

# UPHOLDING OUR VALUES



**Save the Children**

Accountability and transparency report 2017

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This report is a companion piece to our 2017 [Annual Report](#).

Some names have been changed to protect identities

Cover: Louren, 8 years old, has physiotherapy at a centre for children with disabilities run by our partner the St John Paul centre in Kenya. Photo: Allan Gichigi/Save the Children

# STATEMENT FROM THE CEO

Save the Children's mission is simple: save children's lives, tackle poverty, and bring relief in the most difficult circumstances. This work must come with the highest of standards. Over the past year, I have visited our humanitarian programmes in places like Somalia, Yemen, North-East Nigeria and, just a few weeks ago, Cox's Bazar in Bangladesh. In all of these areas and more, Save the Children is working: with whole families who have been uprooted and traumatised by violence; with impoverished mothers and malnourished children who do not know where their next meal is coming from; ultimately, with the world's most vulnerable people. Our job is to provide them with care and hope – and with the standard of protection their vulnerability demands.

Our organisation – and our sector – have come under the spotlight over issues of sexual harassment, abuse and exploitation. Save the Children, jointly with our friends and partners in the sector, has already put forward [suggestions for correcting that failure](#). These are practical measures which, if developed and applied with the urgency the current crisis demands, could help restore both standards of protection, and trust.

Our primary responsibility as Save the Children is to the children we were created to serve. But I am fully aware of my responsibilities to all our staff, including those here in the UK. My colleagues come to work every day to make a difference for children. They are passionate, committed and professional – and I will not allow them to be subjected to sexual harassment, bullying or a lack of respect. That is why we have established an [independent external review](#) to look into our workplace culture. Its findings will be published later this year. We have also introduced two new accountability priority actions on preventing sexual exploitation and abuse (see pages 30 and 38 of this report for more information).

Our Accountability and Transparency report is an important way of tracking our progress against the goals we set ourselves. We are continually striving to become more accountable and transparent in everything that we do. In 2017,

we refreshed our website making it easier to find information about us and our work. We published our [2017–18 Priorities](#), setting out some key commitments to end childhood deaths from pneumonia; deliver early learning education; and protect children in war. We launched a new gender strategy and gender equality policy across the Save the Children movement. You can read more about our achievements – and our reflections on where we can do more – over the next few pages.

Looking ahead, we'll continue to work on the ten commitments set out in this report. To do this, I want us to draw on the perspectives of children and communities – as well as on our domestic and international programme experience and our policy and programme research – to set the agendas, inspire the innovations and galvanise the partnerships that can transform the world for children.



**Kevin Watkins**  
Chief Executive Officer



# ABOUT THIS REPORT

This is the sixth year we have produced an **Accountability and Transparency report**. It is a companion piece to our **Annual Report** and gives us the opportunity to share key information and targets regarding our financial, social and environmental accountability.

Our Accountability and Transparency report provides an overview of the mechanisms in place to ensure we use our resources efficiently, achieve measurable results and are accountable to supporters, partners and, most of all, children. In our **2016 Accountability and Transparency Report**, we outlined 10 commitments and identified indicators against these for the reporting period 2016–2018. These help us to track our performance and identify further opportunities for improvement.

We also continue to track our progress against the reporting standards of the Global Reporting Initiative. This is an opportunity to benchmark Save the Children against international reporting

standards for sustainability and transparency. It also enables our stakeholders – that is to say, anyone with an interest in our work – to find out information about us and to hold us to account.

As an organisation, we're accountable to a wide range of stakeholders including our supporters, donors, staff, volunteers and partners – but most importantly, we're accountable to children. At the heart of this are three simple considerations: responsibility to stakeholders in the effect we have on them; transparency in our activities; and putting mechanisms in place that allow stakeholders to provide feedback on future decisions so that we can improve the quality and impact of our work, and thereby the sustainability of our organisation. This report functions as a transparency mechanism in its own right, as well as a summary of the progress we've made in this space over the last year.

If you have any feedback for us, please do get in touch.

## WHO ARE WE ACCOUNTABLE TO?

children communities supporters schools  
 donors local government corporate partners activists  
 institutional donors media fundraisers volunteers  
 employees families trustees institutional partners  
 campaigners retail customers national governments  
 non-governmental organisations parents carers

# SUMMARY OF PROGRESS AGAINST OUR COMMITMENTS IN 2017

Below you can find key areas of progress made in 2017, as well as some areas where we feel we can do more. A more in-depth look at our work over the last year can be found on the following pages.

Commitment	Progress in 2017	Priorities for 2018
<p><b>PUTTING CHILDREN AT THE CENTRE OF WHAT WE DO</b></p> <p>We are committed to achieving improved accountability and empowering children to be agents of their own change. As part of this we will increase our focus to ensure that we protect the most marginalised and deprived children, so that every last child has the opportunity to survive, learn and participate.</p> <p><a href="#">See page 6</a></p>	<ul style="list-style-type: none"> <li>Established a new key performance indicator to ensure we are putting children's voices at the heart of our work.</li> <li>Supported the Government of Uganda to develop and launch their first <a href="#">National Child Participation Policy</a>.</li> <li>Launched a new gender equality policy and began delivery of gender equality training for our staff.</li> <li>Published <a href="#">The People in the Pictures</a>, a research report demonstrating our commitment to listening to the children and communities who allow us to tell their stories.</li> </ul>	<ul style="list-style-type: none"> <li>Supporting our staff to design and implement programmes that are in alignment with our global gender equality policy.</li> <li>Improving children's participation in our research.</li> <li>Monitoring the effectiveness of accountability mechanisms.</li> </ul>
<p><b>DELIVERING HIGH QUALITY PROGRAMMES</b></p> <p>We are committed to continually improving the quality of our programmes, including ensuring they are based on good evidence, are generating impact and learning, and consider sustainability, participation and accountability.</p> <p><a href="#">See page 11</a></p>	<ul style="list-style-type: none"> <li>Began tracking indicators linked to our programme quality, including gender equality and the quality of evaluations, across the Save the Children movement.</li> <li>Drew together evidence (supported by tools and guidance) on our best understanding of how to address some of the key problems children face.</li> <li>Established a research and evaluation ethics committee.</li> <li>Supported Save the Children International to externally verify our international humanitarian programming against the <a href="#">Core Humanitarian Standard</a>.</li> </ul>	<ul style="list-style-type: none"> <li>Initial development of an evidence and learning hub across our Global Programmes and Policy, Advocacy and Campaigns divisions.</li> </ul>

Commitment	Progress in 2017	Priorities for 2018
<p><b>COORDINATING AND COLLABORATING WITH OTHERS</b></p> <p>We are committed to working collaboratively with local communities, NGOs, institutions and partners who share our ambition to achieve lasting change in children's lives.</p> <p><a href="#">See page 15</a></p>	<ul style="list-style-type: none"> <li>• Agreed a new approach and strategy for business partnerships.</li> <li>• Continued to work with our partners to find new ways of delivering real change for children.</li> <li>• Looked for new ways to improve our accountability and transparency to our partners by providing better mechanisms for open communication and feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to support communities in holding decision-makers to account.</li> </ul>
<p><b>ETHICAL FUNDRAISING</b></p> <p>We are committed to ethical fundraising, ensuring that all donations received further our mission, and that our sources and means of generating income do not conflict with our values or affect our independence.</p> <p><a href="#">See page 19</a></p>	<ul style="list-style-type: none"> <li>• Continued to uphold our <a href="#">Supporter Promise</a>.</li> <li>• Updated our <a href="#">donations acceptance and refusal policy</a> to include new 'high-risk' sectors.</li> <li>• Developed a new incident register to help us learn from mistakes.</li> </ul>	<ul style="list-style-type: none"> <li>• Further invest in communications that show our supporters the difference they make.</li> </ul>
<p><b>RESPONSIBLE ADVOCACY</b></p> <p>We are committed to ensuring that our advocacy is consistent with our mission, grounded in our work, based on evidence and advances children's rights.</p> <p><a href="#">See page 22</a></p>	<ul style="list-style-type: none"> <li>• We drew on programme evidence to improve the impact of our advocacy and to capture best practice.</li> <li>• Children have played an increasingly important role as ambassadors in key advocacy moments over 2017, including the High Level Political Forum on Sustainable Development, the Children on the Move global conference, and the United Nations General Assembly.</li> <li>• We refocused the emphasis of our UK programmes on generating compelling evidence for policy change.</li> </ul>	<ul style="list-style-type: none"> <li>• Devise approaches to embed a political will monitoring tool for measuring advocacy.</li> </ul>
<p><b>TRANSPARENCY</b></p> <p>We are committed to transparency and honesty about who we are and what we do. This means providing clear and relevant information about how we are structured and what we spend our income on, as well as making it easier for people to engage with our work and get in touch.</p> <p><a href="#">See page 25</a></p>	<ul style="list-style-type: none"> <li>• Launched a new website providing a greatly enhanced online experience, with engaging ways for those interested in our work to find out more about what we do and support our cause.</li> <li>• Published information on project results via the International Aid Transparency Initiative for the first time.</li> </ul>	<ul style="list-style-type: none"> <li>• Work towards having a fully integrated digital suite of annual reports on our website.</li> <li>• Provide further transparency on our policies and the ways we work.</li> </ul>

Commitment	Progress in 2017	Priorities for 2018
<p><b>UPHOLDING THE HIGHEST STANDARDS IN CHILD SAFEGUARDING</b></p> <p>We are committed to upholding the highest standards in child safeguarding. This means ensuring that our measures to ensure child safeguarding are robust and applicable to the variety of settings in which our staff work.</p> <p><a href="#">See page 28</a></p>	<ul style="list-style-type: none"> <li>Completed a review of child safeguarding in humanitarian responses a year early.</li> <li>Started development of a child safeguarding resources toolkit.</li> </ul>	<ul style="list-style-type: none"> <li>Implement a new series of robust processes across our organisation and in the communities we work with for the prevention of sexual exploitation and abuse.</li> </ul>
<p><b>RESPONSIBLE RESOURCE ALLOCATION</b></p> <p>We are committed to ensuring our income is used efficiently, effectively, and responsibly, by making every pound count.</p> <p><a href="#">See page 32</a></p>	<ul style="list-style-type: none"> <li>Strengthened our budgeting and forecasting process as well as implementing a new fit for the future programme to drive further efficiencies ultimately leading to greater impact for children.</li> <li>Secured over £400,000 savings over a three-year period by reviewing our procurement of key services.</li> </ul>	<ul style="list-style-type: none"> <li>Agree a three-year budget framework alongside our 2019–21 strategy.</li> </ul>
<p><b>SUPPORTING AND ENABLING OUR PEOPLE</b></p> <p>We are committed to engaging and supporting our staff and volunteers while cultivating a safe and respectful working environment, where our people recognise each other's contribution, well-being and performance.</p> <p><a href="#">See page 35</a></p>	<ul style="list-style-type: none"> <li>Increased delivery of our 'accelerating delivery and improvement' training for staff.</li> <li>Developed a new staff engagement initiative to help ensure we are supporting and enabling our people.</li> <li>Updated our inductions for new members of staff to ensure they are equipped with the right information from day one.</li> </ul>	<ul style="list-style-type: none"> <li>Regular communication and access to mandatory training for our staff on Respect in the Workplace and our Code of Conduct.</li> <li>Commission an independent review of our workplace culture.</li> </ul>
<p><b>THE ENVIRONMENT</b></p> <p>We commit to minimising the environmental impact of our operations wherever possible, balancing it with our mandate and financial affordability.</p> <p><a href="#">See page 38</a></p>	<ul style="list-style-type: none"> <li>Began implementation of our environmental champions strategy, which included developing new environmental training modules for our humanitarian staff, raising awareness internally, recruiting new environmental champion group members, and gathering evidence to enable change.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to implement our environmental champions strategy.</li> <li>Continue to raise awareness and support across the whole breadth of the organisation from retail to operations and programmes.</li> </ul>

# OUR 10 ACCOUNTABILITY COMMITMENTS

## COMMITMENT 1

### Putting children at the centre of what we do

We are committed to achieving improved accountability and empowering children to be agents of their own change. As part of this commitment we will increase our focus to ensure that we protect the most marginalised and deprived children, so every last child has the opportunity to survive, learn and participate.

