



Save the Children Fiji

**2022 - 2024
Strategy**

Transforming Impact



Save the Children

Foreword

I am excited to share with you Save the Children Fiji's 2022–2024 Strategy, which describes the strategic aspirations and objectives we have established to transform impact for children and more effectively carry out our mandate to serve children in Fiji and the Pacific region.

In order to create a new Strategy, we have taken a close look at our past results, our strengths, challenges, and possibilities. We thought about our operational model and where we are as an organization, including how we are positioned locally, regionally, and worldwide. The fact that we have strong ties to local communities in Fiji, strong partnerships, and are adept at reaching out to isolated communities is by far our greatest strength. Since our establishment in Fiji in 1972, we have grown from strength to strength and worked to uplift our brand and gain recognition from donors, government, and partners in Fiji and the region. Our operating model is influenced by issues affecting children in Fiji and our response to those issues through various projects. In order to make sure that our operating model makes sense, we assessed our systems and processes, organizational structure, personnel management, and usage of technology as part of the Strategy creation process. We recognized that we are competing with other agencies for funding to address issues facing children. So how could we differentiate ourselves while still providing for children? How could we get to the point where partners and donors pick SC Fiji as their partner of choice for children? These were some of the essential questions we asked ourselves as we thought through and developed our 2022–2024 Strategy.

The 2022-2024 Strategy guides all our work for children in Fiji and also in the region. The Strategy sets the parameters for all our programmes and ensures that our core programmes and projects are rights based and child-centered. The Strategy's four main goals—Education, Protection, Health, and Safety Net & Resilience—are consistent with Save the Children's global goals. In order to ensure that SCF is prepared to confront the issues faced by children, gender equality and social inclusion, climate change and humanitarian response are cross-cutting priorities across each of the Strategic Goals. We have included strategic initiatives for each

goal and will continue to conduct child led research, advocate for causes, develop policies, leverage partnerships, and increase the involvement of children in decision-making not only at the local level but also at the national and international levels. We have also recognized that the goals are only possible if we continue to invest and strengthen our enablers and therefore, over the next three years, we are taking steps to further improve our technical capabilities, policies, systems and processes that are well-equipped to deliver our strategic initiatives for children.

SCF's 2022-2024 Strategy was developed in consultation with key partners and with the insights by SCF staff, volunteers and members from KidsLink and child clubs. SCF's Board members provided their valuable feedback and the Strategy was formally endorsed by SCF Board on the 13th of October 2022. I am positive that with the support of our talented and dedicated staff and volunteers, key milestones will be met over the next several years to achieve the goals. I encourage all stakeholders, donor partners including corporate partners to work hand in hand with SCF and pledge resources and capabilities to transform children's lives. We have been inspired by the words of our founder, Eglantyne Jebb, 'Save the Children is often told that its aims are impossible, that there has always been child suffering, and they're always will be. We know. It's impossible only if we make it so. It's impossible only if we refuse to attempt it.'

Shairana Ali
Chief Executive Officer

Contents

01 Forward

03 Table of Contents

04 Our 2030 Ambition

05 Who we are and Our Work

06 Save the Children Fiji Strategy 2022-2024

16 2022 - 2024 Strategy Map

19 Save the Children Fiji Strategy 2022-2024 Cont.

22 2022 - 2024 Strategy Score Card

OUR 2030 AMBITION

We will do whatever it takes to ensure that all children Survive, Learn, and are Protected by 2030.

We won't inspire breakthroughs on our own. We will work hand in hand with children and their communities, our partners, and our donors. Only then will we transform the lives of children and make a real difference.

There are currently 2.6 BILLION children in the world.

5.9 MILLION CHILDREN under the age of 5 die from preventable causes each year.

59 MILLION CHILDREN are not in school. Of the children in school, **250 MILLION are not learning the basics in reading and mathematics.**

Up to 1.5 BILLION children experience violence each year.

OUR THREE GLOBAL BREAKTHROUGHS FOR 2030.

SURVIVE
NO CHILD DIES FROM PREVENTABLE CAUSES BEFORE THEIR FIFTH BIRTHDAY

LEARN
ALL CHILDREN LEARN FROM A QUALITY BASIC
EDUCATION

BE PROTECTED
VIOLENCE AGAINST CHILDREN IS NO LONGER TOLERATED

Who We Are

We have been creating sustainable and lasting change in the lives of children in Fiji for 50 years. Created in Fiji in 1972, we are a non-political organisation that continues to be dedicated to driving positive change for children across the region.

As a Child Rights Organisation, we work to ensure children can realise their rights, particularly those children who are in the most vulnerable and marginalised environments. Currently, we work from ground level to policy level with direct work in more than 54 informal settlement and communities across Fiji.

Our Work

Globally, Save the Children protects the lives of children in more than 120 countries, and each year, we support millions of the hardest to reach and most vulnerable children and young people around the world.

Locally we work to create long-lasting, sustainable change in the lives of children in Fiji by driving change from the community level to Government and policy. We take a holistic approach to our advocacy and programmatic work by working directly on key areas of:

- **Education**
- **Health**
- **Child Protection**
- **Child Participation**
- **Child Centered Disaster Risk Reduction**
- **Child Sensitive Livelihoods**
- **Humanitarian Response**

Save the Children Fiji Strategy 2022-2024

1. Background

Save the Children Fiji Strategy 2022-2024

Save the Children Association (SCA) and Save the Children International (SCI) have been working steadily to achieve the collective ambition for children and the agreed breakthroughs which are the following:

By 2030, no child dies of preventable causes before their fifth birthday (Survive);

By 2030, all children learn from a quality basic education (Learn);

By 2030, violence against children is no longer tolerated (Be Protected).

These breakthroughs are aligned with the global Sustainable Development Goals and the Convention on the Rights of the Child (CRC). Globally, Save the Children member organisations including Save the Children Fiji (SC Fiji) have agreed on common principles to achieve the ambition for children. These principles include putting children and their rights at the centre of all programs and services and focusing on the rights of those children who are most deprived and marginalised while strengthening capacities of all stakeholders to improve the situation of children worldwide.

To achieve the globally agreed breakthroughs, SC Fiji has been implementing three-year strategies which are aligned with the SCA/SCI Strategy. SC Fiji -2021 and has been reviewed to ensure the changing global, regional and country contexts are reflected in the new strategy period covering 2022-2024.

2. Responding to a changing global context

The new strategy has been developed recognizing the ongoing challenges of Climate Change and the devastations of reoccurring Tropical Cyclones as well as the impact of the Global Covid 19 Pandemic which continues to pose a real existential threat and an ongoing risk of being violated or even denied.

