



Save the Children

# UPHOLDING OUR VALUES

ACCOUNTABILITY AND  
TRANSPARENCY REPORT 2018

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This report is a companion piece to our 2018 [annual report](#).

Some names have been changed to protect identities.

On the cover: Noura, age 15 months, with her sister Shadia, age eight, in their tent in a camp for internally displaced people in Lahj district, Yemen. Noura suffers from severe acute malnutrition and is receiving treatment from Save the Children's mobile health team. Photo: Jonathan Hyams/Save the Children

# STATEMENT FROM THE INTERIM CHAIR

Save the Children is an organisation that aims to live by its values. These values guide our decisions and ability to deliver our ambition for children. Accountability is one of Save the Children's core values. This means that we take personal responsibility for using our resources efficiently, achieving measurable results and being accountable to our supporters, partners, people, and most of all, the children and communities with whom we work.

While our [2018 annual report](#) showcases our achievements and impact for children, it also acts as a transparency tool, sharing fundamental information on our finances, safeguarding, governance and risk. This accountability report supplements that information, sharing some of our accountability highlights – and areas for improvement – over the last three years.

The scrutiny charities have faced in the last year over safeguarding of beneficiaries and staff underscore the importance of strengthening our accountability to all stakeholders. This is a long-term commitment that requires openness, seeking new and better ways to make our work understood, responding to questions and concerns, improving our mechanisms for participation and feedback and learning from our experiences. We are fully committed to continuing this journey, as a key part in our approach to delivering change for the world's most deprived and marginalised children.



*Charles R A Steel*

**Charles Steel**  
Interim Chair of the  
Board of Trustees



# ABOUT THIS REPORT

This is the seventh year Save the Children UK has 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 programmatic, financial, social and environmental accountability.

In 2016, we outlined 10 commitments to accountability for the strategic period 2016–18. This report reflects on some of the progress we've made against these commitments and where we could have done more, providing an overview of the past three years. To help us track our progress, we follow the reporting standards of the Global Reporting Initiative, the world's first global standards for sustainability reporting (see [Appendix I](#)). This allows us to benchmark ourselves against international reporting standards for sustainability and transparency.

In this report we present some of the mechanisms we have in place to ensure we use our resources efficiently, achieve measurable results and are accountable to those we work with. At the heart of our approach to accountability are four simple considerations: how we affect our stakeholders, how transparent we are to our stakeholders, how stakeholders can provide us with feedback and how we handle that feedback. Listening to feedback is critical. It influences our future decisions, helps to improve the quality and impact of our work and the sustainability of our organisation.

In 2019, we reflected on our progress against these commitments. While it was helpful during 2016–18 to highlight these ten areas for special attention, this has sometimes led to accountability work being seen as a set of specific projects, separate from our wider organisational strategy. Moving forward, we will continue to work on delivering many of the goals set

Munni, 16, and her friends teaching a community literacy class in India.



PHOTO: CJ CLARKE/SAVE THE CHILDREN

out in this report but will do so as a more integral part of our new [2019–21 organisational strategy](#) – which highlights accountability as a critical enabler to delivering our ambitions for children.

We believe that if we hold ourselves to the highest standards, we will be better placed to deliver sustainable change for children for years to come. Over the next three years we'll invest in country offices, so that power, resources and accountability move to where they're needed most – closer to children. We'll build more, collectivised resources that can be shared across all members of Save the Children. And we'll help build a clearer and more effective governance structure for our movement. We will be open and accountable to children and communities, supporters, donors, our people and other stakeholders. The key elements of our strategy will each have their own accountability mechanism to track progress. At the time of publication, we are still considering the best approach to delivering specific accountability commitments for 2019 and beyond.

Save the Children UK's work on accountability is part of a drive across our whole global movement to strengthen accountability. An overview of how the wider Save the Children movement uses resources, achieves measurable results and is accountable to supporters is set out in the [Save the Children International Global Accountability Report](#) (the 2018 report is due for publication shortly).

## WHO ARE WE ACCOUNTABLE TO?

At Save the Children we hold ourselves to account to a variety of stakeholders. This means taking responsibility for using our resources efficiently and achieving measurable results. It also means we must answer to our supporters, donors, partners, staff, volunteers and most of all, to children.

We do everything we can to ensure that children's experiences of our organisation are positive and supportive, and that they feel respected and safe. Critically, we want to ensure that their experience is one that is completely free from any form of exploitation or abuse. Find out more about how we safeguard children [here](#). This same accountability extends to families and communities affected by disasters around the world. We place children

at the centre of our work, giving them a platform in our campaigns, an active role in our programmes and the chance to be the change-makers of the future.

Our volunteers, philanthropists, ambassadors and the public who support us through their donations, time and legacies, are critical to our success. We are delivering real change on a huge scale, but only because of the generosity of these individuals. We are committed to being transparent to our supporters and accountable for the money they raise and the time they give. Read more about our Supporter Promise [here](#).

As part of our accountability to institutional donors and corporate partners, we are committed to building capacity in the countries in which we operate and to establishing productive and mutually accountable relationships. We are committed to the efficient use of resources through our operations both in the UK and internationally, to ensure the greatest impact for the children we reach. Learn more about how we ensure transparency around aid spending [here](#).

We are unequivocally committed to providing a workplace culture based on mutual respect, where every member of staff feels safe, supported and respected. In 2019 we launched an organisation-wide change programme, Stronger, which aims to transform Save the Children UK into the best organisation we can be. Our people have the right to feel respected and supported and we are wholeheartedly committed to continuing to improve our workplace culture over the coming months and years. Find out more about Stronger in our [2018 annual report](#).

Our responsibility extends beyond just children and their communities, our supporters and donors, and our staff and volunteers. We are also accountable to the schools and centres in which we work in the UK, to local and national governments, retail customers, trustees and our sector peers.

To find out more about our organisation, read our [2018 annual report](#) or visit our [website](#). If you have any feedback for us, please get in touch with our supporter care team on +44 (0)20 7021 6400 or email [supportercare@savethechildren.org.uk](mailto:supportercare@savethechildren.org.uk). Lines are open from 9.00am to 6.00pm, Monday to Friday.

# SUMMARY OF PROGRESS AGAINST OUR COMMITMENTS, 2016–18

The table below shows the progress made against our accountability commitments over the last three years. We have made good progress in some areas but must acknowledge that there is much more work to be done in others.

As we move into our centenary year, we must redouble efforts to further embedding our culture of accountability and transparency and reflect critically on our experiences.

Our commitments and goals	Progress 2016–18
<b>Commitment 1 – Putting children at the centre of what we do</b>	
Goal: By 2018, we will have effective, practical and meaningful accountability to children and their communities integrated into 'Signature Programme' planning and implementation.	Partially achieved
Goal: By 2018, 75% of new programmes will be gender sensitive and designed in line with thematically specific gender mainstreaming guidance.	Partially achieved
Goal: We will support Save the Children International to conduct relevant child-focussed needs assessment and feedback assessments in all Category 1 and Category 2 emergencies in which Save the Children UK has an active role.	Partially achieved
Goal: 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.	Achieved
<b>Commitment 2 – Delivering high quality programmes</b>	
Goal: We will support Save the Children International to externally verify international humanitarian programming against the Core Humanitarian Standard on Quality and Accountability by 2018.	Achieved
Goal: 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.	Partially achieved
Goal: We will continue to support the rollout of a movement-wide 'Quality Framework' and ensure that monitoring, evaluation, accountability and learning (MEAL) mechanisms are embedded at the heart of all our programmatic work by 2018.	Partially achieved
Goal: By 2018, analysis of our total reach data will provide information on our progress towards reaching the most deprived and marginalised children.	Partially achieved

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Our commitments and goals	Progress 2016–18
<b>Commitment 3 – Coordinating and collaborating with others</b>	
Goal: 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.	Achieved
Goal: We will build the capacity of community groups (e.g. 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.	Partially achieved
<b>Commitment 4 – Ethical fundraising</b>	
Goal: We will review the governance of how we accept or refuse funds. This will include updating our Donations Acceptance and Refusal Policy.	Achieved
Goal: We will uphold our Supporter Promise, monitoring our approach to supporters to ensure all supporters receive the highest level of care.	Achieved
<b>Commitment 5 – Responsible advocacy</b>	
Goal: 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.	Partially achieved
Goal: By 2018 we will more systematically embed monitoring, evaluation, accountability and learning (MEAL) mechanisms into our new campaigns.	Partially achieved
<b>Commitment 6 – Transparency</b>	
Goal: Publish our global Children 2030 strategy on our website as well as making more of our policies available online by 2018.	Achieved
Goal: 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.	Partially achieved
Goal: 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 and Risk Committee has regular oversight of any key themes.	Partially achieved
<b>Commitment 7 – Upholding the highest standards in child safeguarding</b>	
Goal: By 2018, we will have completed a review of child safeguarding in humanitarian responses.	Achieved
Goal: 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.	Achieved
Goal (updated in 2018): We will strengthen sexual exploitation and abuse safeguarding practices in our humanitarian responses.	Partially achieved

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Our commitments and goals	Progress 2016–18
<b>Commitment 8 – Responsible resource allocation</b>	
Goal: We will strengthen our procurement, including through revised procurement policies more structured supplier management, and the introduction of end-to-end procurement workflows within our finance systems.	Partially achieved
Goal: 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 and engaging our staff to capture and share potential savings.	Achieved
<b>Commitment 9 – Supporting and enabling our people</b>	
Goal: 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.	Partially achieved
Goal: 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.	Partially achieved
Goal (updated in 2018): We will commission an independent review of our UK workplace culture.	Achieved
<b>Commitment 10 – The environment</b>	
Goal: By 2018, we commit to developing and implementing a new strategy for our Environmental Champions staff network. As part of this work, we will also review the policies and procedures that govern the use and management of our resource use and emissions.	Partially achieved



Siraj, 15, in an informal refugee camp in Lebanon.

