

# Policy plan

2016 – 2020

The power of connecting

Help a  
**CHILD**



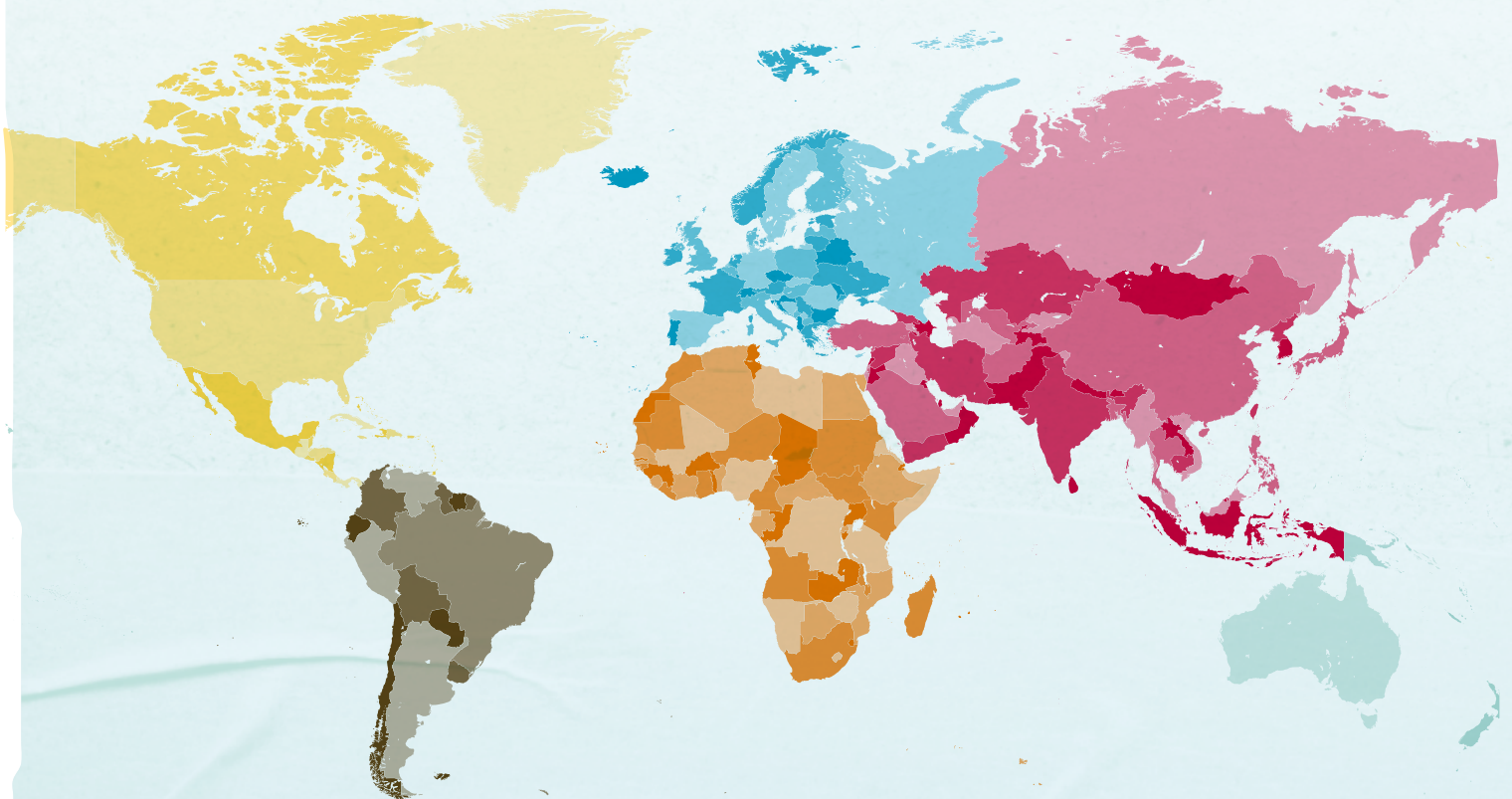


“

Help a Child provides a future for children living in poverty and connects them to people worldwide.

”

<b>Content</b>	<b>4</b>
<b>My own income!</b>	<b>5</b>
<b>1 Typical Help a Child</b> Our identity and approach	<b>6</b>
<b>2 The context in which we work</b> Ongoing developments	<b>14</b>
<b>3 What do we wish to achieve?</b> Objectives, strategies, target countries and partners	<b>20</b>
<b>4 What is needed?</b> Our roles, people and resources	<b>24</b>
<b>Concluding remarks</b>	<b>30</b>
<b>Glossary</b>	<b>31</b>



# MY OWN INCOME!

**Mama Nantebura is a member of a self-help group in Congo and explains how the savings and loan system in the group works.**

**“P**overty is very hard to bear. The main aim of the self-help groups is to combat poverty. I first heard about the self-help groups in a radio broadcast. They called on us to take part. What appealed to me was the fact that we could combat poverty with our existing resources and abilities. I was very keen to learn more.

Two days after that broadcast I met the people who organized the groups. They explained to me how it all worked

and proposed that I chair one of the groups. I was able to participate! Regular meetings were held and we were given training on setting up a small business, handling money and leadership. We had to contribute money for each meeting. A small amount for businesses, a small amount for the children’s education and a tiny sum for emergencies in the group.

With the resulting joint savings pot, lots were drawn to designate one of

the participants to receive a loan, and very soon I drew the winning lot! I received no less than \$60 from the pot. I used that to buy beans and rice and started trading. I earned \$30 per month. I use \$12 to send my children to school. The rest is for household expenditure. Over time, all the women received such a starter loan.”



1

# Typical Help a Child

Our identity and approach

# A letter from India

Help a Child began with a letter. That letter came from India and described the dreadful poverty which children there had to endure. Its recipients were Hans and Anky Rookmaaker, who heard in it the voice of our Lord Jesus Christ: “Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me.”

Anky Rookmaaker set about making connections with people in India who also heard the Lord’s call and who wanted to help. She made connections with people here in the Netherlands who would be willing to contribute the necessary resources. Anky opted to apply the sponsor method: families, schools, churches and individuals were ‘paired’ with children in India who, thanks to their sponsors’ support, were able to receive an education. Those children wrote letters to the sponsors, and the sponsors could write back. Everyone learned a little bit about each other. Anky was really aware of the power of connecting.



This chapter describes the Help a Child organization, its background, what we stand for and the key features of our approach. It sets out our principles which, combined with ongoing renewal, provide a firm foundation for our policy for the coming five-year period (2016 to 2020).

In the introduction, we spoke about the background of Help a Child. This is extremely relevant because the circumstances in which the organization came into being continue to inform our identity to this day.

- We perform our work in response to Christ’s call to ‘love thy neighbour’: **Help a Child is a Christian organization.**

- We perform our work alongside and on behalf of people who share this calling: **Help a Child is a participative organization.**
- Help a Child is a legal entity, a foundation, but first and foremost we are people with a mission: **Help a Child is an organization with a human face.**
- Our work has many facets but our primary focus is to give children and young people a promising future. We help them to independence and self-sufficiency: **Our heart is with the young.**
- We invite adults, children, schools, churches and anyone else who supports our aims to contribute towards our work: **Help a Child believes in cooperation.**
- Bringing people together offers them perspective and spurs them into action: **We believe in connection.**

## ON THE SUBJECT OF CONNECTING...

Bringing people together, forging connections, encouraging cooperation and collaboration. It all began with the letter that inspired Anky Rookmaaker to establish connections with and between people in India and people in the Netherlands. Ever since, we have seen that connecting people is essential to all aspects of our work. Poverty is the result of various factors in combination. It has economic and – primarily – social and/or political causes. The most effective response is therefore also social in nature. We must connect people with needs with people who can fulfil those needs, at both the individual and the group level. People who are connected with other people enjoy far greater opportunities to grow and develop.

“WE HELP PEOPLE IN NEED  
BY CONNECTING THEM WITH  
OTHERS.”

