



Happy Child International

Draft Statement of Strategic Intent

2010 to 2015

April 2010

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Section 1. Happy Child International Overview

1.1 What is the Purpose of this Strategy?

This document sets out the draft Statement of Strategic Intent for Happy Child International for 2010-2015. It has been formulated by the UK Board of Directors and the staff, and sets out an ambitious programme to reach street children in Brazil and Africa. Happy Child is a partnership between UK and Brazil to deliver our mission and goals, and sets out our respective accountabilities and responsibilities. This document needs to be agreed with the Brazilian Spiritual Council of Reference (SCR).

1.2 Why was Happy Child Founded?

Happy Child works for street children who suffer from abandonment, neglect, violence and oppression in Brazil's largest cities. Through our work we combat these injustices, giving hope for the future and bringing children and their families long term solutions.

1.2.1 Happy Child Foundation

Sarah de Carvalho left her career in television and film and went to Brazil with Youth with a Mission (YWAM) in 1991 for a year where she worked with street children. After what she saw on the streets she could not leave as the needs were so overwhelming - Sarah recognised that some kind of structure was needed to help these children. This was the birth of Happy Child. A partnership was formed with the Central Baptist Church and Pastor Paulo Mazoni in 1993 to use the resources of the church, and this partnership has grown over the years to be a central part of Happy Child. Happy Child is now regarded as one of the leading and most experienced Christian charities working exclusively with street children in Brazil.

1.2.2 Happy Child International 2010

Happy Child International today is a partnership between the UK Board of Directors and the Brazil Spiritual Council of Reference (BSCR) based in Belo Horizonte. The UK Board provides support, encouragement and resources. The BSCR is responsible for the delivery of operational services as well as raising funds, and working with the Brazilian government to secure grants and influence policy. Since opening our first shelter in 1993, Happy Child has grown from strength to strength. We have developed a 12 step programme of rescue, restoration and reintegration for street children and their families. This includes outreach to the children on the streets; a 24 hour emergency shelter for children that have come directly off the streets; and six safe homes and a farm community in Belo Horizonte. We work in partnership with local churches and organisations and have our own family team working with the children's families in the favelas. To date Happy Child has rescued over 8,000 street children and those 'at risk' and employs over 70 staff in Brazil. (See www.happychild.org).

1.2.3 Recife

Happy Child opened our second City mission in 2007 in Olinda, Recife which is in the north east of Brazil. We now have a home for up to 15 boys and provide support to the families and communities in the favelas. The plan is to replicate the successful Belo Horizonte model in Recife. It is Happy Child's intention to open a girl's home to rescue the young girls who have fallen prey to the evils of the streets. Some of them are embroiled in a life of drugs, prostitution and the child sex tourism trade at the tender age of nine. Research has shown that the child sex trade is thriving amidst the extreme poverty has been fuelled by the internet. Career missionaries Ricardo and Rachel Dias Cyrino joined Happy Child in 2009 to take leadership of the work in Recife.

1.2.4 Angola

During 2009 we appointed an intern to research the critical situation of at risk children in Angola as part of our preparation for a exploratory planning visit. The research showed the alarming challenges facing children in Angola:

- Huge numbers of children are affected by or infected with HIV/AIDS
- Traumatized child soldiers from the civil war which ended in 2002
- Families have been separated and displaced as a result of the war
- Children being maimed by the landmines
- Homelessness is rife, resulting in children living on the streets
- 70% of the Angolan population live below the poverty line
- 26% of the population live below the poverty line and suffer malnutrition

Whilst Happy Child's 12-step model of 'rescue, rehabilitation and reintegration' has been remarkably effective in Brazil, it is clear that happy Child's response would have to be specifically tailored to meet the needs in Angola. This includes schools for education, access to healthcare including prosthetic limbs for landmine victims and specialised trauma and counselling.

In summary, Happy Child International is a Christian charity which through faith has transformed lives of street children and their families. It runs training courses for missionary work rescuing street children which bring together people from around the world. Happy Child International is successful through its Christian conviction and the sacrificial love of its workers.

1.3 Scale of Street Children Need

The exact number of street children is impossible to count, but estimates are that tens of millions exist across the world. UNICEF estimates that in Brazil there are 8 million children living and working on the streets, 450,000 of which are totally on their own – orphaned, abandoned or without contact with their parents.