PHOTO: JONATHAN HYAMS/SAVE THE CHILDREN



# OUR 10 ACCOUNTABILITY COMMITMENTS

## COMMITMENT 1

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

We are committed to improving accountability to children and empowering them to be agents of their own change. As part of this commitment we will increase our focus to ensure that we protect the most deprived and marginalised children, so every child can survive, learn and be protected.

#### Our goals

- We will have effective, practical and meaningful accountability to children and their communities integrated into ‘Signature Programme’ planning and implementation.
- 75% of new programmes will be gender sensitive and designed in line with thematically specific gender mainstreaming guidance.
- We will support Save the Children International to conduct relevant child-focussed needs assessment and feedback assessments in all Category 1 and Category 2<sup>1</sup> emergencies in which Save the Children UK has an active role.
- We will build the power of children by making their participation and agency a mainstream part of our planning in our campaigns and programmes.

Accountability to affected children and communities involves providing meaningful opportunities to understand who we are and what support we are offering, provide feedback and hold us to account for the work we deliver.

We have made progress in ensuring that children’s voices are heard – particularly those of the most deprived and marginalised. For example, in 2018 we led children’s participation in key global advocacy moments and processes including the Global End Violence Solutions Summit, the Marrakesh conference on the Global Compact on Migration, and the SUN Youth Leadership Programme. In Rwanda, the National Ethics Committee approved the first child-led research where children associated with a Save the Children UK programme were trained as young researchers using evidence generated to hold decision-makers to account and advocate in national fora for children’s right to read.

#### INTEGRATE ACCOUNTABILITY TO CHILDREN AND COMMUNITIES IN OUR SIGNATURE PROGRAMMES (PARTIALLY ACHIEVED)

Over the last three years, our nine Signature Programmes have been taking steps to implement mechanisms to incorporate meaningful accountability into their programme delivery. It is especially important to engage and consult with children and affected communities when assessing needs, designing and implementing programmes, gathering feedback and assessing the degree of success in our delivery. Accountability to children and affected communities has been increasing across all our programmes.

Some of these Signature Programmes, including the Child Development Grant Programme (CDGP) in Nigeria, the Suchana programme in Bangladesh and the Advancing the Right to Read programme in Rwanda have made particularly

<sup>1</sup> Category 1 response: a humanitarian response that is classified as ‘extraordinary’ due to the nature and scale of the response, 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.

## SIGNATURE PROGRAMMES AND COMMON APPROACHES

Until recently, our flagship programmes were known as ‘Signature Programmes’. These programmes provide innovative solutions to problems affecting the most deprived and marginalised children in the world’s toughest places. They are designed and implemented with local and global partners and brought to a point where they can be replicated, scaled-up and eventually handed over to the country’s government or other local stakeholders.

While many of these programmes continue and are delivering real change for children, the Save the Children movement has now aligned behind the same global strategy for 2019–21. Within our new Save the Children UK strategy, we have shifted our focus onto scaling up our [Common Approaches](#). The experience of having Signature Programmes suggested that the

lessons learned from these, and other successful programmes, should be translated into ‘common approaches’ that could be implemented across a much larger number of contexts, impacting on the lives of many more children.

Many of our Signature Programmes have been a foundation and platform for the launch of these cross-movement Common Approaches. For example, our Child Development Grant Programme in Nigeria fed into the development of our ‘Cash Plus’ approach to offer holistic support of cash, information and access to quality services to prevent young children from suffering from malnutrition.

As this report covers the strategic period 2016–18 and several of the accountability commitments address Signature Programmes, we will refer to them as such throughout.

strong progress in integrating accountability to children and communities into their operations. To find out more about these programmes, see our [2018 annual report](#).

The CDGP has been strengthening its complaints response mechanism on an ongoing basis through continual programme learning and reflection. This mechanism allows community members, local government staff and partners to report any concerns or positive feedback, and includes a toll-free line, beneficiary reference groups and village committees, as well as ongoing community sensitisation to increase feedback. The proportion of successfully resolved complaints is taken very seriously and is a key performance indicator for the programme. The proportion of resolved complaints continued to increase as of December 2018, well beyond the target level.

This phase of the CDGP is ending in July 2019. However, as part of a two-year extension, we will support the Government of Nigeria to strengthen the accountability and inclusiveness of its social protection system at both the federal level and in four target states. One of the expected outcomes is that public and civil society will be better informed about social protection and strong accountability

mechanisms will be integrated within government social protection programmes in order to improve outcomes for children and their caregivers.

In Bangladesh, our Suchana programme helps families in the region with the country’s highest stunting rates to improve their child’s nutrition during the most crucial stage of development – between conception and the age of two. To ensure accountability to children and their families on the social services offered by the government, the programme has held 76 public hearing events with 4,438 participants using social accountability tools. These sessions created opportunities for community members to interact with their locally elected representatives about their entitlements and gaps in service delivery across different sectors and demand for increased budgetary allocations for infrastructure development and social protection schemes. From these sessions the representatives made strong and specific commitments to ensure increased accountability and improved infrastructure, health, social protection and water.

The programme uses several different approaches to MEAL to ensure accountability for the quality of service, including satisfaction questions in yearly beneficiary surveys, the role out of quality

benchmarks for our interventions with a particular focus in 2018 on nutrition counselling to ensure and improve the quality of work in this space. Several initiatives have been taken to increase awareness and mitigate the risk of fraud and corruption, bribery, money laundering and terrorist financing among programme stakeholders, including comprehensive training for new frontline staff and the distribution of a 'Fraud Flyer' to communities with simple messages and practical examples, including contact details of the Fraud Focal Points.

In Rwanda, our Advancing the Right to Read programme has developed several mechanisms for stakeholder feedback with a focus on accountability to children. In Gicumbi District, this has been achieved through child participation in MEAL activities. A study led by Year 5 children involved in the programme was undertaken to assess its effectiveness; the children successfully carried out all steps of the research procedure including consent collection, data collection, data analysis and sharing the findings with classmates, Save the Children staff and district officials. In some schools, children have been given opportunities to participate in school management and decision-making. Children have been directly involved in the design of elements of the teacher training, by providing feedback on the programme content and directly to teacher trainers.

Raising awareness and building the capacity of school leaders in approaches to child participation has led to one District Education Office requesting headteachers put mechanisms in place for the school administration to gain feedback from children. Children are asked to provide feedback on how they are taught and to make suggestions to their suggestions to teachers about what can be done to improve literacy instruction in their schools. One successful example of this was the placement of a suggestion box in schools. In other cases, children wrote to school leadership requesting more books for reading and asking for at least one hour per week to read books.

There is much to be done on fully integrating accountability to children and communities in all our programmes. Much of the progress has been made on integrating complaints and feedback mechanisms into our programmes but there has been less focus on regular and timely information sharing and the meaningful participation of communities in decision-making. However, all country offices must now report against a key performance indicator on how many of their projects provide information to communities, are systematically consulted and can participate in decision-making, which we hope will drive positive change.



**Noura, 15 months, receives treatment for severe acute malnutrition in Yemen.**

PHOTO: JONATHAN HYAMS/SAVE THE CHILDREN



## GENDER SENSITIVE PROGRAMMING (PARTIALLY ACHIEVED)

Ensuring that our programmes meet our agreed standards of gender sensitivity at a minimum and are gender transformative whenever possible, is essential to achieving impactful, quality programming and reaching the most deprived and marginalised girls and boys. We use a gender equality marker to monitor our performance, and in 2018 we found that 32% of relevant development proposals were gender sensitive or transformative. This is a significant increase from 4% at the start of the strategic period but disappointingly short of the target 75% we set ourselves in 2016. We have spent time identifying the obstacles to progress and will be addressing them in the next strategic period as a priority. We have also expanded our tracking of this indicator to include all new concept notes and programme proposals, whatever the context.

Whilst progress in mainstreaming gender is not yet reflected in the percentage of concept notes and proposals that meet our agreed standard, it has been demonstrated in other ways. Since 2017 we have significantly increased our technical capacity in the area of gender to help effectively and sustainably mainstream gender sensitivity across the organisation. In 2017, we launched a 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 ensure our programmes are gender sensitive and that we create the right enabling environment to make this happen. There is a clear cross-organisational commitment to advancing gender equality and we expect to make significant progress in this area in the strategic period ahead.

## PARTICIPATORY, CHILDREN'S NEEDS ASSESSMENTS IN EMERGENCIES (PARTIALLY ACHIEVED)

Over the last three years, Save the Children UK has strengthened the support provided to Save the Children International on ensuring accountability to children in emergencies. We've supported participatory needs assessments and research, including:

- inter-agency children's consultations in Bangladesh and Indonesia to help understand children's priorities following emergencies;
- consultations with conflict-affected children in Nigeria, Democratic Republic of Congo and Myanmar, as part of our [Centenary Commitment to protecting children in conflict](#);
- participatory research with refugee children in Uganda to understand barriers to school integration;
- a pilot of innovative user-centred research approaches to engage children in sanitation design in Bangladesh and Iraq.