According to the Climate Vulnerability Assessment (CVA), between 2000 and 2016, a total of 41 climate- related disasters occurred in Fiji, which has resulted in a total of 237 deaths, affected 1.6 million Fijians and caused a total loss of FJ \$3.2 billion. Tropical cyclone and flood

losses push an average of 25,700 Fijians into poverty every year (CVA, 2017). It is a matter of concern that Climate Change, Tropical Cyclones and emerging pandemic such as Covid 19 are expected to amplify these risks, threatening the development objectives of the country and affecting daily livelihoods of the Fijian people.

Recognizing that Climate Change and Covid 19 are perhaps the most perplexing developmental challenges of this era, Fiji has committed much effort in reforms, strategies and policy shifts to better understand and mitigate the impacts of climate change, natural hazards and also the Covid 19 Pandemic which have posed unprecedented challenges to health, education and has further posed a challenge to ensuring that our children are protected, nurtured, educated and have the rightful access to their rights.

COVID-19 pandemic: The Covid-19 pandemic continues to be a threat to Fiji, its people and children. It has already had serious negative impacts on the country including, but not limited to, loss of lives, loss of jobs and income (almost shutting down the tourism industry), causing school closure, encumbering our health services, restricting movement of people, closure of restaurants, offices, other facilities, etc. These impacts directly or indirectly affect children's learning (disruption to classes due to school closure; affect student's mental health due to low financial status of families/ due to loss of jobs/income affecting access to food and learning resources/ internet, etc.). Potential future pandemics are likely to impact the education sector in ways similar to those experienced during the Covid-19 crises, (school closure, lockdowns, travel restrictions, remote or home-based learning, etc.)

Increasing intensity and frequency of Tropical Cyclones: In Fiji, the cyclone season is from November to April and on average the country experiences 1-3 tropical cyclones annually. As reported by IPCC, the intensity of TCs is likely to increase in future causing even more devastation to the country. With the increasing intensity of cyclones, even schools that are cyclone-proof, tend to fall in the path of the cyclone or are at high risks of being damaged/ destroyed causing school closures thereby affecting student learning. For the children of Fiji who are already vulnerable, the impact from a cyclone can be devastating on them and their families and related interconnected systems, including destroying crops and disrupting access to essential food supplies. Major hurricanes (category 3 and above) often lead to tremendous physical destruction and interruption of local services, and take an economic toll on communities within Fiji. From an ecological perspective, the devastation and the related impacts of hurricanes can have a significant effect on child, family, and community well-being. For the children of Fiji, its increasingly relatable that one's childhood becomes defined by preparing for and recovering from natural disasters.

Climate Change: The impacts of Climate Change such as sea level rise, salt water intrusion, coastal erosion, have and will cause serious impacts on Fiji's coastal communities. Relocations and internal displacements of communities are likely to continue to occur due to sea level rise and coastal erosion causing climate induced displacements to families and children.

3. Accelerated action required

Fiji as well as much of the Pacific, has unfortunately, experienced mixed progress towards the achievement of the Sustainable Development Goals and is not moving fast enough to meet the ambitious 17 goals on poverty, health, and equality by 2030. With the existential threats posed by COVID-19, tropical cyclones and climate change, understanding that a sustainable future depends on how we meet the needs of children and young people today is at the core of the SDGs, which include 44 child-related indicators integrated throughout the 17 goals. Children are the basis for all dimensions of sustainable development. They have a right to thrive, develop to their full potential, and live in a sustainable world.

The next generation is surrounded by many challenges and SC Fiji, together with its partners, is committed to developing common approaches towards reaching the children of Fiji and the Pacific who are at greatest need and at greatest risk. It recognises the importance of building on long-term sustainable strategies that yield more sustainable benefits, as well as the necessity to work in partnerships, co-creating solutions to overcome barriers to our progress. Now more than ever, we need to build on partnerships; enhance internal capacities; strengthen our awareness and advocacy; and most importantly as the advocates and custodian of the rights of children, SC Fiji needs to ensure it enhances and strengthens the safety net and resilience of our children to mitigate the increasing challenges and equip children and young people today with the services, skills and opportunities they need tomorrow to build better futures for themselves, their families, and their societies.

4. Building on areas of strength

SC Fiji has been implementing child rights programs in Fiji since 1972. Over the last several decades, SC Fiji has improved. In recent years, SC Fiji has started implementing Common Approaches programs namely, Safe Schools and Parenting without Violence programs in schools and communities. The shift to Common Approaches, demonstrate to strengthen and scale up programs that work for children and demonstrate impact at a larger scale.

SC Fiji's operational footprint is growing and the organisation is developing capacities to reach more children in remote maritime islands and remote communities. Partnerships with provincial, divisional and district government authorities is a key strength enabling SCF thousands of children each year.

SC Fiji is recognised for innovative programs on Education, Disaster Risk Reduction (DRR), Health, Child Protection, Child Participation and Humanitarian Response. Furthermore, the organisation is well- positioned now to deliver large scale humanitarian responses having responded to multiple Category 5 cyclones and the Covid-19 pandemic over the past few years. Save the Children is recognized for its role as the Education Cluster Co-lead and a major actor in DRR in Fiji. SCF is known for working with children and amplifying their voices through our child-led initiative, Kids Link Fiji and the DRR clubs in informal settlements and support towards addressing Violence against Children through the Positive Discipline approach has been successful with parents and teachers. Collaboration and partnerships with other INGOs, NGOs and the Private Sector has strengthened relationships, expanded funding opportunities and supports capacity strengthening amongst partners. SC Fiji Fee for Service structure has been very successful in expanding its reach and financially supporting the organisations Child Protection programs.

5. Transforming impact in 2022-2024

Between 2022-2024, SC Fiji will continue to strengthen and scale up the achievements from the 2019-2021 strategy period and will align its priorities to support the SCA/SCI global strategy. SCF commits to working for the most disadvantaged children in Fiji and the Pacific region particularly girls, children living with disabilities, children living in poverty and destitution, children threatened and displaced by natural disasters and climate change and inequalities and discriminatory practices. SCF will work closely with other member organisations and with SCA/SCI to prioritise immediate actions for children, complement government efforts to protect children during humanitarian events and advocate and drive changes in a more systematic manner to ensure the realisation of rights for all children in Fiji.