The causes are deep economic roots, inequitable distribution of wealth, economic crisis, a history of poor social planning which is now being addressed through an increased political will which is starting to give the child and family the priority they deserve. The real problem has been not the abandonment of children but the poverty surrounding the family'

- Poverty of education and relevant training
- Poverty of potential which leads families to despair and give up hope
- Poverty of esteem and opportunity which prevents children and their families achieving their potential
- Poverty of the body which, in the name of hunger, forces children into the streets to work and be exploited.
- Poverty of the spirit which destroys the will of the family to stay together
- Poverty of role models in our society today.

There are some differences between street children throughout the world and their contexts, however there are many similarities. A child, who for whatever reason ends up being forced from home or runs away, usually ends up on the streets of a town or city. Once there, they soon become part of the mosaic of street life. They usually join a group of children in similar circumstances and become embroiled in a life of petty crime, substance abuse, begging, occasional work, violence and sex. They also experience freedom and a life without rules, except the rules of their gang. Sometimes they are met by an adult, as they enter the town or city, who then exploit them sexually or force them in to child labour. They often end up sick, injured, HIV+ pregnant or even dead – research in Brazil indicates that a significant proportion of street children do not live to reach the age of 18.

It has been proven again and again that the longer a child is on the streets, the harder it is for them to leave the streets and the stronger the pull to return.

1.3.1 Slave Trade

People often ask why the street children problem is so acute in Brazil, and of course it is complex. However, the slave trade, which created much wealth for the UK, transported 11 million people from Africa, almost 4 million of whom went to Brazil to work on the plantations and in the mines. Today 46% of the population is black - the descendants of the slave trade. Whilst Brazil is now one of the world's largest economies - between 10th and 15th depending on what criteria you use - it is also one of the most unequal countries. It has over 50 million living in poverty and 20 in extreme poverty - 70% of those in poverty are black. This is the shared legacy of the UK, Portugal and Brazil, and it has always been the vision of Happy Child to be part of reversing the effects of slave trade which is at the root of the street children problem.

The good news is that President Lula da Silva elected in 2002 has made the reduction of poverty a priority. His government's social change policy known as Bolsa Familia or Family Allowance is starting to have an impact, but the size of the challenge is vast and the economic social and cultural barriers enormous. Whilst things are changing slowly in Brazil, they do not have the well developed approach to charities that we have in the UK, and so we continue to support them in a number of ways.

1.3.2 Sex Trade

The Associated Press released reports in 2007 claiming that Brazil has become the world's premier sex-tourism destination following the devastating Indian Ocean Tsunami that wrecked much of South East Asia's tourism business. We were also shocked to receive a local TV report from Recife with undercover filming of a girl aged 10 years old prostituting for £3. She said on camera that there was no food at home. Happy Child has recruited a second intern to gather research on child sexual exploitation in North East Brazil to help with our work. They found out last year that INTERPOL and the federal police uncovered a paedophile network that circulated internet videos of sexual abuse of young children in Brazil with links in at least 23 countries around the world, including the UK. In response to this crisis on the ground, Happy Child is registered to open a residential care home for some of these girls in Recife, including those who are pregnant.

1.4 What Should be our Response?

The problems of street children seem overwhelming and we might believe that it could only be addressed through concerted action of government agencies over several years. This may be true, and there has been significant progress by the authorities in Brazil in recent years, particularly in Belo Horizonte where Happy Child has contributed to a reduction in children on the streets at any one time from 800 in 1993 to less than 200 in 2009. However, the problem of street children in Belo remains and in other parts of Brazil the problem is reckoned to be worse than Belo in 1993. Every child on the street is a personal tragedy. Over 8,000 children in Brazil have come under the care of Happy Child, and the majority experience a life-changing opportunity through the support and care we give them. Against the totality of need, our efforts might seem like a drop in the ocean, but for each individual child it means 'everything in the world'.

As Christians we are commanded to respond to the Bible verse James 1 v 27 "Religion that God our Father accepts as pure and faultless is this: to look after orphans and widows in their distress and to keep oneself from being polluted by the world."

1.5 What is Happy Child International Mission 2010

We recognise that there are many needs in the world that demand a Christian response, with children being particularly vulnerable. The focus of Happy Child International will remain on 'street children and their families' across the world. The mission of Happy Child International is:

"To rescue and restore children from the streets across the world, and re-integrate them in to family and community. We seek to provide new opportunities for street children and their families through preventative

street work and, through the transforming power of the Gospel, to provide for their material, emotional and spiritual needs.”