We've developed and delivered training on accountability to children in emergencies to staff from Save the Children's country offices in Asia, the Middle East, Eastern Europe and East Africa. We've also ensured children's opinions are heard in Save the Children's real-time reviews by updating guidance to make collecting their feedback a mandatory step. Children we have supported in Bangladesh, Ethiopia, Nigeria, Kenya, Uganda, Somalia and Yemen have provided feedback on the quality and appropriateness of our emergency response work through our real-time reviews.

Save the Children is committed to delivering humanitarian aid based on evidence of what children and their families need, collected through needs assessments and analyses led by Save the Children or other humanitarian agencies. Save the Children specialises in participatory children's needs assessments, where children can directly express their needs, concerns and priorities. In 2018, we supported Save the Children International to conduct participatory children's needs assessments in over 60% of all Category 1 and 2 emergencies in which Save the Children UK has an active role. Though all responses will be informed by evidence from needs assessments, at the time of publication our pool of people with global expertise in supporting participatory children's consultations



PHOTO: CHARLIE FORGHAN-BAILEY / SAVE THE CHILDREN

Schoolchildren from across the UK hand in a petition to the British government, signed by over 60,000 people, calling on them to stand up for the children of Yemen.

was too small for us to conduct child participatory assessments in every response. We will continue to encourage investment in and prioritisation of this expertise across the movement, as well as developing guidance to improve our ability to engage children in a safe and meaningful way.

### CHILD PARTICIPATION IN CAMPAIGNS AND PROGRAMMES (ACHIEVED)

Amplifying children's voices for the world to hear and challenging ourselves and others to listen is critical in our fight for children's rights and a core component of our [2019–21 strategy](#). We have continued to build platforms for children both internationally and in our UK campaigns. In late 2016, we appointed a children's campaigner to focus specifically on this. Through building relationships with schools across the UK, we have engaged children in our campaigns around the conflict in Yemen, the Rohingya crisis and protecting the aid budget. They have been involved in sharing the messages of the campaigns and have spoken out on these issues to MPs and government ministers. In March 2018, for instance, representatives from four schools led our campaigning activities in Westminster as part of our Yemen day of action.

Children continue to play an increasingly important role in our programming. In Rwanda, Save the Children has been implementing child participation in education governance for three years, across 29 schools in four districts. Our action has been influential with school leaders and governance systems have been changed to ensure children's voices are listened to. Principals, teachers and parent governing boards have transformed the way they manage schools as a result of children presenting the issues that matter to them most and shared their strategies to improve the quality of learning. The programme has been cascaded to a further 36 schools and a commitment has been secured from the Rwandan government to explore how to roll this approach out across the country.

Despite this progress, we must go further. To do so requires an increased investment in child participation, building the capacity of the Save the Children movement and ensuring that the voices of the most deprived and marginalised children are heard and acted upon.

## COMMITMENT 2

# Delivering high quality programmes

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

### Our goals

- We will support Save the Children International to externally verify international humanitarian programming against the Core Humanitarian Standard on Quality and Accountability by 2018.
- 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.
- We will continue to support the rollout of a movement-wide Quality Framework<sup>2</sup> and ensure that monitoring, evaluation, accountability and learning (MEAL) mechanisms are embedded at the heart of all our programmatic work by 2018.
- By 2018, analysis of our total reach data will provide information on our progress towards reaching the most deprived and marginalised children.

We want to make sure that children, their families and communities know their rights and entitlements, have access to information and participate in decisions that affect them. We want them to hold us to account for delivering programmes that make measurable, positive, sustained impact for children. This commitment runs throughout our long-term development and emergency response work, as well as our advocacy. We have made good progress, both in the UK and worldwide, to ensure that we gather the evidence we need to initiate improvements in our programmes. We are committed to driving change in our approach to research, evidence and learning: to raise the quality, impact, use and visibility of evidence in our work and to ensure that our programmes are of the highest quality.

### VERIFYING OUR HUMANITARIAN RESPONSES AGAINST THE CORE HUMANITARIAN STANDARD (ACHIEVED)

In 2017, Save the Children UK supported the external verification of Save the Children International's responses against the Core Humanitarian Standard on Quality and Accountability (CHS). 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. We must ensure that we meet the standards and regulations that we demand of others. Aside from our own internal governance, we sign up to several 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 and Red Crescent Movement. We are also a signatory to the Grand Bargain, an agreement between more than 30 of the largest donors and aid providers, which aims to get more means into the hands of people in need and to include those people receiving aid in the decisions which affect their lives.

Save the Children International passed the CHS audit, but our humanitarian steering group is pushing standards further, driving an extensive improvement agenda covering four priority areas connected to our commitments to the CHS and the Grand Bargain (participation, partnership, learning and needs assessments). Save the Children UK is leading the groups focussed at improving the global

<sup>2</sup> The Quality Framework is a resource for Save the Children staff that contains policies, essential standards and procedures, tools, and best practice guidance to help us to meet these policies and standards.



approach to participation and needs assessment and is an active participant in the group focussed on learning. In 2018, we continued to support Save the Children International in verifying itself against the CHS, including delivering training for several country offices. We will continue to support work on the priority areas over our next strategy period.

### CAPTURING AND SHARING OUR IMPACT, LEARNING AND INNOVATIONS (PARTIALLY ACHIEVED)

One of our five strategic focus areas in 2018 was to be a respected source, and user, of evidence. In 2018 we set up a research, evidence and learning group, launched a new research and evaluation policy and procedure to ensure that ethical issues are addressed properly and established a new research and evaluation ethics committee. We created a new evidence and learning director role within our Global Programmes division who is initially focussing on putting in place a clear strategic framework and drawing all staff working in this area into a community of practice.

We have worked with the wider Save the Children movement to develop a new global results framework, which will strengthen our reporting on achieving results in our countries of operation.

In 2018, we undertook five midline and four end line evaluations of our nine Signature Programmes. A further four end line evaluations are due to be completed in 2019. All four completed evaluations have been published on our publicly accessible [Resource Centre](#). Further to this, the Oxford Policy Management consultancy firm published external evaluations for [our work in Nigeria](#). The remaining evaluations will be published on the Resource Centre once completed.

We have also increased the number of articles and reports, other than formal evaluations, written by our staff write to share learning from our research and programmes. In 2018, eight such reports and articles were published.

### SUPPORTING THE QUALITY FRAMEWORK AND DEEPLY EMBEDDING MEAL MECHANISMS IN OUR PROGRAMMES (PARTIALLY ACHIEVED)

Technical expertise is critical when designing and delivering high quality and impactful programmes. In 2018, we completed a movement-wide review of our existing technical expertise model (at all levels). The findings will inform proposals for potentially

transformational changes. We learned from our sector peers about their ways of organising and deploying technical expertise. We also developed a set of six high-level recommendations for transforming our own model and contributed to the design of a new pooled impact fund for the Save the Children movement which will enable the growth of high-calibre technical expertise in our country offices.

In 2018, we updated the procedures for the Save the Children International Quality Framework. There are now procedures for programmatic monitoring, evidence, learning and accountability as well as MEAL in emergencies. Save the Children UK staff were involved in the development of the accountability and MEAL in Emergencies procedures. We have also provided training to staff in our Asia country offices to help them apply the MEAL in emergencies procedure in practice and to staff from Ethiopia to help them apply the accountability procedure. This training was conducted in collaboration with colleagues from Save the Children International.

Although there has been a lot of support for the Quality Framework procedures, we cannot yet say that MEAL mechanisms have been fully embedded at the heart of all our programmatic work. We continue to prioritise this critical area of programmatic quality.

### ANALYSING REACH TO UNDERSTAND IMPACT FOR THE MOST DEPRIVED AND MARGINALISED CHILDREN (PARTIALLY ACHIEVED)

In 2018, we adopted a new geo-presence framework outlining where in the world we need to work to have the greatest impact on the most deprived and marginalised children. In addition to considering Save the Children's capacity and potential value-added, the framework examined the current presence of Save the Children compared to the 20 countries with the highest number and percentage of deprived and marginalised children.

Country offices developed new strategic plans for 2019-21, informed by child rights situation analyses. Save the Children UK provided training to country offices to use our child inequality tracker tool to inform their analyses, which has helped us to better identify the issues and geographical areas we should focus on to have greater impact on the most deprived and marginalised children.

Save the Children UK also supported two country offices, Tanzania and Indonesia, to conduct an in-depth study of deprivation and marginalisation in their contexts and developed a new tool that summarises data from children's own perspectives. This data has been used by programme staff in both countries to develop proposals and design programmes that seek to target these groups and to address the underlying drivers of their marginalisation. Additional countries will be approached to carry out similar analyses in the coming year. The data generated will be input into the tool to help inform the targeting of programmes to address country-specific drivers of deprivation and marginalisation for identified groups.

Over the last year, we have been developing our new Global Results Framework to help improve the consistency of how we measure results and to give us greater insight into the difference we are making at national and sub-national levels in the countries in which we operate. As part of this framework,

we are committed to monitoring progress of the most deprived and marginalised children by disaggregating our data according to three primary dimensions: multi-dimensional poverty, gender inequality and children in emergencies and crisis. For Save the Children UK, we have decided that these sorts of results are a more meaningful measure of our impact on children than the total reach data previously collected. While global reach for Save the Children country offices will continue to be measured, we will not be conducting separate exercises for the reach of Save the Children UK-supported programmes.

As a result of the focus on these broader, strategic changes and some resourcing challenges, we did not make as much progress as we intended on strengthening the measurement and reporting of our progress on reaching the most deprived and marginalised children. We will build upon the work carried out to date to continue to strengthen this over the coming years.



