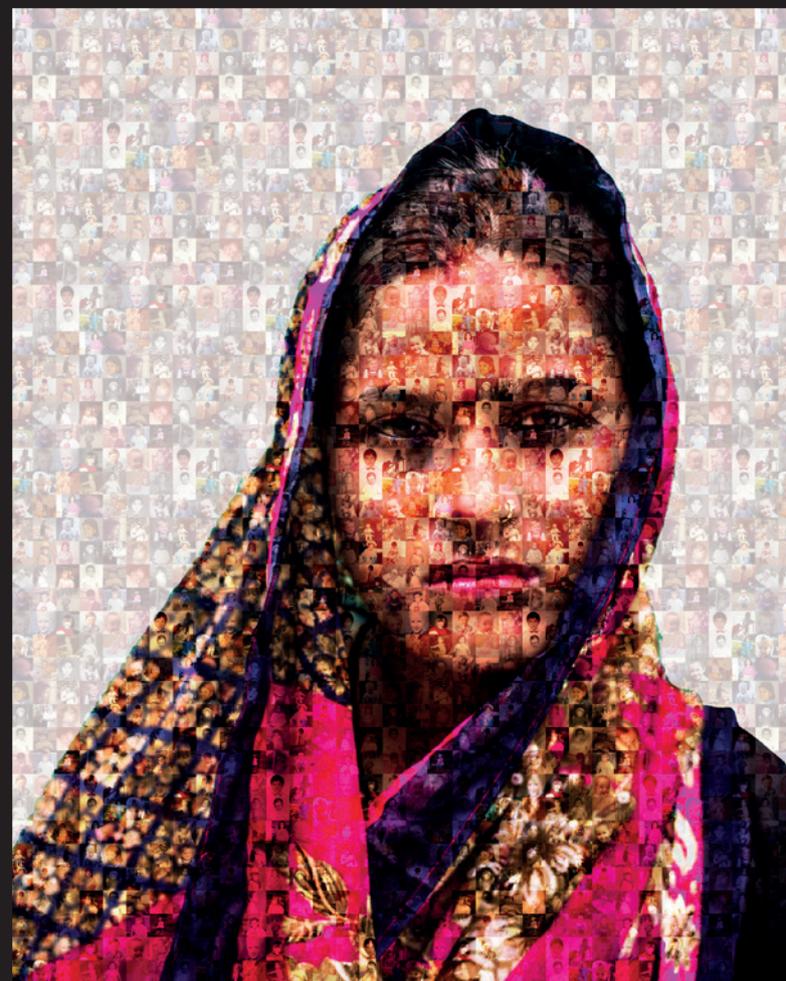
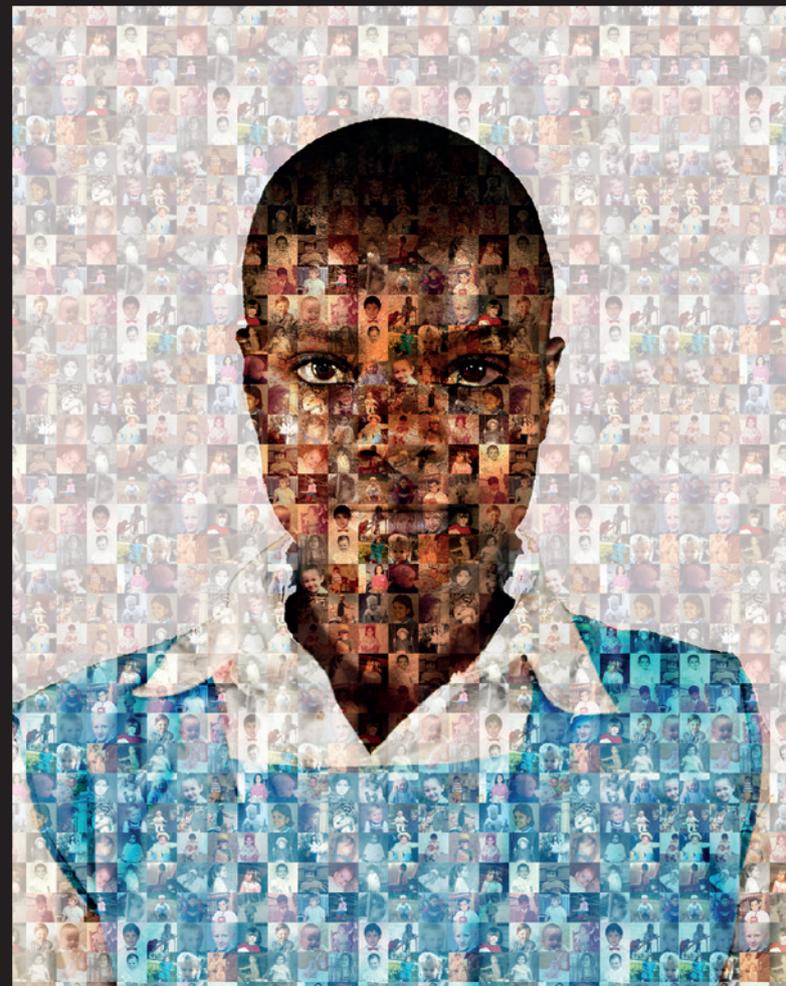