Real accountability involves giving children and communities a meaningful opportunity to understand, engage, provide feedback, participate and hold us to account. In addition to engaging with children, we aim to be child-focused in our programme designs.

In 2017, we began tracking some key indicators of quality in our programmes. For example, a new indicator for voice and accountability is helping us to have a better picture of where things currently stand with regards to amplifying the voice of children in our programmes and how much more we need to do. We also published a research report [The People in the Pictures](#), demonstrating our commitment to listening to the children and communities who generously allow us to tell their stories. The report provides practical ways

to ensure greater recognition of children and communities as stakeholders, therefore embedding greater agency and accountability into the image-making process.

A significant achievement in 2017 was the work we undertook with UNICEF to support the Government of Uganda to launch a five-year National Child Participation Strategy. The Strategy aims to pave the way for children to participate in decisions that affect them, at national and local levels, including in families. More than 250 children, who included refugee children, street children, orphans, children out of school, children from rural communities, children in remand centres and children with disabilities, were involved in focus group sessions that informed the strategy.



PHOTO: NOUR WAHID/SAVE THE CHILDREN

Majd, aged six (right), is a Syrian refugee in Lebanon



**PRIORITY ACTION**

**By 2018, we will have fully integrated effective, practical and meaningful accountability to children and their communities into ‘signature programme’<sup>1</sup> planning and implementation.**

**PROGRESS MADE IN 2017**

We have prioritised efforts to ensure our signature programmes embed accountability mechanisms to children and have seen some examples of good practice in this regard. One is the Child Development Grant Programme in Nigeria, which has established a complaints response mechanism as well as a toll-free helpline – a great way to get real-time feedback from children and their families about how well the programme is working for them.

In our Maternal and Child Health signature programmes in Kenya and the Democratic Republic of Congo, regular meetings are held

with communities to discuss progress so that they are feeding back on our improvements and understand when progress isn’t being made. The Stop Diarrhoea signature programme in Nigeria has helped community leaders and others understand their entitlements to health services and has developed a complaints response mechanism.

All Save the Children country offices are now required to track the percentage of their field offices systematically using accountability mechanisms.

**PRIORITIES FOR 2018**

In 2018, we will monitor the effectiveness of the accountability mechanisms being used across our signature programmes, looking for opportunities to share what we have learned from these experiences. This will include learning from programmes that have been particularly

effective, for example in listening to children’s and women’s voices in contexts where those voices are not normally heard. We will also seek to use our learning to support grassroots communities to hold other service providers to account for their performance.



Kamal, five, is a Rohingya refugee living in Bangladesh

<sup>1</sup> Our signature programmes are designed to be replicable at scale and to leverage powerful support from governments, partners and donors. We currently have nine signature programmes in operation.



PHOTO: JONATHAN HYAMS/SAVE THE CHILDREN

Eruduki, three, with her sister Nancy, 15, in northern Kenya

### PRIORITY ACTION

**By 2018, 100% of new programmes will be gender sensitive and designed in line with gender mainstreaming guidance specific to their theme.**

### PROGRESS MADE IN 2017

Although we have not met our target this year, we have put in place structural changes which will drive improvement over 2018. A significant milestone was the launching of the Save the Children movement-wide gender equality policy, which has informed the development of Save the Children UK's first ever gender equality and girls' empowerment strategy. Much work is needed to drive progress and implementation of the strategy, including advancing gender equality in programmes, and there is a clear cross-organisational commitment to doing so. A key element of this is a tool to guide staff on designing and scoring gender-sensitive and

gender-transformative projects – while we acknowledge that we may not hit our target of achieving this with 100% of our programming, we aim for at least 75% in 2018.

The understanding and capabilities of our teams across the organisation are critical to progressing this agenda, and a gender equality induction is now made available to all staff. By building staff capability and introducing necessary tools and accountability mechanisms, we are making progress in mainstreaming gender, empowering girls, changing discriminatory gender norms, and ultimately advancing gender equality.

### PRIORITIES FOR 2018

We will drive implementation of the new movement-wide gender equality policy, reviewing and adapting our policies and processes, and supporting staff to design and implement gender-sensitive and gender-transformative programmes. We will grow the membership of the cross-organisational gender hub within Save the Children UK to represent and drive progress across all parts of the organisation.

We will also build the capacity of country offices, including rolling out a pilot initiative which provides targeted, comprehensive and ongoing gender equality support to a priority country office. We will carry out research on priority challenges and barriers to girls' empowerment so that all our programmes can be harnessed to advance gender equality.

**PRIORITY ACTION**

**We will support Save the Children International to conduct relevant child-focused needs assessments and feedback assessments in all Category 1 and Category 2 emergencies<sup>2</sup> in which Save the Children UK has an active role.**

**PROGRESS MADE IN 2017**

Our major contribution in 2017 has been to focus a member of the Humanitarian Evidence, Effectiveness and Accountability Team on child engagement and participation. This has resulted in staff working on Horn of Africa responses and in the Middle East and Eurasia regional office being trained on accountability, development of child engagement guidance for real-time reviews, and real-time reviews for Kenya, Somalia, Ethiopia, and Uganda engaging with children to a much

higher level. This is now being cemented into global guidance and training.

The Bangladesh response will conduct a multiagency child recovery assessment, building on practice led by Save the Children UK in Philippines, Sierra Leone and Nepal. This will be used to finalise sector-wide methodology, enabling Save the Children and other global actors to leverage more resources.

**PRIORITIES FOR 2018**

By the end of 2018, we aim to have supported Save the Children International in conducting assessments in at least 60% of all Category 1

and 2 emergencies in which Save the Children UK has an active role.



PHOTO: TURJOY CHOWDHURY, SAVE THE CHILDREN

**Fatima, 11, plays in a child-friendly space in a camp for Rohingya refugees in Bangladesh**

<sup>2</sup> Category 1 response: a humanitarian response that is classified as 'extraordinary' due to the nature and scale of the emergency, the impact on basic services, government capacity to respond, our ability to access the areas affected, the extent of Save the Children's existing presence in the area, and the political stability of the area affected.

Category 2 response: a humanitarian response that is classified as 'large' due to the same factors listed in the 'Category 1 response' definition above.



PHOTO: NOUR WAHID/SAVE THE CHILDREN

Children in the Lebanon spoke out about the risks of child labour and the importance of education

### PRIORITY ACTION

**We will build the power of children by making their participation and agency a mainstream part of our planning in our campaigns and programmes by the end of 2018.**

### PROGRESS MADE IN 2017

In 2017, we defined five organisational priorities including ‘increasing the impact of our programmes and advocacy’, which includes a new initiative on placing children’s voices at the heart of our programming and advocacy. A powerful example of this is the Voices of Children project, a joint venture between our Global Programmes and Policy, Advocacy and Campaigns divisions, which has conducted a series of focus sessions in Bangladesh and Nigeria, capturing children’s perspectives and experiences of malnutrition and deprivation.

Children, especially young girls, in the rural villages of Sylhet, Bangladesh, have been supported to play a critical role in advocacy on issues related to nutrition. We made two films that amplify children’s voices to support global advocacy efforts to break the cycle of malnutrition between generations – their stories and call for action are powerful.

For more information, please see page 32 of our [Annual Report](#).

### PRIORITIES FOR 2018

Placing children’s voices at the heart of all our programming and advocacy remains a challenge, but our new indicator for voice and accountability will help us to have a better picture of where things currently stand and how much more we need to do. This is, however, an area in which Save the Children UK and the movement more broadly have limited capacity, and this work suffers from a lack of leadership in the wider

movement – an issue we need to resolve in our next strategy period if we are to live up to our ambitions in this area.

In 2018, we will improve children’s participation in our research (including through girl-led research), enabling us to work towards putting the voices of children at the heart of our policies and not just our advocacy.

## COMMITMENT 2

# Delivering high quality programmes

We are committed to continually improving the quality of our programmes, including ensuring they are based on good evidence, are generating impact and learning and are considering sustainability, participation and accountability.

Alongside our longer-term programmes, which are covered by this commitment, we also work to ensure that communities and individuals affected by humanitarian crises know their rights and entitlements, have access to information, and participate in decisions that affect them.

Over the course of 2017, we have made good progress, both in the UK and worldwide, to

ensure that we gather the evidence we need to catalyse improvements in our programmes. We are committed to driving a step change in our approach to research, evidence and learning: to raise the quality, impact, use and visibility of evidence in our work. This will take some time as it will require shifts in capability and culture as well as in our systems and resourcing.

### PRIORITY ACTION

**We will support Save the Children International to externally verify international humanitarian programming against the Core Humanitarian Standard by 2018.**

### PROGRESS MADE IN 2017

As an organisation working for children all over the world, we need to make sure that we live up to the standards and regulations that we demand of others. Aside from our own internal governance, we sign up to a number of recognised conventions, such as the United Nations Convention on the Rights of the Child, the Human Rights Principles, and the Code of Conduct for the International Red Cross.

In 2017, Save the Children UK co-led the external verification of Save the Children International's responses against the Core Humanitarian Standard on Quality and Accountability. This is a set of nine commitments which organisations involved in humanitarian response can use to improve the quality and effectiveness of the assistance they provide.

### PRIORITIES FOR 2018

Although our assessment showed Save the Children International passed the audit, our humanitarian strategy group has driven an extensive improvement agenda covering five priority areas (consultation, partnership, learning, data protection and environment). Save the Children UK is leading or an active participant across all five areas. In 2018, we will continue to support Save the Children International in verifying itself against the Core Humanitarian Standard.

We will continue to support work on the priority areas throughout 2018, defining a four-year workplan to drive movement-wide change. Based on the humanitarian strategy group steer, Save the Children UK will prioritise the consultation workstream, particularly in relation to consulting with and being accountable to children.

**PRIORITY ACTION**

**We are committed to strengthening our ability to capture and share our impact, learning and innovations in order to achieve our bold ambition for children. For example, by 2018 we will make signature programme evaluations publicly available, including on our website.**

**PROGRESS MADE IN 2017**

Efforts are under way to make a step change in our research, evidence and learning. In 2017 we put in place some of the governance structures needed: we established a research and evaluation ethics committee and developed an evaluation reporting check quality tool, to drive up the quality of our evaluations, and a research governance framework, which will enable us to effectively manage the risks associated with undertaking research.

We have completed midline evaluations for our signature programmes in the Democratic Republic of Congo, Kenya and Nigeria, and are quality assuring nine high priority evaluations for publication on our Global Resource Library – a portal we hope to strengthen in the coming year.

Evaluation evidence is also being used in real time to inform and adapt programming.

Cross-movement work has been undertaken to develop agreed approaches to addressing particular problems facing children, based on evidence and our best understanding of what works. So far, we have produced a comprehensive set of tools and guidance for ten of these problems, including children facing violence in the home, primary school children not able to read, and newborn babies dying from preventable causes. This means our country offices do not need to start from scratch each time they approach a problem but will have more time for innovation and finding ways to adapt, learn and refine solutions to their own context.

**PRIORITIES FOR 2018**

In 2018, we will create an evidence and learning hub across our Global Programmes and Policy, Advocacy and Campaigns divisions to increase our capability, drive progress, and set priorities

and common standards for evidence and learning efforts. Where relevant, staff will have clearly articulated evidence and learning objectives for the year.



PHOTO: SAVE THE CHILDREN

Primary school children in Rwanda



PHOTO: JOAN MARIE DEL MUNDO/SAVE THE CHILDREN

Boys affected by conflict in Democratic Republic of Congo voice their concerns about missing education and not having enough to eat

### PRIORITY ACTION

**We will continue to support the roll-out of a movement-wide Quality Framework<sup>3</sup> and ensure that monitoring, evaluation, accountability and learning mechanisms are embedded at the heart of all our programmatic work by 2018.**

### PROGRESS MADE IN 2017

In 2017, we introduced and began using five new indicators to track elements of programme quality, supported by two new tools – the Gender Equality Marker and Evaluation Quality Assessment tools.