Sara, one, was given treatment at a mobile clinic in Mozambique.

PHOTO: SAMAN SAID/SAVE THE CHILDREN

## 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.

### Our goals

- 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.
- We will build the capacity of community groups (e.g. 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.

By harnessing the power of others, we can increase our reach, impact and influence well beyond what we can achieve alone. Working in mutually beneficial partnerships helps us achieve greater impact for children. We are committed to being accountable to those we work in partnership with – communities, donors, local organisations, corporate partners, national governments, philanthropists and our ambassadors. Moving into our new strategic period, we will continue to engage with the wider sector on the big issues that we can only tackle together and continually seek new and innovative ways to coordinate and collaborate with our partners. We will increase our focus on corporate partnership opportunities to diversify our income and access to expertise.

From 2010 until 2019, we were the lead agency and host of the [Start Network](#), a consortium of 42 non governmental organisations working to strengthen the humanitarian aid sector. We work together to deliver more effective emergency aid, harnessing the power and knowledge of the network to help people affected by crises. We advocate for radical change in the system so that the world can deal better with the humanitarian challenges of today, and of the future. While the Start Network

became an independent charity in 2019, we continue to be a member of the network and act as the grant custodian for some of its key work, including the Start Fund and the Migration Emergency Response Fund. Through the Start Network we can rapidly work in collaboration with partners around the world who share our vision to achieve change for children in times of crisis.

In an OFDA funded READY project, which aims to augment capacity for humanitarian emergencies of infectious diseases with epidemic or pandemic potential, we are working in consortium with several operational and academic partners, including UK-Med, MERCY Malaysia, Johns Hopkins University Center for Humanitarian Health and EcoHealth Alliance. Bringing together leadership from the consortium the project aims to fill critical gaps in large-scale disease outbreak response capacity and capability by leveraging the best parts of what works across humanitarian operational, academic, clinical and communications organisations. READY will ensure the right people are in the right place, at the right time, with the appropriate skills, equipment, funding and coordinated ways of working.



## Spotlight on our partnership with Pearson

Save the Children and global learning company Pearson are working in partnership to tackle the urgent education needs of children affected by the Syria crisis. Through our Every Child Learning initiative, we are delivering high-quality education to Syrian refugees and host community children in Jordan. Working with children, parents, teachers, school leadership and the Ministry of Education, together we aim to secure measurable improvements to children's overall academic performance, build resilience and strengthen their wellbeing.

### COURSE CORRECTING FOR MAXIMUM IMPACT

To achieve the best results for children and create the most cost efficient and scalable education solution by the end of the pilot phase (June 2019), we have embraced an adaptive programming approach. By amending our response based on findings from an impact evaluation and continuing to course correct during the pilot phase, we can ensure we maximise our impact on the ground. The programme has a strong monitoring and evaluation mechanism, and the partnership ambition is that we will use key learnings to ensure that these solutions can be adapted, scaled and replicated across Jordan and conflict affected contexts around the world.

### KEEPING THE LINES OPEN

As with all our partners, we maintain regular communication with Pearson. In addition to regular calls and reports, Pearson have developed a dashboard which gives Save the Children, Pearson and teachers from the schools a live status report on usage rate in classes, student scores, and other information. This allows us to see if there are any problems with the introduction of blended learning in the schools and address any issues immediately. To better facilitate integration of the app in schools, Pearson's pedagogy and improvement team conducted training for over 50 teachers who will be testing the app with their students. For many of these teachers, this will be their first time using a digital tool in the classroom.

### COLLABORATING WITH LOCAL AUTHORITIES TO SUPPORT BETTER BASIC SERVICES (ACHIEVED)

Across all our programmes we work closely with the relevant ministries to strengthen local systems and only engage in direct service provision where these systems are overwhelmed (for example, in emergencies).

Funded by DFID and implemented in partnership with Action Against Hunger, the Child Development Grant Programme (CDGP) is a six-year pilot social protection programme aimed at tackling the crippling levels of malnutrition in Northern Nigeria. The programme, supporting 93,000 women and children provides parents with a monthly cash grant until their children reach the age of two, as well as information on health and nutrition. It is the first of its kind in Nigeria and has played a central

role in strengthening the country's emerging social protection programme. External evaluations show that the incidence of stunting has been reduced by 8% among children covered by the CDGP; this evidence will help us make the case that state governments should finance and scale-up similar programmes of their own. By working closely with the Nigerian government to build capacity, support policy development and galvanise political will for nutrition-sensitive social protection, the CDGP has supported increased commitment and financing from both federal and state governments for social protection. This is demonstrated in the launch of the flagship National Social Safety Net Project, the approval of both national and state social protection policies and establishment of appropriate institutional mechanisms to support the delivery of government-funded nutrition-sensitive social protection.

In Indonesia, our flagship Families First programme has been transforming the lives of the poorest and most marginalised children, including children affected by trafficking and gender-based violence. In 2018, Save the Children provided technical support to the Ministry of Social Affairs, which resulted in ministerial guidance on how to conduct foster care nationally, and specific guidance to the provincial government in how to address and prevent child and family separation and trafficking for the Sulawesi earthquake response. During the same response, Save the Children supported the Department of Health to deliver and strengthen health facility and community level infant and young child feeding in emergencies interventions, to protect and promote recommended feeding behaviours in the context of the emergency.

Our UKAID match project in Kenya came to an end in 2018. We worked with the Wajir County Government Ministry of Health by influencing budget allocation for monthly engagement as a routine activity in all community units. It also advocated for budget allocation for mother and baby kits for women which proved effective. In addition, the project influenced the county to give full scholarship to 30 midwives to address a gap in resourcing for health.

In Madagascar, our humanitarian public health teams are currently working with the Ministry of Health, World Health Organization and UNICEF to deliver a mass measles vaccination campaign to immunise more than three million children. In 2018, we worked with national governments to provide more than 480,000 vaccines to children and pregnant women globally.

Within days of the Ebola outbreak in the Democratic Republic of Congo, our Emergency Health Unit was there supporting local hospitals

and health centres. We were a key partner of local and national governments and community networks and supported them in developing and delivering their strategic plan to respond to the virus. We supported the Ministry of Health, equipping 15 health facilities to improve infection prevention and control and waste management procedures; trained health focal points; offered technical support and supervision; and reached 430,735 individuals, including 234,866 children through community sensitisation activities in a house-to-house campaign and within supported health facilities.

### **BUILDING CAPACITY OF COMMUNITY GROUPS TO HOLD DECISION MAKERS TO ACCOUNT FOR THE PROVISION OF BASIC SERVICES (PARTIALLY ACHIEVED)**

In 2018, with funding from the Humanitarian Innovation Fund, we partnered with Eclipse Experience (a human-centred research, design and strategy company) to develop an innovative participatory methodology for engaging children and their caregivers in designing child-friendly sanitation facilities. The approach was piloted in displacement camps in Bangladesh and Iraq. The process, tools and learning were published externally by [Eclipse](#). The innovation project was evaluated by Oxfam and the evaluation report is [published on their website](#).

Our work requires continued support for and collaboration with the local and national governments we work with. We have learned that in future our programmes should emphasise strengthening the capacity of community groups to demand increased government commitments and have the agency, structure and resources to improve their lives.

**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.

**Our goals**

- We will review the governance of how we accept or refuse funds. This will include updating our donations acceptance and refusal policy.
- We will uphold our Supporter Promise, monitoring our approach to supporters to ensure all supporters receive the highest level of care.

For our fundraising to be considered ethical, we must not compromise our mission, values and independence when accepting income. Save the Children is committed to making decisions that are in the best interests of children and must always consider the rights and welfare of children. This sometimes means influencing and working with organisations to positively change outcomes for children by bringing their values into closer alignment with our own.

Following our decision to discontinue our partnership with Reckitt Benckiser in 2017 after their acquisition of breast milk substitute manufacturer Mead Johnson & Company, we reviewed our donation acceptance and refusal policy in 2018 to ensure that it is in line with our partnership obligations under the World Health Organization's International Code of Marketing of Breast-Milk Substitutes. If there is evidence that a breast milk substitute manufacturer has violated the code or subsequent resolutions, they will be classified as 'no go' for donation acceptance.

In 2018, in line with the increasingly high standards in fundraising rightly expected of the sector and the increase in fundraising regulation, we conducted a self-assessment against the Code of Fundraising Practice. Since conducting this assessment, we have set up a campaign checklist to ensure that fundraising compliance is a critical consideration in all our campaigns. We have also created a compliance toolkit which is accessible to all staff and have started to review our compliance framework for how we manage our fundraising suppliers. Our guidance on treating supporters fairly was also updated and training has been rolled out to staff and our fundraising agencies to ensure that we are protecting all our supporters. We reviewed and amended many of our processes in 2018 to ensure they are in line with the requirements set out in the GDPR legislation that came into effect in May 2018. This included creating a tailored data protection training for our fundraising and marketing division which focused heavily on how to treat and handle our supporter data.

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

- Department for International Development
- United Nations
- European Commission (including ECHO)
- Disasters Emergency Committee
- World Bank

**Top five corporate donors in 2017**

- GlaxoSmithKline
- Reckitt Benckiser
- Prudential Asia
- IKEA Foundation
- Unilever



## REVIEWING THE GOVERNANCE OF DONATIONS ACCEPTANCE AND REFUSAL (ACHIEVED)

First and foremost, we are committed to making decisions that are in the best interests of children, over those in the best interests of our organisation. Our [donation acceptance and refusal policy](#) ensures that we do not compromise on our mission and values when it comes to raising income and clearly outlines our commitment to making decisions that are in line with the mission and values of our organisation.

