



LAKE CHAD PROGRAMME STRATEGY 2018-2023

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PLAN
INTERNATIONAL



Girls living in an IDP camp in the Diffa region of Niger.
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THIS NEW LAKE CHAD PROGRAMME STRATEGY (2018 - 2023) OUTLINES PLAN INTERNATIONAL'S BOLD AMBITION TO TRANSFORM THE LIFE OF GIRLS AND THEIR FAMILIES IN THE LAKE CHAD REGION. IT MOVES BEYOND A HUMANITARIAN VISION TOWARDS A FULL SPECTRUM PROGRAMME, WORKING AT THE NEXUS OF HUMANITARIAN AND DEVELOPMENT EFFORTS TO PROMOTE CHILDREN'S RIGHTS AND GENDER EQUALITY.

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ACRONYMS

ALP	Accelerated Learning Programme
CAAFAG	Children Associated with Armed Forces and Armed Groups
CO	Country Office
CPiE	Child Protection in Emergencies
DRM	Disaster Risk Management
ECCD	Early Childhood Care and Development
EiE	Education in Emergencies
ERP	Emergency Response Plan
GBV	Gender-Based Violence
HNO	Humanitarian Needs Overview
HRP	Humanitarian Response Plan
IDP	Internally Displaced Person
LCP	Lake Chad Programme
M&E	Monitoring & Evaluation
MERL	Monitoring, Evaluation, Research and Learning
NFI	Non-Food Items
NO	National Organisation
PFA	Psychological First Aid
PSS	Psycho-Social Support
SGBV	Sexual and Gender-Based Violence
SPO	Specific Programme Objective
UNHCR	United Nations High Commissioner for Refugees
WG	Working Group
WASH	Water, Sanitation and Hygiene
YEE	Youth Economic Empowerment

PHOTOS

Photo captions with an * include names changed for child protection reasons.

EXECUTIVE SUMMARY



Women participating in Plan International's programme activities in Adamawa State (Nigeria).

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The protracted crisis in the Lake Chad Basin region remains one of the most severe humanitarian emergencies in the world, affecting the North East of Nigeria, the Far North region of Cameroon, the Lake region of Chad and the Diffa region in Niger. More than 17 million people are living in the affected areas across the four countries. 10.7 million people are in need of humanitarian assistance to survive, more than 6 million of them are children. The crisis has unfolded in a region beset by chronic fragility where poverty, underdevelopment, gender inequality, unemployment and a lack of prospects for young people fuel extremism. This is compounded by environmental degradation and the impact of climate change.

The Lake Chad Programme (LCP) is a joint initiative from Plan International's Country Offices (COs) in Cameroon, Niger and Nigeria, as well as Plan International's West and Central Africa Hub. It was established to address the crisis in the Lake Chad Basin through an integrated and regional programme approach. Though the response to the crisis started in Cameroon and Niger in 2014, the joint programme vision for the LCP was developed in May 2016. This resulted in the first Regional Programmatic Response Strategy, which guided from September 2016 and included the response activities in North East Nigeria. The LCP has matured in the last two years, building on a clear regional programmatic vision with solid experience and observable outcomes in the areas of Education in Emergencies (EiE), Child Protection in Emergencies (CPIE), Gender-Based Violence (GBV) and Livelihoods.

Taking into account the protracted nature of the crisis, this new Lake Chad Programme Strategy (2018 - 2023) outlines Plan International's bold ambition to transform the life of girls and their families in the Lake Chad Region. It moves beyond a humanitarian vision towards a full

spectrum programme, working at the nexus of humanitarian and development efforts to promote children's rights and gender equality. This approach recognizes the importance of meeting immediate humanitarian needs while tackling the developmental deficit of the region which is both a contributor to and an outcome of the crisis. In addition, it is crucial to promote social cohesion, girls' rights and gender equality which are central issues in the region and at the heart of this strategy. Moreover, building the resilience of girls and their communities is vital to ensure they are able to cope with and adapt to the significant shocks and stresses they face currently and may face in future.

The development of this strategy was a highly participatory process grounded in consultations with key stakeholders in the three countries. This included a three-day strategic choices workshop which gathered representatives of Cameroon, Niger and Nigeria Country Offices, the Lake Chad Programme Unit and representatives from different National Organisations (NOs), West and Central Africa Hub and the Global Hub. The strategy builds on the country strategies and aligns the programme purpose and expected results to Plan International's global strategy and Plan International's Disaster Risk Management vision. It will also guide the extension of Plan International's Lake Chad Programme to Chad.

The LCP identified five key issues relevant to Plan International's mandate that affect children and young people in the realization of their rights and the achievement of gender equality:

- The crisis has led to a multitude of protection concerns, particularly for children, adolescent girls and women.
- Children are deprived of quality education opportunities.
- Adolescent girls lack access to sexual and reproductive health services.
- Girls are impacted in a disproportional way by the inability of families to cover their basic needs.
- Adolescent girls and youth are excluded from decision-making arenas.

Plan International believes that no real progress can be made unless children and youth are protected, their right to education upheld and they are empowered to participate and take the lead in decisions that affect their lives and collectively work to transform their communities. This strategy is an affirmation that protecting girls' rights and promoting gender equality is not only inherently positive for girls, but for their families, communities and the entire region.

The overall programme goal statement for the 2018 – 2023 strategy period is “**Girls and boys in the Lake Chad region are resilient and realize their rights in safety and with dignity**”. This will be achieved through the following Strategic Programme Objectives (SPOs):

SPO 1: ENSURE AND MAINTAIN EQUAL ACCESS TO RELEVANT SAFE, QUALITY AND INCLUSIVE EDUCATION FOR GIRLS AND BOYS IN THE LAKE CHAD REGION.

SPO 2: IMPROVE THE PROTECTION OF GIRLS AND BOYS FROM VIOLENCE, ABUSE, NEGLECT AND EXPLOITATION IN THE LAKE CHAD REGION.

SPO 3: PROMOTE THE ECONOMIC REHABILITATION AND EMPOWERMENT OF ADOLESCENT GIRLS AND YOUTH IN THE LAKE CHAD REGION.

SPO 4: PROMOTE EFFECTIVE PARTICIPATION, EMPOWERMENT AND LEADERSHIP OF ADOLESCENT GIRLS AND YOUTH IN THE LAKE CHAD REGION.

To achieve the ambition set out in this strategy, the LCP will apply different programme and influence strategies. Plan International will:

- **Continue to provide direct assistance including cash and vouchers** to the affected population to alleviate suffering and to protect them.
- **Work at the nexus of humanitarian and development efforts** through a full-spectrum approach including investments in social cohesion.
- **Build resilience** to ensure that girls, boys, and their communities are able to deal positively with shocks and stresses affecting them and adapt to future shocks and stresses.
- **Transform social norms, attitudes and behaviours** by analysing and challenging structural and systemic gender inequality and girls' rights issues and ensuring that all projects are at least gender-aware, contributing to an overall gender-transformative LCP.
- **Influence on the basis of evidence** with girls at the heart of this approach.
- **Actively pursue a strategy of widening and strengthening our partnerships** and networks among relevant state and non-state actors.

For the lifespan of the strategy, it is envisaged to mobilize around **199,262,406** Euros.

1. INTRODUCTION

1.1 WHO WE ARE

The Lake Chad Programme is a joint initiative from Plan International's Country Offices in Cameroon, Niger and Nigeria as well as the West and Central Africa Regional Office to address the crisis in the Lake Chad Basin, through an integrated and regional programme approach. The LCP builds on Plan International's humanitarian responses in the three countries of operation (Cameroon, Niger and Nigeria). Though the response to the crisis started in Cameroon and in Niger in 2014, the joint programme vision for the LCP was developed in May 2016 and a dedicated Lake Chad Programme Unit established one year later. In the subsequent two years the work has focused on the sectors of Education in Emergencies, Protection (Child Protection and Gender-Based Violence) and Livelihoods with a specific focus on the needs of girls to ensure they are provided with the protection, support and opportunities they are entitled to, taking into account the heightened risk they face due to displacement, the breakdown of protection structures and support as well as exacerbated gender inequalities which include increased levels of GBV, exclusion from life-saving services and decision-making processes due to discriminatory social norms.

The LCP combines programme and influencing work to deliver positive outcomes in the lives of girls, their families and communities we work with. Its uniqueness is that it is community-centric, with successfully tested intervention models across the full spectrum of humanitarian and development programming as well as its gender transformative approach and the focus on girls. Plan International is committed to analysing, understanding and addressing the unique need of and risks faced by girls, working with girls themselves as well as men and boys to address root causes of gender inequality. The LCP adopts a regional and integrated approach which ensures it takes into account the regional dimension of the crisis and its interdependence across countries, while ensuring country-contextualised programming.



Salome Andreas, 26, is a Nigerian refugee and mother of three (Cameroon).

(©Plan International)



A girl has fun at a child-friendly space in the Diffa region of Niger.

(©Plan International)

1.2 THE PURPOSE OF THIS STRATEGY

To date, Plan International's response to the crisis has been guided by the Emergency Response Plans (ERP) in each country, the Lake Chad programme strategy and its results framework, which together define the short-term humanitarian vision for the programme. However, as the conflict in the region has evolved, there is a need to review Plan International's strategic approach to the Lake Chad crisis, adapting a full spectrum approach working at the nexus of humanitarian and development efforts. This approach recognises the failure of development as the driver of elements of the crisis and seeks to address the resultant impacts of the crisis on development outcomes of the region. Plan International's new global strategy, *100 Million Reasons*, and the Country Offices' alignment to this strategy requires that the LCP revisit its strategy with the aim of further sharpening the delivery of its objectives.