Designing and delivering high quality and impactful programmes requires the right level of technical expertise<sup>4</sup> in the right place, doing the right things. In 2017 we initiated a movement-wide review of our existing technical expertise model (at all

levels). The findings will inform proposals for potentially transformational changes.

We have made significant progress on the design of a global results framework which will enable us to monitor our movement-wide work at country, regional and global levels, hold ourselves to account against our commitments, use data for decision making, and communicate our achievements and learning.

### PRIORITIES FOR 2018

In 2018, we will consolidate our experience and learning to improve implementation of the Gender Equality tool and the quality of our evaluations. Quality standards will be agreed across the Save the Children movement, and plans made to embed and monitor them.

We will finalise our global results framework and support its integration with the planning process for the next strategy period, 2019–2021. The framework will allow us to:

- **Tell a better story** – having an agreed set of results and indicators at different levels of work

will help us build a more comprehensive picture of what we are doing so we can tell a better story of how we are changing lives at country, thematic and global levels.

- **Make decisions based on evidence<sup>3</sup>** – it will provide a common platform around which all member organisations can develop their three-year strategic plans and harmonised targets.
- **Hold ourselves to account** – we will be able to compare progress across countries, themes and members and to disaggregate data by context and levels of poverty and deprivation.

<sup>3</sup> The Quality Framework is a resource for Save the Children staff that contains policies, essential standards and procedures, tools, and best practice guidance.

<sup>4</sup> For the purposes of this review, technical expertise refers to the technical knowledge, experience and capacity needed across the Save the Children movement.

**PRIORITY ACTION**

**By 2018, analysis of our total reach data will provide information on our progress towards reaching the most deprived children.**

**PROGRESS MADE IN 2017**

Our reach data is defined by direct reach and indirect reach. A person is reached directly when they have received one or more inputs from Save the Children or its partner, or have participated in activities of Save the Children or its partner, or have accessed services provided by Save the Children or its partner, or have received inputs, activities or services from individuals or institutions to whom Save the Children or its partner has provided sustained support. A person is reached indirectly through communications, campaigning and/or awareness raising efforts or events conducted or supported by Save the Children or one of its partners. A family or community member whose well-being is expected to be enhanced by a person reached directly by Save the Children or one of its partners is also considered to be indirectly reached.

In 2009, Save the Children agreed to use a shared methodology to estimate the number of people

reached by our supported programmes in order to produce consistent and reliable data across the movement. The resulting data is just one component of monitoring the progress of our strategy and programmes. Our global strategy, *Ambition for Children 2030*, is very specific about the shift we need to make if we are to achieve lasting changes for children, including reaching the most marginalised and deprived children. Total reach data presents an opportunity to get an estimate of progress being made in this regard.

During 2017, we supported Save the Children International in the review of our total reach data collection methodology and agreed to pilot a data collection tool to gather this information using the global Multidimensional Poverty Index<sup>5</sup> data. The Index uses information from ten indicators relating to health, education and living standards. We have identified a small group of countries in which we will test this methodology using 2017 data.

**PRIORITIES FOR 2018**

In 2018, we will undertake a learning review of the Multidimensional Poverty Index and apply learning to adjust our methodology for calculating total

reach. Full results of any change in methodology will only be realised in February 2019.



PHOTO: GABRIELE FRANÇOIS CASINI/SAVE THE CHILDREN

**Our staff member gathers children for activities in a camp for displaced people in Iraq**

<sup>5</sup> The global Multidimensional Poverty Index is an international measure of acute poverty covering more than 100 developing countries. <http://ophi.org.uk/multidimensional-poverty-index/>



**COMMITMENT 3****Coordinating and collaborating with others**

We are committed to working collaboratively with local communities, NGOs, institutions and partners who share our ambition to achieve lasting change in children's lives.

By harnessing the power of others, we can increase our income, reach, impact and influence beyond what we can achieve alone. Working in mutually beneficial partnerships helps us achieve more impact for children. While we have clear obligations to our partners, particularly to donors who give us funds and expertise, accountability in partnerships works both ways. We must make sure that organisations representing us strive to reach our levels of accountability and transparency.

We are committed to being accountable to anyone we work in partnership with – communities, donors, corporate partners, celebrities and our ambassadors. At a global level, we are on track to deliver an improved model for the management and governance of global partnerships. As we move into 2018, we will seek new ways to coordinate and collaborate with our partners, particularly by focusing more organisational effort on business partnership opportunities.

## Ending child marriage: holding the African Union member states accountable to children

Worldwide, more than 700 million women and girls, alive today, were married before their 18th birthday. Despite recent progress, if current trends continue Africa will be home to almost half the world's child brides by 2050, up from 17% today. In 2015 the African Union launched a campaign to End Child Marriage.

As part of our commitment to collaborate with local communities, governments, institutions and partners who share our vision for children, we joined the campaign. Our objective was simple: to work in collaboration with the African Union to establish an accountability mechanism on ending child marriage, so that we can build political accountability at the highest level of decision-making.

To ensure that all countries are taking the necessary steps towards ending child marriage and reporting on the progress they make, we supported the development of an African Union Accountability Framework. In 2017 we undertook targeted advocacy with the ambassadors of member states, and formed a forum that brought together 72 participants including youth activists, academics, child marriage survivors, religious leaders and representatives of partner organisations such as World Vision, Plan, Girls Not Brides, Oxfam, Femnet, YWCA and others.

The forum decided to meet every year to strategise on how to retain the support of Heads of States for the Accountability Framework and to share best practice and ideas. Our ambition is that this forum will lead a coordinated civil society response to help monitor the implementation of the Framework.

## Spotlight on our partnership with GSK

### WORKING COLLABORATIVELY

Our partnership with pharmaceutical company GSK to help save one million children's lives is a ground-breaking collaboration that goes well beyond the normal charity–corporate model. We constantly look for ways to improve our accountability and transparency practices and have developed mechanisms for open communication and feedback. Through working together, we aim to build each other's capabilities, operations and performance. The partnership is governed and led by a joint steering committee, made up of an equal number of senior stakeholders from GSK and Save the Children, which sets the strategic direction. Key to the success of the partnership over the first five years has been that both GSK and Save the Children have continued to adapt and learn from one another.

### MEASURING IMPACT

In 2016 and 2017, we have significantly improved the quality of measuring and reporting partnership results, in several ways. We have developed a bespoke results dashboard that provides a more thorough and strategic view of the impact the partnership is having for children. This evidence gives the partnership stories and credibility, allowing us to influence others to make sustainable progress towards reducing child mortality. Additionally, we hope to inspire other organisations to take on challenges that they could tackle more effectively by working in partnership, using their own specific skills and capabilities.

“As well as providing critical investment, GSK brings its global skills in the research, development and supply of medicines and vaccinations. This, combined with Save the Children's expertise in meeting the needs of remote and marginalised children, has resulted in a pioneering and powerful collaboration that is delivering improved access to healthcare to some of the world's most vulnerable children. Together, we have reached over 2.6 million children with direct health interventions. In addition, GSK employees have also raised an incredible £3 million to date for Save the Children and every pound is matched by the company.”

Phil Thomson, President of  
Global Affairs, GSK

Bianca, six hours old, in Bungoma County, Kenya, where Save the Children is running a Signature Health Programme in partnership with GSK.



PHOTO: COLIN CROWLEY/SAVE THE CHILDREN

Save the Children volunteer Lucas visits Elizabeth and her daughter Amoni at their home in northern Kenya



PHOTO: JONATHAN HYAMS/SAVE THE CHILDREN

### PRIORITY ACTION

**We will work closely with local government authorities (for example, regional and local health and education bureaus) in support of better basic services for their populations and will provide snapshots of these each year.**

### PROGRESS MADE IN 2017

#### **The Early Childhood Development programme in Mozambique**

We provide early childhood development services throughout three provinces. We are leading on a series of training courses for government officials (from the central, provincial and district levels) to strengthen the Government's capacity to support future early child development service delivery in Mozambique.

#### **The UK Aid Match Accelerating Reduction in Maternal and Newborn Mortality programme in Kenya**

We work with the Ministry of Health at national and county levels to strengthen demand creation, and address knowledge, attitude and practice gaps in seeking maternal and newborn health services. We work through community health volunteers, birth companions and mother-to-mother support groups. We also strengthen service provision in health facilities through clinical mentorships and advocating for improved human and financial resource allocation towards health at county level.

#### **The Three Millennium Development Goal Fund (3MDG) programme in Myanmar**

We have been working to expand access to community health services for pregnant and lactating women in five States. The programme uses a capacity-building model with funds channelled direct to the township health departments.

#### **The STAGES programme in Afghanistan**

The STAGES (Steps Towards Afghan Girls' Educational Success) girls' education programme is focused on basic education and literacy for girls and is aligned with the government's National Education Strategic Plan. We work in partnership with the government, other civil society organisations and the private sector to establish community-based classes, train teachers and address demand barriers with families.

### PRIORITIES FOR 2018

We will continue to work closely with local government authorities in support of better basic

services for their populations. We will report on more examples next year.

**PRIORITY ACTION**

**We will build the capacity of community groups (eg, school councils, health facility management committees, water management committees) to hold decision-makers to account for the provision of basic services for children and provide snapshots of these each year.**

**PROGRESS MADE IN 2017****The Maternal Child Nutrition programme in Kenya**

We use a tool called community conversations to make community members aware of their right to health and the availability of health and nutrition services. These conversations are also used to gather feedback on services provided. For example, in Wajir County, sessions were held monthly in different communities and provided an opportunity for community members to give feedback about services and suggest improvements. One of the key successes of this mechanism was to advocate for the opening of more health facilities and the deployment of more health workers. It also helped Save the Children provide information about the programme and prioritise services based on the immediate needs of the community, such as water tracking.

**The Health signature programme in the Democratic Republic of Congo**

We work closely with local health authorities to improve the quality of integrated case management services for the treatment of childhood diarrhoea, pneumonia, malaria and malnutrition in the target areas. We also provided a competency-based supportive supervision package for community health workers for use by the Ministry of Health. We are also supporting the Ministry of Health to address the humanitarian human resourcing crisis, through the review of its strategy.

**The Maternal, Infant and Young Child Nutrition Programme in Ethiopia**

In Ethiopia's Afar region, we formed school nutrition clubs to teach learners how to pass on information about appropriate nutrition for mothers and young children. Through drama, plays, poems and community broadcasting, these

young learners are creating awareness of cultural practices that are harmful to the health of newborn babies and young children, such as delayed initiation of breastfeeding. We are beginning to see change in some of these practices.

**Suchana nutrition programme in Bangladesh**

Our Suchana programme works with infants and women of reproductive age from poor households and aims to break the cycle of malnutrition and stunting in children. The programme includes capacity building of young people. For example, adolescent groups formed within communities have been trained in nutrition-related issues and life and vocational skills. This training has helped give them the skills and confidence to get their voices heard at both government and community levels, by hosting awareness sessions with family and community members that aim to break down social and cultural barriers to accessing work for rural adolescents. This empowers young women to have an input in positive social change within their communities which can in turn allow for more accountability at the decision-maker level.

In December 2017, we supported the organisation of a special session of the Child Parliament which focused on the accountability of the health and nutrition services for adolescent girls. The Child Parliament is a platform for children to get together and debate issues that most affect them. It is a key opportunity to raise issues and make recommendations to Parliamentary and Government officials, enabling adolescents to hold them to account. In 2017, the Minister of Health and Family Welfare attended the Parliament, drawing extensive national media coverage. In 2018 conferences for adolescent leaders are also due to be held at the sub-district level.

**PRIORITIES FOR 2018**

We will continue to build the capacity of community groups to hold decision-makers to account for the

provision of basic services for children. We will report on more examples next year.

**COMMITMENT 4****Ethical fundraising**

We are committed to ethical fundraising, ensuring that all donations received further our mission and that our sources and means of generating income do not conflict with our values or affect our independence.