Our Donations Acceptance Committee (a sub-committee of our Board of Trustees) considers potentially high-risk donations to Save the Children UK and makes decisions about whether it is in the best interests of the charity to accept a donation or not. In 2018, 31 high-risk opportunities from a range of donors (individuals, companies and trusts) and sectors, ranging from gaming to technology were considered under the Donations Acceptance Policy – those that were not rejected by an Executive Director at the first stage of review were submitted to the Donations Acceptance Committee. Of the 31 opportunities, we proceeded with 23 and rejected eight.

We have updated our donation acceptance and refusal policy every year for the last three years to ensure that it is fit for purpose and reflects the values of our organisation. We plan to review the policy again in 2019.

## UPHOLDING OUR SUPPORTER PROMISE AND MONITORING OUR APPROACH TO SUPPORTERS (ACHIEVED)

In recent years we've been able to deliver real change on a bigger scale than ever before, but only because of the generosity of our supporters. Without them we simply wouldn't be able to help children at home or abroad. Our [Supporter Promise](#) clearly outlines our guarantee to those who choose to support Save the Children UK. Through our promise we are committed to transparency

about how we use donations, sharing stories that demonstrate how donations are transforming children's lives, respecting privacy and generosity, offering an approach that's right for the individual and ensuring a friendly and open response when we're contacted by supporters.

We are also fully compliant with all relevant laws, including the Data Protection Act 1998, the Privacy and Electronic Communications Regulations 2003 and the Telephone Preference Service. We strive for best practice in fundraising and are registered with the Fundraising Regulator, complying with its Fundraising Promise and are also members of the Institute of Fundraising.

Since 2016 we have made significant investments to ensure we uphold our Supporter Promise, focussing on enhancing our supporters' experiences.

We continue to run a regular supporter survey to ensure our supporters can feed back to us. We've also introduced two Six Sigma projects in Supporter Services to measure and improve our donation handling performance (a set of tools and techniques for process improvement). We have also improved how we demonstrate the impact of our work, focus on creating meaningful moments with personal conversations, and gain and maintain permission to contact supporters.

We have selected a partner who can deliver calls to the standard we demand and provide full transparency for call listening and monitoring. We continued to track supporter satisfaction through regular reviews and surveys and improved our complaints reporting to make it more informative.

For more information on complaints and feedback, please see page 23 in this report and page 58 in the [2018 annual report](#).

## 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.

### Our goals

- 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.
- By 2018 we will more systematically embed monitoring, evaluation, accountability and learning (MEAL) mechanisms into our new campaigns.

We recognise that the world is changing rapidly. Now, more than ever, we can best effect change by supporting policy, advocacy and campaigning at the national level. This will empower the children and support the global Save the Children movement, to achieve our vision of a world where every child can survive, learn and be protected.

Some key accomplishments over the last three years include the launch of *Fighting for Breath*, our report on pneumonia – the world's leading infectious killer of children under the age of five. We put pneumonia at the heart of our work across the world. We also refocused our UK work, with a strong emphasis on generating compelling evidence for policy change. Globally, we provided concerted advocacy support to the Save the Children movement, particularly in countries and regions affected by conflict and humanitarian emergencies, such as Yemen, Iraq, Syria, Bangladesh and the Horn of Africa. In 2018 we spoke out publicly and at the highest levels of political power to end the shameful war on Yemen's children. To find out more on our advocacy work for Yemen in 2018, see page 33 of our [annual report](#).

In 2018 we worked with the Scaling Up Nutrition Civil Society Network and partners Global Citizen, ACTION and RESULTS UK, to launch the Youth Leaders for Nutrition programme to enable young people to advocate for an end to malnutrition, equipping them with the skills to create change in their communities and influence global decision-making. Through the programme they have advocated at international forums, including the UN General Assembly, and met with key

decision makers from across the world. Each of the young people involved has developed their own campaign plan to tackle the biggest malnutrition challenges in their community.

In 2018 we also gave children a platform to speak out about violence. We brought together children from Mexico, Indonesia and Tanzania to attend a major child protection conference in Stockholm in February. The summit was hosted by the Swedish Government in cooperation with the WePROTECT Global Alliance, and convened leaders from the government, the UN, civil society and the private sector to find solutions to end violence against children by 2030. Another significant moment included a high-profile event in Marrakesh where over 100 young people gathered to shape and influence the implementation of the Global Compact for Safe, Orderly and Regular Migration, adopted by the UN member states in December 2018. We led on the children's participation element of this event.

### INVESTING IN NATIONAL-LEVEL ADVOCACY THROUGH OUR PROGRAMMES (PARTIALLY ACHIEVED)

Through country-level engagement in policy, advocacy and campaigns we have made efforts to engage the wider organisation in responding to calls from Save the Children International to invest more in national-level advocacy and campaigning. We have continued to manage advocacy funds from the Bill and Melinda Gates Foundation, supported several proposals and aided existing programmes within development and humanitarian contexts.

Whilst we have increased advocacy support over the past three years, it has often been ad-hoc manner rather than being fully embedded in our strategy and part of a clear, global shared strategic priority. Achieving this objective requires breaking down divisional and departmental silos within the organisation. Current ways of working, as well as a lack of ownership and accountability have held back progress. The [Save the Children UK 2019–21 strategy](#) builds our movement’s presence on the frontline, committing to invest in country offices, so that power, resources and accountability move to where they’re needed most – closer to children.

### SYSTEMATICALLY EMBEDDING MEAL MECHANISMS IN OUR NEW CAMPAIGNS (PARTIALLY ACHIEVED)

In 2016, to move towards systematically embedding monitoring, evaluation, accountability and learning into our new campaigns, our policy, advocacy and campaigns division developed a MEAL framework. A MEAL working group was established with a mandate to facilitate the

implementation of this framework. We have trained staff on the implementation of our policy, advocacy and campaigns MEAL agenda and in 2017, the framework was rolled out with clear templates and responsibilities for the teams.

With funding from the Bill and Melinda Gates Foundation, we invested in the development of an innovative approach to measuring contribution to change from a qualitative perspective, with the view to also contribute to sector-wide efforts on measurement in 2016. The tool was piloted in 2016–17 in three country offices Nigeria, Ethiopia and Indonesia. A review of the tool found it to be a valuable mechanism.

For more information on our Quality Framework, which is helping to embed MEAL across our global movement, please see page 13.



Gerald, 12, with his sister Xyri, six, near their home in Dulag, Philippines.

PHOTO: JONATHAN HYAMS/SAVE THE CHILDREN

## COMMITMENT 6

# Transparency

We are committed to transparency about who we are, what we do and how we do it. 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.

### Our goals

- Publish our global Children 2030 strategy on our website as well as making more of our policies available online by 2018.
- 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.
- 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 and risk committee has regular oversight of any key themes.

Accountability is one of our five core values at Save the Children and we strive to be as transparent as possible. We proactively share timely, relevant and clear information about our organisation and our activities, as well as answering requests for information.

During this strategic period, we updated our policy on open information and supported Save the Children International in publishing its own open information policy for the first time. We continue to provide extensive information on our organisation – including how we work, our programme impact and our finances and governance – in our annual report and on our website. In 2017, Save the Children UK was highly commended for our annual report in the PricewaterhouseCoopers Excellence in Reporting Awards; the judges praised our openness about performance against targets and clear commitment to being accountable for outcomes.

We are committed to providing quick and meaningful information on our work to our key external stakeholders, particularly children and their communities, our supporters, donors, partner organisations and host governments.

### PUBLISHING OUR STRATEGY AND POLICIES ON OUR WEBSITE (ACHIEVED)

In 2016 we published the movement's global strategy 'Ambition for Children 2030' on our website, and in 2019 shared detailed information on our [Save the Children UK 2019–21 strategy](#), including a video. Our 2019–21 strategy has also been highlighted in our [2018 annual report](#).

We have increased the number of policies available to the public. Public versions of the following policies are available on our website (as of May 2019):<sup>3</sup>

- [Child safeguarding](#)
- [Code of conduct](#)
- [Donations acceptance and refusal](#)
- [Environmental](#)
- [Equal opportunities and diversity](#)
- [Image portrayal and communication](#)
- [Modern slavery statement](#)
- [Open information](#)
- [Privacy and cookies](#)

<sup>3</sup> In some instances, we edit or summarise policies for external audiences where content is for internal use only or includes the contact details of policy owners.



### INCREASING TRANSPARENCY OF OUR PROGRAMMATIC SPEND (PARTIALLY ACHIEVED)

In 2017 we launched a more user-friendly website, however, we are prioritising the development of the organisation and accountability pages of the website in 2019, as well as developing plans to improve transparency for our programmatic work and governance. We also included information on our spend by location in our [2017 annual report](#).

In addition to information published on our website, we also publish our spending information via the [International Aid Transparency Initiative \(IATI\)](#) – a global campaign to create transparency in the records of how aid money is spent, to ensure aid money reaches its intended recipients. IATI brings together data from donor and developing country governments, multilateral institutions and other international non-governmental organisations 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. We also began publishing information on project results during this period.