As the LCP acknowledges the protracted and complex nature of the Lake Chad crisis, the Overall Programme Goal for the strategy period 2018 – 2023 is **Girls and boys in the Lake Chad region are resilient and realise their rights in safety and with dignity**. To achieve this, Plan International has developed collective desired outcomes across the functional areas of humanitarian, development

and social cohesion which allow to respond holistically to the humanitarian needs of the affected population, while simultaneously tackling the underlying root causes of the crisis, promoting social cohesion and resilience and transforming gender norms by removing the barriers that keep girls from achieving their full potential and exercising their rights. This new strategy will also guide the extension of Plan International's Lake Chad Programme to Chad.

1.3 THE PROCESS OF DEVELOPING THIS STRATEGY

The highly participatory process of developing this strategy started in May 2018 and was completed in August 2018. At the outset a literature review was carried out, which mainly included Plan International's global strategy, the global Disaster Risk Management (DRM) vision, country strategies and influencing priorities as well as country emergency response plans, the real time review reports and the first LCP strategy with the related results framework. This secondary data collection was followed by a series of interviews with key actors from COs, West and Central Africa Hub and the Global Hub. The perspectives of the communities have been captured through consultations organized at country level.

A situational analysis drawn from the data collected offered the basis for discussions and reflection during a three-day strategic choices workshop which gathered representatives of each of the three countries concerned, the Lake Chad Programme Unit, representatives from different National Organisations (NOs), West and Central Africa Hub and the Global Hub. The strategic choices made during the workshop were fine-tuned during the stakeholders' meeting which followed.

1.4 STRUCTURE OF THIS STRATEGY DOCUMENT

This strategy includes eight sections. The first is an introductory background while the second provides a situation analysis. Section three explores the expertise and lessons learned from the current LCP strategy while the fourth section outlines the strategic response, including Overall Programme Goal, Specific Objectives and approaches. Section five explains the role of the Lake Chad Programme Unit. The next two sections discuss financial resourcing and risk management. The eighth section outlines the Monitoring, Evaluation, Research and Learning component of the strategy.

2. SITUATION ANALYSIS



Woman learns how to wash her hands with soap in Minawao refugee camp (Cameroon).

(©Plan International)

2.1 THE SUB-REGIONAL CONTEXT

The conflict, which started in 2009, generated one of the largest humanitarian crises in the world, affecting the North East of Nigeria, the Far North region of Cameroon, the Lake region of Chad and the Diffa region in Niger. More than 17 million people are living in the affected areas across the four countries. 10.7 million people are in need of humanitarian assistance,¹ more than 6 million of them are children.² The crisis has unfolded in a region beset by chronic fragility, where poverty, underdevelopment, gender inequality, unemployment and a lack of prospects for young people fuel extremism and are compounded by environmental degradation and the impact of climate change.

Population movements and displacement

The crisis in the Lake Chad Basin has triggered significant displacement of populations within countries and across borders. The four affected countries are hosting more than 2.4 million Internally Displaced Persons (IDPs), 1.7 million alone in Nigeria, and more than 228,000 refugees.³ With 118,868 and 98,640 respectively, Niger and Cameroon are hosting the majority of Nigerian refugees.

Based on return intention surveys conducted, there is only a limited willingness of people to return. 72%⁴, 82%⁵ and 86%⁶ of displaced persons in the Far North region, the Diffa region and North East Nigeria respectively are not ready to go home yet. The main reasons preventing people from returning to their areas of origin are psycho-social, including persistent fear, a feeling of security in host localities and lack of economic means. Main requirements for a return are the presence of security forces in the area of origin, the rehabilitation of damaged houses, an improvement of access to basic services and the re-establishment of livelihoods. This significant number of displaced people planning to remain at current locations indicates the need to promote social cohesion and sustainable solutions.

1 OCHA – Lake Chad Basin: Crisis Overview – as of 26 July 2018

2 HNO 2018 for Chad, p.15; HNO 2018 for Cameroon, p.12; HNO 2018 for Niger, p.17; HRP 2018 for Nigeria, p.22.

3 IOM – Regional Displacement Tracking Matrix – Lake Chad Basin Crisis – Monthly Dashboard #4 – 25 July 2018

4 Return Intention Survey in the Far North Region of Cameroon – August 2017 – p. 5

5 Return Intentions and Socio Economic Opportunities in the Diffa Region – p. 2

6 Not Ready to Return: IDP Movement Intentions in North-Eastern Nigeria, Borno State - Summary report of key findings, September 2017 – p. 3

2.2 SUB-REGIONAL COOPERATION

The relations between the four affected countries have been cooperative and led to the widening of the Multinational Joint Security Force's mandate to fight Boko Haram in 2012. In 2014 the force was renamed the Multinational Joint Task Force against Boko Haram (MNJTF).

Furthermore, the G5 Sahel countries Burkina Faso, Mali, Mauritania, Niger and Chad and the international community launched two connected initiatives to stabilize the region and prevent violent radicalization: the G5 Sahel Cross-Border Joint Force in July 2017, with the aim to take charge of their own security, and the Sahel Alliance in February 2018, which is targeting five key sectors: youth employability, education and training; agriculture, rural development and food security; energy and climate; governance; decentralization and support for the deployment of basic services.⁷

Other joint initiatives established are:

.....
A regional stabilization strategy for the Lake Chad Region, coordinated through the Lake Chad Basin Commission with support from the African Union.
.....

.....
The Lake Chad Governors' Forum for Regional Cooperation on Stabilization, Peacebuilding and Sustainable Development, to enhance joint efforts towards stabilizing, building peace and fostering sustainable development across the region.
.....

.....
The Abuja Action Statement on protection in the Lake Chad Basin adopted by the governments of Cameroon, Chad, Niger and Nigeria to enhance the protection and solutions environment for IDPs, refugees and other affected populations.
.....

.....
The Tripartite Agreement for the Voluntary Repatriation of Nigerian refugees living in Cameroon, signed by the Governments of Cameroon and Nigeria and UNHCR, to ensure refugee returns are voluntary, in safety and dignity.
.....

Plan International's role within the wider stakeholders' landscape

Plan International is a well-recognised humanitarian and development actor in Cameroon, Niger and Nigeria.

In Niger the organisation is co-leading the Education in Emergencies WG at Diffa level and the GBV WG at national level.

In Cameroon, Plan International is leading the Child Protection WG and the Education WG at Divisional level and is one of the lead agencies in the GBV WG at regional level. At national level, Plan International is the general secretary of the Education WG and is leading the safe school initiative in partnership with UNICEF.

In Nigeria, Plan International is among the INGO representatives at the Operational Humanitarian Country Team, member of the Strategic Advisory Group of the Education in Emergencies WG and member of the Child Protection Advisory Group as well as of the Safe Schools Declaration Steering Committee. In addition, Plan International is an active member of the Call to Action on Protection from Gender-Based Violence in Emergencies and is co-chairing the Advocacy WG of the INGO Forum.

2.3 UNDERLYING FACTORS AND ROOT CAUSES

There are several international frameworks in place addressing the rights of children, but the capacity, willingness and commitment of the governments to ensure their systematic implementation is limited.

Cameroon, Chad, Niger and Nigeria have ratified the Convention on the Rights of the Child (CRC), the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) and the African Charter on the Rights and Welfare of the Child (ACRWC). However, the legal system in Cameroon is highly complex with a dual system of civil and common law. The coexistence on customary and statutory law limits the implementation of the international conventions and effectively weakens the legal protection of children. Regarding the CEDAW, Niger has made some reservations, e.g. with regard to the modification of social and cultural patterns of conduct of men and women. In Nigeria, 20 out of the 36 States have adopted the CRC.

Several factors have contributed to the crisis in the Lake Chad region. These include a combination of underdevelopment, marginalisation and underinvestment in social services, poverty, climate change, environmental degradation and pressure on natural resources (including a shrinking lake provoked by climate change) and rapid population growth, illiteracy, youth employment, poor governance, corruption, gender inequality and fragility. The crisis has exacerbated structural problems that have existed for years in the affected regions. The lake regions of the four countries are the poorest in all development indicators.

⁷ France Diplomatie website, page : <https://www.diplomatie.gouv.fr/en/trench-foreign-policy/defence-security/crisis-and-conflicts/g5-sahel-joint-force-and-the-sahel-alliance/> - 11th paragraph

2.4 KEY ISSUES AFFECTING THE POPULATIONS

2.4.1 The crisis has led to a multitude of protection concerns, particularly for children, adolescent girls and women

The complex and protracted crisis has led to major protection concerns as civilians are deliberately targeted by violence. The risk of rights violations, abuse and exploitation has been exacerbated since the start of the crisis and civilians are susceptible to family separation, forced recruitment, sexual and economic exploitation.⁸ This situation affects every part of daily life, e.g. women and girls opt not to use latrines if they are located far away due to risks of sexual assault.⁹ The presence of mines and other explosive devices as well as security measures such as movement restrictions have also contributed to the plight of people already affected by the crisis. Many displaced persons do not possess any civil status documents (including birth certificates), which can lead to risks of statelessness.

Child protection and gender-based violence: Children experience abuse, neglect, exploitation and violence

The situation has heightened the vulnerability of the affected population, especially among children who are exposed to the risks of abuse, neglect, violence and exploitation.

Girls and boys are forced to become active participants in the conflict. They are being abducted and forced to join Non-State Armed Groups.

A defining feature of the crisis is the use of children, particularly adolescent girls, in 'suicide' attacks. Around 80% of children used as suicide bombers are girls,¹⁰ most of them adolescents.

Harmful practices like child marriage, which already existed before the crisis, have increased and worsened the plight of girls in the Lake Chad Basin.¹¹ Child labour has been on the rise since the crisis began.

Sexual violence is a characteristic of the ongoing conflict, but it also prevails at household and community levels. Many of the women and girls were sexually harassed, while others were



Liliane, 12, on her way to collect water from a stream in the forest (Cameroon).

