

STRATEGY 2010-2015

**POSITIVE
OUTCOMES,
LASTING
CHANGE.**



OUR FOCUS:

EVERY CHILD'S POTENTIAL

FOR MORE THAN SEVENTY YEARS we have been inspired and driven by the potential that is inherent in all children; the potential not only to survive but to thrive, to become leaders who bring positive change for those around them.

This high ambition for children means that we must continuously raise the bar for ourselves as well: by doing more, doing it better, measuring our progress and communicating our results so that others are inspired to join us in our efforts.

OUR FIVE-YEAR STRATEGIC PLAN is centered on quality. We are and will continue to be known both for the quality of our work and the positive impact of our programs.



OUR MISSION:

CHILDREN LEADING CHANGE

OUR MISSION IS CLEAR: We help deprived, excluded and vulnerable children have the capacity to improve their lives and the opportunity to become young adults, parents and leaders who bring lasting and positive change to their communities. We promote societies whose individuals and institutions participate in valuing, protecting and advancing the worth and rights of children.

OUR AREA OF EXCELLENCE and great strength is our deep understanding of children's experiences of deprivation, exclusion and vulnerability, and our dedication to placing those experiences at the center of our policy and practice.

WE WORK with children to understand their experiences. We ensure they have a seat at the table. We respect their voices.

WE ALIGN what we learn from children with best practices in our field to develop and deliver our programs and sponsorship approaches.

WE INCORPORATE children's own evaluation of their progress as an important factor in how we measure our success.

WE KNOW that lasting change comes from children. As we change a childhood, we change the world.

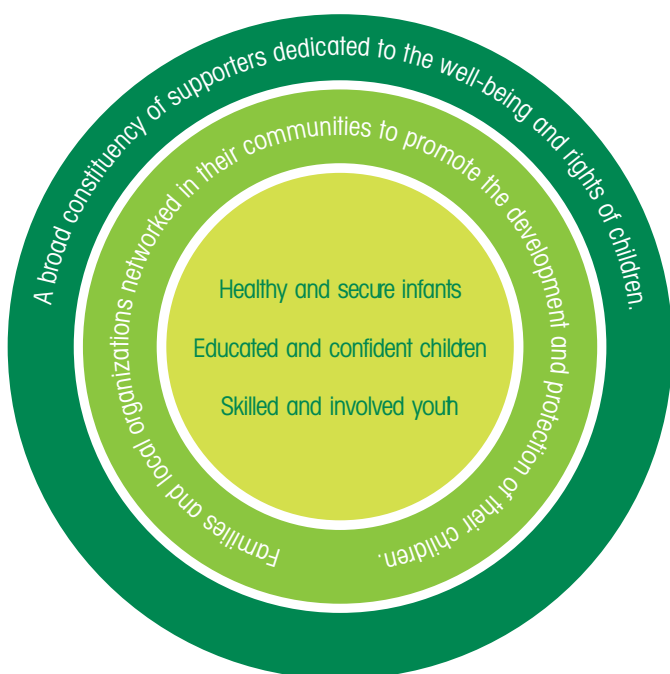


OUR CORE OUTCOMES:

MEASURABLE IMPACT

OUR DISTINCTIVE APPROACH focuses on working with children throughout their journey from birth to young adulthood, as well as with families, local organizations and communities globally to create the environments children need to thrive. Or we can put it another way: get healthy, get smart, change the world.

We hold ourselves accountable to clearly defined core outcomes, which are interconnected and essential to achieving the measurable impact we strive for every day.



CORE OUTCOME #1: Positive outcomes for children in every stage of their lives, from infancy to young adulthood.

CORE OUTCOME #2: Strong networks of families and local organizations that provide a supportive environment for children to develop.

CORE OUTCOME #3: A broad constituency at national and global levels to champion for the overall well-being of children.

OUR CORE COMMITMENT:

CHILD-CENTERED CHANGE

HEALTHY AND SECURE INFANTS

We know a **HEALTHY BEGINNING** for infants means future promise, so we promote programs that offer:

- Good nutrition and care during the prenatal period and early years
- Protection against potentially life-threatening childhood illnesses
- Opportunities to develop and learn through play and exploration
- Stronger relations with the adults who care for them

EDUCATED AND CONFIDENT CHILDREN

We support children as they **GROW AND DEVELOP**, so we promote programs that offer:

- Knowledge and life skills in school, at home and in the community
- Foundations to build lifelong learning and confidence for today and hope for the future
- Interaction with other children, family and community members to develop social skills

SKILLED AND INVOLVED YOUTH

We assist youth with the **CRITICAL TRANSITION** to adulthood, so we promote programs that offer:

- Training to acquire the skills needed to enter the workforce and meet challenges to grow into adults
- Skills to help understand and express emotions in ways that foster safe and fulfilling relationships
- Enhanced social and leadership skills to become meaningfully involved for the betterment of their communities

OUR ROADMAP:

STRATEGIC DIRECTIONS

OUR FIVE-YEAR STRATEGIC PLAN is focused on six key elements. These six elements form the roadmap we will follow to build on our strengths and expand our influence.

1 STRONG CORE PROGRAMS that drive the outcomes we seek for children and youth

2 INFLUENTIAL RELATIONSHIPS that support our mission and purpose by influencing policy and increasing resources

3 ALIGNED SPONSORSHIPS that support positive outcomes for children

4 ORGANIZATIONAL COHERENCE through enhanced systems and structures aligned with our strategy

5 PEOPLE, VALUES AND CULTURE that create an internal environment that supports the pursuit of our mission

6 A CONSISTENT AND VISIBLE GLOBAL BRAND that reflects and supports our strategic intent

OUR TOUCHSTONE:

GUIDING VALUES

LIVING OUR VALUES is crucial to our strategic vision, as each speaks to what we prize, what we prioritize, and who we are. Our values guide decision-making and bind us together, throughout the world, across great distances and many languages.

- Promoting **POSITIVE OUTCOMES** for children
- Demonstrating **INTEGRITY, OPENNESS AND HONESTY**, including stewardship of all resources
- Upholding the **RESPECT** and value of the individual
- Championing **DIVERSITY** of thought and experience
- Fostering **INNOVATION AND CHALLENGE**
- Proactively **CONNECTING AND COLLABORATING**



BECAUSE WE BELIEVE

that the well-being of all children leads to the well-being of the world, we empower children to thrive throughout all stages of life, and to become leaders of enduring change.