Ethical fundraising means ensuring we don't compromise our mission and values when it comes to accepting income. It also means that our sources and means of generating income do not conflict with our values or affect our independence. Save the Children is committed to making decisions that are in the best interests of children. This means that our choices, both when accepting funding and implementing campaigns or programmes, must consider children's rights and welfare. This includes sometimes choosing to work with (and influence) organisations, where we are in a position to positively change outcomes for children by bringing their values into closer alignment with our own.

An example of us putting this commitment into practice is our decision to review our long-standing partnership with multinational consumer goods company RB, which centres around the Stop Diarrhoea initiative in Nigeria and India. RB and its 40,000 employees worldwide have raised nearly £37 million to date to help eliminate a

preventable disease and transform the lives of more than 2 million children. RB has also played a critical role as one of the key founding partners of our Children's Emergency Fund, with an annual donation of £600,000, and has throughout the years supported many of our appeals, each time impacting the lives of children in times of greatest need. We are incredibly proud and appreciative of these partnership achievements.

The acquisition by RB of Mead Johnson means that continued partnership with the company would breach our partnership obligations under the International Code of Marketing of Breast-milk Substitutes. There is compelling evidence that the inappropriate marketing of breast-milk substitute products contributes directly to malnutrition and an elevated risk of mortality from major killers like diarrhoea and pneumonia. Against this backdrop, we have agreed with RB that our financial partnership will discontinue after the end of our current programmes.

**Top five corporate and institutional donors****Top five institutional donors**

- UK Government Department for International Development
- United Nations
- European Commission (including contributions from European Commission Humanitarian Organisation)
- World Bank
- Disasters Emergency Committee

**Top five corporate donors in 2017**

- GSK
- RB
- Prudential Asia
- Unilever
- IKEA Foundation

**PRIORITY ACTION**

**We will review the governance of how we accept or refuse funds. This will include updating our donations acceptance and refusal policy.**

**PROGRESS MADE IN 2017****Indicator achieved in 2016**

Although we updated our donation acceptance and refusal policy in 2016, this is an area of ongoing activity.

We are committed to making decisions that are in the best interests of the charity but ultimately in the best interests of children. Our donations acceptance and refusal policy ensures that we do not compromise on our mission and values when it comes to raising income and it clearly outlines our commitment to making decisions that are in line with the mission and values of our organisation. Our donation acceptance and refusal committee (a sub-committee of our Board of Trustees) considers potentially high-risk donations to Save the Children and makes decisions about whether it is in the best interests of the charity to accept a donation or not. In 2017, the Committee assessed 21 different high-risk opportunities from a range of donors (individuals, companies and trusts) and sectors, ranging from retail to oil, gas

and mining. Of these, Save the Children agreed to proceed with 19 opportunities and rejected two. The low number of donations rejected by the committee reflects our robust early processes: many opportunities are rejected before they are put to the committee.

Save the Children is committed to the International Code of Marketing of Breast Milk Substitutes and subsequent resolutions. Our donations policy considers funding from companies which produce breast-milk substitutes as high risk to the organisation.

In 2017, we updated our donation acceptance and refusal policy, revising our 'high risk' categories to include gaming and the apparel and footwear sector. The policy will be reviewed again in 2018.

For more information on our donations acceptance and refusal committee please see the governance section on page 50 in the 2017 [Annual Report](#).



PHOTO: JENNY LEWIS/SAVE THE CHILDREN

**Erin, with her baby daughter Catherine, tested products for our Wonder Words campaign**

**PRIORITY ACTION**

**We will uphold our Supporter Promise, monitoring our approach to supporters to ensure all supporters receive the highest level of care.**

**PROGRESS MADE IN 2017**

Our Supporter Promise outlines the commitments we make to those who choose to support our work. Following an independent audit of our Supporter Promise at the end of 2016, in 2017 we have sought to improve oversight of our delivery against the Promise by focusing on enhancing seven areas of the supporter experience across our activities:

- making supporter journeys relevant and holistic
- improving the way we show impact
- creating meaningful moments with personal conversations
- gaining and maintaining permission to contact supporters
- building a more complete understanding of supporters
- better measuring and learning from our activities
- growing our supporter-centric culture and ways of working.

Throughout 2017, we have continued to place the needs of our supporters at the centre of our fundraising, campaigning and volunteering activities. We want to continue to build powerful, meaningful relationships with our supporters.

The Supporter Promise ambassador group is responsible for interpreting and applying the Promise to all our activities. It met ten times in 2017 and was asked to provide guidance to fundraising teams on 24 issues. Suppliers continue to receive training on the Supporter Promise where necessary.

We put in place a new incident register to help us learn from mistakes that have the potential to affect supporters. We have also undertaken extensive work to ensure we have permission from our supporters for our activities and to comply with the General Data Protection Regulation (GDPR) which comes into force in 2018.

We continued to track supporter satisfaction through regular reviews and surveys and improved our complaints reporting to make it more informative. This is evidenced by a reduction in the number of supporter complaints in 2017 by 31% compared to 2016.

In 2017, we also updated our whistleblowing policy to include how staff, volunteers or those representing Save the Children can report a concern about any of our fundraising activities.

**PRIORITIES FOR 2018**

In 2018, we will ensure we are fully compliant with GDPR, including:

- reconfirming supporters' wish for us to contact them, where we believe this needs to be updated
- ensuring supporters understand our consent statements, by reviewing these with supporters
- ensuring all our permissions statements are consistent
- updating our systems and processes to ensure we accurately record and use permissions.

We will continue to monitor supporter satisfaction surveys and complaints monitoring, and to invest in communications that show our supporters the difference they make, as their feedback tells us this is an area they value highly.

For more information please see page 57 in the 2017 [Annual Report](#) (Our Approach to Feedback and Complaints).

## COMMITMENT 5

# Responsible advocacy

We are committed to ensuring that our advocacy is consistent with our mission, grounded in our work, based on evidence and advances children's rights.

In 2017, we agreed to drive a step change in our approach to research, evidence and learning: to raise the quality, impact, use and visibility of new analysis, evidence and learning emerging from our programmes, policy and advocacy work. We launched [Fighting for Breath](#), a report on the single biggest cause of child deaths through infectious disease: pneumonia, which underpinned our programmes and advocacy work. We also refocused our UK programmes, with a strong emphasis on generating compelling evidence for policy change.

In our global work, we have provided concerted advocacy support especially in countries and regions affected by conflict and humanitarian emergencies, such as Yemen, Iraq, Syria, Bangladesh and the Horn of Africa. In Yemen, for example, we have

collaborated to ensure the Saudi-led coalition is listed by the UN Secretary General for committing grave violations against children and secured an international investigation into human rights violations, as well as launching a hard-hitting campaign on UK arms sales. We also undertook an audit of our advocacy work through Grant Thornton and have closed all associated actions.

Children played an increasingly important role as ambassadors in key advocacy moments over 2017, including at the High Level Political Forum in New York in July, the Children on the Move conference in Berlin in June, and at the UN General Assembly in New York in September. We are also drawing on programme evidence to improve the impact of our advocacy and to capture best practice.



PHOTO: MATT CROSSICK/SAVE THE CHILDREN

Campaigners highlight the humanitarian crisis in Yemen





PHOTO: MARTIN KHARUMWA/SAVE THE CHILDREN

A photographer shares a preview of photos with the children who helped create them in a camp for Burundian refugees in Tanzania

### PRIORITY ACTION

**Where appropriate, we will integrate national-level advocacy and campaigns into programme proposals so that we identify new opportunities and partnerships to fund more national-level advocacy by 2018.**

### PROGRESS MADE IN 2017

Our Global Programmes and Policy, Advocacy and Campaigns divisions worked to identify opportunities for collaboration and the integration of policy, advocacy and campaigns into proposals, as well as incorporating advocacy funding into proposed budgets. For example, in response to an EU call on Gender we submitted a concept note for strengthening civil society in Sierra Leone and Niger; we secured €950,000 (£830,000) for nutrition advocacy in Malawi; and the Arsenal Foundation has allocated funding for advocacy, opening the doors for future advocacy investments.

We have also tested a new pooled funding mechanism, securing \$68,000 (£47,999) for the

High-Level meeting on Ending Child Marriage in West and Central Africa, which has stimulated buy-in for the ongoing Every Last Child campaign.

We have continued our work with established supporters, such as GSK, to strengthen advocacy in-country. The Bill & Melinda Gates Foundation has agreed a further \$10.25 million (£7.15 million) over the next three years to support our global health and nutrition advocacy work, including the pneumonia campaign; and Irish Aid, DFID and Swiss Aid have agreed to contribute £1,815,000 per year for Save the Children UK to host the SUN Civil Society Network secretariat, which supports over 30 national alliances around the world working on nutrition.

### PRIORITIES FOR 2018

We will continue to develop a more integrated approach for the inclusion of advocacy objectives and resources in all relevant programme proposals and ensure effective well-resourced advocacy and campaign resource in our country offices. This includes transferring some staff

from our Policy, Advocacy and Campaigns team to our Programme Partnerships team to focus on including advocacy in programme proposals, with a key performance indicator being agreed for 2018.

**PRIORITY ACTION**

**By 2018 we will more systematically embed monitoring, evaluation, accountability and learning mechanisms into our new campaigns.**

**PROGRESS MADE IN 2017**

In the UK, we have redesigned the monitoring and evaluation framework across our advocacy and campaigns work. We have established monitoring, evaluation, accountability and learning (MEAL) champions across all teams and a MEAL working group to support and improve existing planning and advocacy measurements while also ensuring leadership. For example, we standardised MEAL planning and reporting through a series of training

sessions for senior staff and teams, resulting in some emergent change processes in teams' own work.

We evaluated the pilot of our political will monitoring tool in Nigeria, Ethiopia and Indonesia; the results suggest that the tool is an effective management tool. We are engaging Save the Children International on the potential improvement and scale-up of the tool.

**PRIORITIES FOR 2018**

In the UK, we will continue to implement our MEAL framework to empower and equip teams to develop monitoring and evaluation plans in a more consistent and effective way to capture evidence, demonstrate impact and foster learning. We will increase collaboration and cross learning both internally and across the movement to devise approaches to practically embed our political will monitoring tool as a management tool for advocacy measurement.

We will continue to work with Save the Children International to support the capture of evidence in country offices with the global advocacy monitoring tool. We will work with colleagues across Save the Children UK to feed through evidence from country programmes to demonstrate advocacy impact in programme proposals.



Karima, one, and Mahsooma, five, came from Afghanistan to Greece with their family

PHOTO: ANNA PANTELLI/SAVE THE CHILDREN

## COMMITMENT 6

# Transparency

We are committed to transparency and honesty about who we are and what we do. This means providing clear and relevant information about how we are structured and what we spend our income on, as well as making it easier for people to engage with our work and get in touch.

We know that a more open, more accountable world is the foundation on which we can help build a more just world for children and future generations. By sharing information that is meaningful and makes sense to ordinary women and men, including the most marginalised, we help empower individuals and communities to speak out and hold governments and leaders to account.

We strive to be as open and transparent as possible by proactively sharing timely, relevant and clear information about us and our activities as well as answering requests for information. We continue to

provide extensive information on our organisation and work in our [Annual Report](#) and on our website. Furthermore, we are publishing key programme information and results on the International Aid Transparency Initiative website, as well as improving the information about our programme portfolio on our own website, and are committed to providing quick and accurate responses to our key external stakeholders, particularly children and their communities, our supporters, donors, partner organisations and host governments.

### PRIORITY ACTION

**Publish our global *Ambition for Children 2030* strategy on our website as well as making more of our policies available online by 2018.**

### PROGRESS MADE IN 2017

In 2017, we launched a new website, providing a greatly enhanced online experience, with engaging ways for those interested in our work to find out more about what we do and support our cause. Furthermore, as part of our continued commitment to transparency we published for the first time:

- our [global \*Ambition for Children 2030\* strategy](#)
- our [Save the Children UK 2017–18 Priorities](#)
- our [Donations Acceptance and Refusal Policy](#)

We also published more detailed information about:

- our [Code of Conduct](#), [Child Safeguarding](#), [Data Protection](#) and Equal Opportunities and Diversity Policies on our recruitment website
- our project results on the [IATI website](#), with links from our website.

