to identify the needs of each partner and to target the volunteers best suited to work with them

12 volunteers, including 6 women,

were deployed in 6 countries: Burkina Faso, Colombia, Madagascar, Senegal, Togo and Tunisia

13 publications

on children's rights and gender equality were disseminated

7 South-South cooperation mandates

were carried out

5 events

were held to raise awareness in Canada about volunteers experience and children's rights issues in partner countries



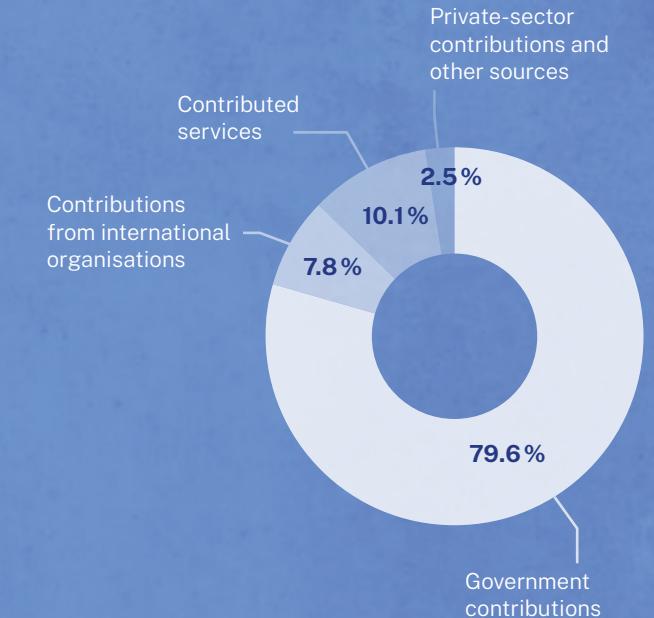
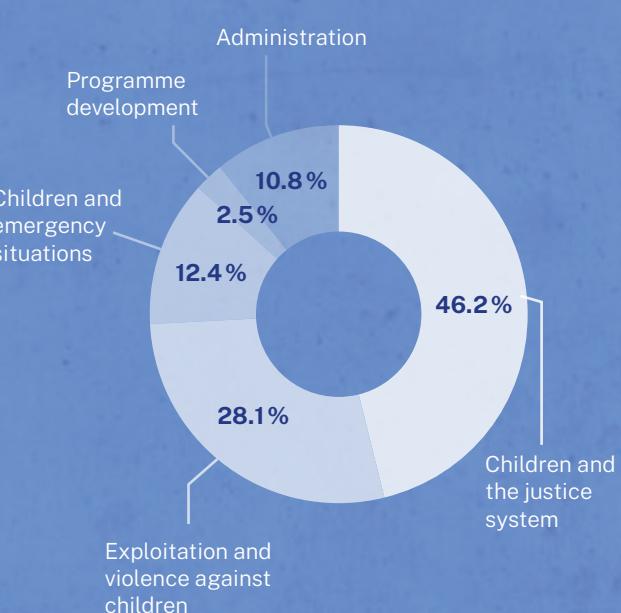
In partnership with
Canada

Financial Information

The organisation's complete financial statements as of March 31, 2021 were audited by Deloitte S.E.N.C.R.L./s.r.l. and are available upon request.



REVENUE	2021	2020
Government contributions	\$3,548,488	\$4,199,343
Contributions from international organisations	\$347,505	\$696,335
Contributed services	\$450,860	\$613,169
Private-sector contributions and other sources	\$110,133	\$153,687
TOTAL	\$4,456,986	\$5,662,534
Deficiency) Excess of revenue over expenses	\$112,393	(\$65,120)



EXPENSES	2021	2020
Children and the justice system	\$2,007,091	\$3,073,959
Exploitation and violence against children	\$1,220,708	\$1,099,222
Children and emergency situations	\$539,465	\$673,916
Programme development	\$106,598	\$114,811
Administration	\$470,731	\$765,746
TOTAL	\$4,344,593	\$5,727,654



Our Valued Partners

The IBCR is deeply grateful to the public partners, local partners and granting agencies whose support allows us to protect more children every year.