## OUR PASSPORT

**H**elp a Child was established to give vulnerable children a better future. This continues to be our mission; it is what justifies our existence. With the help of our donors and supporters, we have examined precisely what this means in today's world. The result is a new "passport": our identity document for the years ahead. The dominant theme is 'the power of connecting'. Our mission statement therefore becomes:

## Our mission

Help a Child provides a future for children living in poverty and connects them to people worldwide.

Help a Child calls on everyone to grow as a person, as a child among the children of the same Father. By connecting with children and families in another part of the world, we all learn to receive, grow and give together. Connections spur people into action, both 'here' and 'there'.

Live your life as a gift: receive, grow and give.

We have embraced those words, 'receive, grow and give', as our motto. Sometimes, we express the idea even more forcefully: **'grow together!'**





Our 'passport' sets out the core values on which we base our work. We believe that they strengthen our connections and make them even more valuable.

First, there are the five familiar core values which derive from the Bible itself: Love, Compassion, Justice, Conciliation and Stewardship. Alongside these, we apply three 'brand values' which typify our approach: together, thorough and inspirational.

## CHILDREN AND THEIR SETTING

In the early days of Help a Child, orphanages and boarding institutions were seen as an effective way of providing children with an education. This was partly because many regions lacked basic amenities such as local schools. Within a few decades, however, the drawbacks of this approach became apparent. Children became estranged from their families; some developed psychosocial problems. This approach did nothing to tackle the root causes of poverty, and costs were high. We therefore decided to wind down this unsustainable form of assistance. Instead, we resolved to help children in their own setting: the family and the local community.

## A VALUABLE APPROACH

### • **Inspiring, we want to pass it on to others**

We want to be enthusiastic. Everything we do in the name of God's love will inspire others.

### • **Thoughtful, in order to achieve more value**

Careful and well considered efforts which will draw upon all strengths of the community and 'smart' cooperation with other stakeholders.

### • **Together, because we can't do it alone**

We connect people how can help each other. Connections at all levels are of immense importance of our work.

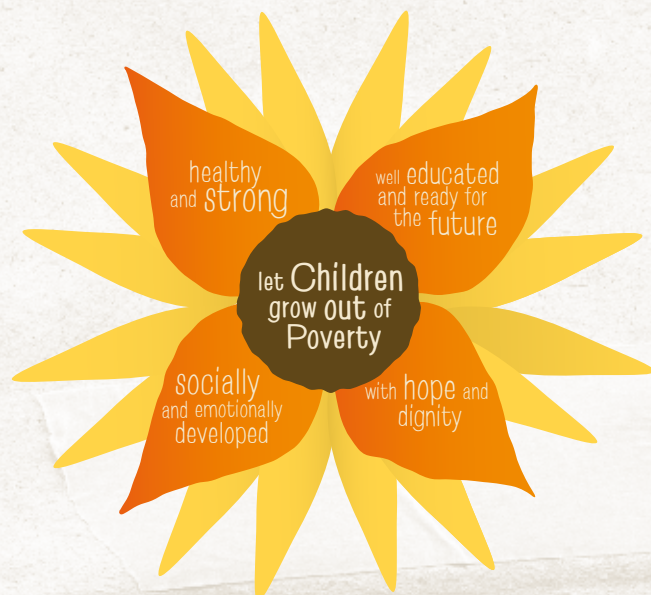
A child should grow up as part of a family, a community and other social contexts such as the school. All the many connections within each setting will (hopefully) allow him or her to grow. A community project which increases the family income will directly benefit

the child. Balanced growth of a child demands that his or her whole environment can grow as well.

## THE ORGANIZATION OF COMMUNITIES AROUND CHILDREN HAS BECOME THE KEY FEATURE OF OUR APPROACH.

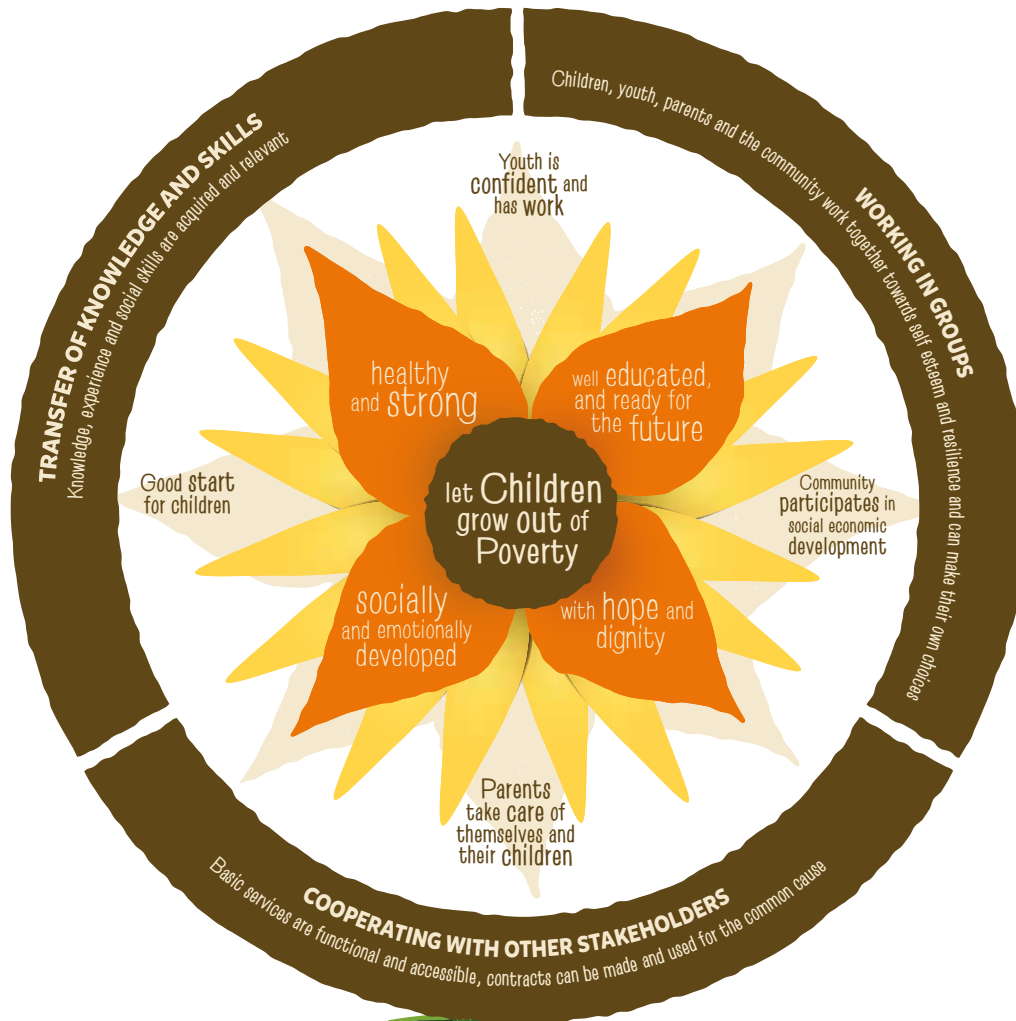
## EVERY CHILD MATTERS

In this context, our vision of children and their development is particularly important. This vision is based on the firm belief that every child matters, because every child is a unique gift from God. To ensure that all young people develop their full potential, we must devote attention to their spiritual, emotional, social and physical needs. We want every child to have a dignified existence and a promising future. This is expressed by our 'complete growth' model.



## OUR THEORY OF CHANGE

**H**elp a Child is now well-established and has many years' experience in development cooperation. We have learned much about the principles which underpin social development. We have analysed the mechanisms which are most effective and the conditions that must be in place. The result is a 'Theory of Change' which helps us to develop our vision for children and their development and to connect this with strategies and activities which will transform a community in a sustainable manner, thus providing the hope of a better future for its children and young people.



let Children  
grow out of  
Poverty

- Basic Education
- Life Skills
- Entrepreneurial Skills
- Civil Education
- Technical Vocational Education & Training
- Mind Set Change
- Food Security & Nutrition
- Parenting
- Early Child Hood Development & Education
- Social & Economic Empowerment
- Gender & Women Empowerment
- Community Structures
- Agricultural Vocational Education & Training
- Sexual And Reproductive Rights And Health
- Resilience & Disaster Preparedness

## SUSTAINABLE CHANGE

“ Inclusiveness is the key to social development.”