CIFF'S STRATEGIC HEADLINES



EVERY CHILD DESERVES TO SURVIVE & THRIVE

“The original mission in setting up CIFF was to improve the lives of children in developing countries who live in poverty. This hasn’t changed. I want to solve problems, not make grants.”

(Chris Hohn)

OVERVIEW

The Children’s Investment Fund Foundation (CIFF) is reinventing itself. Not because we have changed our mission, but because we have decided to be bolder. Whatever the challenges, we are determined to help solve some of the biggest problems facing children. In the face of political changes around the world, clear-sighted leadership and robust coalitions are needed now more than ever to deliver the Sustainable Development Goals.

For the first time, we are articulating multi-year intent and resourcing, as well as a way of doing business that we think reflects our appetite for performance. We hope that in so doing, we can continue to attract and retain the best partners and staff committed to working for children.

In 2017–2021, we will prioritise the following efforts:

- Given the unprecedented wave of adolescents – now one in six people on the planet – CIFF is going to prioritise empowering girls and boys to control their sexual and reproductive health. This will be done through a combination of user-controlled commodities, services that are designed by and accountable to adolescents, and challenging the social and political norms regarding teen sexuality. Our vision is for an AIDS-free generation that can avoid unwanted pregnancies and unsafe abortion.
- We remain committed to leadership on nutrition and will focus our nutrition-specific investments on preventing low birthweight in babies and eliminating deaths from severe acute malnutrition, nested within a more integrated approach to early childhood development so that all children get the best start in life. We will refocus our deworming efforts on breaking transmission for good.
- We must keep global warming well below 2C, and continue to aim for 1.5C in the face of threats to the Paris Agreement. Consequently, coal must be eliminated from electricity generation as soon as possible. Renewable energy is already cost competitive with fossil fuels, so we will support countries in reforming their power markets to accelerate the clean energy revolution. Our work in cities and on HFCs, following the successful Kigali conference, will be refocused to harness the potential of energy efficiency in the built environment. We are also exploring an experimental programme on industrial carbon performance, and a global hub for restoration efforts to remove carbon at scale from the atmosphere. Clean air for children remains a key goal.
- For our newest area of focus, child protection, we will continue to build CIFF’s capability in this area with a focus on breaking impunity for child slavery and rape in India.

Once our existing grant portfolio is included, we anticipate disbursements to be over \$230 million in 2017 and approximately \$200 million per year in subsequent years in order to keep within our 5% spending cap.

In order to deliver systemic change with these resources, we need to be entrepreneurial, collaborative and catalytic. We will co-create with grantees, partners and like-minded funders developing exciting new strategies and programmes. As we want change to last, we will favour theories of change focused on prevention, integration and localisation. To support CIFF’s new strategic direction, we will:

- Invest more in leadership, both within CIFF and with our grantees
- Localise our workforce, with net recruitment occurring in the field
- Attract more senior talent, including through a fellowship programme
- Develop strategic partnerships with organisations that can deploy specialist expertise in key areas such as youth engagement, political campaigning, behaviour change, and last-mile logistics.