### PRIORITIES FOR 2018

Our new website will enable growth in the digital space so that we can better inform, inspire and empower people to act for children. As part of our ambition to maximise our digital impact and deliver an increasingly personalised experience for those with an interest in our work, in the coming

years we plan to shift to a more integrated digital annual report so that everyone can have access to timely and relevant information about our latest strategic performance and plans as well as how we manage our affairs. 2018 will see us lay the building blocks to make this a reality.

**PRIORITY ACTION**

**We will enrich the information available on our website – for example, about how we spend our donations – giving more detailed information on our programmes, and how much we spend by location.**

**PROGRESS MADE IN 2017**

The International Aid Transparency Initiative (IATI), is a voluntary, multi-stakeholder initiative aiming to make information about aid spending easier to find, use, and compare. It brings together donor and developing country governments, multilateral institutions and other international NGOs who are committed to increasing the transparency of aid. The IATI standard provides a common, open format for sharing aid information. Through it we publish timely, detailed, and comparable information on our

spending that is accessible to all our donors and supporters. In 2017 we supported publication of Save the Children International data for the first time. 2017 was also the first year Save the Children UK published information on project results. Unfortunately, as we cannot automatically extract project results from our Save the Children UK systems yet, we are adding this for a small number of projects to begin with, starting with some of our newer DFID-funded projects.

**PRIORITIES FOR 2018**

In 2018, we will look at publishing more accessible explanations of where we work and where our money goes. We will also continue to refine

and expand on the information published on the IATI website.



PHOTO: LOUIS LESSON/SAVE THE CHILDREN

Kinga, 13, has brought her younger sister to our health clinic in South Sudan

**PRIORITY ACTION**

**In support of our commitment to ensure complaints are welcomed and addressed, we will regularly monitor and review our approach to complaints and feedback, as well as ensuring that our Audit Committee has regular oversight of any key themes.**

**PROGRESS MADE IN 2017**

Getting feedback from our supporters is key to helping us improve as an organisation, even when that feedback might be negative. To ensure that our Board of Trustees has regular oversight of any key themes, the Audit Committee, a sub-committee of our Board, receives quarterly reports on the number of supporter complaints we receive, the major themes and the remedial actions taken to address these problems. Analysis and insight from the complaints report is shared with key stakeholders across the organisation and has triggered process improvement projects in a number of areas, including the revision of our refund policy.

Internally, our processes, support systems and training have been improved to increase the quality of complaints recording and reporting.

We updated our Feedback and Complaints Policy and Procedures, which complement a number of activities already capturing the voice of the supporter and incorporating insight into the work we do.

We continue to be committed to listening to feedback received, as well as using it to improve performance and supporter experience. For example, the Supporter Promise ambassador group (a group set up to ensure we are adhering to our supporter promise) has used donor feedback to provide guidance on the development of new fundraising activities.

We have also worked closely with suppliers, so they are able to react to complaints more effectively and efficiently.

**PRIORITIES FOR 2018**

In line with our continued commitment to transparency, we will ensure that the quarterly supporter complaints reports sent to the Audit Committee are useful and provide the right level of insight. Work is also required to ensure these insights are circulated to a wider audience, in an appropriate format. We recognise the important work of the Fundraising Regulator and will stay abreast of its guidance and advice when developing fundraising activities.

To improve the efficiency of our systems and analysis, further development of the systems used to record, report and analyse feedback is required to ensure consolidation of statutory, regulatory and internal reporting requirements.

We will continue to use the insight provided by our feedback reporting mechanisms to adjust and improve our processes. Where we fall short of the high standards we set, we will continue to seek opportunities to learn lessons by adjusting our policies and procedures. In 2018, we will revisit and further strengthen how we monitor and track internal complaints such as staff grievances and work more closely with Save the Children International with respect to complaints made at an international level.

For more information, please see page 57 in the 2017 [Annual Report](#) (Our Approach to Feedback and Complaints).

## COMMITMENT 7

# Upholding the highest standards in child safeguarding

We are committed to upholding the highest standards in child safeguarding. This means ensuring that our measures to ensure child safeguarding are robust and applicable to the variety of settings in which our staff work.

Our child safeguarding policy, training and procedures state that:

- Save the Children must be a child-safe organisation.
- Everyone associated with Save the Children must be made aware of the problem and risks of child abuse and child sexual exploitation.
- Save the Children will recruit only representatives who are suited to work with children and will apply strict child-safe recruitment practices.
- Everyone associated with the organisation has signed the Code of Conduct, has read the child safeguarding policy and has attended child safeguarding training.
- Anyone who represents our organisation must always behave appropriately towards children and never abuse the position of trust that comes with being a member of the Save the Children family. This applies to both the private and professional lives of all staff and representatives.
- Everyone who represents the organisation must actively create a safe environment for children who come into contact with the organisation.
- All activities and programmes of work, including during responses to humanitarian emergencies, are assessed for risks to children, and these risks are reduced or removed by all means within our control.

Central, regional and country offices establish and maintain robust systems that promote awareness of child safeguarding, enable the prevention of harm, and facilitate reporting of and responding to safeguarding concerns.



PHOTO: MINZAYAR OOPANOS/SAVE THE CHILDREN

**PRIORITY ACTION**

**By 2018, we will have completed an internal review of child safeguarding in humanitarian responses.**

**INDICATOR ACHIEVED IN 2017**

We completed our internal review of child safeguarding in emergencies in 2017 and began the process of sharing the learning across the Save the Children movement. We tested some

of the approaches we recommended in field visits, which developed into the provision of a taskforce to support the food crisis response in the Horn of Africa.

**PRIORITY ACTION**

**By 2018, we will have improved the overall safeguarding practice and accountability of emergency responses across the Save the Children movement and shared our learning with the sector more widely. This will be evidenced by an increase in the number of safeguarding violations reported in Save the Children responses and an increase in the number of staff in humanitarian responses who have received tailored child safeguarding training.**

**PROGRESS MADE IN 2017**

In 2017 we supported several humanitarian responses, at a distance or in the field, including the child refugee crisis in Europe. And we took the learning from our review of child safeguarding in emergencies and applied it to the food crisis response in the Horn of Africa.

During 2017, our child safeguarding initiative in the Horn of Africa and East Africa saw us train hundreds of staff members to help improve the safeguarding of thousands of children. Child safeguarding risk assessments have been

undertaken for a number of new initiatives and activities, supporting staff on the ground to prioritise child safeguarding consistently throughout their challenging work.

We began the development of a toolkit of resources and training materials to support the implementation of high-quality, child-focused, child safeguarding arrangements in humanitarian response situations. These resources have been used by those working in a number of emergency responses across the world.

**PRIORITIES FOR 2018**

In the first half of 2018 we will maintain our targeted support to the food crisis response in the Horn of Africa and continue to support our response staff to embed child safeguarding in their wider plans. In parallel with this work, we will continue to develop the child safeguarding in emergencies toolkit, sharing our learning and collaborating with others to benefit from their experience in the field.

Throughout 2018, we will assess the feasibility of a centre of excellence to coordinate our research, capacity building and operational support for child safeguarding in emergencies. This will help us make our support for this area of work more accessible and allow for easier collaboration with other children's organisations, agencies and international non-governmental organisations.

## Responding to concerns

In February 2018, there were a number of news stories regarding safeguarding issues in the aid sector. Save the Children proposed a series of measures to strengthen safeguarding procedures, including the creation of a global centre of excellence for child safeguarding in emergencies, the introduction of 'humanitarian passports', work with Interpol to strengthen the global criminal records checking system, and new regulatory standards to ensure all humanitarian agencies have a legal obligation to report any dismissals.

### NEW PRIORITY ACTION FOR 2018

**In 2018 we will strengthen our safeguarding practices to prevent sexual exploitation and abuse. We expect that this will lead to an increase in the number of cases of sexual exploitation and abuse that are reported and acted on.**

As an organisation, and as a sector, we have a moral responsibility to protect the vulnerable children and adults we come into contact with. We also have a responsibility to the UK public and our donors and supporters to ensure that we meet the highest standards, not just in financial reporting, but in the behaviour we expect of our staff. Organisations such as ours are staffed

overwhelmingly by committed people trying to make a difference. We owe it to them to ensure that our organisation reflects the values and promotes the behaviours they bring to work every day. We are committed to putting Save the Children at the forefront of efforts to tackle sexual exploitation and abuse.

### NEXT STEPS

In 2018, we will strengthen how we communicate our zero-tolerance approach to sexual exploitation and abuse. Building on our existing 'Code of Conduct' and Child Safeguarding training and policies to ensure that we are more clearly communicating our position on the prevention of sexual exploitation and abuse to our staff. We will launch a new 'prevention of sexual exploitation and abuse policy', underpinned

by a new series of robust processes, including improved monitoring and reporting of incidents, to ensure that the words have measurable impact and actions. We have allocated resources to ensure that this project is given sufficient weight; this includes recruiting new members of staff to deliver counselling to people who have been affected by sexual exploitation and abuse, and to deliver training to staff.

Children at a shelter for vulnerable women and girls which we support in Senegal



PHOTO: GUILHEM ALANDRY/SAVE THE CHILDREN



## Child safeguarding incident report

In 2017, **60** child safeguarding concerns were reported to Save the Children UK.

**47** concerns were about the welfare of children not involved in a Save the Children programme (by members of the public, including children themselves). These reports related to a variety of situations concerning children who were not directly involved with Save the Children, including members of the public identifying harmful online content, historic cases of abuse and sharing concerns about abuse in other countries. Each of these reports was considered by one of our designated child safeguarding officers and acted on accordingly. In many cases, members of the public are signposted to other agencies better placed to assist (such as the NSPCC or the Child Exploitation and Online Protection Centre). Some were referred to the relevant Save the Children International country office for a response. Where sufficient information is provided, Save the Children makes direct referrals to statutory agencies or the NSPCC.

**11** concerns were raised about the welfare of children who are involved in our programmes (by children, parents, partners or other professionals). Most related to children disclosing issues such as abuse at home or issues regarding the child's home environment or potential online grooming, where the threat was not related to Save the Children. All of these were acted on and addressed in accordance with our child safeguarding policy and procedures, including referral to statutory agencies as appropriate.

**2** concerns were raised regarding the conduct of our staff, former staff and representatives.

1. Our information security systems identified inappropriate use of a computer terminal in our head office, indicating that attempts had been made to access websites blocked by the Internet Watch Foundation. Internal factfinding identified that the employees of an external contractor were the most likely users of this machine at the relevant times. The matter was reported to the Metropolitan Police, who advised us that, following an investigation, they had arrested someone in connection with this matter. No-one concerned in the investigation had any contact with children because of their connection with Save the Children.
2. A social media message was received indicating that the author had witnessed a serious sexual and physical assault against a child being perpetrated by a member of staff in 1990. The author of the message provided us with the name of the person in question and an internal investigation led to us matching this name to someone who had worked for us between 2010 and 2015. We did not find any other references to this person from around the time the incident was alleged nor did we find any other concerns of this type raised against the person. However, the matter was referred to the Metropolitan Police for intelligence purposes.

We are committed to strengthening our work with Save the Children International to ensure that the safety and wellbeing of children is a priority. Save the Children International reported 193 child safeguarding incidents in 2016 and 210 child safeguarding incidents in 2017 and you can read more in their [Global Accountability Report](#).

## COMMITMENT 8

# Responsible resource allocation

We are committed to responsible resource allocation. This means ensuring our income is used efficiently, effectively and responsibly, by making every pound count.

During 2017, we continued to strengthen our budgeting and forecasting process to ensure we allocate our resources effectively in our annual budget and adjust the budget during the year to reflect changing needs. With other Save the Children members, we continued to support the High Performing Organisation programme to simplify processes and increase efficiency. This includes work to improve monitoring and evaluation of the quality of our programmes.

We designed and implemented an ambitious 2018 budget process, which integrates the Fit for the

Future programme to drive efficiencies, and an operational planning framework that will strengthen our resource planning, sequencing of key projects and identification of inter-dependencies, as well as a set of long-term (five-year) financial plans for the organisation. All investment requests were subject to the submission of a business case and these were prioritised based on a set of criteria including outcomes for children, financial return and strategic alignment. Through this process, investment case submissions totalling £28 million were prioritised down to £12.5 million.