1.6 What is our Vision

Over the past seventeen years, Happy Child has rescued over 8,000 street children from the cities of Belo Horizonte and Recife in Brazil. We believe this to be a testimony to God’s grace working through Christian action, and provides us with the motivation to extend our reach to other parts of Brazil, and other countries wherever there are street children in need.

Our vision and aspiration is that **“we help street children to realise their potential”**. Of course, we would like to rid the world of street children, but this is beyond our reach. Through our work we seek to overcome the evil that destroys a street child and their family life. Our purpose is to create a world where every street child can have a childhood, with opportunities of education, of a family and realise the potential given them by God.

Over the period 2010 to 2015 we have set a number of goals to help us deliver our vision. It is an ambitious plan, but one that meets a desperate need, and one that we can achieve by working in partnership. We put our trust in God and step out in faith in his service to do all that he empowers us to do.

Vision Goal	Key Measures of Success
<p>1. Promote excellence in the care of street children across the world (through the replication of the Happy Child International Belo Horizonte model)</p>	<ul style="list-style-type: none"> • Belo remains fully operational as a centre of excellence for the Happy Child International model and recognised through accreditation • Belo operations become self-funding within Brazil from May 2010 • Recife is up and fully operational (based on Belo model) • Open our second house in Recife for girls • Open a 24 hour rescue centre in Recife by 2011 • In Recife train sufficient staff to enable 2-4 more houses to be opened by 2015, • In Recife to be a key partner in the “Hands That Heal” network of charities working to 'get street children off the streets of Recife' • Secure funding from local government in Recife to make our operations in that city self-funding and sustainable • Angola to be the third centre and operational by 2011 • Identify key strategic partners to help us deliver Angola • Numbers of children rescued by Happy Child International increased from 150 per week in care in 2009 to 300 by 2015 • Identify our 4th City Centre Mission by 2015
<p>2. Mobilise and develop a network of trained people to work with street children throughout the world, including street teams</p>	<ul style="list-style-type: none"> • Happy Child International to run an annual training course to ensure a supply of trained people in line with our growth projections • Belo is the Happy Child international training centre

	<ul style="list-style-type: none"> • Happy Child International operational staff increase from 70 to 150 by 2015 • All staff should be trained and accredited in Child Protection
3. Promote awareness of the plight of street children and influence policy at local and national levels with special emphasis on child sexual exploitation in North East Brazil	<ul style="list-style-type: none"> • Number of supporters worldwide grows from 1,500 to 5,000 by 2015 • Number of partnership agreements with the local councils or local strategic policy making bodies • Number of partnerships with other charities and agencies, such as 180 Alliance, Consortium for Street Children, and Hands that Heal • Level of engagement in UK with Parliament and UK agencies on combating sexual exploitation
4. Resource the development and continuation of this work (through establishing, nurturing and supporting local groups to be largely self-sustaining)	<ul style="list-style-type: none"> • Annual income in UK and Brazil grows to £2m by 2015 • Ratio of administration support to operations remains in line with best practice at no more than 15% • Asset base in Brazil grows to 15 properties by 2015 • Resource the Angola project (amount yet to be agreed but could be over £10m)
5. Establish the Happy Child International operation as a professional and sustainable charity capable of delivering this vision in the UK, Brazil and wherever we have operational centres	<ul style="list-style-type: none"> • Recognised as excellent charity through accreditation • Strategy & direction through International Council • Fully functioning UK operations • Local operational centres have fully functioning management & governance frameworks • Happy Child International recognised as model of excellence & capable of replication

1.7 What is our Mandate?

Happy Child was registered as a charity in 1993 and is regulated by the Charity Commission. The 1994 trust deed sets out the object of the charity as the relief of poverty and advancement of the Christian religion through providing for the material, mental and spiritual needs of needy children and young people in the developing world. Compliance with the regulations has been assured through our charter. The trustees comply with the trust deed, applicable law and the requirements of the Charity Commission. An account and financial report is filed with the Charity Commission each year. In 2006, Happy Child International was registered with Companies House and the Charity Commission with the same purpose but within a slightly different legal framework.

Happy Child in Brazil is registered with the government as a charity within the legal framework of their own country. Happy Child Brazil complies with all of the legal requirements and with the same purpose as the UK.