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abducted, forcibly married to their captors and became pregnant as a result of rape. If they manage to escape and return, many face stigmatization, marginalization, discrimination and rejection by their families and communities due to the cultural norms related to sexual violence. There is also the growing fear that some of these girls and women were radicalized in captivity. Their children, who have been born out of sexual violence are at an even greater risk of rejection, abandonment and violence.¹²

With the deterioration of the living conditions of the affected population, the prevalence of Gender-Based Violence has increased significantly in the region. Overcrowding in camps, sites and host communities and inappropriate facilities with limited privacy exacerbates these violations of human rights and dignity. The practice of transactional and survival sex has increased,¹³ as girls and women resort to negative coping-mechanisms under duress of prolonged uncertainty and dwindling resources that weaken their resilience as well as their adaptability. There are also reports on human trafficking of young girls for sexual exploitation.¹⁴ Another risk factor for GBV is the low presence or absence of security and justice, which encourages the culture of impunity. The communities often favour mediation as a solution, even though this often results in disfavour of the woman.¹⁵ The prevalence of sexual violence remains under-reported due to

⁸ Lake Chad Basin Emergency, p.5

⁹ Niger HNO p.13

¹⁰ UNICEF: Silent Shame - Bringing out the voices of children caught in the Lake Chad crisis, p. 10

¹¹ Lake Chad Basin Emergency, p.5

¹² UNICEF and International Alert: 'Bad Blood' - Perceptions of children born of conflict-related sexual violence and women and girls associated with Boko Haram in northeast Nigeria, Research Summary, p. 6.

¹³ Niger HRP, p. 37

¹⁴ Chika Oduah's report from Voice of America published the 31 May 2018 on Nigerian Activists Warn of Human Trafficking Danger, link: <https://reliefweb.int/report/nigeria/nigerian-activists-warn-human-trafficking-danger>

¹⁵ Niger HRP, p. 37

2. SITUATION ANALYSIS



Falimata, 16, Zara, 16, and Rukaya, 15, met and became friends at a safe space for adolescents (Nigeria).

(©Plan International)

fear of reprisals by perpetrators, stigmatization of their own communities, and lack of trust in existing justice systems.¹⁶ Access to services for survivors of GBV is limited in camps / sites of IDPs and host communities across the Lake Chad region.

The crisis has a severe psycho-social impact on the children and their well-being. Due to their life experience, most children need psycho-social and/or mental support, as the consequences of displacement, hopelessness and despair can lead to chronic mental health problems.

Rehabilitation, reintegration and prevention of radicalisation

Adolescents and youth have also joined the conflict parties, either the vigilante groups which play a major role in the fight against Boko Haram in all four countries¹⁷ or Boko Haram itself due to a lack of perspective or economic opportunities. This will require dedicated programming to address the factors that led to their involvement in violent extremism as well as dedicated rehabilitation and reintegration programmes. These programmes need to be age-appropriate and gender-sensitive, e.g. tailored to the needs of women and girls who willingly or forcibly joined violent extremist groups and may have been elevated in status and privilege that they then lose when returning to strictly patriarchal

communities.¹⁸ These programmes should include the needs of the people affected, as well as all individuals and groups involved in community protection. Furthermore, they need to include community engagement to prepare families and community members for the return and (re)integration of former combatants to ensure these programmes are not seen as "imposed reintegration".¹⁹

2.4.2 Children are deprived of quality education opportunities

The conflict exacerbated existing structural educational problems in the Lake Chad regions of the four countries. In the Far North of Cameroon, only 54 per cent of the population receives any formal education, compared to 81 per cent country-wide. In Diffa, the gross primary enrolment rate was 46.2 per cent in 2017 compared to the national average of 68.6 per cent.²⁰

In Adamawa state, the out-of-school figure was as high as 35 per cent and in Borno in Nigeria even as high as 44.6 per cent before the crisis.²¹ Inadequate regulatory frameworks linking formal and non-formal education are limiting the opportunities for children and youth to transition to formal education.

In all four countries insecurity is posing a major challenge to education, resulting in the closure of 983 schools across the four countries, affecting more than 410,000 children.²² Adolescent girls in Nigeria are particularly vulnerable, as education facilities for girls have become a primary target for abduction, as the examples in Chibok in 2014 and Dapchi in 2018 show. This provokes fear and children across the four countries drop out of schools due to the perceived risk of abduction and kidnapping.²³

A range of reasons prevent children from going to school including; infrastructure damage, insufficient teachers, fear of attack, lack of basic educational equipment and materials, school fees and a lack of birth certificates.²⁴ Thousands of children are studying outside of their communities due to school closures and overcrowding. This increased distance between homes and school dramatically decreases

16 Niger HNO p.28

17 Crisis group report no 244, 23rd February 2017, link : <https://www.crisisgroup.org/africa/west-africa/nigeria/244-watchmen-lake-chad-vigilante-groups-fighting-boko-haram>

18 Christina Nemr and Rafia Bhulai's Report from International Peace Institute published the 25th June 2018 on Civil Society's Role in Rehabilitation and Reintegration Related to Violent Extremism, link : <https://reliefweb.int/report/world/civil-society-s-role-rehabilitation-and-reintegration-related-violent-extremism>

19 Conciliation Resources - The Kukah Centre: People's perspectives on building peace in northeast Nigeria – Policy Paper, April 2018, p.2

20 Niger HNO p. 26

21 Background paper for the Thematic Session on Education in Emergencies - Oslo Humanitarian Conference on Nigeria and the Lake Chad Region, 24th February 2017, link: <https://reliefweb.int/report/nigeria/background-paper-thematic-session-education-emergencies-oslo-humanitarian-conference> , 4th paragraph

22 UNICEF: Lake Chad Basin Crisis – Education in Emergencies Dashboard, Jan – March 2018

23 Lake Chad Basin Emergency, p.13 and Niger HNO p.14

24 Article from Norwegian Refugee Council published the 12th June 2018, link : <https://www.nrc.no/news/2018/june/thousands-of-children-out-of-school/>

the safety and security of children. There are also several gender-related barriers to education, such as child marriage,²⁵ which has increased in all countries with the crisis, the lack of female teachers and head teachers and inadequate sanitation facilities for girls.

2.4.3 Adolescent girls lack access to sexual and reproductive health services

The crisis has further decreased the access to health services. Over 40 per cent of health facilities have been destroyed in North East Nigeria. In Diffa the health coverage was 41 per cent before the crisis and hasn't improved significantly since then.²⁶ In the Far North region health services were already limited with nine health centres currently non-functional.²⁷ The influx of IDPs and refugees have a negative impact on the functioning of the health system, which is severely overwhelmed. Insecurity has further strained the already limited access to basic services. People are forced to either forgo or risk insecurity to access services. The lack of reproductive health services and information is affecting adolescent girls and women disproportionately and can have a severe impact on their lives, health and further wellbeing.

2.4.4 Families are unable to cover their basic needs due to a loss of livelihoods

Food insecurity and malnutrition have worsened in all four countries and are recurrent, in particular during the annual lean seasons. Due to the protracted nature of the crisis and insecurity, livelihoods have been exhausted or are not accessible anymore. In the Far North of Cameroon, more than 90 per cent of the displaced and host community members report having lost much of their means for survival.²⁸ The volatile security situation has disrupted agricultural and fishing activities. In Diffa, 71 villages weren't able to undertake agricultural activities due to the security situation.²⁹ Resources in host communities are thinly stretched and the communities hosting displaced people have come under pressure too. The few resources and social services are now being sought after by many more people. Conflicts between farmers and herders are increasing as well as tensions at community level.³⁰ Due to

poor economic conditions, families are enduring extreme hardship. Most of the displaced people have sought refuge in communities or in informal settlements, surviving in harsh conditions. Coping strategies are exhausted, leading to negative coping mechanisms which are impacting girls in a disproportional way: girls are dropping out of school, Child Early and Forced Marriage has increased during the crisis, girls are engaging in formal and unregulated labour as well as transactional sex to help meet the needs of their families.

2.4.5 Youth and adolescents are excluded from decision-making arenas

Historically, citizen participation, especially of adolescent girls and youth, is very constrained in the Lake Chad region. Patriarchy systems play a big role in undermining girls' and women's interests, political participation and voice. The exclusion cuts across every facet of life, youth and especially girls are often completely excluded from decision-making – they are not consulted and involved in issues that impact their lives and their communities.

The crisis has thrown up new forms of youth participation, for example youth vigilante groups, while further eroding others, for example women and girls in community decision-making. The crisis has also increased the number of women-headed households and sometimes households headed by young people. Girls have stepped in to maintain livelihoods in the absence of men and boys, as well as women religious leaders who are working to end child marriage and prevent radicalization. The important and positive role adolescent girls and youth can play in conflict prevention, maintenance and promotion of international peace and security is evident.³¹ But in order to ensure that adolescent girls and youth can fulfil their potential and become agents of change for a “new paradigm” for peacebuilding and development³², their involvement in decision-making processes that impact their lives needs to be guaranteed. A first step will be to ensure that the five key actions of the Compact for Young People in Humanitarian Action are being implemented to ensure that the priorities, needs and rights of young women and young men, are addressed together with them.

25 Plan International Cameroon's need assessment (March 2017, updated, June 2017)

26 Niger HNO p.28.

27 Lake Chad Basin Emergency, p.5

28 Lake Chad Basin Emergency, p.5

29 Niger HNO p. 13

30 Article from OCHA published the 13th June 2018 on Five things you need to know about the Sahel, link: <https://unochoa.exposure.co/five-things-you-need-to-know-about-the-sahel>

31 The Missing Peace: Independent Progress Study on Youth, Peace and Security, link: <https://www.youth4peace.info/ProgressStudy>

32 UN Deputy Secretary-General Amina Mohammed, link: <https://news.un.org/en/story/2018/07/1014341>

3. CURRENT EXPERTISE AND LESSONS LEARNED



A young girl with her new school kit provided by Plan (Cameroon).
(©Plan International)

3.1 EXPERIENCE AND CAPABILITIES

Plan International's Lake Chad Programme is one of the only initiatives adopting a regional approach in responding to the Lake Chad crisis, which has established the organisation as a major humanitarian actor in the Lake Chad region. Moreover, Plan International's Lake Chad programme has developed a **specific expertise in working with adolescent girls** on addressing the extreme disadvantages, discrimination and abuse they face in the Lake Chad crisis through gender-responsive programming.