### PRIORITY ACTION

**We will strengthen our procurement, including through revised procurement policies more structured supplier management, and the introduction of end-to-end procurement<sup>6</sup> workflows within our finance systems.**

### PROGRESS MADE IN 2017

We have continued to strengthen our procurement processes – embedding the new procurement policy and procedures and renegotiating many of our key contracts. The biggest single saving logged was on the multi-functional devices (photocopier) project, which secured more than £400,000 savings over the three-year contract term. We have developed consistency in how we define our business requirements, solicit proposals from suppliers and evaluate bids to ensure we consider cost and quality when determining value for money.

We have also begun developing category management strategies for consolidating procurement with preferred suppliers. We have collaborated with the wider Save the Children

movement on the procurement of HR and payroll solutions, with a view to implementing consistent, efficient and effective systems and processes, embedding a continuous improvement methodology and culture across the movement, and supporting efforts to strengthen the Save the Children International operational platform. Expected benefits of these standardisations include reducing costs, reducing exposure to risk, improved internal controls, better decision making, greater transparency, and a stronger and more capable workforce.

Our first Modern Slavery statement was approved by the Board and we have mapped the associated risks across our supply chain.

### PRIORITIES FOR 2018

In 2018, we will focus on the design and implementation of a purchase to pay solution that will further strengthen procurement and spend controls. Value for money and risk management

will be further improved by the development of procurement plans to address all spend categories and realise efficiency opportunities.

<sup>6</sup> The end to-end-process is the point from which a need for goods or services is identified, through to sourcing supply, negotiating and placing an order, paying for the goods/service and contract managing any ongoing supplier relationship.

## PRIORITY ACTION

**We will continue to drive efficiency and effectiveness by:**

- seeking to streamline processes across the Save the Children movement
- applying a rigorous business case approach to our UK budgeting
- engaging our staff to capture and share potential savings.

## PROGRESS MADE IN 2017

In order to drive efficiency and effectiveness across the global network of Save the Children members, our High Performing Organisation programme oversaw completion of the award management change project as well as the roll-out of the effort reporting and cost-allocation project.

Our 2018 Save the Children UK budget was designed to support the delivery of our 2017–18 priorities and our five-year vision, enabling investments in front-line programming and advocacy work, as well as in increasing our brand awareness and strengthening our systems.

As part of this process, each division prepared operational plans that support the delivery of our 2018 priorities.

In the second half of 2017, a programme called Fit for the Future was created, working alongside the UK budget process to identify and deliver efficiency savings to enable greater investment in our programming. The programme identified £4.2 million of efficiency savings in 2018, rising to £8.4 million in 2019, mainly driven by procurement-related cost savings.

## PRIORITIES FOR 2018

The Fit for the Future project has identified significant efficiencies, driven mainly by procurement savings. These savings targets have been embedded in 2018 budget plans and the Executive Leadership Team will be held accountable for their delivery. Cost savings are dependent on strengthening our procurement infrastructure; this includes the roll-out of a procure to pay solution, which will be a priority in 2018. During 2018, we will commence

planning for longer-term cost savings arising from transformational and other changes. This will speed up processes by providing consistency across members.

As part of the High Performing Organisation programme, we will see the roll-out of the global HR information system and supply chain programme, as well as completing design of the coding project, a new project management and reporting system, and a source to pay system.

PHOTO: BEN WHITE/SAVE THE CHILDREN



Adam is taking part in our Families Connect project in Scotland

## Fraud report 2017

In this context, we use 'fraud' as a catch-all term covering any form of dishonest behaviour by our staff or representatives or by third parties. This includes bribery, corruption and fraud, as well as theft, criminal damage and similar losses affecting our programmes in the UK and around the world.

We take a zero-tolerance approach to fraud. Money lost to fraud is money that could have been spent for the benefit of children. We have therefore put in place controls and processes designed to minimise fraud losses, and, if losses due to fraud do occur, to recover the money where possible.

Despite having these controls and processes in place, we acknowledge that incidents of fraud can and do occur and that the number of cases reported through our fraud reporting channels has been increasing. This is because we work in countries where civil war, political or social instability and a lack of infrastructure – such as the absence of reliable banking systems – increase the risk of fraud. In addition, improvements in our fraud prevention programmes and staff training result in more fraud allegations being reported and investigated.

As of 1 April 2018, we estimate that our total confirmed losses to fraud, theft and damage in 2017 were £193,940, of which £180,176 was from international programme activities and £13,764 from activities in the UK. This represents 0.05% of our overall annual income. Our processes have enabled us to recover £20,319 of these losses and we will continue to seek to recover the remaining losses wherever practicable. In addition, a number of cases remain open from 2017 where our investigations are ongoing and actual loss amounts have not yet been determined.

In addition, we estimate an additional £568,854 of losses arising from fraud cases reported in 2016 and 2015. These loss amounts arise from more complex 2016 and 2015 cases or cases reported later in 2016 for which a final loss amount has been identified since we issued our 2016 Accountability and Transparency report.

To help mitigate the risk of fraud in our international programmes, we work closely with Save the Children International to implement accountability mechanisms into our programmes and responses. This enables children and their communities to help us identify and prevent incidents of fraud.

We continue to implement extensive controls and practices, as follows:

- We have vetting processes in place for our implementing partners and our employees.
- We set clear standards. We regularly review our anti-fraud, bribery and corruption and related policies, and raise their profile in the organisation through a variety of methods such as induction and refresher training.
- We have processes to prevent fraud. For example, we closely monitor reporting and invoicing from partners to enable early detection of any financial irregularities.
- We closely monitor staff activity and have a debt recovery process in place to recoup losses, wherever possible, if any staff member is found to have acted fraudulently.
- We encourage feedback from staff, children and communities. By making sure that children and their communities can provide us with their valuable feedback, we can obtain the local information we need to spot fraud and take swift action against it.

## COMMITMENT 9

# Supporting and enabling our people

We are committed to supporting and enabling our people. We will do this by engaging and supporting our staff while cultivating a safe and respectful working environment where our people recognise each other's contribution, well-being and performance.

As we approach our centenary year in 2019, our ambitions for the change we can deliver for children are higher than ever. Our staff are fundamental to our ambition to realise the vision of our founder, Eglantyne Jebb. Save the Children is a values-driven organisation: all strategic decisions are tested against our values and their potential to deliver real change for children, and our values guide all our staff in how they carry out their work.

We are committed to ensuring staff can share their feedback and work with senior leaders to further improve their experience of working at Save the Children. In 2017, work on developing our People Deal was completed. The Deal describes what staff can expect from the organisation in return

for what the organisation expects of its staff and is both a statement of intent and a picture of the experience of staff working at Save the Children. It involved wide consultation with our staff [500 people participated through focus groups and online surveys]. In 2018, we will implement our People Deal, and it will form the basis for how we continue to monitor and measure staff engagement and retention.

For more information about our People Deal, see page 36 of the [Annual Report](#). For more information on our key policies, please see page 54 of our [Annual Report](#). For our Gender Pay Gap Report, please see page 54 of our [Annual Report](#).

### PRIORITY ACTION

**We will review and refresh our policies and procedures, to ensure they are aligned with our values and that our ways of working support and enable our people to achieve real change for children. We will continue this work in 2018 to ensure it is embedded across the organisation.**

### PROGRESS MADE IN 2017

In 2017, we reviewed and refreshed 20 internal policies including four new policies. This means that we have now reviewed almost all of our organisational policies since the beginning of the policies project in 2015.

A digital policies directory was launched in December, making it easier for our people to find relevant policies and supporting information on our intranet. We continue to inform staff of key changes in legislation that affect their work in our weekly staff bulletin.

### PRIORITIES FOR 2018

We are now in a position where we aim to refresh our policies every two years. In 2018, we will continue to improve staff awareness and understanding of our policies including through

additional training in key areas to our work, for example data protection, gender, respect in the workplace and Code of Conduct. We will continue to refine our policy directory.

**PRIORITY ACTION**

**By 2018, we will implement new initiatives to support our people and culture. These will include setting and monitoring measurable targets to help us further improve how we support and enable our staff.**

**PROGRESS MADE IN 2017**

Through the development of our People Deal, and the feedback and inputs from staff, we established new baseline data for how 'true today' and how aspirational our People Deal is currently. Plans are in development to address six priorities that staff have identified as most important to them and they will form the basis of a two-to-three-year plan to introduce new ways of working across the organisation.

In developing the People Deal, emphasis was placed on how we communicate with our staff to help them understand how our values guide our decision making and the strategic choices we make. CEO Kevin Watkins and the Executive Team leaders share weekly updates on their executive team meetings and at monthly staff meetings the executive team are present and discuss key decisions. Staff have time to question the senior leaders on any topic.

We introduced a new staff induction process called 'passport to success' to ensure our people are equipped with the right information from day one on all the mandatory training they must complete to ensure we uphold our Code of Conduct and child safeguarding and compliance requirements, keeping both children and staff safe. Early indications are that new staff are completing mandatory training within two weeks of joining and attend the formal induction training day within five weeks of joining.

In 2017, we continued to deliver training in our movement-wide accelerating delivery and improvement methodology and now have 121 trained people across Save the Children UK. We aim to train a further 60 people in 2018. This programme is designed to improve our ways of working across the organisation and movement and has started to become an improved standard in the way we work.

**PRIORITIES FOR 2018**

In 2018, our focus will be on ensuring that the work of our staff is clearly aligned with our strategy, that we create a positive workplace culture, and that our internal structures and processes drive efficient ways of working that maximise our unrestricted funding. We will focus on:

- ensuring all our staff experience consistent and high-quality standards of people management
- fully implementing our apprenticeship programme
- ensuring we have a transparent and consistent approach to pay and provide opportunities for staff to develop and progress their career.



PHOTO: MUSTAFA SAEED/SAVE THE CHILDREN

**Esse, two, is being treated for malnutrition in Somalia**

## Responding to concerns

In February 2018, there were media reports that complaints of inappropriate behaviour were made in 2012 and 2015 against former senior members of staff at Save the Children. In public statements about the allegations, our CEO, Kevin Watkins, made clear that Save the Children has zero tolerance for sexual harassment, bullying or inappropriate behaviour.

As a response to these concerns, Save the Children has asked Dr Suzanne Shale, an international expert in organisational ethics, to lead a fully independent review of our workplace culture. The review team is expected to publish its report in 2018.

In April the Charity Commission announced a statutory inquiry into Save the Children over the trustees' handling of cases of alleged misconduct and harassment of staff members in 2012 and 2015. Save the Children will cooperate fully with the Charity Commission and act swiftly on any lessons that emerge.

Following the announcement of that inquiry, Save the Children UK volunteered to withdraw temporarily from bids for new funding from the Department for International Development. The offer was accepted by Penny Mordaunt, the International Development Secretary.

### NEW PRIORITY ACTION FOR 2018

**In February 2018 we commissioned an independent review of the culture within our UK workplaces.**

Our aim is to build a more open and resilient organisation in service of our beneficiaries, in which volunteers and staff feel listened to, respected and able to contribute to their fullest extent. The review's approach will be unambiguously open and inclusive. The scope of the independent review will include an assessment of current workplace cultures and levels of trust in the organisation.

The independent review will take into account what we can learn from our institutional response to past events. It is important that we learn from any mistakes that were made. The review will also measure current policies and practices against the highest standards. It will provide recommendations aimed at ensuring workplace cultures are

consistent with Save the Children's values and purpose. All members of the independent review team will be experts in their field, and external to the organisation.

The independent review report will be made publicly available in 2018. In addition to this, we will examine all of our internal policies against our Gender Equality policy, which was launched in 2017 to ensure that there is consistency across the organisation. Please see page 32 for further information on our approach to preventing sexual exploitation and abuse in the communities we work with and preventing sexual harassment and bullying in the workplace. You can read the [Terms for Reference for our Independent Review of Workplace Culture](#) on our website.