In both UK and Brazil, it is the accountability of the directors to prepare financial statements for each financial year which show the state of affairs of the charity, its incoming resources and application of resources.

Furthermore the directors are responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

1.7.1 Our Values

The essence of Happy Child is **'providing street children with life-changing opportunities through experiencing Christian love in action'**. Our values define what Happy Child believes in and are:

- transforming – the lives of street children, their families and communities
- empowering – every individual to achieve their potential
- serving – through God's calling to provide children, families and communities with unconditional support and love
- partnering – with other agencies to deliver our vision

1.8 Partnership - Global 180 Alliance

Happy Child is one of the founding members of this global alliance established in 2005 with organisations working with street children around the world including Toybox, Oasis, Action Int., Retrak and Viva Network. The primary role of the alliance is to provide best practise through research, training, advocacy, communication and city-wide transformation strategies to projects working with street children through the mobilisation of city networking.

1.8.1 Hands That Heal – Recife Network.

In 2008, 180 Alliance facilitated the foundation and development of a network in Recife, north east Brazil, with 14 Christian projects working with street children in the city including Happy Child. Following an evaluation by 180 Alliance, four working groups were formed to enable the Recife network to strengthen the gaps and weaknesses found in their work with the street children;

- child protection policy training;
- family reintegration project;
- capacity building;
- street ministry.

The Hands That Heal Network has grown from strength to strength and is one of the key pilots for the 180 Alliance vision of 'removing street children from our city'. Happy Child Brazil is now managing this network and a three year plan has been agreed and funded to move this network to self-sustainability.

Section 2. Delivery of Happy Child International Services

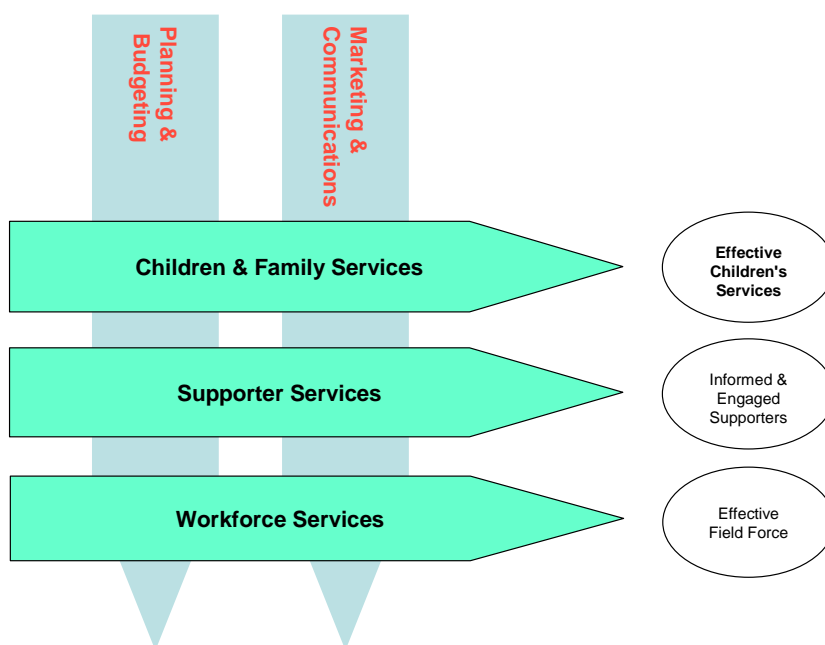
2.1 Main Happy Child International Services

Happy Child is a well run Christian charity which provides holistic and life-changing care services to street children, their families and communities, and provides our supporters with opportunities for personal involvement. How we act also defines us as a charity, and Happy Child always acts in a way which is:

- Dedicated to the support of street children, their families and communities
- Driven by Gods calling to act in faith
- Open, transparent, with integrity and honesty
- Professional to ensure effective and efficient services
- Compassionate in accordance with the needs and rights of every street child
- As a community recognising that we must all work together to achieve our vision

We have identified three core delivery services to our main customers, and two enabling and cross-cutting support services as set out in the diagram.