### REGULARLY MONITOR AND REVIEW OUR APPROACH TO PUBLIC FEEDBACK AND ENSURE TRUSTEES HAVE OVERSIGHT (PARTIALLY ACHIEVED)

We remain committed to responding to and reporting feedback, both positive and negative. Our Audit and Risk Committee, a sub-committee of our Board of Trustees, receives quarterly reports on the number of supporter complaints we receive, the major themes and the remedial actions taken to address these problems. We share analysis

and insight from the complaints report with key stakeholders across the organisation. We have initiated improvements in several areas including the revision of our refund policy.

To ensure the quality of our services, we undertake mystery shopping, call listening and supplier visits. We have a compliance officer who provides day-to-day support and guidance to ensure our fundraising activities are of the highest standard. Where appropriate, we adjust our activities based in part on the feedback we receive.

In 2017, we received 31% less complaints from the public than in 2016. In 2018, the number of public complaints rose by 57% from 919 complaints in 2017 to 1,441. Most of this increase (280 complaints) related to trust and confidence concerns raised by the public because of workplace misconduct at Save the Children UK and in the wider aid sector. Developing a stronger culture is one of the three transformational shifts set out in our [2019–21 strategy](#). To kickstart this change, we have set up an organisation-wide and staff-owned change programme called Stronger, based on the principle that ‘a stronger culture for us is a stronger organisation for children’.

The largest complaint type (513) in 2018 related to errors processing supporters’ donations and in almost every instance, these errors were easily and quickly remedied. Nevertheless, sustained efforts are being made to improve the procedures and systems used to process donations.

You can find out more information on complaints and feedback, our [2019–21 strategy](#) and our Stronger workplace culture on pages 58, 12 and 40, respectively, in our [2018 annual report](#).

**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 goals**

- By 2018, we will have completed a review of child safeguarding in humanitarian responses.
- 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.
- (Updated in 2018) We will strengthen sexual exploitation and abuse safeguarding practices in our humanitarian responses.

**STRENGTHENING SAFEGUARDING PRACTICES IN OUR HUMANITARIAN RESPONSES (ACHIEVED)**

We are committed to upholding the highest standards of safeguarding, ensuring that our safeguarding measures are robust and applicable to the settings in which our staff work. Over the last few years, our approach to safeguarding has broadened and deepened. While our commitments to the safety of children are as strong as ever, we have also made explicit our obligations to our adult beneficiaries, staff and volunteers.

Following media coverage of overseas safeguarding failures in the wider aid sector in 2018, we:

- reviewed our safeguarding systems against the highest possible standards;
- worked with others across the sector on new safeguarding measures to fundamentally change the way in which children, communities and our staff and volunteers are kept safe;
- worked alongside DFID, ACRO Criminal Records Office and Interpol to ensure criminal records information can be shared globally and that law enforcement officers across the world are better able to investigate safeguarding crimes;

- coordinated a network of global NGOs to develop plans for an aid worker ID system – a ‘Humanitarian Passport’;
- continued to represent the sector in negotiations with governments and other bodies to argue for aid work to be legally recognised as a Regulated Activity, making a host of safeguarding obligations that routinely apply to those working with children or vulnerable people domestically apply automatically to those working in the UK aid sector.

In September 2018 we commissioned an independent audit of safeguarding policies and practices at Save the Children UK, Save the Children International and among our local partners. We wanted the audit to reassure some of our key partners about the priority we place on safeguarding and to inform our efforts to continually improve our practices. Carried out by independent audit firm Crowe Clarke, the audit provided positive assurance on beneficiary and staff safeguarding at both Save the Children UK and Save the Children International. It noted Save the Children UK’s safeguarding policies and practices aligned with sector best practice and compliance with safeguarding training was at 98%.

The audit made recommendations to help us further strengthen safeguarding, which now form part of a wider action plan.

In May 2018 we introduced a prevention of sexual exploitation and abuse policy in addition to our existing child safeguarding policy. It applies to all employees, agency workers, contractors, partners, volunteers and all other representatives of Save the Children UK in both the UK and overseas. To support the policy, a new reporting system for allegations of sexual exploitation and abuse was introduced which operates alongside our other reporting mechanisms. There were no sexual exploitation and abuse concerns reported via the new reporting system in 2018. However, we expect to see an increase in the number of reports as the policy is embedded and awareness increases.

Our code of conduct sets out standards of expected behaviour and underpins many of our additional policies on staff conduct. All staff and trustees sign up to our code of conduct and child safeguarding policies and all staff must attend child safeguarding training. Any breach to our code of conduct risks disciplinary action and potentially dismissal. We may also report serious infractions to any relevant professional organisations or legal authorities. Additionally, everyone associated with Save the Children – including our volunteers and ambassadors – must be informed of the risks of child abuse and sexual exploitation.

All our UK-based staff, as well as those travelling overseas, are subject to Disclosure and Barring Service checks, along with international police checks for staff who have lived overseas. Training courses in child safeguarding, including courses specifically designed for overseas travel, are mandatory for all staff. Teams across Save the Children UK work to prevent safeguarding incidents at events, activities and programmes held in the UK, and to effectively manage any incidents that may arise. We encourage staff to report incidents and concerns through a variety of channels, as set out in our policies and procedures. All staff have a duty to report any concern relating to children or potential sexual exploitation and abuse to allow us to respond quickly and effectively.

Our Board of Trustees and nominated Safeguarding Trustee receive regular updates on the effectiveness of our safeguarding measures. We work closely with Save the Children International to address safeguarding risks to children, beneficiaries and staff in our international programmes, including adhering to the policy and standards set out in our Global Child Safeguarding protocol.

Anyone who represents our organisation must always behave appropriately 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. Save the Children UK ensures that organisations it partners with adhere to these policies and upholds similar values in respect of child safeguarding and the prevention of sexual abuse and exploitation, to ensure children, beneficiaries and community members are protected as far as possible.

Prior to the external review of 2018, we completed an internal review of child safeguarding in emergencies in 2017 and began the process of sharing what we learned with the wider Save the Children movement. Safeguarding capacity building has taken place across the Horn of Africa, with a child safeguarding specialist deployed to Ethiopia, Somalia and Uganda, and additional training delivered in Kenya.

We have also invested resources to ensure that safeguarding is embedded and sustainable. Three full time members of safeguarding staff have been appointed in country offices and we have also funded the secondment of a member of staff to Save the Children International to act as a child safeguarding advisor on conflict and humanitarian responses.

Capacity and expertise within the safeguarding team increased in 2018, and in June 2019 two new safeguarding advisors and a wellbeing manager were appointed into the team. Members of staff have been trained on investigating allegations of sexual exploitation, abuse and harassment.

We will continue to focus on areas that may need further safeguarding resource, particularly our priority countries. We will also continue to collaborate with colleagues across the sector.



## Safeguarding incident report

We acknowledge the courage of survivors in coming forward to report abuse, whether through our mechanism or others, and we thank all those who have helped us to protect children in the UK and abroad by reporting their concerns.

In 2018 we broadened our safeguarding remit to also include our adult beneficiaries, staff and volunteers, as well as children, and in 2019 will improve the integration of data about workplace harassment and bullying cases overseen by HR with our wider safeguarding monitoring.

In 2018, **164 safeguarding concerns** were reported to Save the Children UK, under the five headings of emotional abuse, physical abuse, sexual abuse, neglect and exploitation. This is an increase on the 60 concerns raised in 2017. Almost 90% of the concerns raised were not related to children involved in Save the Children UK programmes.

- 145 concerns were raised about the welfare of children not involved in Save the Children UK programmes. These concerns were raised through various reporting methods by members of the public and our staff. A large proportion of these reports relate to images and videos seen on different social media platforms. We also received several reports around the safety of children in conflict zones, such as a request from someone in Yemen asking for help as his family's lives were in danger. Each of these concerns were managed by one of our designated Child Safeguarding Officers and acted on accordingly. In many cases, members of the public were signposted to other agencies better placed to assist (such as the NSPCC or the UK's National Crime Agency's Child Exploitation and Online Protection Command).
- 12 concerns were raised about the welfare of children in the UK involved in Save the Children UK programmes. Most of these concerns were raised by our staff, partners or other professionals and relate to children disclosing health and welfare issues, specifically to do with self-harm or suicidal thoughts. All 12 cases were acted on and addressed in accordance with our child safeguarding policy and statutory guidance, including referral to statutory agencies where required.
- 1 concern was raised about the welfare of one of our volunteers in relation to a safeguarding incident at a non-Save the Children UK activity. This was reported to the police.
- 6 concerns were raised regarding the conduct of our staff, former staff and representatives:
  - i. An allegation of sexual harassment by a member of staff on deployment. A full investigation was recommended, resulting in the termination of the employment of the member of staff.
  - ii. A complaint was made that a media visit to an emergency response may have constituted a breach of acceptable working principles. Following an investigation, the allegations were not upheld. An action plan was drawn up to improve safe working in our media work.
  - iii. An allegation was made that staff may have engaged in transactional sexual relationships in a conflict setting in the 1990s. An investigation failed to uncover any evidence or testimony to support the allegations, therefore the allegations were not upheld.
  - iv. A member of staff disclosed that as a child they had engaged in sexually harmful behaviour with another child. The matter was referred to the Metropolitan Police for investigation and the employment of the member of staff was terminated.
  - v. There is an ongoing investigation into allegations against a member of staff. We will report on the outcomes of this case in the 2019 safeguarding incident report.
  - vi. A previous employer of a member of Save the Children staff reported to Save the Children that they had omitted relevant information from employment references, following an investigation into breaches of their code of conduct. A subsequent investigation was conducted by Save the Children and the member of staff was dismissed for gross misconduct.