The most important characteristics of our Theory of Change, and hence our approach, are:

### Ownership

It is only possible for a community to achieve sustainable change if all members of that community support change. They are the ‘owners’ of their own development process.

### Mindset

The development process often requires people to take a different view of their own possibilities and those of the community as a whole. We therefore work with them to develop the necessary mindset (mentality) and skills.

### Social and economic development

A unique feature of our approach is that we work on social and economic development concurrently. Effective coordination of the two ‘tracks’ has a mutually reinforcing effect. Development is more rapid and the results more sustainable.

### Full participation

A community cannot flourish unless it is fully inclusive: all members must be able to contribute to its development and to derive the benefits. We devote particular attention to people who are at risk of marginalization. Where anyone can develop, everyone will develop.



## OUR PRIVATE SUPPORTERS

Although our approach and methods have changed over time, several essential aspects have remained intact. Help a Child has always been a participative organization which relies on the goodwill and financial support of people who share our inspiration and who endorse our mission and approach. Help a Child brings together people and organizations of all social and economic backgrounds, political affiliations and interests. Most are based in the Netherlands. They support Help a Child in various capacities: as individuals and families, companies, church congregations, schools, community associations and so forth. They have diverse requirements in terms of the nature and duration of their support, the level of participation and the information they wish to receive. This diversity demands considerable flexibility in our sponsor management arrangements, but it also creates opportunities.

## WORKING WITH LOCAL ORGANIZATIONS

Another aspect of our programmes which remains unaltered is that we always attempt to involve local partners. We seek cooperation with organizations which have their roots in, or very close to, the project area. They are the key to good relations with the local community, and they possess the knowledge re-

quired to tackle problems of a specific, local nature. We have come to recognize the importance of close cooperation with the local communities. All development work is therefore embedded at the local level, with the local community as the formal owner of the process.

We work alongside many different types of organization. Our requirements are also very diverse. Certain programme components demand specific (technical) expertise, whereupon we shall invite the input of a partner with the necessary knowledge and know-how. That partner must also respect the values of Help a Child, its supporters and the local community. If an organization is to play a significant part in a programme or project, it must respect our Christian values. It must also be able to work effectively alongside other, often extremely diverse, partners. The ability to do so is seen as a key competence of growing importance.

The traditional division of responsibilities, in which donor organizations provide the money and expertise while local organizations undertake the actual implementation of a project, no longer applies. There are some project areas in which local funds and/or expertise are now readily available, while the required manpower is not. As a result, we see the emergence of various 'hybrid' forms of cooperation. If we are to arrive at an effective division of roles and responsibilities, we must examine each

situation on a case-by-case basis. This is an important development point for our organization.

## REGIONAL NETWORKS

Since 2008, we have devoted much attention to the creation of partner networks in the target countries, with a view to encouraging broad cooperation across each region. These regional networks were originally set up for the purpose of sharing knowledge and experience. Over time, they have gone on to undertake joint projects, some involving yet other partners such as research institutes and private sector companies. The regional alliances are also involved in joint fundraising activities. They have become ever more open and enterprising, while their members have become stronger and more self-aware. There is now a better balance between the financing partners and the implementing partners, and greater equality between the traditional donor and recipient countries.

## OUR ROLE AS CONNECTING PARTNER

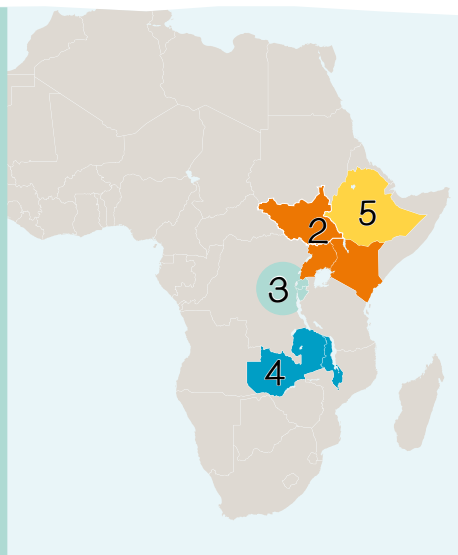
In the years ahead, the alliances will continue to develop as open platforms which welcome the participation of new partners. This creates a new role for Help a Child as connector and catalyst for activities addressing the selected spearheads. We must help the alliances to establish connections with the people who can help: public and private sector organizations, research institutes, schools, churches and so forth, both in the Netherlands and in the target regions.

Help a Child is no longer merely an intermediary which collects money from donors and passes it on to recipients. We must now fill various roles on both sides of the equation, the common factor being the added value we offer to promote the development of children and young people. The new situation calls for ongoing critical assessment to ensure that we continue to operate with maximum impact and efficiency.

## FIVE REGIONS

There are currently five regional alliances – four in Africa and one in India – each of which addresses the specific issues of its region in a joint context.

1. India
2. Kenya, South Sudan, Uganda
3. Rwanda, Burundi, DR Congo
4. Zambia, Malawi
5. Ethiopia



## OUR PLACE IN THE NETWORK



All the connections we establish have one common purpose: to encourage interaction between the people in the donor countries and those in the target areas. These connections will influence, enrich and change.

### POINTS FOR ATTENTION FROM THE FORMER POLICY PERIOD

Help a Child is a learning organization which seeks ongoing improvement. Regular evaluation of our work is im-

portant. The lessons learned from both successful and less successful programmes will help to define future activities. In terms of our policy for the coming period, the seven most important points for attention are:

- Create greater opportunity for donor input and participation.
- Devise innovative forms of communication and connection.
- Enhance effectiveness by interconnecting social and economic programmes.
- Maintain a clear focus within integrated programmes.

- Distinguish between social empowerment (the development of resilience) and economic development.
- Link local and regional lobbying to national and international objectives.
- Seek cooperation with all stakeholders in a project area or region.

These points are to be refined and implemented during the coming policy period, as described in Chapters 3 and 4. First, we consider a number of developments which affect our work setting.

A young boy with short hair, wearing a white short-sleeved shirt and blue shorts, is standing in a field of green leafy vegetables. He is looking down at a bunch of vegetables he is holding in his hands. The background shows a hilly landscape with more greenery under a bright sky.

# The context in which we work

Ongoing developments

**The growing importance of connections is not limited to our activities but can be seen in many areas of social activity. We live in a 'network society'. At the same time, the divide between rich and poor continues to widen and the most vulnerable people in the world are becoming even more vulnerable. It is for them that Help a Child wishes to tap the full power of connecting.**

## GLOBAL DEVELOPMENTS

There used to be a very clear dividing line between wealth and poverty. On one side were the developed countries of the West, and on the other the rest of the world. That line is now less distinct and much less relevant. A traditional measure of a country's prosperity is its Gross Domestic Product (GDP), but this takes insufficient account of the distribution of wealth and the social, economic and political causes of the poverty experienced by large sections of the population. Even if a country scores reasonably well on the Human Development Index (HDI), there is no guarantee that all its inhabitants enjoy an adequate standard of living.

The world continues to struggle with several persistent systems failures. The effects of the financial crisis are by no means behind us. Some contend that the root cause of that crisis has yet to be resolved. There is, they assert, a fundamental imbalance within the current global financial economical system. Ongoing high demand for natural resources has distorted the economic balance of power between regions. Climate change has had major ecological and social consequences, especially in Africa and parts of Asia. Given the current demographic growth in Africa, yet another global crisis seems imminent. How are we to create adequate opportunities for a population which will treble within a few decades? Mass migration and the refugee crisis distort the balance yet further.