Happy Child Services



2.2 Street Children & Family Services

Our mission is the whole transformation of street children and their families – physical, social, emotional, educational and spiritual. We work in partnership with government agencies, voluntary groups, churches and individuals to meet the immediate needs of street children, and also to support their families and communities which are the source of street children problems. Whilst our immediate priority will always be to meet the needs of the child, we need also to affect structural transformation in the community to reduce the overall number of problems that drive children to the street. This core operational service is delivered through our local teams in Belo Horizonte and Recife. It is the model of provision that we wish to replicate in other centres and countries. Belo Horizonte has been our first centre and has grown over the past 17 years to a significant operation. Our

second centre was opened in Recife, north Brazil in 2007. The UK works with the Brazil Spiritual Council of Reference, to determine the policies and standards that we wish to establish and replicate, and demonstrate to our supporters the excellence of provision that we seek.

2.2.1 Achievements 2005-2009

Our main achievements have been:

- a) Consolidated and expanded children's services in Belo provided at high quality - now totalling over almost 8,000 street children over 17 years with 8 homes and 70 staff.
- b) Secured Brazilian state funding of 90% of the cost of running our services in Belo.
- c) Agreed that Belo Horizonte will become self-funding from May 2010 for all our existing children's and family services.
- d) Strengthened our management arrangements in Brazil and secured child protection accreditation of our staff through 180 Alliance.
- e) Opened a new City Mission in Recife with a boys house up and running and fully staffed.
- f) Strengthened our prevention work with families and the community in both Belo & Recife.
- g) Started an alumni project in Belo to support those children who are struggling to make it in the community as adults.
- h) Refurbished our homes in Belo and created an eco-project at the Farm.
- i) Visited Angola to plan for our third City centre and established a strong connection with the Government and identified local partners.

2.2.2 Key Immediate Activities 2010 to 2011

Our key immediate activities are:

- a) Belo will continue to be our model of operations that we shall replicate, and we shall continue to improve our operations on a continuous basis.
- b) Belo will provide our National Director for Happy Child in Brazil who will oversee our Recife mission.
- c) Recife will become the focus of UK support for the next 5 years in Brazil. We shall secure local finances to enable Recife to move to self-funding within an agreed time-frame.
- d) We shall open a Girls House in Recife as the next priority, followed by a 24 Reception Centre.
- e) We shall replicate our Belo governance and management structures in Recife, for example registering Recife as a local charity and establishing a Spiritual Council of Reference, and building our full delivery team.
- f) Open our third city mission in Luanda Angola. The precise resources and facilities need to be identified and agreed in 2010 with an anticipated start date at the beginning of 2011. We expect this to include:
 - Community Centre with a number of houses providing family care services and community support
 - Primary and Junior school services
 - Health centre services
 - vocational training (to university?)
 - management and administrative services including transport.

- g) Create the right governance and management structures in Angola based on a partnership between Brazil, UK and Angola.
- h) Secure funding for Angola estimated to be over £10m over 5 years.
- i) Build essential partnerships between Happy Child, Angolan agencies, other charities and NGOs, private companies and our supporters to deliver our plans for Africa.
- j) Central to our delivery is compliance with UK and Brazilian laws and guidance on providing services to children – including the ECA Child Statute (Brazil) and Criminal Records Bureau checks (UK).

2.3 Supporter Relationship Management & Fundraising

Our supporters are critical to the delivery of our vision and include individuals, churches, businesses, trusts, foundations, schools, other charities, media and government. They need to be reassured that the funds they provide are well managed, and that the outcomes for the street children make a real difference. At the local delivery level, our partnership with local churches has been a critical factor for success and will remain a central plank of our future growth. The Baptist Central Church in Belo has been supporting the work at the frontline of street work for over 17 years. It provides critical leadership and has the capacity to mobilise resources when needed, raise funds, provide local involvement and provided a sustainable base and channel to children and their families. Churches in the UK have also been a major supporter through finance, prayer and people to work at the front-line.

Local agencies work in partnerships at the front line of delivery, for example local government in Belo Horizonte has provided support and has been the major funder, and other Christian agencies collaborate with Happy Child International. The challenge of street children is enormous and it is imperative that we continue to develop partnerships at every level.