The onset of the Covid-19 pandemic is threatening our ambition for children globally. Children in Fiji continue experiencing the crippling impact of the Covid crisis, which is especially devastating and has affected their rights to survival, education, and protection. Furthermore, climate change impacts and natural disasters are added burdens that will be felt by children in Fiji for many decades unless urgent action is taken by governments with the support of civil society, private sector and development partners to counteract such impacts.

Due to multiple crisis facing Fiji's children, the outlook for children for the next several years ahead is dire. SC Fiji will respond to these challenges by acting urgently and swiftly to bring about lasting and sustainable changes in children's lives. SCF will promote four strategic goals that support children's well-being and their rights. Education remains a core priority with a key focus on making schools safe for children and ensuring children have access to quality

¹A Common Approach reflects our best understanding of how to solve a particular problem for children, based on evidence and able to be adapted to work in multiple contexts and replicated in different countries

early childhood education and learning facilities; holistic support to ensure that children have a healthy start in life, promoting nutrition, water, sanitation and hygiene and preventing childhood illnesses are key priorities; keeping children safe and free from all forms of violence; abuse and exploitation and advocating for stronger social protection measures for children. To support these priorities, SCF will strengthen its partnerships across various sectors, establish new partnerships when and where needed and will continue listening and learning from children to accelerate programs and make impactful changes in their lives.

SC Fiji Strategy Goals and Objectives

The 2022-2024 strategy outlines SC Fiji's vision, mission, 2030 breakthroughs, strategic goals and key objectives to support the achievement of the goals. These represent how SCF will empower, innovate and accelerate action towards the 2030 ambition for children.

Save the Children Vision: is a world in which every child attains the right to survival, protection, development and participation

Save the Children Mission: To inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives.

2030 Breakthroughs:

Survive: No child dies of preventable causes before their fifth birthday; **Learn:** all children learn from a quality basic education;

Be Protected: violence against children is no longer tolerated;



Four Strategic Goals

SC Fiji's strategic goals are aligned with the SCA/SCI 2022-2024 strategic goals and assist the organisation to track progress in a coherent manner. The goals have been discussed and identified after a thorough internal and external consultation process and are designed to assist the organisation to continue promoting and protecting children's rights in Fiji and the region. These goals are interdependent and require commitment from various stakeholders to achieve the best outcomes for children and address the findings in the child rights situation analysis. By committing to these goals, SC Fiji has agreed to put the rights of the most deprived and marginalised children first in and our work and advocate for others to do the same. Our 2022 - 2024 Strategic Goals are :

1. Education: We will support children in Fiji to have access to and learn in schools that are safe and provide quality learning.

2. Health: We will support children in Fiji to have equal and quality access to health programs and services.

3. Child Protection: We will support children in Fiji to live lives which are free from all forms of exploitation, abuse and violence.

4. Safety Nets and Resilient Families: We will support children in Fiji to benefit from improved access to social protection programs particularly cash and voucher assistance programs to improve their lives.

Key objectives and enablers in support of strategy goals

In order to achieve its goals, SC Fiji has identified where it needs to excel and where investments are required to enable growth and learning. SC Fiji has analysed the key actions needed to ensure the organization is adequately resourced to achieve its four key goals for children. These can be summarised as follows:

- SC Fiji will focus on improving its compliance policies, processes and systems and streamline its procedures to ensure that assistance to children is provided in a timely and efficient manner;
- SC Fiji will upgrade its infrastructure and utilise new and innovative technologies to improve how the organization interacts with children and its beneficiaries.; and
- SC Fiji will create systems to be more connected to the families and communities which it serves and it will work on digitising its work to create sustainable support to vulnerable children.

Evidence generation and harnessing traditional knowledge will be front and centre when SC Fiji design and develop programs to achieve its goals. SC Fiji will harness the increasing use of digital technology to generate funding and continue engagement with social media tech giants to run campaigns to deal with children's issues.

We will continue to advocate, campaign and mobilise through trainings and awareness programs to ensure that each stakeholder that has a commitment to children is delivering on its promise and we will work closely with children to implement advocacy campaigns on issues that they are passionate about.

SC Fiji will shift power to children, communities and local partners. SC Fiji will increasingly support children and local partners and will work closely with Kids Link Fiji and other children's organisations to keep improving decision making within SC Fiji and influence programs and services for children.

Partnering strategically will be a key focus and SC Fiji will do this by being intentional about promoting equal partnerships, leveraging the Save the Children brand to create meaningful partnerships and engage corporate partners to deliver results for children.

SC Fiji will continue building an agile and inclusive organisation to achieve its goals. This will include promoting talent within the organisation, strengthening capacities internally and providing leadership and development opportunities to build a world class SC Fiji team that is passionate and capable of delivering our goals for children.

SC Fiji will continue to explore new funding opportunities, complete a donor mapping exercise and grow our annual funding ambitions by strategically positioning ourselves to increase unrestricted and restricted funding to support the implementation of programs in support of our 2022-2024 strategy goals.



CHILDREN FACE THE GREATEST CHALLENGES TO THEIR RIGHTS IN DECADES

Children facing structural inequalities and discrimination in all countries bear the brunt



GLOBALLY 1 in 2 CHILDREN WITHOUT ESSENTIAL HEALTH CARE - further disrupted with covid-19

***FUJI 3 in 5 CHILDREN WITHOUT access to QUALITY HEALTH CARE** - further disrupted by Covid-19



GLOBALLY 1 in 5 CHILDREN NOT LEARNING - increased by 20% with Covid-19

Fiji 1 in 5 CHILDREN NOT LEARNING - Further increased with Covid-19



GLOBALLY 1 in 3 WOMEN & GIRLS FACING GENDER BASED VIOLENCE - increased to 2 in 3 in conflict

****Fiji Government reported a 606 percent increase in calls to helplines during the lockdown period February-April 2020******



GLOBALLY 1 in 2 CHILDREN LIVE IN POVERTY-increased by 15% since 2020

*****FUJI 1 in 3 CHILDREN LIVE IN POVERTY** - further increased with Covid - 19

THREE CONCURRENT WAVES OF THREAT TO CHILDREN'S RIGHTS - EXACERBATING THE INEQUALITY THEY FACE

COVID-19

- GLOBALLY - CHILD MALNUTRITION UP BY 14%, MULNUTRITION IS THE NUMBER 1 CHILD KILLER even prior to Covid - 19
- GLOBALLY - OVER 700 MILLION Fiji - 230,000 CHILDREN OUT OF SCHOOL IN EARLY 2021
- GLOBALLY - INCREASE IN EARLY MARRIAGE BY 10%, of CHILDREN married before the age of 18 in the Northern Division alone