In the last two years, the LCP addressed the needs of girls, boys and their communities through an integrated sectorial approach, addressing protection, education and livelihoods. As a result, Plan International has gained the recognition of its peers, UN agencies and government bodies at both local and national level as one of the lead agencies in the field of child protection and education. The programme promoted access to **formal and non-formal education** across the full spectrum of Early Child Development to secondary education. In doing so, the LCP implemented innovative intervention models such as mobile education units and Accelerated Learning Programmes (ALP). The programme has demonstrated experience and capability in addressing the **different issues of violence, abuse, neglect and exploitation** faced by children and in particular in **combating Sexual and Gender-Based Violence (SGBV)**, working with child survivors and survivors of GBV through a variety of interventions, including the Mobile Protection Service Delivery and the establishment of safe spaces.

Savings and loan groups have been established and women, adolescent girls and youth were trained and provided with start-up kits in various vocations for income generation in order to provide sustainable livelihoods and to promote their empowerment.

In addition, Plan International is recognized for its **expertise on cash transfers to households** aimed at supporting survival and basic needs. As results of its recognized expertise across the sectors, Plan International is nominated as leader of various technical working groups and clusters at sub-national and national level across Cameroon, Niger and Nigeria. The LCP is also contributing to the localization of humanitarian and development interventions through **equal partnerships with Community-Based Organisations** and local NGOs to leverage capacity, leadership, sustainability and local accountability.

Plan International's long **experience in development programming** helps the Lake Chad Programme build sustainable **community engagement** as basis for its overall programming across the three countries by working with community structures, religious leaders, and different groups - Children, Adolescents and Youth, with a specific emphasis on enhancing girls' participation and leadership - based on the Core Humanitarian Standard on Quality and Accountability.

The above-mentioned **experience and capabilities have been built jointly between the three Country Offices, coordinated by the Lake Chad Programme Unit** through the organisation of exchange and learning visits, technical networks across the countries and capacity-building initiatives. This includes a Child Protection Talent Pool, regular planning and strategy meetings (face-to-face and online) of the Emergency Response Managers and the team of the Lake Chad Programme Unit as well as annual Stakeholder meetings with participants from across the whole Plan International Federation.

3.2 LESSONS LEARNED

Drawn from the Real Time Review conducted in March 2018, many lessons learned were factored in this new strategy implementation. Aside from operational areas for improvement, which are being tackled by the COs, the report also highlighted six particularly important areas which this new Lake Chad Programme Strategy addresses:

- **Advocacy and influencing work:** Even though the Lake Chad Programme is present and even co-leading some of the advocacy platforms across the affected countries, there is a need to considerably scale up advocacy and influencing work. This is in order to be able to deliver on the ambition set out in this strategy, including showcasing the impact of Plan International's work at local, national and regional levels. The Lake Chad Programme Unit, through its Advocacy and Communication Specialist, will develop a dedicated LCP Advocacy Strategy which will facilitate to build in dedicated advocacy components into all projects



implemented as part of the LCP. First successes have been Plan International's involvement and support towards the endorsement and implementation of the Safe Schools Declaration and Guidelines for Protecting Schools and Universities from Military Use during Armed Conflict across the three countries of operations as well as the regional study "Adolescent Girls in crisis: Voices from the Lake Chad Basin".

- **Systematic learning, experience-sharing and knowledge management:** There is evidence of learning and implementing lessons learnt in some of the projects in each of the COs, but no formalised cross-border sharing beyond the education and child protection learning networks. The absence of a systematic and harmonized approach to learning within the programme has resulted in inconsistent and incomplete learning which deprives the programme of the benefits of effective learning. The set-up and implementation of a Lake Chad learning agenda will help to address this issue.
- **Gender considerations:** Some of the ongoing projects are not based on a consistent gender analysis which would be necessary to ensure the programme is positioned to challenge social norms and attitudes. There exists a greater opportunity to unpack some of the norms and behaviours that are prevalent in the region and use the disruption of the crisis to challenge and change those which hold girls and women back. To that end, a dedicated gender advisor position within the Lake Chad Programme Unit has been created to support our commitment that all our projects are designed and implemented to contribute to gender equality, and for children, especially girls, to become leaders, ensuring the LCP meets its gender-transformative ambition, involving girls, boys and their families. The above-mentioned research on adolescent girls is a first step towards building the needed evidence for programming and advocacy.

3. CURRENT EXPERTISE AND LESSONS LEARNED



- **Full spectrum programming:** The limited collaboration between the humanitarian and development teams in-country has not allowed the programme to benefit from the experience and knowledge of the development teams to identify inter-connecting areas and foster a deeper collaboration between teams. This would help the Lake Chad programme to effectively tackle root causes as needed in a context of protracted crisis. The ambition of this new strategy and the development of joint outcomes across the functional areas of humanitarian, development and social cohesion is laying down the path for a full spectrum of programming, working at the nexus of humanitarian and development, systematically fostering complementarity, synergies and collaboration to jointly achieve the purpose of this strategy.
- **Integrated regional approach:** The LCP has been able to foster a coordinated approach between the countries of operation, aligning the individual country responses based on a common results framework, the development of a regional M&E framework and standardisation of sectorial approaches and implementation models. The ambition for the strategy period is to move from a coordinated regional approach to an integrated regional approach which will allow a regional analysis of the Lake Chad Basin region and greater impact of programming. This will include the provision of sustainable solutions, taking into account cross-border aspects of the countries and regional strategies such as the UNHCR Nigeria Regional Refugee Response Plan, the stabilization strategy for the Lake Chad Basin as well as refugee movements including possible returns. This will also further improve the coherence of the LCP while allowing enough flexibility for COs to implement additional interventions which are relevant for their respective contexts.

4. STRATEGIC RESPONSE

4.1 LAKE CHAD PROGRAMME POSITION AT THE REGIONAL AND NATIONAL LEVEL

In alignment with the aspirations of Plan International in each of the countries to promote child rights and equality of girls, the LCP will further reinforce its leadership role from community to national level with a strong ability to influence at regional level. Plan International will provide credible programming alternatives based on evidence from our experience, research and community engagement. Any strategic decision will be informed by a robust analysis and understanding of policy and political context. The programme will engage constructively with stakeholders over time to identify and build sustainable solutions, seeking for strong relations with partners in different ways, depending on the context.

4.2 LAKE CHAD PROGRAMME THEORY OF CHANGE

In the protracted and complex crisis in the Lake Chad region, rights violations and non-fulfilment emanates from negative and harmful social norms, attitudes and behaviours, unequal power relations, unequal distribution of economic resources, mal-alignment of public policies and funds that hold girls back from achieving their full potential and exercising their rights. Plan International believes that girls are the primary group that suffer the most in the Lake Chad crisis, with the least power to engage and challenge these rights violations either in the formal or the informal space.

Plan International observes these rights violations conducted by boys, women and men, families, communities, governments, non-state actors, including armed non-state actors, and international bodies. In delivering the Overall Programme Goal that **Girls and boys in the Lake Chad region realise their rights in safety and dignity**, the LCP will put girls and boys at the heart of its beliefs, values and approaches. The programme will walk with and work with girls and boys from birth to adulthood to deliver four Specific Programme Objectives.



Girl learns how to wash her hands during training session at ECCD centre (Cameroon).

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4. STRATEGIC RESPONSE



Group of children living in an IDP camp in Diffa region of Niger.
(©Plan International)

4.3 PROGRAMME GOAL AND STRATEGIC PROGRAMME OBJECTIVES

This strategy draws from and feeds into the country strategies of our COs in Cameroon, Niger and Nigeria. Once the LCP has been extended to Chad, our respective programme will also draw from the Lake Chad Programme Strategy. During the next five years, the LCP will work towards its Overall Programme Goal by achieving four Specific Programme Objectives:

Overall Programme Goal

Girls and boys in the Lake Chad region are resilient and realise their rights in safety and with dignity

Specific Programme Objectives

SPO 1: Ensure and maintain equal access to relevant safe, quality and inclusive education for girls and boys in the Lake Chad region

SPO 2: Improve the protection of girls and boys from violence, abuse, neglect and exploitation in the Lake Chad region

SPO 3: Promote the economic rehabilitation and empowerment of adolescent girls and youth in the Lake Chad region

SPO 4: Promote effective participation, empowerment and leadership of adolescent girls and youth in the Lake Chad region

Each SPO will be achieved through a specific set of collective outcomes across the functional areas of Humanitarian, Development and Social Cohesion. The different key interventions per functional area and collective outcome are outlined in section 4.7 of this strategy.

4.4 HOW WILL THE LAKE CHAD PROGRAMME WORK?

To achieve its ambition set out in this strategy, the LCP will apply different programme and influence strategies:

- **Continue to provide direct assistance including cash and vouchers** to the affected population to alleviate suffering and to protect them, ensuring a conflict-sensitive and do-no-harm approach.

FULL SPECTRUM APPROACH - working at the nexus of humanitarian and development efforts means the LCP will meet humanitarian needs and strengthen resilience, while simultaneously investing in social cohesion and addressing the underlying root causes for a sustainable and lasting impact.

- **Work at the nexus of humanitarian and development efforts** through a full spectrum approach including investments in social cohesion, using an integrated regional approach.
- **Build resilience** to ensure that girls, boys, and their communities are able to deal positively with shocks and stresses affecting them and adapt to future shocks and stresses. Further, by understanding the root causes of their differential vulnerability and developing their adaptive capacity, girls, boys and their communities are better equipped to deal with the current conflict and climate change impacts, for better development outcomes.
- **Transform social norms, attitudes and behaviours** by analysing and challenging structural and systemic gender inequality and girls' rights issues and ensuring that all projects are at least gender-aware, contributing to an overall gender-transformative LCP. Engagement with boys, men and duty-bearers at all stages will be from the perspective of advancing gender equality and girl's rights and issues affecting girls in the Lake Chad region while also contributing to building resilience.
- **Influence on the basis of evidence** by partnering with organisations of like interest with girls at the heart of this approach to advocate for legislation, policies, guidelines and approaches that will transform the issues of girls. The LCP will connect local issues to

national and regional issues based on the data from our projects' implementation and the researches commissioned and undertaken. This will include continuously improving the LCP's way of working by putting in place effective knowledge management mechanisms that allow generation and documentation of best practices and evidence.