2.3.1 Achievements 2005-2009

Our main achievements have been:

- a) Secured funding from local government in Belo for our houses - this reflects the high regard for the quality of the services we provide.
- b) Step change in the increase of funds from our supporters, and an increase in regular giving and major donors from a widening base.
- c) Increased support from the Central Baptist Church in Belo and a commitment to support Recife and Angola.
- d) Connecting with wider philanthropy networks such as Coutts Bank and The Funding Network, and using external experts for support and advice.
- e) Securing grants from Trusts and Foundations.
- f) Developing programme of high quality events to raise profile and funds.
- g) Groups of supporters visiting Brazil to experience our work first hand and the life changing work done by our Brazilian colleagues.
- h) Engaging with private companies for support and sponsorship.
- i) Increased our UK staff to focus on supporter relationships, event management and fundraising.

2.3.2 Key Immediate Activities 2010 to 2011

Our key immediate activities are:

- a) Grow annual income in Brazil (and UK) to £1.2m pa and fund Angola (subject to agreed plans).
- b) Increase opportunities for our supporters to visit our frontline operations, for example
 - holidays with a purpose
 - gap years
 - corporate visits
 - private small group visits.
- c) Expand our supporter base and improve our management of relationships (including implementing supporter management software).
- d) Connect our supporters directly with outcomes - show how 'they make a difference'.
- e) Increase support and funding from trusts, foundations and corporates.
- f) Improve our advocacy for street children through engaging with governments, for example UK APPG.
- g) Increase the number of high quality events to promote our work and raise funds.
- h) Ensure our supporters have access to all the information they want and in the form of their own choice to demonstrate the outcomes we achieve and our effective stewardship of funds.
- i) Ensure we have the best mechanisms for engaging with our supporters and securing their feedback on how we can improve our services to them.

2.4 Workforce & Training

This is a key service that is critical for the delivery of our vision. Happy Child has been blessed with strong local leadership and management in Belo Horizonte and dedicated pool of staff devoted to the children they serve. We are recognised for the quality of our children's services delivered through the sacrificial love of our staff and motivated by their faith. It is this group that makes Happy Child International different and we need to provide our staff with excellent services and care.

We need to have staff policies that ensure our people do not suffer stress and tiredness. We need to provide proper remuneration to compensate for their sacrificial devotion to the children in our care. Our staff have physical, psychological, financial and spiritual needs that we must address. We need also to provide the training for the difficult challenge of working with street children, and to build the capacity for our future growth.

2.4.1 Achievements 2005-2009

Our main achievements have been:

- a) Increased our staffing in Brazil to over 70.
- b) Provided many missionaries from UK, including leadership for Recife.
- c) Achieved accreditation of our staff in Brazil for child protection through 180 Alliance.
- d) Developed HR policies for UK staff with proper governance arrangements.
- e) Opened new UK office which is now fully functioning with 5 employed staff, contracted experts and volunteers.
- f) Continued to provide training courses for street children in Brazil through which many of our own staff have come, and many other charities have benefited.
- g) Spawned a number of street children's charities around the world.

- h) Sent teams of people to Brazil for training and experience of our work in Belo.

2.4.2 Key Immediate Activities 2010 to 2011

Our immediate activities are:

- a) Continue to increase staffing in Brazil and UK in line with planned growth.
- b) Create a project team to plan and implement our Luanda Mission in Angola.
- c) Build the team for Angola through local nationals and Brazilian missionaries from Belo.
- d) Continue to run annual training trips from UK to Belo, and develop 3 year training and development plan with Brazil.

2.5 Business Planning, Budgeting and Finance

One of the core principles of the success of Happy Child has been the partnership between UK and Brazil. We have put in place the business and budget plans that provide confidence and certainty of income and expenditure over a rolling three years. This shows that we have sound business practices in place for the stewardship of the funds and resources. We have strengthened our governance arrangements between UK and Brazil which include annual reviews of our strategy and plans.

2.5.1 Achievements 2005-2009

Our main achievements have been:

- a) A strong partnership agreement between Brazil and the UK based on rolling three year plans where each country understands its contributions and commitments.
- b) Strong and effective governance structures in Brazil and the UK where we have created a new legal entity.
- c) Established International Council which sets overall direction of Happy Child and secures agreement between Brazil and UK - this meets annually.
- d) Annual visits to Brazil by the UK Board to witness on the ground the progress being made by Brazil, and to build trust and confidence in mutual obligations and relationships.
- e) We have agreed a 5 year Strategy which is being updated.
- f) Improved understanding of responsibility and accountability structures in both Brazil and the UK.
- g) Child Protection policies in place and shared with Brazil.