## CHILDREN AND YOUNG PEOPLE IN AFRICA

Population growth in Africa is major issue. Even with the expected fall in the number of children per family, the total population may increase threefold by the end of the century. This will place immense pressure on the availability of water, food, land, employment and basic amenities, which are already in scarce supply. Growing inequality will result in the marginalization of large groups of people and give rise to further tensions.

Although significant progress has been made in providing access to education, the quality of that education remains a serious problem, especially in rural areas. The children of the villa-

ges will fall ever further behind those of the growing urban middle class. The lack of employment prospects at home will prompt a mass migration to the towns and cities, where these young people will be unable to compete against their better educated contemporaries. The inevitable result will be feelings of hopelessness, apathy, frustration and/or aggression. To avert this situation demands stability, good leadership and a level of economic growth which currently seems unattainable. There are some countries in which the problems will be less acute, but the situation in a large number of countries will be extremely serious indeed.

## DEVELOPMENT COOPERATION

The approach to development cooperation is also changing. Governments attach more conditions to the aid they provide, while the role of the private sector has increased. Technological advances mean that certain phases of the development process can now be omitted. But what unintended effects will this have? The UN Millennium Development Goals have produced some good results but there remain areas in which progress has lagged seriously behind the ambitions. Fortunately, the new Sustainable Development Goals (also termed the 'Global Goals') devote greater attention to a fully integrated and coherent approach to development. A good way of determining whether this approach is being followed to good effect is to examine whether children and young people do indeed enjoy better prospects.

## A NEW ROLE FOR NGOS

These developments have implications for the role of NGOs. In most cases, it is only the very largest (usually international) NGOs which are able to exert any

influence at the national level. Although they do sometimes involve local NGOs in their activities, it remains difficult to ensure that certain vulnerable groups derive the benefit of the development programmes. In terms of emergency humanitarian aid following a disaster, it is essential that an NGO is large enough and has sufficient 'critical mass'. Here too, shortcomings can be seen because once the immediate effects of the disaster have been mitigated, the large agencies withdraw and leave the local population to their own devices.

It is up to the small and medium-sized NGOs to fill the gaps. They are able to help connect the people left behind to developments at country level by attempting to influence policy and through small-scale interventions such as the new 'social business' approaches. This demands innovative ability, individualized solutions to meet actual requirements, and, above all, 'room to manoeuvre'. In many countries, NGOs are still subject to numerous constraints. It is therefore essential that Help a Child and our partners can demonstrate our added value and justify our existence. We shall do so by establishing good connections with and between all stakeholders, partners, sup-

porters and target groups. Even then, we must accept that efforts to influence policy are not universally popular. Our focus on changing mentality and attitudes, and on the transformation of communities, can be seen as a threat to the established order.

### THE POLITICAL CONTEXT

A successful development agenda relies on a government which is willing and able to pursue a legitimated, transparent and consistent policy. Provided this foundation is in place, lobbying and advocacy with a view to influencing policy elsewhere in the world will bear fruit. Many players, including governments, seem more concerned with direct economic interests (such as resources and export markets) than with the need for balanced development to mitigate inequality. Policies are often unbalanced; they aim to correct problems at a later date by tackling symptoms rather than root causes. This approach is highly ineffective and the resulting inequality only increases the likelihood of unrest.

Donor countries are particularly susceptible to fluctuations in policy based on voter sentiment. The private sector plays a significant role in economic

development, yet it must be asked whether it is ideally placed to pursue balanced development which integrates both the economic and social requirements. This may be asking too much.

### DEVELOPMENTS IN THE WORLD OF FUNDING

There is an ongoing increase in the total value of (international) funds being made available for development work in the South. At the same time, donor expectations are higher and the conditions they impose more restrictive. Local NGOs are therefore at risk of being supplanted by the large, international organizations. Institutional donors such as the charitable funds, and even large private donors, are increasingly concerned with impact investing rather than awarding unconditional grants or subsidies. This demands a business model which is diametrically opposed to the traditional working method favoured by the NGOs. As a result, some NGOs have opted to become a 'social enterprise', while others have rebranded themselves as (commercial) consultancies.

### DONORS

Our donors are extremely diverse. Some are notable for their steadfast

loyalty to Help a Child but they are generally older and their support is not without limit of time. Our younger donors also show considerable engagement but as 'global citizens' they are likely to support us for a given period before diverting their attention, and donations, to other causes. The challenge is to retain their commitment.

The majority of our supporters, regardless of age, have some religious affiliation. Even so, their choices are influenced by the societal trends of secularization and individualization. It is no longer possible to take their support for granted. At the same time, new opportunities are emerging. Many church congregations are looking for new ways in which to express their social engagement.

The changing preferences of our donors are reflected by a shift from 'tell me' to 'involve me', although not all seek the same level of engagement. Modern technology enables us to develop innovative new connections between the donors and the recipient communities. A growing number of donors ask to visit the project areas in person, to see for themselves how their money is being spent. All such developments raise new practical, social and ethical issues.

## THE IMPORTANCE OF COOPERATION



**One of the most significant ways in which our work setting has changed is the growing importance of cooperation within networks.**

### COOPERATION IS AN OPPORTUNITY

Organizations and individuals form partnerships and alliances of various kinds. The exact nature of the partnership will often depend on the aims: what do the partners wish to achieve? Some partnerships are highly organized from the outset, others develop spontaneously. All are able to call

on great creative ability. People can exchange ideas in an atmosphere of trust and equality, resulting in an engaging process of 'co-creation' which serves to increase the enthusiasm and determination of all concerned. The whole becomes greater than the sum of the parts. Our supporters are an example of one such network. Help a Child firmly believes in the value of cooperation, not only within our own

organization but with other organizations and individuals, within international coalitions, and in the project areas where children, families and entire villages work as a team to develop their community. Cooperation entails commitment and effort. While you may be able to work more quickly on your own, you can achieve far more working as a team.



“ You can achieve far more working as a team. ”

## COOPERATION IS ESSENTIAL

Government bodies, institutions, our donors and supporters expect us to work as effectively and efficiently as possible, and of course they are right to do so. This is partly due to a growing realization that the world is shaped by human action. If we are to respond to the major societal challenges –poverty and the lack of prospects for young people, social and political tensions, climate change and so forth – we must all make more responsible choices. Organizations and individuals must all look beyond their own interests and seek cooperation with each other. Those who succeed in establishing ‘smart’ connections with others will increase their own influence and potential. This is the strength of the ‘multi-stakeholder approach’.

## PARTNERS IN DEVELOPMENT: THREE DOMAINS

An effective response to major societal challenges demands the coordinated input of stakeholders in three key domains: civil society (also known as ‘the societal midfield’), the public sector (government) and the private sector (the business community). A key con-

dition is that all respect each other’s tasks and responsibilities. While there will be some inevitable tensions and conflicts of opinion, open dialogue will lead to better, more balanced and hence more sustainable development.

## CIVIL SOCIETY

In both the donor countries and the target regions, there are many (groups of) people who are working to achieve certain social objectives. If they manage to organize themselves into larger cooperative alliances, they can achieve the benefits of synergy and scale. Where the government has opted to scale back its own direct involvement (as in the Netherlands) or is simply not able to address problems effectively, it falls to society itself to pick up the slack. Ideally, it will do so within relevant (formal and informal) networks. If we are to create and maintain a balanced society, it is essential to have a strong societal midfield. Help a Child will continue to work to ensure that this is the case.

## GOVERNMENT AND INSTITUTIONS

Development organizations should strive to maintain close contact with the government and public sector institutions, as it is they who are responsible for basic amenities such as education, sanitation and health care. They are the owners of the relevant infrastructures. They are able to steer the development of an area or region in the right direction by means of their own programmes. The development organizations should align their activities with those of the formal institutions. Organizations and individuals can influence both policy and the way in which that policy is implemented. Unfortunately, experience suggests that civil society organizations are often given little opportunity to do so and their influence is now diminishing. We

will continue to remind governments of their responsibilities and will urge appropriate action.