Having completed our 2016 restructuring, we continue our ambitious change agenda with further efforts in 2017 to improve performance, streamline our processes, improve our strategic partnerships with grantees, co-funders and specialist skills providers, and invest more deliberately in building both the field and our own presence in key geographies.

STRATEGIC VISION



Every teenager has access & agency to avoid unwanted pregnancies & HIV

The youth agenda is driven and owned by local organisations that are globally connected

India breaks the impunity for those who enslave & rape children



No child dies of severe acute malnutrition

Children are not stunted & families can access simple interventions which will accelerate cognitive development

Children are free of parasitic worms



Our children & grandchildren live in a zero-carbon society with clean air and green jobs

OBJECTIVES & GOALS

SURVIVE & THRIVE

Leading a global effort towards a world where there are no deaths from severe acute malnutrition

Re-energising the fight to prevent low birth weight, to avoid stunting and accelerate cognitive development, and to eliminate parasitic worms as a public health problem

Shaping an AIDS-free generation where every teenage girl has access and agency to avoid unwanted pregnancies and exercise their sexual and reproductive rights with access to the information and services she needs

Injecting energy and anger to support agendas that are driven, sustained and owned by local organisations that are globally connected

Exploring sustainable delivery models for primary health care and building investments which have shown quality improvements in the labour room

Strengthening law enforcement systems related to child labour, trafficking, bonded labour and child sexual exploitation

Ensuring swift prosecutions through child-friendly policing and Children's Courts

Choking the demand for the products of child labour

Campaigning to drive change

CHILD PROTECTION

CLIMATE CHANGE

Taking carbon out of the power sector by phasing out coal and accelerating renewables

Advocating for and strengthening clean air legislation

Ramping up strategies for industrial decarbonisation

Accelerating land restoration to remove carbon at scale from the atmosphere

Connecting the development and climate narrative

APPROACH & VALUES

CHAMPIONS FOR CHILDREN

As the world's largest philanthropy that focuses specifically on improving children's lives, we support bold ideas for children to survive and thrive, today and in the future. This means we must be politically savvy and invest in changing the politics and discourse surrounding our issues, including supporting greater agency for young people.

AMBITIOUS FOR SYSTEMIC CHANGE

As a private philanthropy focused on systemic change, we should be in the vanguard of ambitious action for children. We can take on tough problems that others cannot, and we can invest for the long term. Our portfolio will be regularly rebalanced away from interventions that seek to optimise the status quo, towards investments with transformative potential.

BIASED IN FAVOUR OF PREVENTION

By addressing the causes of problems, we are more likely to solve them for good. We will also seek integrated solutions that follow children along the life course.

FLEXIBLE, INNOVATIVE WITH A HIGH APPETITE FOR RISK

We intend to be nimble and take risks where the potential pay-off is big. We will not be afraid to 'fail fast', learn and try something new.

FOCUSED ON SUSTAINABILITY & LOCAL OWNERSHIP

Development aid will never be enough to deliver the Sustainable Development Goals. We believe the citizens and leaders of low and middle income countries are best placed to shape their own futures; this will determine our choice of partners going forward.

COMMITTED TO FIELD-BUILDING & INVESTING IN LEADERSHIP

As one of the world's big philanthropies, we have the responsibility to build a thriving ecosystem of partners consistent with our localisation strategy. We will seek out and invest in emerging and established leadership, in line with our strategic and geographic priorities. We will invest in our talented staff by encouraging employees to be change agents and thought leaders in their own right.

ENTREPRENEURIAL & PERFORMANCE-LED

As part of our commercial DNA, we will always be clear about how we intend to manage performance and we expect our partners to do the same. We will always seek to clarify and align incentives (political, financial, and intrinsic) to increase the probability of success.

EVIDENCE-BASED & EVIDENCE-GENERATING

Our approach to evidence is evolving to match our entrepreneurial spirit. We are committed to using and generating data and evidence, but we are also looking to increase our emphasis on monitoring and operational research in order to generate actionable information faster. At all times we are committed to methodological rigour.

VISIT [CIFF.ORG](https://www.ciff.org) FOR MORE



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