## COMMITMENT 10

# The environment

We are committed to environmental responsibility – this means minimising the environmental impact of our operations and programmes wherever possible, balancing it with the need to fulfil our mandate and financial affordability.

We will not be able to achieve our aims to end preventable child deaths unless we tackle the increasing threat of climate change. Vulnerable groups, especially the most marginalised and deprived women and children, are hardest hit by the effects of climate change, which include more instability, more shortages, more conflict and more emergencies. We know that if we want to protect children from the increasing threats associated with climate change, this is not possible unless we ourselves understand the impact we have on the environment and do what we can to reduce it.

We are committed to working in an environmentally considerate and sustainable way, aligned to the Core Humanitarian Standard Principle to ‘Do no

harm’ in our activities. Through both individual and collective efforts to change our ways of working, all our people at every level of the organisation play their part in reducing the resources we consume, to help mitigate climate change and its adverse impact on children and their communities.

Part of our mission to create positive change for children is to become a more accountable and transparent organisation, and this means taking responsibility for and publishing details on our carbon footprint. With children on the frontline of climate change, every penny saved and every action taken will help us to achieve our ambitious goals for children.



PHOTO: CARLO GABUCO/SAVE THE CHILDREN

Marry Anne and her mother Mylene in the Philippines



## PRIORITY ACTION

**By 2018, we commit to developing and implementing a new strategy for our environmental champions working group. As part of this work, we will also review the policies and procedures that govern the management of our resource use and emissions generated by our work.**

## PROGRESS MADE IN 2017

Over the course of 2017, the environmental champions group started to implement our new strategy, by gathering evidence about our environmental impact, engaging with and developing staff. We:

- started to develop new environmental training modules for our humanitarian staff
- raised awareness internally through staff engagement initiatives, including a visit to our recycling company's facility so that we can better understand the recycling process and increase our rate of recycling
- networked with other Save the Children members and external agencies as well as

our sector peers to better understand best practice in this area

- ensured robust procurement procedures and policies are in place, to ensure we use suppliers and service providers that have environmental standards compatible with our own so that the environment is considered as part of our procurement decision-making processes
- updated our [donations acceptance and refusal policy](#) at the end of December 2016 to classify wealth derived from carbon-intensive fossil fuels (thermal coal, oil shale or tar sands) as a 'no-go' donation area – with communication of the policy completed in early 2017.

## PRIORITIES FOR 2018

We acknowledge that we are not doing enough to mitigate the environmental impact of our programmes. In 2018, we will continue to implement our environmental champions strategy to ensure:

- We minimise the negative environmental impact of our operations and promote environmentally conscientious programming wherever possible to assure a healthier and sustainable future for children.
- Environmental impact minimisation is better embedded into Save the Children UK's workplace culture, with environmentally conscious and proactive behaviours and policies.
- Robust data and evidence on our environmental impact is captured and used to inform decisions.
- Save the Children offices and retail sites welcome new initiatives and work collaboratively to reduce our carbon footprint.



PHOTO: JONATHAN HYAMS/SAVE THE CHILDREN

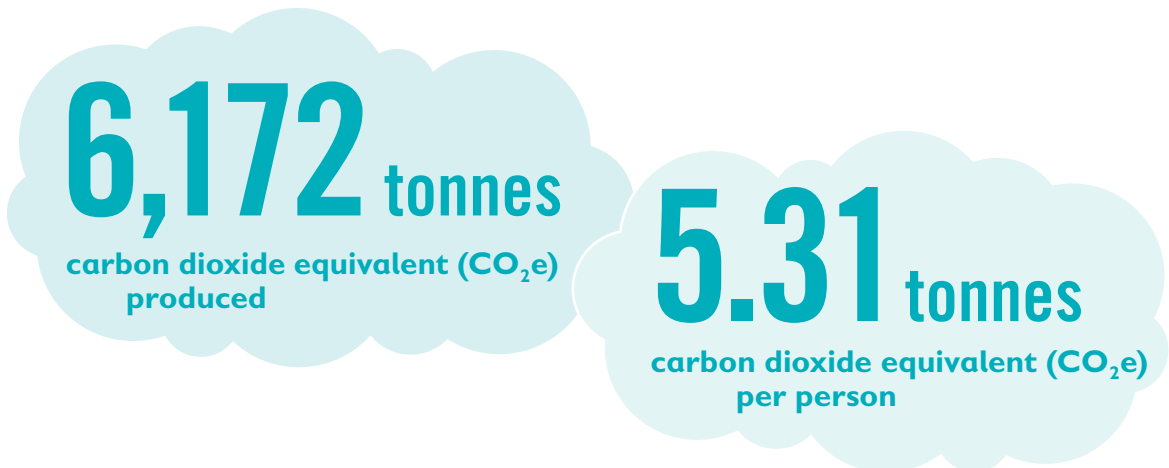
**Our staff demonstrate how to build an efficient and environmentally friendly wood-burning stove, Mexico**

# Carbon mapping report 2017

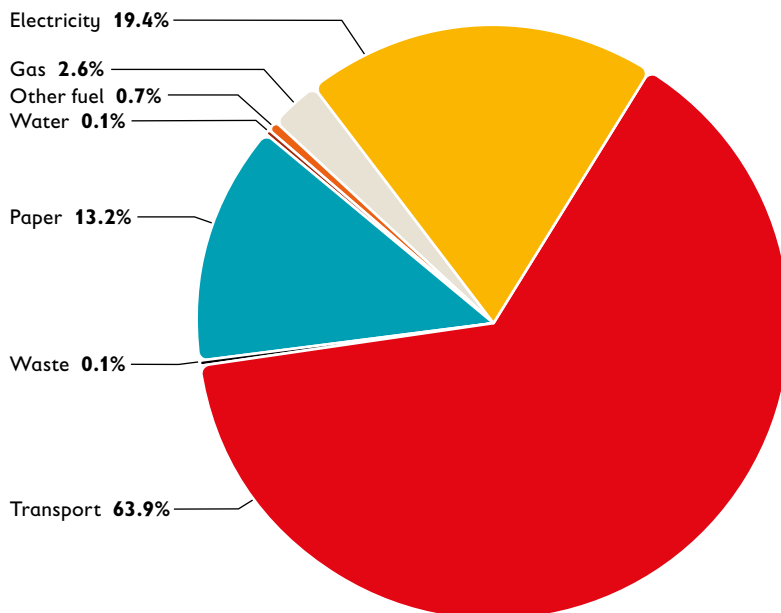
## OUR 2017 CARBON FOOTPRINT

In order to monitor our carbon footprint, we collect data on our energy, water and paper use, as well as on our waste, recycling, and travel for our six UK offices and 136 shops. Our carbon footprint does not include data for any offices or travel related to Save the Children International, who implement our programmes. However, it does include international travel by Save the Children UK staff visiting programmes or deployed for technical or emergency surge capacity.

Our 2017 footprint equates to 5.31 tonnes carbon dioxide equivalent (CO<sub>2</sub>e) per person, which exceeds our normal range of 4.16–4.95 tonnes CO<sub>2</sub>e per person based on our annual footprint over the last five years. It is an increase of 7.5% from last year’s equivalent of 4.94 CO<sub>2</sub>e tonnes per person. This increase is mainly due to an increase in paper consumption. This is in part because we have widened the scope of our paper usage monitoring to include toilet rolls and paper towels but is also due to a spike in humanitarian appeals, currently a paper-intensive process. Please see below for a full breakdown of contributing areas.



### 2017 CARBON FOOTPRINT BREAKDOWN



*continued on next page*

# Carbon mapping report 2017 *continued*

## BREAKDOWN OF OUR CARBON FOOTPRINT

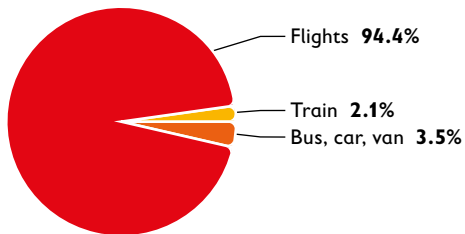
As with previous years, in 2017 the largest contributors to our carbon footprint were travel (63.9%) and electricity (19.4%).

### TRAVEL

Air travel represents the largest proportion of our travel footprint. This is primarily because as a humanitarian and development organisation with global reach, when necessary, we deploy specialist staff internationally in response to emergencies or technical capacity needs.

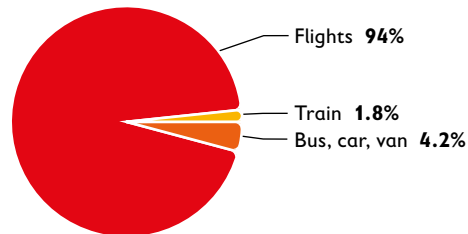
#### Travel in 2016

Travel accounted for 3,915.4 tonnes CO<sub>2</sub>e (69% of total CO<sub>2</sub>e emissions)



#### Travel in 2017

Travel accounted for 3,943.5 tonnes CO<sub>2</sub>e (63.9% of total CO<sub>2</sub>e emissions)

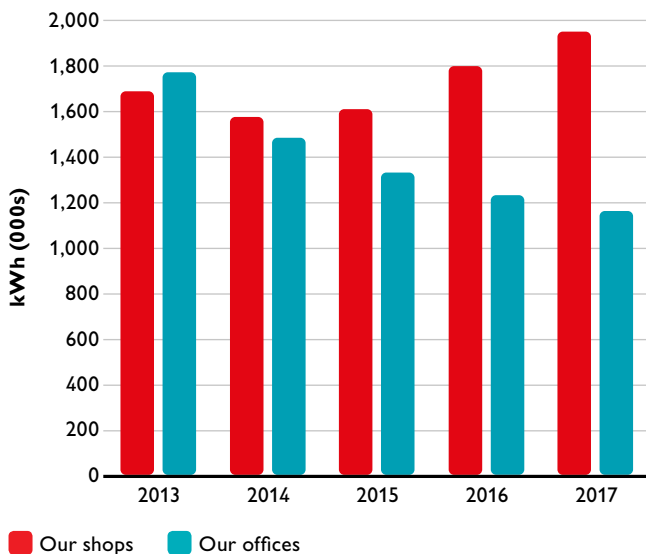


In 2018 we aim to enhance our use of technology to make dialling into meetings remotely much easier and more efficient. This should cut down the amount of travel our staff need to make in their day to day work and reduce our travel emissions going forward.

### ELECTRICITY

The second largest segment of our carbon footprint is electricity consumption. While this has continued to be the case for 2017, the total amount of carbon emissions produced through electricity consumption has decreased significantly since last year. This is because electricity became less carbon-intensive to produce in the UK in 2017 and because we have reduced electricity consumption significantly in our Head Office during the year. Milder than average winter temperatures across the UK in the colder months of 2017 may also have been a factor.

#### 2017 electricity usage in our shops and offices



*continued on next page*

## Carbon mapping report 2017 *continued*

### PRIORITIES FOR 2018

Our carbon-mapping process has improved since last year, with the introduction of our new e-expenses system making mileage mapping more accurate. Over the course of 2018 we will continue the work to improve our expenses data so that we can further increase the accuracy of reporting in the future.

Looking forward, we plan to further refine our carbon-mapping process so that we can define our baseline more comprehensively. We also plan to further promote positive behaviour changes that relate to our environmental impact as part of our new environmental strategy.

In 2018 we hope to introduce further staff engagement measures to strengthen a culture of being environmentally friendly within the organisation. This includes encouraging staff to recycle and be more environmentally conscious in the way they work as well as adding a new module and content to our existing humanitarian training.

For our full carbon-mapping report, please see [Our Commitment to the Environment](#) on our website.



Teachers and children at a village pre-school we support in Mali

PHOTO: IJAZAS CERINUS/SAVE THE CHILDREN

# APPENDIX. GRI INDICATOR INDEX

In framing the content for this report, we were guided primarily by the Global Reporting Initiative's G4 reporting framework, including the NGO Sector Disclosures. The Global Reporting Initiative (GRI) is the world's most widely used standard on sustainability reporting and disclosure. There is also an evolving good practice of GRI reporting by peer international NGOs.