## BUSINESSES

Development organizations are quickly discovering that the private sector can be a potent partner. In this context, we often hear the term ‘from aid to trade’, which implies that economic development is the key to the sustainable improvement of living conditions in the developing countries. Help a Child regards private sector companies as important partners. We are pleased to note that many of the countries in which we are active are experiencing economic growth, and we make grateful use of this fact. However, we must also remain critical. There are large groups of people who do not benefit from increased prosperity because far too many obstacles stand in the way. They have not been given equal opportunity to participate. We shall continue to involve the private sector in our work to ensure that social change is firmly embedded within economic development.



### POINTS FOR ATTENTION WITHIN STRATEGY

**In view of the foregoing, we intend to make some modifications to our policy to address the following considerations:**

- ✘ Although our priority will be children and young people in Africa, we wish to do justice to our historic roots by retaining some activities in Southern Asia.
- ✘ Our main focus is on the rural areas but the approach adopted within our programmes will now devote greater attention to migration and urbanization.
- ✘ If we are to receive good results, a project area must be reasonably stable. At the same time, our programmes must allow for increasing fragility.

- ✘ Our relationships with our partners must be defined on a case-by-case basis. This entails a flexible division of roles and responsibilities.
- ✘ Our role is changing and includes a greater number of tasks and responsibilities. As a result, our internal organization must meet more stringent requirements, as must the quality of our work. The changing role will also affect the costs level. We must achieve greater scope and scale in order to access funding. We shall therefore seek close cooperation (or where appropriate, integration) with appropriate NGOs and forums to achieve mutual added value and the benefits of synergy.

- ✘ We must continue to develop our own innovative ability in order to offer adequate added value to the partners and target groups we wish to involve in our work.
- ✘ The 'strength of connecting' and our role as connector between donors and recipients will be further refined in a revised Theory of Change.
- ✘ We are, and will remain, a participative organization which relies on its donors and supporters. We must therefore respond to the diverse expectations of those donors and supporters. This demands creative communication and interaction, to which ongoing attention will be devoted.



## POTATOES: BIG BUSINESS IN RWANDA

**This is the story of a mother who was a potato farmer and joined forces with 156 other women farmers. 157 families now have enough income to care for hundreds of children. It happened in Rubavu.**

**T**he self-help groups in Rubavu saw the benefit of jointly producing large quantities of potatoes for major national customers.

They succeeded. The members of the groups, a total of 157 women, joined forces to produce sweet potatoes. They then linked with a company that was very interested in large crops of good-quality potatoes.

The group now produces four times as much as when the

project started. That is an excellent result, because it provides not only enough to eat for every family, but also additional family income!




## ORPHAN GIRL EUNICE IS OVERJOYED WITH THE CHILDREN'S GROUP

**"The heavy burden I felt has gone and there's always someone I can tell my story to."**

**1**2-year-old Eunice Siyame has achieved a lot since she joined the children's group in her village. She lost her parents when she was six and went with her two sisters to live with her grandmother, who is HIV-positive. "My life was very difficult," Eunice recalls. "Everything was a huge effort. I was very unhappy. Until my grandmother became a member of a self-help group in which she could save and borrow and I was able to go to the children's group. Talking to the leaders and my friends gave me a new direction in my life. I understood better why certain things happened to me and I can now say I'm enjoying life! The children's group is a fantastic place for children like me. We have good discussions. I would encourage every orphan to go. The heavy burden I felt has gone and there's always someone I can tell my story to. In addition to the children's group I also go to a group where we talk about relationships, sexuality and health. Thanks to these two groups I know what I can and want to do: my dream is to be a journalist." In the project Eunice received training as a radio producer and editor for the Malaza Radio Listening Club. "The children's group let me be who I really am," says Eunice.



A young child with dark skin and short hair, wearing a blue denim jacket and light-colored pants, stands in a classroom. The child is looking directly at the camera with a neutral expression. Behind the child is a large, dark chalkboard. On the right side of the chalkboard, there are several math problems written in white chalk. The problems include simple arithmetic like  $10 - 2 =$ ,  $11 - 1 =$ , and a multiplication table with numbers 4 and 5. The child's hands are clasped in front of them, and they appear to be holding a small object. The background shows a simple classroom setting with a white wall and a chalkboard.

# What do we wish to achieve?

Objectives, strategies, target countries and partners

**The mission of Help a Child began with a chance encounter with children whose prospects were limited by extreme poverty. Any account of what we wish to achieve in the years ahead must start at the same point: the children themselves.**

## OUR AIMS

Help a Child wishes to help support the healthy development of children, young people, their families and communities. We wish to create better prospects for their future. That is the central objective of all development programmes and projects.

## OUR CORE OBJECTIVE



**Help a Child wants to allow young people to grow up in a flourishing society.**

Based on this core objective, we have formulated four subsidiary objectives which apply to the individual development programmes:

### OBJECTIVES OF THE DEVELOPMENT PROGRAMMES

1. Parents take care of themselves and their children.
2. Children learn both at school and elsewhere... and with success.
3. Young people are self-confident and are able to take up employment.
4. Communities work together to improve their social and economic circumstances.

## INTEGRATED APPROACH AND OWNERSHIP

These objectives must be given form within actual development programmes, the nature of which will of course differ according to the situation and location. Moreover, the exact requirements will change and evolve over time. Nevertheless, the underlying principles remain the same, as stated in our Theory of Change (see Chapter 1). The Theory of Change entails an integrated approach whereby we work towards all goals simultaneously. We find it important to involve as many participants as possible: the children and young people themselves, their parents or carers, and the entire community to which they belong. As stated in Chapter 1, they are the 'owners' of their own development process.



### THREE STRATEGIES

Our integrated approach comprises three strategy lines. They are mutually reinforcing and provide a firm basis on which to establish structures within the local community, which then becomes a strong partner to other stakeholders.

#### ➔ Strategy 1 Working in groups

---

An essential component of our approach involves bringing together people with common interests. Working in groups accelerates development and embeds the changes into the community. The principle of joint action applies to all ages. Children form groups in which they learn together in a way which is appropriate to their age. Young people form groups in which they learn how to move towards work, an income and self-sufficiency. Women help each other in their daily lives and undertake commercial activity together. Farmers work together to increase their yield. We promote a sound community structure between and above the various groups, at both local and regional level.

#### ➔ Strategy 2 Psychosocial and practical skills

---

Effective development demands resilience. In the years ahead, we shall focus on creating the mentality ('mind-set') and passing on the psychosocial skills required to do full justice to teamwork and ownership. The members of the various groups will learn to reflect and ask themselves questions. Who are you? Who am I? How should we express ourselves and how should we interact with others? They will also acquire the 'life skills' which underpin individual and community development: teamwork and cooperation, decision-making, leadership and assertiveness, for example. We shall also devote ongoing attention to a wide range of practical skills, such as managing household finances, good parenting, etc.

#### ➔ Strategy 3 Exploiting opportunities for new connections and influencing policy

---

We consider it important that all stakeholders participate fully in the development process. Communities must therefore learn to connect and interact effectively with schools, healthcare institutions, private sector companies and government agencies. Many of the problems experienced by communities are due to a lack of effective legislation (or the ability to implement effective legislation). The life skill of 'assertiveness' encompasses standing up for one's rights: lobbying government departments and public sector institutes. A community which knows how to make its collective voice heard is far more resilient. In the years ahead, we wish to create connections between the recipient countries and donor countries with regard to the themes and topics which should be the focus of lobbying. Our efforts will then be strengthened.



## EXPERTISE AND ADDED VALUE

Help a Child devise and implements innovative and effective ways in which we and our partners can apply our approach to achieve real results. During the forthcoming policy period, we intend to focus on a few key areas in order to maximize knowledge, develop new instruments and connect stakeholders with each other.

### Expertise 1

#### Mobilizing the community

Further to our Theory of Change, we consider it important for all members of the community to support their own and each other's development. This falls under the heading of 'empowerment'. From the very outset, we shall actively involve them in the design and implementation of the development process, and will encourage them to undertake their own initiatives ('participation' and 'ownership'). We shall help them to become aware of their own capabilities and their responsibilities in areas such as parenting, education and care for others. Help a Child has extensive expertise in structuring and managing this type of process. To refine and complement that expertise, we shall seek cooperation with knowledge institutes and other experts.