CONFLICT

- GLOBALLY - 426 MILLION CHILDREN IN CONFLICT ZONES, 50% INCREASE IN LAST DECADE
 - GLOBALLY - 40 MILLION CHILDREN DISPLACED
 - GLOBALLY - 50% OF EXTREME POOR LIVE IN CONFLICT AND FRAGILE STATES, DRIVING HUNGER, MORBIDITY AND MORTALITY
- FIJI - RURAL CHILD POVERTY RATES AT 40.92%, ALMOST DOUBLE URBAN RATES OF 22.22%

CLIMATE CHANGE

- GLOBALLY - 270 M PEOPLE ACUTELY FOOD INSECURE, INCREASE BY 82% SINCE EARLY 2020
- MORE EXTREME WEATHER FUELLING HUMANITARIAN EMERGENCIES, DISPLACEMENT AND POVERTY
- OVER 80% OF CLIMATE-RELATED MORTALITY WILL BE CHILDREN BY MID-CENTURY

FIJI - 2016, CYCLONE WINSTON FIJI'S WORST RECORDED NATURAL DISASTER AND THE STRONGEST STORM TO EVER TO MAKE LANDFALL IN THE SOUTHERN HEMISPHERE, damages an estimated \$1.4 billion, 1/3RD of Fiji's GDP

CHANGING WEATHER PATTERNS HAVE WORSENERD FIJI'S SUSCEPTIBILITY TO VIRAL DISEASE OUTBREAKS. Fiji recorded a drought-induced outbreak of diarrheal disease in 2011, combatted a post-flood leptospirosis outbreak in 2012 and quelled a Dengue outbreak in 2013.

"Unless the world acts decisively to begin addressing the greatest challenge of our age, then the Pacific, as we know it, is doomed," – Frank Bainimarama, COP23 President and Fijian Prime Minister

CHILDREN ARE ASKING US TO TRANSFORM HOW WE WORK

- To promote a safer surrounding for child club.
- By the end of 2024 we want SCF to be a leading advocate in the region for Child Protection, representation and participation.
- We want SCF through the programs to ensure that children across Fiji have access to basic hygiene needs.
- We want SCF to achieve its role of informing children of their rights and responsibilities as mandated by the UNCRC.
- We want SCF through their policies and agenda to ensure inclusive representation, protection and offer minority groups like LGBTQJ adolescents a platform to have their voices heard.
- SCF to ensure that every child have access to good education regardless of their background.

Zak and the members of the Kids Link Fiji - Children's clubs at the SCF Strat plan workshop

2022-24 STRATEGY MAP

Country- Fiji



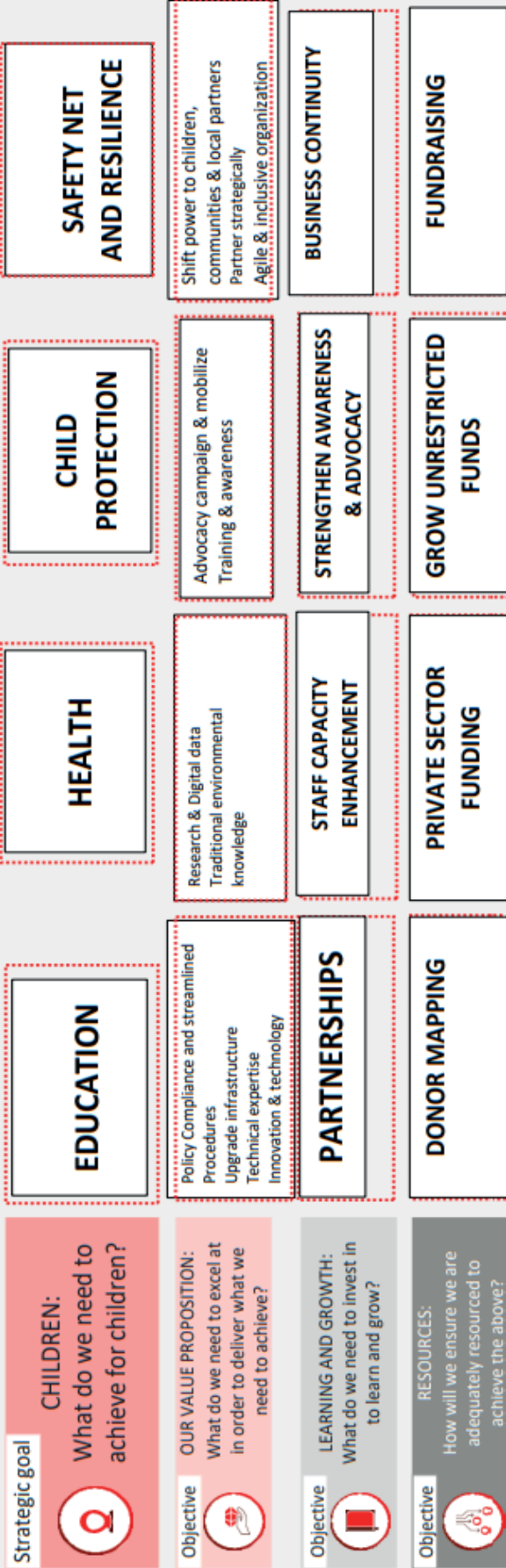
OUR VALUES: Creativity, Accountability, Integrity, Collaboration, Ambition

OUR VISION: is a world in which every child attains the right to survival, protection, development and participation.

OUR MISSION: To inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives.

2030 BREAKTHROUGHS	SURVIVE No child dies from preventable causes before 5th birthday	LEARN All children learn from a quality basic education	BE PROTECTED Violence against children is no longer tolerated
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WE WILL PUT THE RIGHTS OF THE MOST DEPRIVED AND MARGINALIZED CHILDREN FIRST IN OUT WORK AND ADVOCATE FOR OTHERS TO DO THE SAME



SAVE THE CHILDREN FIJI 2022 - 24 STRATEGY: TRANSFORMING IMPACT



RESPOND TO AND ANTICIPATE THREATS FROM COVID –
19, CONFLICT AND CLIMATE CHANGE

A CHANGING GLOBAL CONTEXT
TO WHICH WE WILL RESPOND
AND ANTICIPATE

PROTECT THE RIGHTS OF CHILDREN MOST IMPACTED BY
INEQUALITY AND DISCRIMINATION, NOW AND FOR THE FUTURE

4 STRATEGIC GOALS:
OUR IMPACT FOR AND WITH
CHILDREN



EDUCATION



HEALTH



CHILD
PROTECTION



SAFETY NET
&
RESILIENCE



ORGANISATIONAL
CAPACITY
STRENGTHENING



INNOVATION



STRATEGIC
PARTNERSHIPS



ADVOCACY



SHIFT
POWER



AGILE &
INCLUSIVE
ORGANISATION



GROW
&
OPTIMISE
RESOURCES

7 ENABLERS :
HOW WE ACCELERATE THAT



SHARPER FOCUS AROUND FOUR STRATEGIC GOALS GLOBALLY

Today

Individual projects driven by donor demands and funding

Good program and advocacy results across many areas of work, but which is complex to monitor and articulate in a holistic way