GENDER TRANSFORMATIVE PROGRAMMING means that the different projects which form part of the Lake Chad Programme will tackle specific root causes that negatively affect gender equality, removing the barriers that keep girls from achieving their full potential and exercising their rights. Collectively the sum of these projects will contribute to gender equality over time, gradually breaking down barriers to equality and girls' rights.

- **Actively pursue a strategy of widening and strengthening our partnerships** and networks among relevant state and non-state actors by building our staff's capacity in partnership management, as well as through capacity-building programmes for partners and other stakeholders, including CBOs, local NGOs and community leaders for the sustainability of our actions.

In addition to the above, it is worth highlighting that there are underpinning principles of community engagement, coordination with other actors, effective participation of girls and boys in all programme interventions, promotion of sustainable natural resource management as well as sectorial integration within the Lake Chad Programme.

A particular focus will be put on **developing and implementing regional projects** to ensure that the regional perspective is infused in the in-country actions. Regional projects create the opportunity for cross-country learning and regional analysis which will add significant value not only to the specific project but to the whole LCP.

4.5 LAKE CHAD PROGRAMME EXTENSION TO CHAD

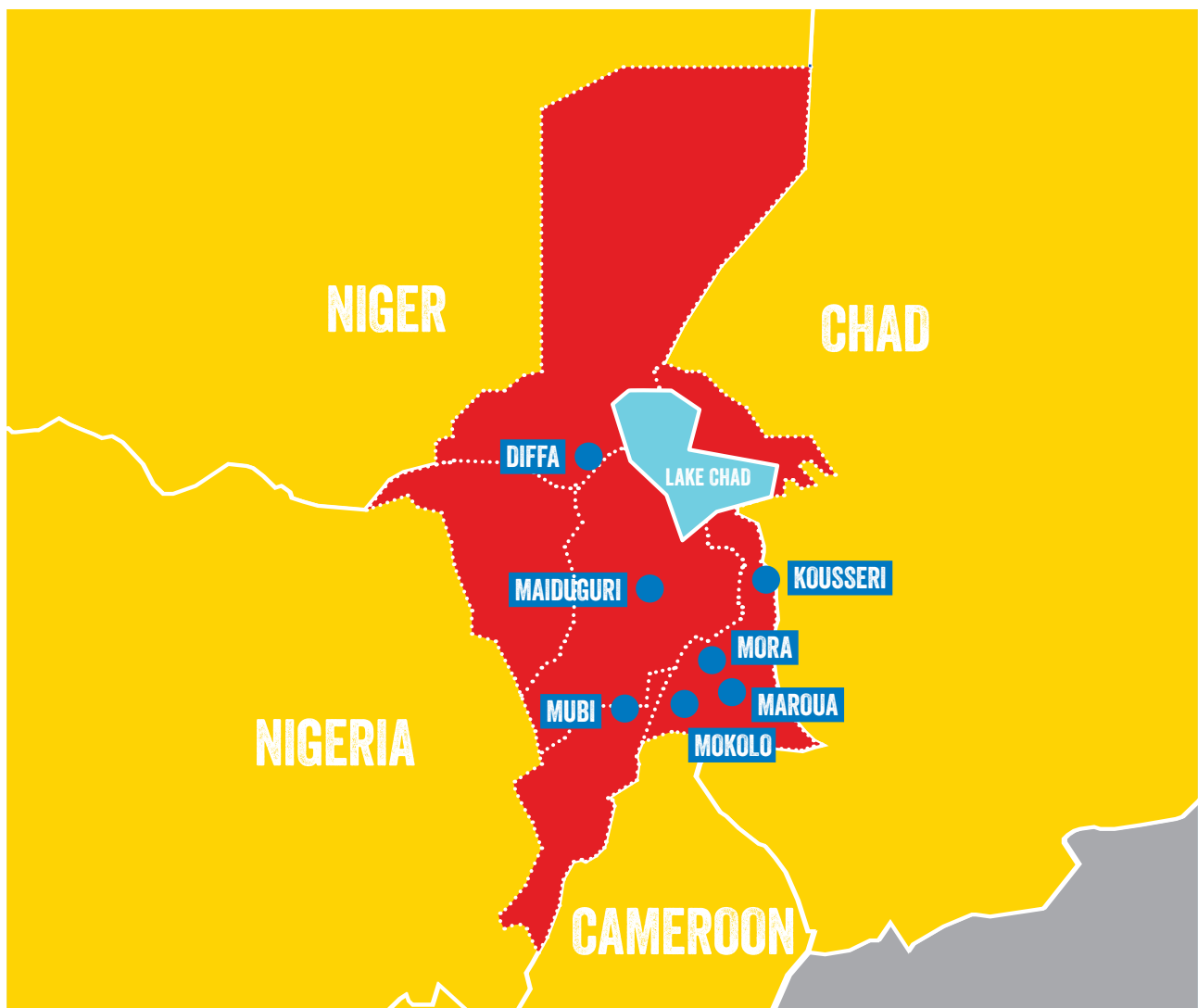
Taking into account the interdependence across the affected countries, the regional dimension of the crisis in the Lake Chad Basin and the need of an integrated regional approach, the extension of the Lake Chad Programme to Chad is of strategic importance to the organisation. Plan International's presence in Chad will help to effectively engage with the Lake Chad Basin commission which plays a critical role in the implementation of the regional stabilization strategy.

Under the lead of the West and Central Africa Hub, Plan International will determine the scope and amplitude of the programme extension to Chad. Once this has been done, the beneficiary coverage and funding projections, which are currently based on our ambition in Cameroon, Niger and Nigeria, will be updated accordingly.

4.6 LAKE CHAD PROGRAMME'S TARGET BENEFICIARIES

The Lake Chad programme interventions will primarily target girls – individually, in groups or associations - as rights-holders through specific targeted programming and as part of broader interventions. This will deliver results not only for girls and women, but also, through their empowerment, for their families, communities and societies. The secondary targets will include 'gatekeepers' and duty-bearers of the primary targets including male partners, adolescent boys, parents or caretakers, family members, civil society organisations and private sector as well as government partners. In delivering for girls and together with them, the programme will work with the secondary targets to build system support for girls and their issues.

INTERVENTION AREAS OF PLAN INTERNATIONAL'S LAKE CHAD PROGRAMME AND OFFICES





Girls laugh together at child-friendly space supported by Plan International (Nigeria).

(©Plan International)

4.7 STRATEGIC PROGRAMME OBJECTIVES AND KEY INTERVENTIONS PER FUNCTIONAL AREA

In order to achieve its ambition, the Lake Chad Programme developed four Specific Programme Objectives which contain collective outcomes/ Nexus outcomes across the functional areas of humanitarian, development and social cohesion. This lays down the path for a full spectrum programming approach, working at the nexus of humanitarian and development and allows us to respond holistically to the humanitarian needs of the affected population, while simultaneously tackling the underlying root causes of the crisis, promoting social cohesion and resilience and transforming gender norms by removing the barriers that keep girls from achieving their full potential and exercising their rights.

The below table shows the different collective/ Nexus outcomes per Specific Programme Objective. Each of the collective outcomes/Nexus outcomes is sub-divided into three different targets (a humanitarian target, a development target and a social cohesion target), reflecting one of the three Nexus components. Under each target there is a set of key interventions listed.

Based on the funding stream and/or the scope of the project (being focused on either humanitarian, development and/or social cohesion), Country Offices and the Lake Chad Programme Unit will select key interventions listed under the specific target(s). Depending on the design of each project, and potentially on donor requirements, the functional areas and respective key interventions could be mixed or not.

This will ensure that different projects focus on different Specific Programme Objectives and functional areas, ensuring that the overall Lake Chad Programme, which is composed of several different projects, is covering the full spectrum from Humanitarian to Development and Social Cohesion.

Some key interventions may be found under more than target. In this case the importance is to ensure the implementation of the respective key intervention at community level, independently of the source of funding.

4. STRATEGIC RESPONSE

SPO 1: ENSURE AND MAINTAIN EQUAL ACCESS TO RELEVANT SAFE, QUALITY AND INCLUSIVE EDUCATION FOR GIRLS AND BOYS IN THE LAKE CHAD REGION.

NEXUS OUTCOMES

FUNCTIONAL AREA HUMANITARIAN	FUNCTIONAL AREA DEVELOPMENT	FUNCTIONAL AREA SOCIAL COHESION
Coverage Girls: 146,961 Boys: 104,457 Adolescent girls: 75,025 Adolescent boys: 57,832 Youth Female: 9,606 Youth Male: 13,017 Adults women: 91,605 Adults men: 54,574	Coverage Girls: 156,967 Boys: 108,325 Adolescent girls: 122,449 Adolescent boys: 83,908 Youth Female: 47,231 Youth Male: 32,765 Adults women: 15,139 Adults men: 13,153	Coverage Girls: 26,304 Boys: 24,236 Adolescent girls: 13,853 Adolescent boys: 13,097 Youth Female: 5,969 Youth Male: 5,356 Adults women: 22,285 Adults men: 18,125

Outcome 1.1: Girls and boys equally access relevant education opportunities.