### Expertise 2

#### Early Childhood Development

A good start in life is very important, which is why we devote particular attention to Early Childhood Development (ECD). All obstacles standing between the child and good education must be removed. Children must enjoy good health, have a healthy and satisfying diet, and must be able to learn in a safe and secure environment. The knowledge that children acquire, whether in the classroom or elsewhere, must be relevant and of high quality. Help a Child advises partner organizations about how they can integrate all the various aspects within a process, how those aspects influence each other, how to involve the right people and organizations, and when it is necessary to intervene. During the forthcoming strategy period we shall devote particular attention to parenting and Early Childhood Development, furthering our knowledge in partnership with educational institutes, the research field and specialist NGOs.

### Expertise 3

#### Youth and Work

We believe that our development programmes should offer young people the opportunity to learn skills which will enable them to provide for themselves and their families. Because much of our work takes place in the rural areas, Agricultural Vocational Education and Training (AVET) plays a prominent role in the programmes, alongside general life skills. We link this training to targeted efforts to help young people secure sustainable employment in which they are treated fairly and paid a living wage. We consider it important to inform young people about their future prospects in the agricultural sector, and to do so at the earliest possible stage. We see the transition from subsistence farming (growing food to eat) to commercial farming (growing food to sell) as essential. Only when firmly embedded in one (project) area is it likely to be adopted elsewhere. We therefore work closely alongside specialist agricultural institutes, NGOs and the private sector.



“The community of today is learning to develop the community of tomorrow.”

## GEOGRAPHIC FOCUS: COUNTRIES AND REGIONS

If our programmes are to have the desired impact, the following criteria must be met:

- The government (national, regional and local) in the project area must allow development organizations such as ours the opportunity, space and discretion to structure their work as they see fit.
- The region must be safe and secure enough to permit new social and economic activities, and to initiate actual development.
- It must be possible to acquire the financial resources needed for the programme.

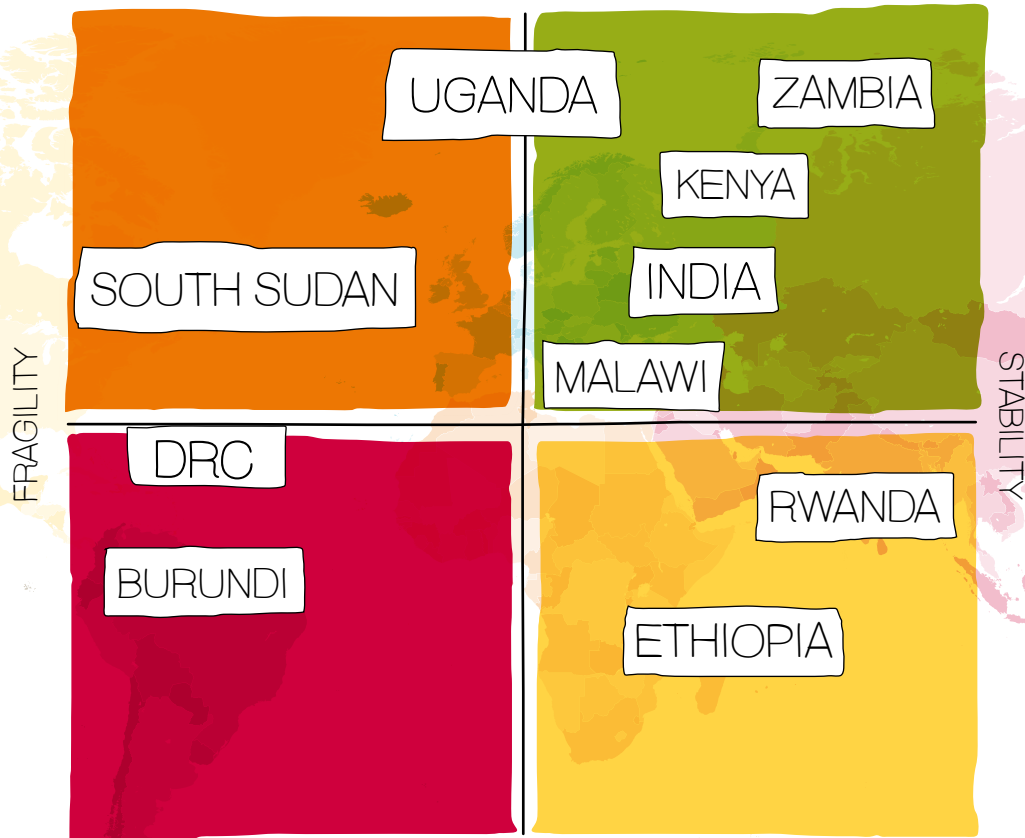
There are country-specific circumstances. Improvements usually go slowly, deterioration can emerge suddenly. We have opted to concentrate our activities in the rural areas. Although no two project areas are the same, we are generally able to determine the type of programme which is likely to have good results within the given context. We do however take the processes of migration and urbanization into account.

In practice, our activities during the forthcoming strategy period will be restricted to a number of carefully selected countries. We are always open to cooperation with sister organizations active in other regions, where we will gladly undertake a project provided it is in keeping with our expertise and the necessary funding is available. We

reserve up to twenty per cent of our budget and capacity for emergency aid and disaster relief targeting the most vulnerable groups, even if there is no prospect of long-term financing.

“ We have opted to concentrate our activities in the rural areas ”

OPPORTUNITIES FOR NGOS





## EMERGENCY AID AND DISASTER RELIEF

Help a Child is part of the Christian Emergency Aid Cluster, a coalition of Dutch organizations which undertake joint disaster relief activities in the regions in which we work. Depending on the situation, we assume the role of donor or that of connector (between donors and the organizations on the ground), whereby we can also call upon the expertise and skills of other members of the coalition. Wherever possible, emergency relief is structured as a joint programme in which Help a Child's main focus and responsibility is the safety and wellbeing of children in the affected region. We attempt to keep a strict dividing line between emergency aid and our regular work, since each has its own dynamic and approach. In some cases, however, an emergency aid programme can give rise to a regular development programme.

## OUR PARTNERS

The choices we have made also have implications in terms of the type of partner organization we invite to assist in the implementation of our programmes. We are keen to involve local partners which offer a good 'match' in terms of culture, character, aims, principles and strategies. We therefore look for:

- Organizations which share our Christian values.
- Organizations which share our desire to help children, young people, men and women to improve their situation and achieve their full potential.
- Organizations which give people a voice, and which actively involve them in determining the form of their own development.
- Organizations which involve other relevant partners (government



agencies, church groups, schools, companies, etc.) in the development programmes.

- Organizations which attach due importance to quality, and which provide full accountability for their work and the results.

During the coming period, we intend to maintain and develop a close-knit partner network. Our requirements are as follows:

- In each country, we wish to have at least two or three partner organizations which are keen to work with us and which have a proven track record.
- A (potential) partner organization must be willing and able to join a regional alliance and make a valid contribution to its activities.
- A (potential) partner organization must have sufficient capacity to make the required contribution to the programme, or in a position to acquire that capacity within a reasonable period. It must have the manpower, resources and flexibility required to integrate and implement the various components of the programme, either independently or in association with other partners.
- A (potential) partner must be willing and able to engage in ongoing learning and innovation.

## OUR RELATIONSHIPS WITH OUR PARTNERS

Throughout the coming period, the interaction with our partners will include regular evaluations of each other's performance, the quality of the work, and the respective codes of conduct (content and compliance).

Relationships with our partners will be based on following principles:

- **Quality:** keeping each other 'on our toes' to ensure the best possible standard of work.
- **Openness:** partners can say anything they wish to each other without fear or favour.
- **Connecting:** Involving each other in all new plans and strategies from the very outset.
- **Trust:** no unnecessary management agreements or accountability requirements.
- **Freedom:** to make independent choices were appropriate.