Adhoc and based off need partnerships

In 2022-24

Focus on projects outcomes and monitoring of impacts . Scale projects into long term programs in line with the strategic goals of SCF

Focus on more on SCI common approaches for examples: parenting without violence and the safe schools approach and other effective common approaches . Document good program and advocacy results and share at scale

Build and utilize local partnerships, both for development work and humanitarian work

IN PRACTICE

FOUR GLOBAL GOALS WILL ENSURE CHILDREN ACROSS FIJI AND THE PACIFIC HAVE ACCESS TO AND USE EQUITABLE AND QUALITY SERVICES, AND THAT INSTITUTIONS INCREASE ACCOUNTABILITY FOR CHILD RIGHTS

We will drive impact:

- With partners, children and communities, increasing equitable access to services
- With local actors, improving quality of services based on evidence and leveraging digital technology
- With local communities, shifting social behaviours and Norms
- With partners, children and the public, influencing global and national policy, legal, investment and system changes
- Documenting and advancing evidence to drive the agenda forward



6. Principles to deliver the Strategy

- **Save the Children Fiji will remain committed to working with the most vulnerable and marginalised children, including children living with disabilities, from poor families, and girls.** These are the children in Fiji who face many more barriers to the full realisation of their rights, affecting their ability to survive, develop and thrive. Save the Children Fiji will ensure their voices are acknowledged throughout its programming.
- **Child centred research will be built upon to become a trademark of Save the Children Fiji.** The needs of children will be further investigated and prioritised, and annual planning processes, as well as strategies, must continue to be informed in this innovative manner by the perspectives and experiences of children and youth.
- **Save the Children Fiji will advocate, as well as develop training and capacity building for all those involved in the implementation process of child rights and child protection.** Through its partnership with Government and Civil Society Organisations, SC Fiji will look for opportunities to promote the dual concepts of child rights, child protection and responsibilities. The partnership with the Department of Social Welfare Child Services Unit will be strengthened to promote child rights education and positive discipline approaches at the community level through programming and advocacy work.
- **Save the Children Fiji will partner with Faith Based Organisations to promote and take positive disciplining initiatives to scale, and campaign for the integration of child protection mechanisms within existing community structures.** The 'Parenting without Violence approach will be rolled out through new partnerships at the regional level.
- **Save the Children Fiji will advocate for and support the development of a National Plan of Action for children.** This framework will enable the National Coordinating Committee on Children to analyse effective policy implementation and to perform its duties of monitoring progress of the realisation of child rights.
- **Save the Children Fiji will contribute to filling research gaps concerning vulnerable children.** This will assist Save the Children Fiji carry out **evidence-based advocacy** to influence the development of child rights laws and policies that recognise sub-national inequalities.
- **Save the Children Fiji will be innovative.** This will include setting up a CRSA coordination team tasked with organising periodic reviews and updates based on programme findings or research, and with engaging with global reporting like Universal Periodic Reviews, Sustainable Development Goals Voluntary National Reporting and the Convention on the Rights of the Child Country Reports.

- **Save the Children Fiji will foster and maintain effective partnerships** with member partners namely, Save the Children Australia and Save the Children New Zealand and other development partners and recognises these partnerships as being central to enable SC Fiji to deliver on its Strategy goals.

7. Process to build the strategy

Save the Children Fiji's 2022-24 National strategy proposal reflects over six months of inclusive consultation across all parts of Save the Children Fiji including consultations with communities and government and civil society partners. Between August 2021 and November 2021, a series of workshops, meetings and research have been led by the SCF CEO, Program Manager and SCF project teams, inclusive of children's participation. This includes: interactive daily sessions with Project teams, research on Global, Regional and National issues; discussions and aligning these findings to Save the Children Fiji's and Save the Children International's thematic areas, engagement with the Save the Children Fiji's senior team, findings and results of which culminated in the successful Save the Children Fiji which was held on the 25th and 26th of November, 2021.

The two-day interactive workshop saw full participation from Save the Children staff from all senior management level, to project teams, and also included finance, human resources and also logistics and administration staff lead by the CEO and Program Manager. Most importantly the Strategic Planning workshop also included active participation, discussion and presentation from children who were the Kids Link Fiji a (KLF) network made up of 11 - Centred Disaster Risk Reduction (CDRR) Disaster Risk Reduction (DRR) Kids Club of 60 members were represented by two of its members and the Resilience through Knowledge and Action in Agriculture and Food Security (KANA) Food Heroes Club of 33 Food Heroes were represented by two of its members, who together with the SCF Team convened for the national strategy process, planning; and analysis of relevance and alignment with country strategies (SCF and members) being locally contextualised.

Following the SCF Boards endorsement in October 2022, the national strategy will be further detailed and supported by:

- Plans for how the four strategic goals will be achieved, leveraging the four enablers
- Communication assets, including digital, social and child-centred materials and platforms
- Development of our country funding framework and budgeting and resourcing plan

Additionally, ongoing work aligned with the Save the Children strategy proposal will continue through 2022, including feasibility work related to localisation, data & analytics, and technology for development, as well as our long-term financial model and movement architecture.