Humanitarian Target	Development Target	Social Cohesion Target
Continuation of education services for girls and boys in emergency and/or fragile settings is ensured.	Lasting systems, structures and services are in place at local and national level and enable equal access of girls and boys to education.	Access to accountable education services and opportunities to promote social cohesion between refugees, IDPs and host community children.
<ol style="list-style-type: none"> Provision of school kits Provision of cash for education Construction and rehabilitation of classrooms, including equipment, that are resilient to local shocks and stresses as identified by schoolchildren and education leaders and cause no harm to the natural environment Establishment of temporary learning spaces Set-up and implementation of education mobile unit Set-up and support of Early Childhood Care and Development (ECCD) centers School Based Management Committee formation, training and strengthening. Coordination and system strengthening. (Education in Emergencies working groups and Ministry of Education) Organisation of catch-up classes or accelerated learning programs particularly targeting female drop-outs or women wanting to access education Awareness-raising campaign on the importance of education Provision of school feeding/school canteen with storage facilities (particularly to be utilised in rainy season or during conflict periods) Provision of relevant life skills training for girls and boys Waste management (facilities and approaches to disposal inclusive of recycling) – short term 	<ol style="list-style-type: none"> Strengthening of school-based management committee towards promoting girls' agenda based on girls' rights and gender equality Strengthening of community structures to build resilience to identified shocks and stresses Construction and rehabilitation including equipment of permanent classrooms that are resilient to local shocks and stresses as identified by schoolchildren and education leaders and cause no harm to the natural environment. Awareness raising campaign on the importance of education for both girls and boys Provision of relevant life-skills training for girls and boys including decision-making, independence, critical thinking to build their resilience Training of girls and boys on DRR, climate change and climate change adaptation, focusing on solutions and lifestyle changes Establishment of school gardens as teaching aid as well as access to food nutrient supplementation Waste management (facilities and approaches to disposal inclusive of recycling) – long term 	<ol style="list-style-type: none"> Support to host population's children to alleviate tension with IDPs and/or refugees Engagement with Islamic council of Ulamas on integration of Islamiya schools and formal education

SPO 1: ENSURE AND MAINTAIN EQUAL ACCESS TO RELEVANT SAFE, QUALITY AND INCLUSIVE EDUCATION FOR GIRLS AND BOYS IN THE LAKE CHAD REGION.

NEXUS OUTCOMES

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Outcome 1.2: Girls, boys and teachers learn and work in safe, protective and supportive learning environments

Humanitarian Target	Development Target	Social Cohesion Target
<p>Learning environments and infrastructures in emergency settings are secure and safe, and promote the protection and the psycho-social well-being of learners, teachers and other education personnel</p>	<p>Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all</p>	<p>Education services are promoted in a contextualized and conflict-sensitive manner</p>
<ol style="list-style-type: none"> 1. Provision of WASH in schools 2. School Management Committees, Parent Teacher Associations and similar associations' training on protection and safety-related topics including school related GBV 3. Menstrual hygiene management, including education, waste management and provision of dignity kits 4. Support to the recruitment of women teachers 5. Support to the development and the implementation of School Safety Plan 6. Support the domestication and the implementation of the Safe School Declaration 7. Construction of school fencing 8. Provision of Psycho-social support to teachers and pupils 9. Development of school-based DRR plans 10. Establishment of safe referral, reporting and feedback mechanisms 	<ol style="list-style-type: none"> 1. Provision of WASH in schools. 2. Advocacy on increasing government budget for education and safety in the education system 3. Inclusion of disaster risk reduction and resilience into the training school curricula 4. Menstrual hygiene management, including education, waste management and provision of dignity kits 5. School adaptation for children with special needs 6. Support to community-led education promotion activities 7. Establishment of and support to school clubs. 8. Support to the recruitment of women teachers 9. Advocacy on creating a supportive learning environment for women teachers 10. Support the domestication and the implementation of the Safe School Declaration 	<ol style="list-style-type: none"> 1. Provision of education on peace and reconciliation

4. STRATEGIC RESPONSE

SPO 1: ENSURE AND MAINTAIN EQUAL ACCESS TO RELEVANT SAFE, QUALITY AND INCLUSIVE EDUCATION FOR GIRLS AND BOYS IN THE LAKE CHAD REGION.

NEXUS OUTCOMES

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Outcome 1.3: Education personnel teach relevant curricula with gender-responsive, learner-centered, participatory and inclusive methods

Humanitarian Target	Development Target	Social Cohesion Target
Teaching quality in emergency and/or fragile settings is promoted	Capacities of the national education system and sector to fulfil its role are sustainably improved	Relevant conflict-sensitive education that contributes to social cohesion is promoted
<ol style="list-style-type: none"> 1. Volunteer teacher recruitment, training and incentive payments. 2. Support to the selection of teachers including female teachers 3. Implementation of teacher training including coaching, on gender-responsive pedagogy, multi-grade class management, PSS, GBV, gender, protection, disability and inclusion and non-violent means of correction and learner-centred, participatory and inclusive methods. 4. Implementation of teacher peer to peer education and mentorship. 5. Provision of teacher kits 6. Support to education managers on strengthening supervisory roles and support for teachers. 7. Support to school-based community structures 8. Engagement with Education Ministry to promote adaptation of accelerated learning approaches 	<ol style="list-style-type: none"> 1. Organisation of coaching and refresher sessions for the teachers 2. Advocacy on quality teachers' retention 3. Integrated Quranic education 4. Support to the government on development/review of national curricula. 5. Strengthening Ministry of Education accountability and supervision 6. Advocacy on the inclusion of climate change and natural resource management in national and local curricula 7. Advocacy on how to apply a gender transformative education approach 	<ol style="list-style-type: none"> 1. Advocacy for integration of formal education into Quranic schools 2. Training of teachers on conflict-sensitive education, reconciliation and peace building education

SPO 2: IMPROVE THE PROTECTION OF GIRLS AND BOYS FROM VIOLENCE, ABUSE, NEGLECT AND EXPLOITATION IN THE LAKE CHAD REGION

FUNCTIONAL AREA HUMANITARIAN	FUNCTIONAL AREA DEVELOPMENT	FUNCTIONAL AREA SOCIAL COHESION
Coverage Girls: 105,306 Boys: 58,926 Adolescent girls: 72,890 Adolescent boys: 20,439 Youth Female: 68,239 Youth Male: 8,788 Adults women: 77,438 Adults men: 15,875	Coverage Girls: 181,321 Boys: 60,980 Adolescent girls: 174,704 Adolescent boys: 54,705 Youth Female: 125,387 Youth Male: 31,708 Adults women: 103,434 Adults men: 29,343	Coverage Girls: 41,254 Boys: 31,757 Adolescent girls: 31,012 Adolescent boys: 22,097 Youth Female: 16,797 Youth Male: 11,582 Adults women: 30,854 Adults men: 20,124

Outcome 2.1: Girls and boys are active participants in their own protection and receive quality family care

Humanitarian Target	Development Target	Social Cohesion Target
Girls, boys and their parents/caregivers are able to prevent and address child protection and GBV risks in emergency and/or fragile settings	Girls, boys and parents/caregivers are resilient towards child protection and GBV risks.	Children associated with Armed Forces and Armed Groups (CAAFAG) and families are prepared for successful reintegration
<ol style="list-style-type: none"> Parenting sessions to strengthen positive parenting skills Strengthening of mental health and psycho-social support for parents/caregivers, Referral to specialised mental health/psychosocial support services Life skills sessions for adolescents and youth Gender sensitive awareness-raising/sensitization sessions targeting children and adolescents on child protection risks, where and how to report CP and GBV concerns, how to protect themselves against harm, available services and how to access them Establishment and support to family support networks to reduce the social isolation of families and increase social support Provision of information on Child and Girls' rights 	<ol style="list-style-type: none"> Training on positive parenting techniques including gender equity and prevention of harmful practices Establishment and strengthening of family support networks Strengthening of social protection programmes for at-risk families Life skills sessions Awareness raising/sensitization sessions targeting children and adolescents on child protection risks, where and how to report CP concerns, how to protect themselves against harm Establishment of Children and Youth Clubs Provision of information on Child and Girls' rights Identification of traditional mechanisms for providing care for children who are outside of family care Support and development of care services in line with the Guidelines for the Alternative Care of Children 	<ol style="list-style-type: none"> Rehabilitation of CAAFAG and Vigilante Groups to civilian life Promotion of community acceptance Re-establishing of community connectedness Promotion of children's and adolescents' leadership in peace-building initiatives Awareness and sensitization-raising actions/campaigns on the importance of non-violent conflict resolution and peaceful co-existence within communities

4. STRATEGIC RESPONSE

SPO 2: IMPROVE THE PROTECTION OF GIRLS AND BOYS FROM VIOLENCE, ABUSE, NEGLECT AND EXPLOITATION IN THE LAKE CHAD REGION

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Outcome 2.2: Community-based and government led child protection systems prevent and respond appropriately to child protection and GBV issues

Humanitarian Target	Development Target	Social Cohesion Target
Community-based child protection structures are able to prevent and address child protection and GBV issues in emergency and/or fragile settings	Protection systems from community to national level promote children's resilience towards child protection and GBV risks	Community systems prevent and manage inter-community conflict
<ol style="list-style-type: none"> 1. Establishment and strengthening of gender-sensitive community-based child protection groups/structures to prevent and mitigate CP and GBV issues 2. Provision of community-based psycho-social support for children and adolescents 3. Establishment of Child Friendly Spaces and Safe Spaces for Adolescent Girls 4. Development and implementation of Child Protection Action Plans 5. Establishment of Feedback and Complaints mechanisms 	<ol style="list-style-type: none"> 1. Support community-based child protection structures to develop links with formal child protection systems at local and national levels 2. Address socio-cultural norms that condone violence against children and GBV including engaging with girls' and women's rights organisations 3. Capacity building of government social workers & local CBOs to manage and respond to child protection cases and GBV 4. Strengthening capacities of community workers, CBOs and CSOs 5. Support to the government to strengthen the child protection and GBV information management system 6. Identification and dissemination of relevant national law, policies, guidelines related to alternative care 	<ol style="list-style-type: none"> 1. Advocacy on legislation and policy development focusing on disarmament, demobilization and reintegration of children 2. Community-based reintegration of children associated with armed forces and groups 3. Community engagement to prevent the stigmatization of GBV and child survivors and to promote their social inclusion 4. Establishment of community-based mediation/arbitrate/reconciliation committees/structures and/or bodies including women and youth sub-committees