This index identifies which of the GRI indicators we have reported on and provides references to the matters disclosed in the report and other relevant documents.

GRI indicator	Reference
<b>Organisational profile</b>	
<b>G4-1</b> Senior decision-maker statement	See Movement for Change – Statement from the Chair of Trustees in <a href="#">Annual Report</a> , p.4
<b>G4-2</b> Description of key impacts, risks and opportunities Key impacts on stakeholders and their reasonable expectations of the organisation. Including challenges and opportunities	See <a href="#">Annual Report</a> – Trustee Risk Statement, p.44 See About this Report p.2, and Who We Are in <a href="#">Annual Report</a> , p.8
<b>G4-3</b> Name of the organisation	Save the Children Fund
<b>G4-5</b> Location of the organisation's headquarters	Save the Children 1 St John's Lane Farringdon, London, EC1M 4AR UK
<b>G4-6</b> Number of countries where the organisation operates, and names of countries with major operations	See Who We Are in <a href="#">Annual Report</a> , p.8
<b>G4-7</b> Nature of ownership and legal form, including: <ul style="list-style-type: none"> <li>• details and current status of not-for-profit registration</li> <li>• operational structure of the organisation, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures</li> </ul>	See cover pages of report See Structure, Governance and Management in <a href="#">Annual Report</a> , p.48
<b>G4-8</b> Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	See Where We Work in <a href="#">Annual Report</a> , p.9
<b>G4-9</b> Scale of the organisation	See Who We Are in <a href="#">Annual Report</a> , p.8
<b>G4-10</b> Total number of employees by employment contract, region and gender	See <a href="#">Annual Report</a> , p.37

continued on next page

GRI indicator	Reference
<b>G4 – NGO Sector Disclosures</b>	
<b>G4-NGO Sector Disclosure</b> Target audience and affected stakeholders	See About this Report, p.2
<b>G4-NGO Sector Disclosure</b> <ul style="list-style-type: none"> <li>• Number of members and/or supporters</li> <li>• Number of employees</li> <li>• Number of volunteers</li> <li>• Total income</li> <li>• Capitalisation may be reported as net assets broken down in terms of debt and equity or in terms of assets and liabilities</li> <li>• Scope and scale of activities</li> </ul>	700,000 See <a href="#">Annual Report</a> , p.37 See <a href="#">Annual Report</a> , p.37 See Financial Statements in <a href="#">Annual Report</a> , p.58  See Who We Are in <a href="#">Annual Report</a> , p.8
<b>G4-13</b> Significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain	Nil
<b>G4-15</b> List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	See How We Manage Our Affairs in <a href="#">Annual Report</a> , p.49
<b>G4-16</b> List memberships of key associations (such as industry associations) and national or international advocacy organisations	Not reported
<b>G4-17</b> List all entities included in the organisation's consolidated financial statements or equivalent documents. Indicate whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report	See <a href="#">Annual Report</a> , Financial Statements, p.58
<b>G4-NGO Sector Disclosure</b> Entities include national offices, sections, branches and field offices	Not reported
<b>Scope of report</b>	
<b>G4-18</b> Explain the process for defining the report content	See About this Report, p.2
<b>G4-19</b> List all material aspects identified in process of defining report content	See About this Report, p.2
<b>G4-23</b> Report significant changes from previous reporting periods in the scope and aspects boundaries	N/A

continued on next page

GRI indicator	Reference
<b>Stakeholder engagement</b>	
<b>G4-24</b> Provide a list of stakeholder groups engaged by the organisation	See About this Report, p.2
<b>G4-25</b> Basis for identification and selection of stakeholders with whom to engage	Not reported
<b>G4-26</b> Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	See About this Report, p.2 and our <a href="#">website</a>
<b>G4-27</b> Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics	See Raising a Concern or Making a Complaint in <a href="#">Annual Report</a> , p.57 See Commitment 7, p.31 for our Child Safeguarding incident statistics See Commitment 8, p.34 for our Fraud, bribery and corruption statistics
<b>Report profile</b>	
<b>G4-28</b> Reporting period for information provided	1 January 2017 – 31 December 2017
<b>G4-29</b> Date of most recent previous report	8 May 2017
<b>G4-30</b> Reporting cycle (such as annual, biennial)	Annual
<b>G4-31</b> Contact point for questions regarding the report or its contents	Lily de Almeida Favas, Accountability and Transparency Manager, Save the Children UK <a href="mailto:SupporterCare@savethechildren.org.uk">SupporterCare@savethechildren.org.uk</a>
<b>G4-32</b> Report the ‘in accordance’ option chosen	General Standard Disclosure
<b>G4-33</b> Practice with regard to seeking external assurance for the report	External assurance has not been sought for the content of this report.  Statistics and information included in this report are obtained through Save the Children’s annual reporting process, including the audited financial statements and internal statistic verification audit.

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GRI indicator	Reference
<b>Governance</b>	
<b>G4-34</b> Governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts	See Structure, Governance and Management in <a href="#">Annual Report</a> , p.48
<b>G4-37</b> Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body	Not reported
<b>G4-38</b> Composition of the highest governance body and its committees	See Structure, Governance and Management in <a href="#">Annual Report</a> , p.48
<b>G4-40</b> Nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members	See Structure, Governance and Management in <a href="#">Annual Report</a> , p.48
<b>G4-42</b> Highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts	See Structure, Governance and Management in <a href="#">Annual Report</a> , p.48 and How We Manage Our Affairs in <a href="#">Annual Report</a> , p.49
<b>G4-NGO Sector Disclosure</b> Procedures for overseeing: <ul style="list-style-type: none"> <li>• programme effectiveness; and</li> <li>• adherence or compliance with nationally and internationally agreed standards, codes of conduct, and principles</li> </ul>	See Commitment 2, p.11 See Commitment 2, p.11 and How We Manage Our Affairs in <a href="#">Annual Report</a> , p.49
<b>G4-49</b> Process for communicating critical concerns to the highest governance body	See Trustee Risk Statement in the <a href="#">Annual Report</a> , p.44
<b>G4-50</b> Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	Not reported
<b>G4-51</b> Remuneration policies for the highest governance body and senior executives	See ' <a href="#">How we pay our staff</a> ' on our website
<b>G4-54</b> Ratio of the annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country	Not reported
<b>Ethics and integrity</b>	
<b>G4-56</b> Describe the organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	See Who We Are, p.8 and Internal Policies and Regulatory Compliance, p.54 in <a href="#">Annual Report</a>
<b>G4-58</b> Report the internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	See Raising a Concern or Making a Complaint in <a href="#">Annual Report</a> , p.57

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GRI indicator	Reference
<b>Financial management</b>	
<p><b>G4-NGO Sector Disclosure</b> Sources of funding by category and five largest donors and monetary value of their contribution</p> <ul style="list-style-type: none"> <li>Identify sources of funding by category (eg, government, corporate, foundation, private, membership fees, in-kind donations, and other)</li> <li>Identify the five largest donors in monetary value. For in-kind donations, use estimates of the monetary value of the donation, using standard accounting principles</li> <li>Report aggregated monetary value of funding received by source</li> </ul>	<p>See Financial Statements in <a href="#">Annual Report</a>, p.58</p> <p>See Commitment 4, p.19</p> <p>See Financial Statements in <a href="#">Annual Report</a>, p.58</p>
<p><b>G4-SO3 and SO5</b> Corruption and fraud</p> <p>Describe anti-corruption policies and procedures, including:</p> <ul style="list-style-type: none"> <li>systems and practices to prohibit, prevent, detect and report on corruption and bribery</li> <li>evidence that relevant policies are known and used by staff</li> <li>the greatest risks for the organisation to be exposed to corruption, bribery, nepotism or fraud</li> <li>any systematic and regular analyses of such risks</li> </ul>	<p>See Structure, Governance and Management in <a href="#">Annual Report</a>, p.54</p> <p>Not reported</p> <p>See Fraud Report, p.34; and Trustee Risk Statement in the <a href="#">Annual Report</a>, p.44</p> <p>See Trustee Risk Statement in the <a href="#">Annual Report</a>, p.44</p>
<p>Any further steps necessary to minimise the risk of fraud or corruption undermining your organisation’s effectiveness and reputation</p>	<p>See Commitment 8, p.34</p>
<p><b>G4-SO5</b> Incidents of corruption and actions taken</p> <ul style="list-style-type: none"> <li>Total number and nature of confirmed incidents of corruption</li> <li>Total number of confirmed incidents in which employees were dismissed or disciplined for corruption</li> <li>Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption</li> <li>Legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases</li> </ul>	<p>See Commitment 8, Fraud, Bribery and Corruption Report p.34</p> <p>Not reported</p> <p>Not reported</p> <p>Not reported</p>

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GRI indicator	Reference
<b>Programme quality</b>	
<p><b>G4-NGO Sector Disclosure</b> Affected stakeholder engagement</p> <p>Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programmes</p>	<p>See Commitment 2, p.11 and Commitment 5, p.22</p>
<p><b>G4-NGO Sector Disclosure</b> Monitoring, evaluation and learning</p> <p>System for programme monitoring, evaluation and learning (including measuring programme effectiveness and impact), resulting changes to programmes, and how they are communicated</p>	<p>See Commitment 2, p.11</p>
<p><b>G4-NGO Sector Disclosure</b> Gender and diversity</p> <p>Measures to integrate gender and diversity into programme design and implementation, and the monitoring, evaluation, and learning cycle</p>	<p>See Commitment 1, p.6</p>
<b>Advocacy</b>	
<p><b>G4-NGO Sector Disclosure</b></p> <ul style="list-style-type: none"> <li>• Process for arriving at public awareness and advocacy positions (eg, evidence-based research, stakeholder participation, analysis of gender and diversity issues)</li> <li>• How does the organisation ensure that consistency is maintained during implementation of advocacy and public awareness campaigns</li> <li>• How does the organisation ensure that its public criticisms are fair and accurate</li> <li>• Process for corrective adjustment of advocacy positions and public awareness campaigns</li> <li>• Identify where public awareness and advocacy positions are published</li> <li>• Process for exiting a campaign</li> <li>• Process to formulate, communicate and implement advocacy positions and public awareness campaigns</li> </ul>	<p>See Commitment 5, p.22</p>
<b>Co-operation and partners</b>	
<p><b>G4-NGO Sector Disclosure</b></p> <p>Processes to take into account and coordinate with the activities of other actors</p>	<p>See Commitment 3, p.15</p>
<b>Fundraising and marketing</b>	
<p><b>G4-NGO Sector Disclosure</b></p> <p>Adherence to standards for fundraising and marketing communications practices</p>	<p>See Structure, Governance and Management in <a href="#">Annual Report</a>, p.48</p>

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GRI indicator	Reference
<b>Staff and diversity</b>	
<b>G4-LA11</b> Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	Not reported
<b>G4-LA12</b> Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Partially reported. See <a href="#">Annual Report</a> , pp.37, 49, 51 and 55 Minority group membership not reported as disclosing this to HR is optional. Therefore, statistics are not representative of the whole organisation.
<b>G4-LA13</b> Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	See <a href="#">Annual Report</a> , pp.54
<b>Environmental impact</b>	
<p><b>G4-EN27</b> Report quantitatively the extent to which environmental impacts of activities have been mitigated during the reporting period, including:</p> <ul style="list-style-type: none"> <li>• initiatives to reduce emissions at organisational level</li> <li>• environmental impacts of programmes and activities</li> <li>• initiatives to limit emissions of transporting people and products</li> </ul>	<p>See Commitment 10, pp.38–42</p> <p>Not reported</p> <p>See Commitment 10, pp.38–42</p>

Save the Children believes every child deserves a future. In the UK and around the world, we give children a healthy start in life, the opportunity to learn and protection from harm. We do whatever it takes for children – every day and in times of crisis – transforming their lives and the future we share.

### **Feedback**

We welcome feedback. If you have any questions or feedback in relation to Save the Children's accountability and transparency, please email [SupporterCare@savethechildren.org.uk](mailto:SupporterCare@savethechildren.org.uk)

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