2022-2024 Strategy Score Card

KEY STRATEGIC GOALS

Country:				FIJI	IMPACT INDICATORS					
Country	Country ID	Goal Number	Goal Number ID	STRATEGIC GOAL	Sub-Themes	IMPACT INDICATORS	Baseline	2024 target	Comments (free text)	MILESTONES (SC's Contribution)
FIJI	FIJI	Goal 1	Goal 1	EDUCATION	Good Governance	Government mechanisms for coordination of policy, strategy and implementation plans for children which are well resourced with finance and trained human capacity	1. Education cluster	1. Education cluster (we could strengthen, support or advocate)	1. Education cluster 2. CDRR Project Steering Committee Info on teachers Baseline and target will be	8: # of teachers and facilitators receiving training and wellbeing support from SC and our partners based on methods for safe, quality, inclusive education in the Common Approaches or Technical Resource packages
	FIJI				Early childhood care and development	Proportion of children under age 5 who have three or more children's books	5%	15%	Baseline value determined through an estimation by the	7: # of marginalised children supported by SC and our partners to overcome barriers to access learning and wellbeing opportunities within
	FIJI				Monitoring and demanding child rights	Practice of systematic government consultation with children in policy formulation, legislation, programming and service delivery	1 Policy (CP)	4 Policies	Include a child in the CDRR project steering committee	19: # of changes made by governments/international actors to policies, laws, public investment, systems or services, that include proposals by SC and its partners (including children) to meet children's
	FIJI				Goal 1					
FIJI	FIJI	Goal 2	Goal 2	HEALTH	Integrated approach					
	FIJI				Food security and livelihood	Percentage of household with acceptable Food Consumption Score (FCS)	FCS = 95% (Pre-covid)	100%	The acceptable FCS is >35 Baseline Source = WFP Report 2020 Target to be	20: # of children and their families are supported to improve and protect their livelihoods and their investments in children, especially those affected by climate change
	FIJI				Food security and livelihood	Average income of small-scale producers, by sex and indigenous status	Household income during the baseline is FJ\$130 per week for Koro, FJ\$145 for Ra, FJ\$100	Average family income increased by 25%	Baseline collected from Livelihood projects	20: # of children and their families are supported to improve and protect their livelihoods and their investments in children, especially those affected by climate change
	FIJI				Water, sanitation and hygiene	Proportion of population with access to safely managed sanitation services, including a hand-washing facility with soap and water	99% for SMSS 90.3% for HWF	100% for target project sites	Basline source from UNICEF MICS Report 2021 and UN SDG6 Data Website	# of children and adults reached by SC and its partners through evidence-based WASH programmes
FIJI	FIJI	Goal 3	Goal 3	CHILD PROTECTION	Monitoring and demanding child rights	Practice of systematic government consultation with civil society actors engaged with children's rights on policy formulation, legislation and programming	0	3	Statement 1 & 4 (Safety and Protection Cluster, NCCC Meeting, CP TA Group, Steering Committees)	19: # of changes made by governments/international actors to policies, laws, public investment, systems or services, that include proposals by SC and its partners (including children) to meet children's right to protection from violence, and
	FIJI				Protection from Violence	Proportion of children aged 1-17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month	56%	40%	Statement 2 & 4 (NCCC Meeting, Education Cluster NASAAC) Baseline determined from an evaluation with children from six	17: # of girls and boys who report an increase to their safety and wellbeing as a result of their needs being addressed through SC or its partner interventions
	FIJI				Good Governance	Government mechanisms for coordination of policy, strategy and implementation plans for children which are well resourced with finance and trained human capacity	Resource Level: Low Trained Human Capacity Level: Low	Resourced Level: Moderate Trained Human Capacity Level: Moderate	Statement 1, 2, & 3 (Safety and Protection Cluster, NCCC Meeting, CP TA Group, Steering Committees) National Child Safeguarding Policy is in draft and currently in review. Currently only the MEHA, MoWCPA and MOH have a child protection policy. CRSA Baseline rationale: Coordination	15: % of informal and formal SC- and its partner-supported child protection service providers with improved capacity to prevent and respond to cases of violence against children

SC's CONTRIBUTION

3 Year Target	2022 Target	2023 Target	2024 Target	Unit of Target	COMMON APPROACHES (that will enable delivery of the milestone)	Strategic Initiatives	Comments (free text)
480 Teachers and Facilitators trained on DRR	66 Teachers or facilitators trained (11 pilot & 19 cluster schools)	214 Teachers or facilitators trained (11 schools)	200 Teachers or facilitators trained (10 schools)	Teachers and facilitators	Safe Schools, Enabling Teachers	National level school safety and disaster preparedness systems are strengthened. Sub-National school safety mechanisms strengthened. Students, teachers, and parents trained in school safety, resilience and disaster risk reduction, and schools equipped.	
1068 ECE children received 3 or more children's books	318 ECE children received 3 or more children's books and	350 ECE children received 3 or more children's books and	400 ECE children received 3 or more children's books and	Children	Safe Schools, Ready to Learn, Building Brains	Statement 1: Over the 3 years, 5 school safety policies that are adopted and implemented by 15 schools in Fiji is standardised, consistent and incorporates the voices of children	Currently, the Ministry's CP policy states that MEHA and schools shall seek children's inputs when formulating and developing the cp policy for school. There is no mention of consulting children in the development of other school safety policies
4 Policies	1 policy	1 policy	2 policies	Policy document	Safe Schools, Steps to Protect, Public Investment in Children	Statement 2: Annually, by 2024, 15 schools become equipped to address/alleviate the barriers that prevent children from going to school	
						Statement 3: Every year, by 2024.	
432 households 24 communities	144 households per year	144 households per year	144 households per year	Households	Nourishing the Youngest, Resourcing Families for Better Nutrition	Goal: Children nutrition status and health improved Statement 1: Children have access to an improved environment to decrease WASH related illnesses through WASH programs in schools and communities • CDs	
800 Farmers	267 Farmers	267 Farmers	266 Farmers	Farmers	Family incomes are improved in target communities	Statement 2: • Improve nutritional status of children to reduce nutritional related illness • Decrease in mortality rate of children under 5 years by 50% by 2024 • Over and under nutrition in children	
Approximately 750 children in 15 Project schools to have access SMSS and	250 children in 5 new Project Schools	250 children in 5 new Project Schools	250 in 5 new Project Schools	Children	Treating Children Close to Home	Statement 3: Family incomes are improved in target communities Statement 4: Promoting integrated access to health services for children	
3 Policy	1 Policy	1 Policy	1 Policy	Policy, Laws, Children	Steps to Protect, Parenting Without Violence		A Communication strategy will be developed for SC Fiji which will include Child Protection key messages that can be used consistently by any of the programs. SC Fiji's social media platforms will also be used for public awareness on interventions under this project as well as providing clear strategies and
30	5	10	15	girls and boys	Steps to Protect, Community-led Child Protection, Parenting Without Violence		Children Precious Gift of God and PWV will be rolled out to SC Fiji staff, stakeholders and communities
30 communities & 18 Stakeholders	5 communities 3 Stakeholders	10 communities, 5 Stakeholders	15 communities, 5 Stakeholders	communities & stakeholders	Steps to Protect, Community-led Child Protection, Parenting Without Violence	1) National and provincial child protection systems strengthened 2) Community trained in child protection and action plans designed and implemented, 3) Children supported as champions of their own protection	In partnership with Ministry of Women, Children and Poverty Alleviation, Children's forums will be held annually from year 2 and the locations for the forums will rotate per district to ensure these spaces can be accessed by as many children and stakeholders as possible. The children from the child clubs and KLF shall participate in the forum.