2.5.2 Key Immediate Activities 2010 to 2011

Our key immediate activities are:

- a) Establish the Belo model of governance and management in Recife.
- b) Strengthen the UK Board to cope with the projected expansion of the charity.
- c) Design an appropriate governance and management structure for Angola taking in to account the contributions expected from Brazil, UK and need to focus on and develop local Angolan capabilities.
- d) Develop a funding strategy that helps us manage future commitments in a more secure financial regime.

2.6 Marketing & Communications

We recognise the desperate need of street children and their families in many countries, and we need to reach out to potential supporters across the world to engage in the work of Happy Child International. We are a small charity with a high reputation delivering excellent services, and we must get our message across effectively in a highly competitive and crowded global communications market - we have an excellent 'story to tell'.

2.6.1 Achievements 2005-2009

Our main achievements have been:

- a) Built and launched a new web service.
- b) Agreed marketing strategy including new branding.
- c) Produced range of information and marketing collateral.
- d) Engaged with Third Sector PR company - recognised as leading in the charity sector.
- e) Presented to the All Party Parliamentary Group on the work of Happy Child and need to end the sex trade.
- f) Joined forces with our MP Sir Paul Beresford to combat sex trade in Brazil, and connected Metropolitan Police Service with Brazilian police to share expertise.
- g) Launched new version 'The Street Children of Brazil' at House of Commons
- h) Promoted Happy Child in number national publications and on national radio.

2.6.2 Immediate Activities 2010 to 2011

Our key immediate activities are:

- a) Increased public awareness of Happy Child and the issues that street children face.
- b) Increased action around sex exploitation to publicise problem and raise funds for our girls house.
- c) Engage further in the 180 Alliance to share best practice and learning across the world.
- d) Provide improved marketing material particularly case studies and upgrade web site.
- e) Host more events to raise funds and build our local supporter networks.

Section 3. Governance of Happy Child International

3.1 Governance Overview

This section sets out how Happy Child International is guided, directed and controlled at the strategic level and within a legal framework. It also addresses our approach to working with local partners, and their relationship with the UK Directors. As we operate on an international basis, we shall be bound by different legal frameworks of the respective countries in which we operate.

Our principle is to devolve decision-making to the local level so that each part of Happy Child International can be clear about how it needs to operate within legal systems of the respective countries. At the same time we wish to ensure that Happy Child International delivers services anywhere in the world consistently and transparently to its supporters wherever they are.

3.2 Happy Child International Mandate

Happy Child International was incorporated as a company limited by guarantee by Companies House on 14th September 2006 – number 5935028, and registered as a charity with the Charity Commission. The objects of the Company are the same as those of the original Happy Child Mission, but in addition expand the scope of the work to include the advancement of education to children in need throughout the world.

Happy Child International has been granted permission to dispose with the word 'Limited' in its name, although it retains its corporate status. Happy Child International is subject to the laws of the United Kingdom as set out in the Companies Acts 1985 and 1989, the Trustees Act 2000, and the regulations of the Charity Commission.

The regulations as to how the 'company' is run, such as the appointment of Directors, the length of office, rotation of Directors, the frequency of meetings, the procedures at meetings, record of members are all set out in the Memorandum and Articles of Association of Happy Child International

3.3 Happy Child International Board

A Happy Child International Board was established in 2007 to agree the UK / Brazil joint Statement of Strategic Intent and the three rolling business plan and budget. Membership of this Board comprises representatives from the UK Board and the BSCR. Once Recife is fully operational, we would expect members of their local council to attend. The responsibilities of the Happy Child International Board were agreed and include:

- Agree annually the Happy Child International Strategic Statement of Intent
- Ensure that all appropriate consultations, approvals and legal requirements are taken by the respective countries
- Agree the three year rolling business plan and budget, and the detailed annual plan

3.4 Role of the UK Board of Directors & the BSCR

Both Boards in the UK and Brazil have similar responsibilities within their respective legal frameworks. The key responsibilities of the Boards are:

- to ensure that the charity's activities are within the law and its charitable objectives
- to determine the charity's mission and purpose and to guard the charity's ethos and values;
- to approve the charity's organisational strategy;

- to approve budgets and monitor financial and operational performance;
- to ensure the charity's properties, assets and other resources are protected and managed effectively and in line with the above;
- to support the management team in achieving the organisation's mission, or employees, and to review their performance at regular interval.

Supplementary information about the accountabilities of directors and the process of governance of Happy Child International is available if requested..