OUR PUBLIC PARTNERS

Global Affairs Canada
United Nations Department of Peacekeeping Operations
Royal Canadian Mounted Police
Quebec Ministry of Justice
Department of Justice Canada
Ministère des relations internationales et de la francophonie du Québec

OUR PROJECT PARTNERS

Burkina Faso
Keogoo Association
Association of Women Lawyers of Burkina Faso (AFJ/BF)
Director of Juvenile Justice (DJJ)
Centre for the Education and Social Reintegration of Minors in Conflict with the Law (CERMICOL)

Canada
Fondation Chamandy
Montréal International
And some 40 Canadian civil society organisations

Colombia

Coalition against the Involvement of Children and Youth in Armed Conflict in Colombia (COALICO)
Foundation for the Integral Development of Gender and Family (GENFAMI)

Pastoral Office for Children and Families (OPAN)

Costa Rica

Fundación Paniamor

Côte d'Ivoire

Association of Women Lawyers of Côte d'Ivoire (AFJCI)
National Council for Human Rights (CNDH)

NGOs and Associations to Help Children in Distress Forum

Honduras

Inter-institutional Commission against Sexual Exploitation and Trafficking in Persons of Honduras (CICESCT)
LGBT Arcoíris Association
Unit for the Integral Development of Women and the Family (UDI-MUF)

Centre for Women's Studies of Honduras (CEM-H)

Madagascar

Independent National Commission on Human Rights (CNIDH)
Higher Institute of Social Work (ISTS)
Civil Society Platform for Children (PFSCE)

Morocco

Bayti Association
Association to support Unity in Child Protection (UPE) Casablanca
Amane Foundation for Child Protection

Peru

Social and Alternative Human Capital (CHS Alternativo)
Commitment from childhood and adolescence (COMETA)

Senegal

Association of Senegalese Women Lawyers (AJS)
NGO Education and Development of the Child (EDEN)
NGO Enda Jeunesse Action
National School of Specialised Social Workers (ENTSS)

Togo

Legal and Social Expertise Clinic (CEJUS)
KEKELI Centre
World Association for Orphans (WAO) Africa

Tunisia

ADO +
Office of the General Delegate for Child Protection (DGPE)
Tunisian Forum for Youth Empowerment

Mondial

Alliance for Child Protection in Humanitarian Action
Organisation internationale de la Francophonie (OIF)
Terre des hommes
UNICEF

OUR TECHNICAL PARTNERS

Production du 13 juin (P3J)
JOVACO (Canada)
Carole Petetin-graphic design
Danielle Dugal
Jenny Brasbin
Monique James
Dayna Lamothe

OUR DONORS

Every year, we're honoured to receive generous contributions from a long list of donors. Thanks to you, we remain confident in our ability to continue defending children's rights. Your unwavering support makes all the difference!

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Missionnaires Oblates de Saint-Boniface
Oblates Franciscaines de Saint-Joseph
Petites Soeurs de la Sainte-Famille
Sisters of Charity of St. Louis
Sisters of Providence of St. Vincent de Paul
Sisters of St. Martha of Antigonish
Sisters of Présentation de Marie
Sisters of Jeanne d'Arc Institute
Sisters of Notre-Dame du Bon-Conseil
Sisters of Notre-Dame du Saint-Rosaire
Sisters of Sainte-Anne
Sisters of Sainte-Croix
Sisters of Saint-François d'Assise
Sisters of Saint-Joseph de Saint-Hyacinthe
Ursulines

We would also like to thank those who choose to support our cause anonymously.



**THANK YOU
TO EVERYONE
WHO HAS
HELPED US
SUPPORT
CHILDREN'S
RIGHTS.**

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Our Team

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The IBCR would like to thank Denisse Araya Castelli and Nadja Furth for their support and valuable contributions to the Board over the past years and wishes them every success in their respective projects. Their commitment and involvement in the promotion and protection of children's rights is truly remarkable, and the Board has been very privileged to benefit from their expertise during their respective terms of office.

MANAGEMENT COMMITTEE

Guillaume Landry
Director General
Karla Ponce
Administration, Finance and Human Resources Director (until April 2021)
Mélissa David
Finance Director (since March 2021)
Cathy Launay-Alcala
Operations and Programmes Director

The International Bureau for Children's Rights has also been privileged to have had professionals, interns and volunteers dedicate their time and talent toward the effective implementation of our programmes.

We wish to warmly thank the entire IBCR team for contributing to this Annual Report.



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