KEY STRATEGIC GOALS

Country: FIJI					IMPACT INDICATORS					
Country	Country ID	Goal Number	Goal Number ID	STRATEGIC GOAL	Sub-Themes	IMPACT INDICATORS	Baseline	2024 target	Comments (free text)	MILESTONES (SC's Contribution)
FIJI	FIJI	Goal 3			Integrated approach	Number of shared activities of civil society actors that aim to influence human rights reporting, policy formulation, legislation or programming linked to children's rights	3	>10	Statement 5 Safety and Protection Cluster, NCCC Meeting, CP TA Group, Gender TA Group, Steering Committees) Combine SCF communities - CP training Baseline value determined from collaborations on Child helpline, CP Policy, national events	(# of marginalised children participating and benefiting from SC programmes)
FIJI	FIJI	Goal 4		SAFETY NET AND RESILIENCE	Monitoring and demanding child rights	Practice of systematic government consultation with civil society actors engaged with children's rights on policy formulation, legislation and programming	1 Policy (CP F	4 Policies	Technical support and resource mobilization	19: # of changes made by governments/international actors to policies, laws, public investment, systems or services, that include proposals by SC and its partners (including children) to meet children's
	FIJI	Goal 4	Good Governance		Government mechanisms for coordination of policy, strategy and implementation plans for children which are well resourced with finance and	CRSA	CRSA Updated	Statement 1, 2, & 3 (Safety and Protection Cluster, NCCC Meeting, CP TA Group,	15: % of informal and formal SC- and its partner-supported child protection service providers with improved capacity to prevent and respond to cases of violence against children	
	FIJI	Goal 4	Food security and livelihood		Proportion of households maintaining or increasing their living standards during reporting period	52%	85%	baseline from vulnerability assessment 2021	4: # of children and adults supported through the roll-out of large scale, culturally appropriate social behaviour change initiatives to promote better health and nutrition outcomes,	
	FIJI	Goal 4	Integrated approach			56%	80%	Baseline data retrieved from TC Yasa Report Cash for work or CASH+ activities in identified climate-affected	20: # of children and their families are supported to improve and protect their livelihoods and their investments in children, especially those affected by climate change	



SC's CONTRIBUTION						COMMON APPROACHES (that will enable delivery of the milestone)	Strategic Initiatives	Comments (free text)
3 Year Target	2022 Target	2023 Target	2024 Target	Unit of Target				
15	5	5	5	Differently abled Children & Children with diverse SOGIESC	Steps to Protect, Community-led Child Protection, Parenting Without Violence		The children from the child clubs and KLF shall participate in the forum. The value of these forums is that it provides a safe space for children as well as allows children to contribute to national level decision making as this forum will be linked to NCCC activities as well as that of the CPVWG. These messages will be used in the engagement at the child club level, community sessions with parents, advocacy messages in the public and social media as well as IEC materials.	
4 Policies	1 policy	1 policy	2 policies	Policy document	Public Investment in Children, Child-centred Social Accountability (CCSA),			
30 communities & 18 Stakeholders	5 communities 3 Stakeholders	10 communities, 5 Stakeholders	15 communities, 5 Stakeholders	communities & stakeholders	Life Skills for Success, Public Investment in Children, Child-centred Social	Statement 1: By 2024, Save the Children Fiji together with government and local actors make policy and legal framework changes to meet children's right to social protection		
250,000 Children	83,000 children	83,000 children	83,000 children	Children	Household Economic Analysis, Resourcing Families for Better	Statement 2: By 2024, 250 000 children and their families supported with cash and voucher assistance		
39,050 HHs	39,000 HHs	20 HHs	30HHs	Households	Public Investment in Children, Resourcing Families for Better Nutrition, Child-Centred Social Accountability (CCSA),	Statement 3: Work with climate affected communities to build their resilience by integrating CVA into our program		



Enabling Objectives (Perspectives 2 - 4)	Country	Objective ID	Objective	Milestones
Value Proposition What do we need to excel at in order to deliver what we need to achieve?		Objective 1	Policy Compliance and Streamlined Procedures	% of indicators met in the Member Accountability Framework Report
		Objective 2	Upgraded Infrastructure	program management system developed % of departments (Finance, HR, Logs, Programs) utilising dedicated online tools
	FJI	Objective 3	Technical Expertise	18: % senior technical expertise/ workforce gaps vs country workforce plans (which are aligned to country
	FJI	Objective 4	Innovation and	9: % of projects using relevant T4D
	FJI	Objective 5	Research and Digital Data	6: # of cases documented of SC-generated insights and analytical tools being used to influence anticipatory Digital system developed, trialed and # of child-centred program research
		Objective 6	Traditional Environmental	# of resources developed by SCF promoting traditional environmental
	FJI	Objective 7	Advocacy Campaign and Mobilize	2: # of children supported to lead in campaigns that aim to create change for 3: # of instances where Save the Children speaks out against or influence duty bearers to address violations of # of people recognising SCF as a voice for children
	FJI	Objective 8	Training and Awareness	8: % of projects on track against targeted 14: % projects for which children and communities have access to information, are systematically consulted and can participate in decision-making
	FJI	Objective 9	Shift Power to Children, Communities & Local Partners	16: % increase in local and national actors, including children's groups, supported with (demand driven) SC 14: % projects for which children and communities have access to information, are systematically consulted and can participate in decision-making
	FJI	Objective 10	Partner Strategically	11: # of strategic partnerships to drive strategic goals and enablers, by partner
		Objective 11	Agile and Inclusive Organisation	% of projects that integrate GEDSI initiatives # of GEDSI-specific policies developed Annual review of EPP

Learning & Growth What do we need to invest in to learn and grow?	FJI	Objective 1	Partnerships	11: # of strategic partnerships to drive strategic goals and enablers, by partner
	FJI	Objective 2	Staff Capacity Enhancement	20: % Staff engagement score % of projects with staff capacity building
		Objective 3	Strengthen Awareness and Advocacy	% Increase inter-learning and delivery of SCF programmatic areas
		Objective 4	Business Continuity	BCP developed and finalised (and reviewed)