We expect the relationships between Help a Child in the Netherlands and our partner organizations to become more flexible over time. In many cases, the partners will enjoy a considerable degree of autonomy. The relationships will also become more equal, with each partner accepting and fulfilling certain responsibilities. We see this as essential to sustainable development.

A photograph of a classroom. In the foreground, a large stack of brown, textured papers or folders is piled high on a wooden desk. In the background, several students are seated at desks, some looking towards the camera and others looking away. The room is brightly lit by windows, creating a warm atmosphere. The overall scene suggests a busy educational environment.

# What is needed?

Our roles, people and resources

**What is needed to implement the development programmes? First, of course, there must be adequate financial resources: money. But there must also be knowledge and expertise in various disciplines, an effective approach, and good relationships with all partners. Help a Child will work to put all these prerequisites in place. Doing so demands that we adopt a clear profile.**

## PROFILE AND PRESENCE

To allow children to grow up within flourishing communities, Help a Child must establish connections between people and organizations in the donor countries, notably the Netherlands, and those in the target areas. This is only possible if we attain a high level of 'name recognition' in both regions: people must know who we are, what we wish to achieve, and how we go about our work.

We continue to strengthen our presence and role in the target countries, where we wish to establish a very clear profile. We want to offer even greater added value to all partners, enriching their programmes with our expertise and joining them to identify new opportunities for innovation and improvement. Our physical presence in the target regions enables us to strengthen the connections between the communities in those regions and

- The added value of our presence in the recipient countries must be apparent to our partners and donors.
- We wish to strike an appropriate balance of rights, responsibilities and tasks, some of which are to be decentralized to our programme offices in other countries and some to our partner organizations.

the donors in the Netherlands, on whom the financing of the programmes largely relies. These connections also help us to meet the ever more stringent requirements and expectations in terms of transparency and accountability.

## DIVERSE ROLES

Help a Child is active within various partnerships and organizational contexts. We take on one or more specific roles in each situation: fundraiser, donor, partner, expert, service provider, advocate, lobbyist and/or connector. Given the importance of establishing a clear profile, the sheer diversity of possible roles raises certain challenges:

- To ensure that our added value is apparent in every instance, we must clearly distinguish between the roles and manage our activities in keeping with the role we have assumed at any given moment. This calls for a flexible, enterprising and proactive project organization.

---

**IN TERMS OF THE DEVELOPMENT OF OUR OWN ORGANIZATION, THE FOCUS WILL BE ON **DEVELOPING AND PRESENTING A CLEAR PROFILE.****

---



The following paragraphs present a brief description of the various roles we can expect to fill during the coming strategy period, together with the priorities which apply in each case.

## OUR ROLES AND THEIR PRIORITIES



**Fundraiser** - This is the most important role of all: without funds there can be no programmes.

Priorities:

- Private donors – members of the general public – will continue to be the main focus of fundraising activities. We are a participative organization and wish to remain so. <verwijzing?>.
- We shall demonstrate to other funding sources, such as the institutional donors and large charitable funds, that we are a good partner and able to make a substantial contribution to development programmes.
- A good spread of funding sources must be sought; we do not wish to become (overly) dependent on a small number of donors, groups of donors, or types of donor.
- We shall strengthen our fundraising capacity in the target regions.
- We shall support our partners to ensure that they have the means and capacity to raise funds.
- In certain target areas, we wish to achieve greater scale by means of institutional/thematic fundraising, coalition-forming and, where possible and appropriate, cooperation or integration with other organizations.



**Donor** - People give us money in the expectation that we put it to good use. The money entrusted to us must be well managed at all times.

Priorities

- We are expected to provide full transparency with regard to how we use our funds and the results

achieved. The management of the entire process must be thorough and beyond reproach. We must seek on-going improvements by means of the PMEL cycle (Planning, Monitoring, Evaluation, Learning).

- The allocation of funds to the individual programmes and the supervision of those programmes are kept strictly separate from the support provided to our partners. This enables us to make a fair and unbiased assessment of the programmes and the organizations responsible.



**Partner** - Being a partner to other organizations entails standing alongside them to present a united front, and engaging in a process of mutual consultation to determine the best way in which to structure and implement one or more programmes. In a mature and equal relationship, each partner assumes responsibility for its own organization and results.

Priorities:

- Help a Child will focus on the coordination of joint programmes and the monitoring of their results.
- The focus of our partner support will be on strategic aspects rather than the operational aspects. This raises certain requirements in terms of the quality offered by partners.
- We will help partners to establish connections with other parties. They will then expand their opportunities and increase their own impact.
- We will take a more prominent role in implementation, acting as programme manager for example, only in those areas in which there is no strong (local) partner organization able to fill this role.



**Expert** - In our role as expert, we shall pursue three main strategy lines: 'Mobilizing the community', 'Early Childhood Development' and 'Young people and employment. (See also Chapter 2.)

Priorities:

- We shall continue to develop our expertise in these areas, and will seek further connections with relevant networks and knowledge institutes.
- We shall translate the knowledge into practical solutions to be implemented by our partners.
- We shall continue to pursue innovation.



**Service provider** - Our partners are likely to require a wide range of services. The main requirement, however, will be for advice and capacity-building addressing both their own organization and the programmes.

Priorities:

- We shall consider every request very carefully, but we must confine ourselves to those areas which are in keeping with our focus and expertise. Where such expertise is not available 'in house' we shall call upon external specialists, preferably local.
- Support provision costs money and we shall ask to be reimbursed for all costs incurred. This will discourage partners from making unnecessary requests, while it will encourage us to continue investing in the added value of our services.



**Advocate** - We feel a strong sense of engagement with our donors and supporters in the Netherlands, as well as with the children and families in the target regions. It must be remembered that these are not separate worlds. There is an extremely high degree of interdependency, whereupon the choices we make 'here' have consequences for the people living 'there'. There are many platforms through which our supporters can influence public and political opinion at home.

Priority:

- We shall do more to involve our donors and supporters in addressing the issues we face, and will invite them to make their standpoints known.



### Lobbyist

It is the task and duty of a societal organization to draw attention to any lacunae in policy and/or the consequences of certain policy decisions. It must attempt to influence the politicians who make such decisions. We must do more to fulfil our obligations in this regard.

#### Priorities:

- We shall focus on political decision-making processes in areas relevant to our own focus.
- We shall take particular interest in policy implemented in the Netherlands and Europe which affects our target groups elsewhere.
- We shall join sister organizations in placing issues on the agenda of platforms which seek to influence decision-making at both the national (Dutch) and European levels.



### Connector and broker

Establishing connections is an intrinsic aspect of all the roles listed above, but it is also a role in its own right, the effective per-

formance of which demands careful positioning.

- We must be aware of the ways in which our many partners can connect with each other, and we must ensure that they do so in a manner which benefits all stakeholders, but most especially our target groups.
- We shall refine our role as connector between the donor countries and the target regions, incorporating new insights into our updated Theory of Change.

Our ability to perform effectively in any one of these roles depends on the availability of resources, the skills and competences of our organization, and our relationships with other parties. Our specific requirements for the coming strategy period are described below.

## FUNDS

As a constituency organization, we mainly focus on the acquisition of the necessary funds from our broad constituency. That's our base. In addition to that we acquire additional resources

from governments and trust funds. Finally, we are exploring new forms of financing that emerge from connecting social problems and economic opportunities creatively.

## FOCUS WITHIN FUNDRAISING

For the necessary financial resources, we shall turn first and foremost to our regular private donors, who form the backbone of Help a Child and its work. The connection between sponsors in the Netherlands and the children in the villages of Africa and India has long been the most noteworthy connection of all. However, the nature of the sponsor model has changed much in recent years. This is due to insights and choices described elsewhere in this document. Sponsors now support the development of the entire community. They are nevertheless connected with an individual child or family in that community, who is a representative of all other children and families. The letters from the child keep the sponsor informed about personal and group progress. This is known as the Community Ambassador Model (CAM).