SPO 2: IMPROVE THE PROTECTION OF GIRLS AND BOYS FROM VIOLENCE, ABUSE, NEGLECT AND EXPLOITATION IN THE LAKE CHAD REGION

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Outcome 2.3: Girls, boys and adolescents have access to appropriate and timely services to prevent and respond to child protection and GBV issues

Humanitarian Target	Development Target	Social Cohesion Target
Children and adolescents access quality services to prevent and respond to child protection and GBV issues in emergency and/or fragile settings	Systems from community to national level promote resilience towards child protection and Gender-Based Violence	Child survivors of violence, abuse and exploitation are socially integrated and supported by their families and their communities
<ol style="list-style-type: none"> 1. Development of CP/GBV referral pathways and Standard Operating Procedures (SOPs) 2. Provision of CP and GBV case-management services that are tailored to gender and age-specific needs and capacities 3. Provision of dignity kits for women, adolescent girls and male survivors 4. Capacity-building of service providers including legal and health services and promote linkages with CP system 5. Strengthen Sexual and Reproductive Health Services for Adolescents and Youth 6. Support to the government to establish and strengthen CP and GBV information management system 7. Provision of gender sensitive psycho-social support for children and GBV survivors 8. Awareness raising/sensitization campaigns on SRHR 9. Implementation of Mobile Service Delivery Approaches 10. Family livelihood support, including cash transfer programming for parents and caregivers to promote their children's access to protection, education, and other services 11. Promotion of adolescent girls' and boys' access to cash for work, income-generating activities/training, and other livelihood opportunities for older adolescents of working age 12. NFI, Cash Distribution or Economic Strengthening activities for survivors of GBV 13. Coordination and system strengthening. (Child Protection in Emergencies working groups, GBV working groups, Protection sector working groups/clusters and ministries in charge) 	<ol style="list-style-type: none"> 1. Capacity-building of government social workers, service providers & local CBOs to manage and respond to CP and GBV risks including harmful practices. 2. Support to the government to strengthen a CP and GBV information management system 3. SRHR awareness and Behavioural Change Communication 4. Life-skills sessions 5. Community skills development on SRHR for community leaders, parents, adolescent girls and boys 6. Provision of foster families with Economic Strengthening Activities 	<ol style="list-style-type: none"> 1. Advocacy on legislation and policy development focusing on safer environments, impunity for perpetrators, reintegration of GBV and child survivors 2. Provision of CAAFAG with psycho-social support 3. Provision of CAAFAG with education services

4. STRATEGIC RESPONSE

SPO 3: PROMOTE THE ECONOMIC REHABILITATION AND EMPOWERMENT OF ADOLESCENT GIRLS AND YOUTH IN THE LAKE CHAD REGION

NEXUS OUTCOMES

FUNCTIONAL AREA HUMANITARIAN	FUNCTIONAL AREA DEVELOPMENT	FUNCTIONAL AREA SOCIAL COHESION
Coverage Girls: 18,827 Boys: 11,155 Adolescent girls: 31,616 Adolescent boys: 19,123 Youth Female: 37,413 Youth Male: 20,691 Adults women: 30,018 Adults men: 15,568	Coverage Girls: 6,194 Boys: 4,444 Adolescent girls: 9,489 Adolescent boys: 6,278 Youth Female: 10,376 Youth Male: 6,163 Adults women: 14,864 Adults men: 9,095	Coverage Girls: 13,023 Boys: 7,793 Adolescent girls: 19,297 Adolescent boys: 11,296 Youth Female: 20,351 Youth Male: 10,320 Adults women: 20,250 Adults men: 11,537

Outcome 3:1: Adolescent girls and youth have improved their economic situation in a sustainable manner

Humanitarian Target

Adolescent girls and youth are able to cover their basic needs in emergency and/or fragile settings by themselves

1. Vocational training for adolescent girls and youth
2. Income-generating activities training for adolescent girls and youth
3. Strengthening of economically-active networks/groups
4. Training on local techniques for improved self-subsistence
5. Training on life skills relevant for economic rehabilitation and empowerment
6. Organisation of literacy programs for adolescent girls and youth
7. Government operationalizing and scaled-up vocational training in emergency
8. Support to adolescent girls and youth to start small businesses
9. Formation of and support to early recovery and livelihood clusters
10. Community awareness sessions on combating stereotypes and traditional patterns on vocational skills/ life skills
11. Implementation of different cash transfer modalities including cash for work.

Development Target

National systems are strengthened to provide relevant skills for employment and entrepreneurship to adolescent girls and youth

1. Community awareness for skills acquisition programmes for adolescent girls
2. Development and harmonization of the life skills training
3. Entrepreneurship training
4. Advocacy for government scale-up and sustainability
5. Organisation of youth economic promotion fora
6. Institutional support to vocational training centers
7. Establishment of social and safety nets
8. Training of girls and boys on green jobs and natural resource management (with a solid understanding of sustainable livelihoods)

Social Cohesion Target

CAAFAG and former youth combatants are engaged in economic opportunities and contribute to peaceful co-existence within their communities

1. Provision of CAAFAG and vigilante group members with economic opportunities
2. Engage government and other organisations to develop and provide bespoke YEE services to former combatants
3. Inclusion of peace-building thematic in vocational training programmes
4. Advocacy for displaced persons to have access to land for economic activities

SPO 4: PROMOTE EFFECTIVE PARTICIPATION, EMPOWERMENT AND LEADERSHIP OF ADOLESCENT GIRLS AND YOUTH IN THE LAKE CHAD REGION

FUNCTIONAL AREA HUMANITARIAN	FUNCTIONAL AREA DEVELOPMENT	FUNCTIONAL AREA SOCIAL COHESION
Coverage Girls: 63,152 Boys: 27,938 Adolescent girls: 80,935 Adolescent boys: 35,951 Youth Female: 64,184 Youth Male: 24,504 Adults women: 29,266 Adults men: 15,583	Coverage Girls: 4,588 Boys: 1,888 Adolescent girls: 6,926 Adolescent boys: 3,047 Youth Female: 6,792 Youth Male: 3,810 Adults women: 6,436 Adults men: 4,879	Coverage Girls: 8,895 Boys: 5,583 Adolescent girls: 10,957 Adolescent boys: 7,343 Youth Female: 7,490 Youth Male: 5,652 Adults women: 6,994 Adults men: 6,401

Outcome 4.1: Adolescent girls and youth take the lead in decisions that affect their lives

Humanitarian Target	Development Target	Social Cohesion Target
Adolescent girls and youth are effective humanitarian actors and lead on issues that affect their lives	Adolescent girls and youth take collective action for systemic social change	Adolescent girls and youth are active agents of change and promote peaceful co-existence at local level and beyond
<ol style="list-style-type: none"> Capacity/ skills development Setup of platforms of discussion between youth and adolescent girls' groups Development and implementation of Youth Engagement and Consultation strategy Capacity-building for adolescent girls and youth organisation capacity for inclusion into decision-making processes Organisation of Adolescent Girls and Youth Consultations Establishment of feedback and complaints mechanisms on youth and adolescent girls' concerns 	<ol style="list-style-type: none"> Capacity-building of youth and adolescent girls to understand and participate in decision-making processes Capacity building of a critical mass of youth and adolescent girls advocates Training of and support to specific ministries to understand the focus on girls from a national productivity and development lens and provide skills on how to engage with girls. Training of girls and youth platforms and networks on youth leadership in civil society Funding networks and platforms to carry out influencing activities Support to CBOs, local CSOs, youth and adolescent girls' groups to initiate and engage effectively in behaviour change, social mobilization and public advocacy campaigns on gender equality and girls' rights 	<ol style="list-style-type: none"> Working with youth, youth platforms and networks on peace building Working with adolescent girls and women on strengthening their role in mediation, reconciliation and peace processes

5. STRUCTURE OF THE LAKE CHAD PROGRAMME



A young woman carries relief goods home in Adamawa state (Nigeria).
(©Plan International)

The set-up of the Lake Chad Programme came with the necessity of a centralised coordination of the actions and interventions in the countries. In this regard, the Lake Chad Programme Unit was established as a shared resource for the countries responding to the Lake Chad Crisis. The Real Time Review conducted in March 2018 confirmed the increasingly pivotal role of the unit as follows: “The Lake Chad Response is in a position through the coordination unit team to strengthen the projects in line with a common results framework, develop an influence and advocacy strategy building on practices in each CO, not just programmatically but also operationally, and capitalising on the position of Plan International in each CO, to reach a regional and global audience. Additionally, through formalized evidence-based documentation of the impact of Plan International’s activities, increased engagement with donors and NOs could occur.”

The Lake Chad Oversight Group, chaired by the Regional Director and composed of representatives from the Global Hub, the West and Central Africa Hub, National Organisations and Country Offices, provides strategic oversight and support to the programme.

The Lake Chad Steering Committee is the governing body of the Lake Chad Programme, composed of the Country Directors, the Regional DRM Manager and the Lake Chad Programme Coordinator.

The Lake Chad Programme Strategy is being operationalised by the Lake Chad Programme Unit, which is a shared service between the three Country Offices, and the Programme Departments at Country Office level including their respective support functions. Taking into account the integrated programme approach as well as the organisation’s ambition to implement a full spectrum programme at the nexus of humanitarian and development work, the Lake Chad Programme Coordinator will continue to work closely with both Emergency Response Managers and Head of Programmes at Country Level. Furthermore, the humanitarian and development teams at Country Office level will work more closely together to translate the full spectrum vision into practice through common and joint

planning, cross-learning, creating of synergies and building on the strengths from each other to ensure the application of our different programme and influence strategies stated in this strategy.

If the opportunity or need arises, Plan International will build specific technical capacity into the Lake Chad Programme Unit to support the programme quality of the implementation at country level and ensure regional learning around the specific

thematic areas aligned with the four Specific Programme Objectives.