Resources How will we ensure we are adequately resourced to achieve the above?	FJI	Objective 1	Donor Mapping	25: # funders accessed by COs (average, compared to baseline)
		Objective 2	Private Sector Funding	# of private sector partnerships
	FJI	Objective 3	Grow Unrestricted Funds	10: MEMBER ONLY: Amount (\$) of new unrestricted funding secured through % of projects with approved ICR
		Objective 4	Fundraising	Amount of funding secured through fundraising strategies

3 Year Target	2022 Target	2023 Target	2024 Target	Unit	Strategic initiatives
100%	93%	100%	100%	% Indicators	Policy development and staff training
1	0	0	1	system	System exploration, development and training
100%	50	75	100	online systems	
80%	60	70	80	% TEs	Capacity assessment
70	50	60	70	% of projects	
1	0	0	1	Case	Beneficiary Management System CRSA
1	0	0	1	System	
1	0	0	1	Research	
1	0	0	1	Resource	Documenting and transferring traditional
300	100	100	100	# of children	Campaigns and national events Media releases and forums Interactions and engagements on FB posts
36	12	12	12	Forums	
150,000	50,000	50,000	50,000	Interactions and	
100%	100%	100%	100%	% of projects	
100%	100%	100%	100%	% projects	
10% increment	15%	25	35	%	CDRR support Children's participation in National Education Sector Plan
100%	100%	100%	100%	% projects	CAEVAC/CP support MWCPA Dept for Children SP
10	3	3	4	# of Partners	MOAs, MOUs Establishment of
100%	100%	100%	100%	% projects	Gender Policy Disability Policy
2	0	1	1	Policy	
3	1	1	1	Review	

10	3	3	4	# of Partners	Partnership assessment and
80	0	40	80	% score	Staff Engagement Survey by HR
100	75	100	100	% projects	Projects with Capacity
100	40	70	100	% programs	CP, CPIE, PP, CPGG, HVCA, SBDRR, CVA,
1	0	1	1	Plan	<i>Business Continuity Plan</i>

12	6	9	12	Donors	Donor Mapping Exercise
25	15	20	25	Private	Marketing CSG Fee for
10,000	0	1,000	10,000	Amount	Appeal (Go Fund Me) Page on FB/Website
80	60	70	80	% projects	Diversifying Investment
\$100,000	0	50,000	50,000	FJD	<i>Fundraising strategy developed and rolled out</i>

Which Children?

Country:	<i>FIJI</i>
STRATEGIC GOALS	MILESTONES
EDUCATION	8: # of teachers and facilitators receiving training and wellbeing support from SC and our partners based on methods for safe, quality, inclusive education in the Common Approaches or Technical Resource packages
	7: # of marginalised children supported by SC and our partners to overcome barriers to access learning and wellbeing opportunities within basic education and ECCD.
	19: # of changes made by governments/international actors to policies, laws, public investment, systems or services, that include proposals by SC and its partners (including children) to meet children's right to protection from violence, and wellbeing
	0
HEALTH	0
	20: # of children and their families are supported to improve and protect their livelihoods and their investments in children, especially those affected by climate change
	20: # of children and their families are supported to improve and protect their livelihoods and their investments in children, especially those affected by climate change
	# of children and adults reached by SC and its partners through evidence-based WASH programmes

TARGET AGE GROUP	KEY TARGET GROUP(S) OF CHILDREN AT RISK OF DISCRIMINATION OR INEQUALITY			
	Target Group #1	Target Group #2	Target Group #3	Comments
All children	Disabilities	Girls		Primary and Secondary School Aged Children, including attached ECE-aged All children including communities
All children	Extreme poor	Girls	Disabilities	Primary and Secondary School Aged Children, including attached ECE-aged All children including communities
All children	Disabilities	Girls	Extreme poor	Primary and Secondary School Aged Children, including attached ECE-aged All children including communities
All children	Extreme poor	Refugee, internally displaced, migrant		Internally displaced = climate change induced displacement (relocation)
All children	Extreme poor	Refugee, internally displaced, migrant		Internally displaced = climate change induced displacement (relocation)
All children	Girls	Disabilities	Extreme poor	

Which Children?

Country:	<i>FIJI</i>
STRATEGIC GOALS	MILESTONES
CHILD PROTECTION	I 9: # of changes made by governments/international actors to policies, laws, public investment, systems or services, that include proposals by SC and its partners (including children) to meet children's right to protection from violence, and wellbeing
	I 7: # of girls and boys who report an increase to their safety and wellbeing as a result of their needs being addressed through SC or its partner interventions
	I 5: % of informal and formal SC- and its partner-supported child protection service providers with improved capacity to prevent and respond to cases of violence against children
	(# of marginalised children participating and benefiting from SC programmes)
SAFETY NET AND RESILIENCE	I 9: # of changes made by governments/international actors to policies, laws, public investment, systems or services, that include proposals by SC and its partners (including children) to meet children's right to protection from violence, and wellbeing
	I 5: % of informal and formal SC- and its partner-supported child protection service providers with improved capacity to prevent and respond to cases of violence against children
	4: # of children and adults supported through the roll-out of large scale, culturally appropriate social behaviour change initiatives to promote better health and nutrition outcomes, including through cash-plus-nutrition interventions
	(Percentage of households in climate-affected communities with improved livelihoods) 20: # of children and their families are supported to improve and protect their livelihoods and their investments in children, especially those affected by climate change

TARGET AGE GROUP	KEY TARGET GROUP(S) OF CHILDREN AT RISK OF DISCRIMINATION OR INEQUALITY			
	Target Group #1	Target Group #2	Target Group #3	Comments
All children	Extreme poor	Girls	Disabilities	Include the remaining target groups
All children	Girls	Ethnic or racial minority	LGBTQ+	Including children with disabilities
All children	Girls	Ethnic or racial minority	LGBTQ+	Including children with disabilities
All children	Girls	Ethnic or racial minority	LGBTQ+	Including children with disabilities
All children	Extreme poor	Refugee, internally displaced, migrant	Disabilities	
All children	Girls	Disabilities	LGBTQ+	Including boys
All children	Extreme poor	Refugee, internally displaced, migrant	Disabilities	
All children	Refugee, internally displaced, migrant	Disabilities	LGBTQ+	Inclusive of Extreme Poor



For Donations

Account Name: SAVE THE CHILDREN FUND-FLOOD DONATION

Account Number: 11316003

Bank Name: ANZ FIJI

Bank Address: ANZ House 25 Victoria Parade Suva, Fiji

Swift Code: ANZBFJFX BSB: 99272



Save the Children