*continued on next page*

## Safeguarding incident report *continued*

In addition to these cases, we have co-operated with the Scottish Child Abuse Inquiry who are reviewing the history of a school previously operated by Save the Children.

Our international programmes are delivered through Save the Children International. We work together to ensure the most rigorous safeguarding practices are in place. Save the Children International reports total safeguarding figures associated with international programmes in its Trustees Report.

We believe that by strengthening our safeguarding practices we will receive an increased number of cases reported. We know that enhanced understanding of safeguarding and a higher profile of our mechanisms will likely increase reporting. Furthermore, society is becoming more broadly aware of the risks of abuse and the mechanisms for reporting.



Children enjoying Peppa Pig's Muddy Puddle Walk for Save the Children in London.

PHOTO: CHARLIE FORGHAM-BAILEY/SAVE THE CHILDREN

## 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.

### Our goals

- We will strengthen our procurement, including through revised procurement policies more structured supplier management, and the introduction of end-to-end procurement workflows within our finance systems.<sup>4</sup>
- 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 and engaging our staff to capture and share potential savings.

We must ensure that we manage our financial assets responsibly and effectively, making every pound count in order to deliver maximum benefit for children and hold ourselves accountable to our stakeholders. During 2018, we designed and implemented a revised budget process to ensure we allocate our resources effectively to deliver our 2019–21 strategy.

With other Save the Children members, we continued to support the High Performing Organisation (HPO) programme which aims to increase the efficiency and effectiveness of our operations across the Save the Children movement. This included designing a ‘source to pay’ solution that will further strengthen procurement and spend controls. Work is underway to shift more funding to country offices, where we believe we can make the biggest differences in the lives of children, with an initial \$10 million impact fund to launch in 2019.

### STRENGTHENING OUR PROCUREMENT (PARTIALLY ACHIEVED)

We spend approximately £45 million each year on indirect goods and services – including on property costs, technology, consultancy, and travel. A key element of our Fit for the Future programme is to drive value for money in our procurement (see next goal ‘continuing to drive efficiencies and savings’).

Over the last three years our procurement has been strengthened considerably. In 2016 we introduced a new procurement policy and procedures and a

suite of documentation to support the sourcing, due diligence and contract managing of suppliers, and these are now well embedded in operations. We have greater controls around the process for adding new suppliers to our finance system and we are working to map all our approved, incumbent suppliers to relevant spend categories and sharing this information with staff to reduce the number of suppliers we set up.

We have increased our procurement capacity and have a team of three procurement professionals which we supplement with pro-bono specialist procurement support from a corporate partner and a corporate supporter.

We’ve secured procurement savings of over £3 million over the last three years and in 2019, we will be looking again at some of our biggest procurement spends to see if further savings can be made. We also seek to improve value for money in the smaller-scale procurement our teams undertake every day. To support this, in 2018 we committed to expanding our existing Agresso finance system to include an automated Procure to Pay (P2P) solution. This will enable us to manage the whole procurement cycle electronically – including registration of approved suppliers, purchase requisition, spending approval, purchase ordering, goods receipting, invoice matching and payment. As well as supporting us to secure the best deals, the new system will strengthen our controls, compliance and records, and help us manage

<sup>4</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.



our responsibilities under the new GDPR data protection legislation. In 2018, we designed, built and successfully piloted the P2P system and will be rolling out to the rest of the organisation in 2019.

In the longer-term, we plan to implement the new Source to Pay system, which is being developed for the whole movement as part of the High Performing Organisation programme. In addition to the P2P functionality we are introducing now, this will also cover automation of sourcing and contracting. It will both drive value for money on the \$500 million Save the Children International spends annually on goods and services, and support coordination of procurement across the whole movement to maximise economies of scale.

### CONTINUING TO DRIVE EFFICIENCY AND SAVINGS (ACHIEVED)

As part of our commitment to improve the efficiency and effectiveness of our global movement, Save the Children members launched the HPO programme in 2016. HPO is driving simplification and harmonisation of processes in management of donor awards, adoption of a common set of core systems (for finance, procurement, human resources and project management) as well as strengthening supply chain management. The overall programme is scheduled to be completed in 2023. During 2018 we completed

the award management change programme and the adoption of a new system of time reporting and cost allocation across our country offices. In 2019 we will be focusing on deploying the new global HR system, completing development of the new Source to Pay procurement system, and finalising the design of a new financial coding framework.

Our annual budgeting process now requires all new investment decisions to be justified by clear business cases. Our 2018 budget included new investments in delivering our Centenary Commitments (tackling pneumonia, ensuring early learning is available to all and protecting children in conflict) as well as in increasing our brand awareness and strengthening our systems.

In the second half of 2017, we created a programme called Fit for the Future to work alongside the UK budget process to identify and deliver efficiency savings to enable greater investment in our programming. The programme identified savings opportunities in managing our external procurement, improving the performance of our shops and delivering internal organisational changes such as reducing management layers and increasing management spans. We have been implementing these opportunities during 2018 and 2019 and expect to see the full benefits from 2020.



PHOTO: JONATHAN HYAMS/SAVE THE CHILDREN

Dil, four, at his home in a refugee camp in Cox's Bazar, Bangladesh.



## Fraud report 2018

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.

Save the Children is committed to reducing fraud and corruption to an absolute minimum. 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. 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, as we make improvements in our fraud prevention controls and processes, including staff awareness training, these may result in an increase in fraud allegations being reported and investigated.

As of 23 April 2019, we estimate that the total amount of confirmed losses to fraud, theft and damage arising from cases reported in 2018 was £53,411, of which £51,102 was from international programme activities and £2,309 from activities in the UK. This represents 0.02% of our overall annual income. Our processes have enabled us to recover £15,882 of these losses and we will continue to seek to recover the remaining losses wherever practicable. In addition, several cases remain open from 2018 where our investigations are ongoing and actual loss amounts have not yet been determined.

As of 23 April 2019, we estimate an additional £454,622 of losses arising from fraud cases reported in 2016 and 2017 from international programme activities. These loss amounts arose from more complex 2016 and 2017 cases, or cases reported later in 2017 for which a final loss amount was identified since we issued our last fraud report (in our 2017 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:

- 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 via a variety of methods such as induction and refresher training;
- we have processes in place to prevent fraud. For example, we conduct risk assessments of our programming and activities and 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, wherever possible, losses if any staff member is found to have acted fraudulently;
- we positively encourage feedback from staff, children and communities. By ensuring 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, wellbeing and performance.

### Our goals

- 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.
- (Updated in 2018) We will commission an independent review of our workplace culture.
- 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.

In our centenary year, our ambitions for the change we can deliver for children are higher than ever. Our staff are fundamental to realising these ambitions. Save the Children is a values-driven organisation: all strategic decisions are tested against our values as well as their potential to deliver real change for children. We have a code of conduct that guides how our staff carry out their work.

### IMPLEMENTING NEW INITIATIVES TO SUPPORT OUR PEOPLE AND CULTURE (PARTIALLY ACHIEVED)

There are a multitude of staff-led initiatives in our organisation, all of which aim to champion a variety of issues close to the hearts of our people. The groups also help to raise awareness internally, lobby for positive change in the organisation and provide support networks to staff. In 2018, staff at Save the Children established a Disabilities Equality Network and Black, Asian and Minority Ethnic Network. We also have a Gender Champions Network, LGBT+ Allies Network and an Environmental Champions group. In early 2019, a Parents Network was launched. Save the Children UK chief executive Kevin Watkins has hosted informal, open-invite meetings with the equalities networks to provide updates on progress being made towards improved organisational culture and for the networks to

share feedback on this progress and raise concerns. Networks have and continue to be consulted on the design and implementation of our Stronger programme (see page 40 of our [2018 annual report](#)).

In 2017 we introduced the People Deal in Save the Children UK. The People Deal is fundamental to our aim of becoming an outstanding organisation. It is a set of 18 statements that collectively define the kind of organisation we want to be. Each year we ask our staff to tell us how we're doing against each of the statements and to highlight areas they feel we should be prioritising in order to build a better organisation.

The People Deal allows us to measure progress year on year in building the internal culture we aspire towards and highlight any shifts in what feels important to all the people who work at Save the Children UK. Three-quarters of our people responded to the People Deal survey in 2018, and every statement had a higher score than in the previous year. Many more people feel they are being given the responsibility and freedom to do their jobs, and that the organisation's leaders are living our values and focusing on our vision and mission.

Developing a stronger culture is one of the three transformational shifts set out in our 2019–21 strategy. In order to achieve it, in 2018 we set up

an organisation-wide change programme called Stronger. It aims to achieve the following outcomes:

- Everyone feels safe and no one experiences harassment or discrimination.
- We have a thriving and diverse workforce at every level of the organisation.
- Everyone feels included and has access to opportunities at work.
- We have effective processes and simplified structures that will enable our stronger culture.
- Our people want to stay at Save the Children UK and other great people want to join us.

Our people will continue to lead and contribute to the Stronger programme, including participating in frank and robust conversations about what needs to change, making commitments to one another and drawing on internal and external expertise to make sure we're bringing in fresh perspectives and best practice.

## COMMISSION AN INDEPENDENT REVIEW OF OUR UK WORKPLACE CULTURE (ACHIEVED)

In early 2018 we commissioned Dr Suzanne Shale, an international expert in organisational ethics, to conduct a fully independent review of our current workplace culture and the actions taken since 2015 to improve it, so that we can learn and progress further in the future. More than 1,000 colleagues, including former Save the Children employees, chose to participate in the review. Dr Shale's five recommendations on how we should improve and build on what we already do well can be found in her report, which we [published externally on our website](#) in October 2018.