At country level, each country will ensure the availability of technical expertise for effective implementation of the Lake Chad Programme strategy.

The current strategy document forms three enabling objectives the Lake Chad Programme Unit has to deliver in support of the achievement of the Strategic Programme Objectives:

ENABLING OBJECTIVES

1. Foster quality working approaches and programme deliverables

The LCP unit will provide strategic support for effective integration of the programme across the four countries and coordination in the delivery process, working closely with the Emergency Response Managers at country level and the regional DRM unit. The unit will also provide hands-on technical support and capacity-building to the response team in the respective countries in the areas requiring additional efforts (e.g. M&E, Research, Advocacy work, in-country donor engagement, coordination) to allow them to perform at an optimum level. To this regard, the unit will look for qualified human resources in the concerned areas to accompany the countries. In addition, the unit will facilitate learning across countries, including sharing of experiences and best practice, as well as alignment of intervention approaches. At this stage of the programme, the Lake Chad Programme unit includes a Programme Coordinator, a MERL specialist, a Finance and Grants specialist, an Advocacy and Communication specialist and a Gender Advisor as shared resources to support the country offices in the implementation of the Lake Chad Programme strategy.

The coordinator ensures the visibility of the programme, a strong collaboration between Plan International's humanitarian and development teams at CO level, visibility and coordination with humanitarian actors and other stakeholders at regional level as well as a successful move from a coordinated to an integrated approach with support of the Regional DRM Unit.

- The MERL specialist ensures that not only does Plan International have quality MERL processes, procedures and systems throughout the programme, but also that it makes good use

of the outputs and outcomes of MERL to improve the programme for higher impact.

- The Finance specialist ensures grant management.
- The Communication and Advocacy specialist will cover the aspects of communication, advocacy and influencing within the response in line with the Global DRM influencing framework, and the Regional Office influencing strategy.
- The gender specialist ensures that gender considerations are properly factored in our work.

2. Promote a sustainable funding model for programme impact

Plan International will deepen joint as well as individual CO fundraising in this strategy period to achieve the outlined objectives. It will implement a concentric fund-raising approach to ensure implementation of all elements of the strategy (humanitarian, development and social cohesion). Recognising that the crisis is long term, we will explore a mechanism for sustainable financing in the medium term.

3. Position the Lake Chad programme as regional leader for promoting gender equality and protecting girls' rights in the Lake Chad region

Plan International will develop and implement an advocacy strategy with clear objectives to raise our profile as a credible voice and to advocate on girls' rights issues. It will position itself as a gender transformative results-oriented sub regional leader on integrated humanitarian, development and social cohesion programming. The communication will be geared both towards strengthening local, national and regional influencing work and also brand and identity.

6. FINANCIAL RESOURCING

6.1 FUNDING PROJECTIONS BY FINANCIAL YEAR (IN EUROS)

Programme Objectives	Functional areas	Year 1	Year 2	Year 3	Year 4	Year 5	Total
SPO 1: Ensure and maintain equal access to relevant safe, quality and inclusive education for girls and boys in the Lake Chad region	Humanitarian	8,749,980	8,916,982	7,671,982	6,550,983	5,402,547	37,292,474
	Development	2,576,667	2,967,878	3,866,922	4,785,239	6,382,373	20,579,079
	Social cohesion	1,134,595	1,142,827	1,010,444	914,060	715,676	4,917,602
	TOTAL	12,461,242	13,027,687	12,549,348	12,250,282	12,500,596	62,789,155
SPO 2: Improve the protection of girls and boys from violence, abuse, neglect and exploitation in the Lake Chad region	Humanitarian	8,893,364	8,971,795	7,233,090	6,694,055	5,828,021	37,620,325
	Development	2,656,974	2,863,217	3,807,542	4,721,333	6,322,990	20,372,056
	Social cohesion	993,526	1,013,544	864,303	800,062	712,821	4,384,256
	TOTAL	12,543,864	12,848,555	11,904,935	12,215,450	12,863,832	62,376,636
SPO 3: Promote the economic rehabilitation and empowerment of adolescent girls and youth in the Lake Chad region	Humanitarian	6,100,184	6,126,669	4,536,621	5,821,113	5,230,506	27,815,093
	Development	2,763,611	3,289,575	4,142,268	5,025,930	6,410,927	21,632,311
	Social cohesion	2,321,670	2,210,436	2,041,069	2,176,703	2,137,336	10,887,214
	TOTAL	11,185,465	11,626,680	10,719,958	13,023,746	13,778,769	60,334,618
SPO4: Promote effective participation, empowerment and leadership of adolescent girls and youth in the Lake Chad region	Humanitarian	1,604,689	1,665,410	1,286,270	1,690,131	1,478,991	7,725,491
	Development	574,747	688,381	979,773	1,262,316	1,708,108	5,213,325
	Social cohesion	187,538	190,239	127,951	154,801	162,652	823,181
	TOTAL	2,366,974	2,544,030	2,393,994	3,107,247	3,349,750	13,761,997
							199,262,406

6.2 DONOR LANDSCAPE AND OPPORTUNITIES

At the High-Level Conference on the Lake Chad Region in Berlin, Germany in September 2018, 17 States³³, the European Commission, the UN Central Emergency Response Fund, the UN Peacebuilding Fund, the African Development Bank and the World Bank announced \$2.17 billion for the Lake Chad Basin Region. This amount includes funding for humanitarian, development and peacebuilding/ stabilization activities. Furthermore, multilateral financial institutions (African Development Bank, Islamic Development Bank and World Bank) announced \$467 million in concessional loans.

Plan International will raise over time increased parts of the overall strategy budget from long-term development sources and from those supporting social cohesion interventions, in addition to its ongoing fundraising efforts for humanitarian assistance.

³³ United States, Germany, United Kingdom, France, Norway, Denmark, Belgium, Canada, Luxembourg, Sweden, Switzerland, Italy, Netherlands, Ireland, Spain, Finland, Poland

7. RISK ASSESSMENT AND MITIGATION ACTIONS

LEVEL OF RISK

(from 1 = lowest to 5 = highest)

Risk	Impact (A)	Likelihood (B)	Gross Risk Rating (A x B)	Risk Management
1 Insufficient financial resources may lead to a poor achievement of CO objectives which would substantially reduce the impact and would affect the organisation's credibility both with beneficiary communities and other stakeholders	4	3	12	<ul style="list-style-type: none"> Engage in partnerships and source for match funds Advocacy and influencing implemented according to the organisation's mandate Diversify funding community
2 Low staffing quality may lead to poor programme delivery which would substantially reduce the impact and would affect the organisation's credibility both with beneficiary communities and other stakeholders	4	3	12	<ul style="list-style-type: none"> Invest more in internal capacity Improve staff welfare and working environment
3 Slow procurement process may lead to programme implementation delays which would affect the organisation's credibility both with beneficiary communities and other stakeholders	5	4	20	<ul style="list-style-type: none"> Following process, SAP training, increase staff in admin and build capacity Procurement plans
4 Insecurity may increase risk to staff personal security and prevent access to communities, which would reduce the impact of the programme	4	3	12	<ul style="list-style-type: none"> Appropriate security assessments Appropriate security protocols (crisis management etc.) Annual security training plan Preparedness of standard security documents (SOPs – contingency plans etc.) Efficient networking with a strong information gathering system Adequate security advisories Strengthened cooperation between security and programs
5 Sexual exploitation and other forms of abuse by Plan staff may lead to the loss of Plan International's credibility which would affect community engagement and create a public relation crisis	5	1	5	<ul style="list-style-type: none"> Training of the staff on safeguarding and code of conduct Immediate disciplinary decision taken without discrimination among staff Safeguarding policy and procedure reinforced

8. MONITORING, EVALUATION, RESEARCH AND LEARNING



Girl reading a book at an IDP camp in the Diffa region of Niger.
(©Plan International)

The Lake Chad Programme is developing an integrated approach to Monitoring, Evaluation, Research and Learning (MERL) to ensure they feed into each other and allow us to make MERL effective within the programme. The application of the existing standards to each piece of MERL work will be critical. It is envisaged to further strengthen the capacities of colleagues at country level within the programme to that regard.

Once the strategy is approved, an M&E framework, including a comprehensive M&E plan, will be developed together with the tools which will be used to collect data across all countries. The M&E staff in each country will be oriented/trained on the effective use of the package developed.

In addition to the M&E framework, a certain number of initiatives will be implemented:

- **Lake Chad Output Tracker:** a system that will serve as database to record data collected on any output indicator and the related beneficiaries, which will offer the possibility to retrieve information based on criteria provided by the user
- **Lake Chad Learning agenda:** a document outlining the scope, the objectives, the expected outcomes and the processes of learning within the programme. A proper roll-out of the agenda will be conducted and its implementation will be monitored and reported on.

A periodic analysis of the data collected during monitoring activities will prompt the areas where there is need to dig in to get more knowledge. The emerging issues uncovered by the project evaluations will also contribute to update the research needs. To that effect the Lake Chad Programme will partner with research institutions and universities to undertake research on identified topics. The findings resulted from the research initiatives will be followed up and monitored to inform on the progress.

Participation of the community members, especially children and adolescent girls to the MER and Learning processes, not only as respondents but also as key actors of the whole system, will be promoted in conjunction with effective feedback and complaints mechanisms.



Hadiza, 17, is supporting her education by making and selling traditional headwear (Nigeria).

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About Plan International

We strive to advance children's rights and equality for girls all over the world. We recognise the power and potential of every single child. But this is often suppressed by poverty, violence, exclusion and discrimination. And it's girls who are most affected. As an independent development and humanitarian organisation, we work alongside children, young people, our supporters and partners to tackle the root causes of the challenges facing girls and all vulnerable children. We support children's rights from birth until they reach adulthood, and enable children to prepare for and respond to crises and adversity. We drive changes in practice and policy at local, national and global levels using our reach, experience and knowledge. For over 80 years we have been building powerful partnerships for children, and we are active in over 75 countries.

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