## RECEIVE, GROW, GIVE

This form of sponsorship is most able to reflect our desire to link groups of people (communities) in a relationship of receiving, growth and giving. It is a two-way process in which we are able to add meaning to the concept of 'growing together'.

We focus on flexible forms of sponsor relationship which address the needs of the sponsors. A personal connection has far greater impact for both the sponsors and the children and families they support. We shall therefore continue and intensify this approach. We must create greater awareness for the work that Help a Child does, the impact of our activities and why spiritual

values play such an important role.

We wish to encourage meaningful interaction between sponsors and the people they support. If they tell each other about their own lives, both will achieve personal growth. We therefore intend to hold communication workshops for young people in the target countries, making use of creative and up-to-date resources. We firmly believe that sponsors not only give; they also receive and grow. The personal development they achieve will be apparent to others, inspiring them and providing an example to be emulated. Every sponsor will be an ambassador for Help a Child.



## OUR NEW SPONSORING MODEL WILL BE THE MAINSTAY OF FUNDRAISING ACTIVITIES AMONG PRIVATE DONORS AND WILL BE SUBJECT TO ONGOING REFINEMENT.

### RESILIENCE AND IMPACT

We shall use sponsoring to finance the main activities within our programmes. To provide a firmer basis for integrated development, however, we wish to support themes and topics which may be regarded as peripheral to those activities. We can increase our impact and effectiveness by exploring other sources of funding, such as the large institutional funds. In the first instance we shall focus on Dutch and European government grants and those provided by other international donors. We shall step up our efforts to secure the support of the large charitable funds in the Netherlands and the United States, while also investing in relationships with potential partners with a view to forming coalitions and alliances. All such activities are subject to the following conditions:

- There must be no conflict between the identity and character of the fund and those of Help a Child.
- The conditions which the fund imposes on any grant must not undermine our relationship with our private donors and supporters.
- We must not become overly reliant on any particular fund.
- All money entrusted to us, regardless of the amount, must be managed and used responsibly.

✘ We wish to achieve an even balance between private donations and institutional grants, the latter being intended to finance secondary activities and themes.

### NEW FORMS OF FINANCING

In many of the countries in which Help a Child works, new players are emerging as active development partners. They include private sector companies, knowledge institutions and social investors. We shall seek contact with a view to aligning the objectives of these organizations with those of the communities we support. This will give rise to new forms of cooperation, which in turn may bring new forms of financing to address economic and social aims in tandem.

✘ As we continue to promote the interests of our target groups, we wish to develop 'smart' new financing and/or business models in association with the new players. We shall carefully examine the motives and objectives of these potential partners, and we shall clearly define the contribution that we are willing and able to make.

### STAFF AND ORGANIZATION

It takes motivation and good teamwork from our staff to establish an efficient and effective organization that is able to use the available resources to fulfill our mission in a transparent and responsible way.

### OUR PEOPLE

Our activities rely on motivated people who are able to work together as a team. We need people with passion, talent, creativity and professionalism. The organization in which they work must be efficient and flexible enough to allow them to use all available resources in pursuit of our mission, and to do so responsibly and transparently. We therefore invest in the development of our staff. Our spearheads for the coming policy period are:

- ✘ We shall work together to develop a flexible, project-based organization which is able to maintain focus even in changing circumstances, to acquire the necessary funds, to implement programmes (or oversee their implementation) and which enables all staff to achieve their full potential.
- ✘ As a relatively small organization, we must apply various 'smart' ways in which to allow staff adequate opportunity to develop their talents, thus increasing the innovative ability of the organization. We give talented young people the opportunity to gain relevant experience by means of internships, work experience placement and research assignments. We are loyal to our staff and
- ✘ flexible enough to absorb any fluctuations in revenue flows.

## QUALITY MANAGEMENT SYSTEMS

We attach great importance to good management, responsible use of income and the quality of all programmes and activities. To ensure that everything is 'under control', we wish to have quality management systems which are both effective and straightforward. We work according to the PMEL planning cycle (Planning, Monitoring, Evaluation, Learning). It ensures that we think carefully about the most appropriate design for a programme, define clear performance indicators against which to measure results, manage all stages of implementation effectively (making interim adjustments as necessary), and finally evaluating the process to identify any points for improvement, which will be incorporated in the subsequent planning cycle. We also help our partner organizations to follow the cycle effectively. We ensure that we are always able to comply with the most stringent reporting requirements. Close attention is devoted to the identification and mitigation of risks. Our spearheads for quality management are as follows:

- ✘ We wish to monitor and clearly demonstrate the effectiveness and impact of our programmes.
- ✘ All development programmes and all partners must observe current reporting standards such as those of the International Aid Transparency Initiative (IATI).
- ✘ We shall continue to develop our control and quality systems to form a complete and fully functional value management system.



## RELATIONSHIPS WITH OTHER PARTIES

### STRATEGIC ALLIANCES

No organization can solve the problems of children living in extreme poverty alone. We must work alongside partners, and we shall continue to do so within various alliances, partnerships and coalitions.

Cooperation can be seen in many forms, at various levels and for varying periods of time. We must carefully as-

sess all joint endeavours, since cooperation itself demands time and effort. We must maintain a good 'energy balance'. However, we take the firm view that close strategic cooperation is absolutely essential if we are to achieve our objectives. We therefore seek partners who can offer a high degree of synergy and who represent a good 'match' with our organization. In some cases it is appropriate for one partner to entrust the other with certain activities, or it may be useful to integrate parts of our respective organizations.

- ✘ We shall strive to maintain a direct and close relationship with the Interchurch Organization for Development Cooperation (ICCO).
- ✘ We shall seek even closer cooperation within the Christian Emergency Relief Cluster, in both the donor countries and target regions.
- ✘ We shall intensify our relationships with international sister organizations, such as the members of the EU-Cord network.
- ✘ We shall seek strategic alliances which enable us to achieve adequate scale, outreach, impact and access to relevant networks, knowledge and expertise. A number of conditions apply:
  - ✘ Any potential partner must respect and value our Christian identity.
  - ✘ Our regular donors and supporters approve of the alliance.
  - ✘ The partnership draws upon our strengths and added value, which remain visible at all times.
  - ✘ The alliance must have clear added value for all stakeholders.
  - ✘ Cooperation must enhance the quality, efficiency and impact of our work, and/or create new opportunities.







## CONCLUDING REMARKS

Help a Child is an ambitious organization. We believe it is unacceptable and unjust that many children live in extreme poverty. That is why there is nothing that we would rather do than create the chance of a better future for children and young people living in extreme poverty. We want to achieve this through high-quality, high-impact programmes. For this to succeed we need the help and cooperation of the many organizations and individuals who share our commitment. The power of connecting!

We hope you have come to share our passion after reading this strategy plan. And that you feel connected with us to help children and young people escape from the vicious circle of poverty. This is not an easy goal, but a very inspiring one!

We wish everyone who feels connected to us in doing this, the blessing of our Heavenly Father.

The Board and Management of Help a Child  
September 2015



## GLOSSARY

AVET	Agricultural Vocational Education & Training
CAM	Community Ambassador Model (sponsoring)
ECC	Early Childhood Centres
ECD	Early Childhood Development
IATI	International Aid Transparency Initiative (a reporting standard)
INGO	International Non-Governmental Organization
MDG	Millennium Development Goals (of the UN, to 2015)
NGO	Non-Governmental Organization
PMEL	Planning, Monitoring, Evaluation, Learning (programme management cycle)
SDG	Sustainable Development Goals (of the UN, to 2030)
TOC	Theory of Change





'Help a Child' is the international name for Red een Kind, an NGO registered in the Netherlands with affiliates in Africa and India.

**Visiting address**

G. Stephensonstraat 11  
8013 NL Zwolle  
The Netherlands

**Postal address**

Postbus 40169  
8004 DD Zwolle  
The Netherlands

**t** +31(0) 38 460 46 48

**e** [info@helpachild.org](mailto:info@helpachild.org)

**i** [www.helpachild.org](http://www.helpachild.org)

**IBAN**

NL77 ABNA 0377 3328 60

NL39 INGB 0001 5993 33