The Stronger programme was launched in close collaboration with our staff in October to develop practical solutions in response to the independent review's recommendations and our broader discussions about workplace culture.



Mongrath, seven, at school in Kampong Cham, Cambodia.

PHOTO: HANNA ADCOCK/SAVE THE CHILDREN

Learning from good practice and previous workplace culture initiatives, this review will not have had the sustainable impact it needs to, unless clear accountability is embedded in the organisation for achieving the recommendations via transparent, measurable and long-term change initiatives and targets.

### REVIEWING OUR POLICIES AND PROCEDURES (PARTIALLY ACHIEVED)

Over the last three years, we set ourselves the target of reviewing and updating 100% of our internal policies through the 'Policies Project', 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. To do so we implemented a new formal governance structure to review policies with representation from across the organisation. During this strategic period, we also launched a new internal policies directory, making it easier for our people to find relevant policies and supporting information. We continue to inform staff of key changes in legislation that affect their work in our weekly staff bulletin.

While we did not complete review and update of every policy, over 85% of our policies went through this governance review process. In 2018, we updated 32 policies and launched four new policies, including a prevention of sexual exploitation and abuse policy and a research ethics and integrity policy. We also amended our policies to ensure that they were GDPR compliant. We will continue to review and improve our policies and look for ways that we can better communicate them to our staff, trustees and volunteers.

The [Independent Review of Workplace Culture](#) identified the need to strengthen our policies further. In 2019, our Stronger change programme will address these recommendations to improve understanding, support and compliance. We have learned from the Policies Project and will improve the governance and review process and embed this into our business as usual.

For an overview of some of our key internal policies, see Appendix II.

## Spotlight: a more representative Board of Trustees

One of the recommendations that came out of the independent workplace culture review was for us to try to achieve a more ethnically and socially diverse workforce and Board of Trustees. To this end, we have updated the terms of reference of our Board's Nominations Committee to include a commitment to promote diversity at Board level (including the setting of diversity process objectives) and to advertise trustee positions nationally, in line with Charity Governance Code best practice.

The Board have also decided to publish summaries of their meeting minutes on the staff intranet, with the aim of helping staff understand what is discussed and agreed during their quarterly trustee meetings. In 2019 the Chair of Trustees started sending all-staff email updates following Board meetings for the same purpose and the Board now holds Q&A sessions with staff.

The momentum behind this work to enhance the accountability and transparency of Save the Children UK's Board is being continued in conjunction with our Stronger programme. We must hold ourselves to account at every level of the organisation so that we can help more children survive and thrive, day in day out. Together we can help children make their mark on their world and build a better future for us all.



## COMMITMENT 10

# The environment

We are committed to environmental responsibility by minimising the environmental impact of our operations and programme work wherever possible, balancing it with necessities to fulfil our mandate and financial affordability.

### Our goal

- 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 use and management of our resource use and emissions.

Climate change is undeniably one of the biggest threats to the children of the future. The effects of climate change are already leading to drought, famine, disease and conflict. Vulnerable groups, especially the most deprived and marginalised children, will continue to be hit hardest by the effects of climate change. We know that if we want to protect children from the increasing threats associated with climate change, we need to first understand the impact we have on the environment and do what we can to reduce it, as well as getting our own house in order.

### DEVELOP AND IMPLEMENT AN ENVIRONMENTAL CHAMPIONS STRATEGY AND REVIEW RESOURCE USE POLICIES AND PROCEDURES (PARTIALLY ACHIEVED)

Save the Children is 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, everyone in the organisation has a responsibility to reduce the resources we consume, to help mitigate climate change and its adverse impact on children and their communities. Each year, we publish details of our carbon footprint online in our [carbon mapping report](#) and are currently exploring ways that this data can be used to help reduce our emissions over time.

We acknowledge that there is much more we can do to mitigate the environmental impact of our

work both in the UK and overseas through Save the Children International, and are exploring how we can strengthen our responsibility to the environment and ultimately the children and communities most severely affected by the climate crisis.

In 2016, our Environmental Champions group developed a strategy that increases staff engagement on environmental issues and builds momentum and activity around this area. The strategy works on the principle that collecting evidence of our effect on the environment will allow us to build understanding across the organisation of how to look after our environment. Part of this evidence-base is our carbon footprint, which details how much CO<sub>2</sub> we produce across different areas of our organisation. The group has been implementing the strategy since and is reviewing its approach in 2019 in line with the direction of the wider Save the Children movement.

We have also put robust procurement procedures and policies in place to ensure we use suppliers and service providers that have environmental standards compatible with our own. In addition to this, we started to develop new environmental training modules for our humanitarian staff. We have also networked with other Save the Children members, external agencies and sector peers to better understand best practice in this area.

In 2017, we updated our donations acceptance and refusal policy to classify wealth derived from carbon-intensive fossil fuels as a 'no-go' donation area.

The Environmental Champions network has built and maintained a garden in the courtyard of our London headquarters, and have been raising awareness of environmental issues internally through staff engagement initiatives. Some of our recent improvements in our UK offices include: a full thermal audit of our head office building to ensure air recirculation systems run at peak efficiency. This has resulted in considerable energy reduction from the use of our boilers and coolers. Additional environmental work in our London headquarters included ensuring all cleaning products

are eco-friendly. We also switched to low-energy LED lightbulbs in our basement area. We compost food waste, recycle waste, and use an eco-friendly enzyme dosing system to break down fats prior to entry into the sewer. We also provide sinks in some toilet cubicles to encourage the use of reusable sanitary wear. In 2018, we introduced oat milk for staff to use in their hot drinks while reducing the availability of dairy milk. We have completed phase 1 of an ESOS energy audit and phase 2 is currently underway.

## Environmental Sustainability and Climate Change Policy

In May 2019, Save the Children International approved a new policy (a statement of principle that provides direction for all staff and organisational units) on Environmental Sustainability and Climate Change (ESCC). The purpose of this policy and the proposed action plan is to provide the framework to improve our environmental performance by:

- Minimising the negative environmental impact of our programmes and operations
- Contributing positively to environmental sustainability and climate change action

The policy is grounded in international environmental and climate change conventions, such as [The Paris Agreement of the UNFCCC](#); [the Rio Declaration on Environment and Development](#); and [the Convention on Biological Diversity](#). It also draws upon key child rights documents such as [the Convention on the Rights of the Child](#), the [Sustainable Development Goals](#), and the [Sendai Framework for Disaster Risk Reduction](#). Finally, it builds on existing work such as SC Members' environmental sustainability policies and SCI's global strategy.

Save the Children UK is committed to implementing this policy and developing an action plan for our programmes and operations.

# APPENDIX I. 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 our <a href="#">2018 annual report</a> – Message from the Interim Chair and Chief Executive, 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 About this Report, p.2, and For information on our organisational risk see our <a href="#">2018 annual report</a> – Trustee Risk Statement, p.48
<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 our <a href="#">2018 annual report</a> , p.10
<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 back cover of <a href="#">2018 annual report</a> For information on our operating companies and subsidiaries, see our <a href="#">2018 annual report</a> , p.51–52 For information our partnerships see our website page ' <a href="#">Who We Work With</a> ' Others not reported
<b>G4-8</b> Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	See our <a href="#">2018 annual report</a> , p.10
<b>G4-9</b> Scale of the organisation	See our <a href="#">2018 annual report</a> , p.10
<b>G4-10</b> Total number of employees by employment contract, region and gender	See our <a href="#">2018 annual report</a> , p.56

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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>• Scope and scale of activities</li> </ul>	Not reported See our <a href="#">2018 annual report</a> , p.56 See our <a href="#">2018 annual report</a> , p.6 See our <a href="#">2018 annual report</a> , p.62 See our <a href="#">2018 annual report</a> , p.10
<b>G4-13</b> Significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain	None
<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 our <a href="#">2018 annual report</a> , p.6 and p.54
<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 our <a href="#">2018 annual report</a> , p.62
<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	Not reported
<b>G4-23</b> Report significant changes from previous reporting periods in the Scope and Aspects Boundaries	N/A

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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	Not reported
<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 our <a href="#">2018 annual report</a> , p.58 See Commitment 7, p.26 of this report for our safeguarding report See Commitment 8, p.30 of this report for our fraud, bribery and corruption report
<b>Report profile</b>	
<b>G4-28</b> Reporting period for information provided	1 January–31 December 2018
<b>G4-29</b> Date of most recent previous report	29 May 2018
<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	Laura-Louise Fairley, 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 our <a href="#">2018 annual report</a> , p.51
<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 our <a href="#">2018 annual report</a> , p.51
<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 our <a href="#">2018 annual report</a> , p.51
<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	For information on our trustees' roles in some of these areas, see our <a href="#">2018 annual report</a> , p.51–53
<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>	Not reported See our <a href="#">2018 annual report</a> , p.12 and p.52
<b>G4-49</b> Process for communicating critical concerns to the highest governance body	See our <a href="#">2018 annual report</a> , p.48
<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 our <a href="#">2018 annual report</a> , p.57
<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

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GRI indicator	Reference
<b>Ethics and integrity</b>	
<p><b>G4-56</b> Describe the organisation’s values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics</p>	<p>For information on our values see our <a href="#">2018 annual report</a>, p.10 and our <a href="#">website</a>. For information on our code of conduct see our <a href="#">website</a></p>
<p><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</p>	<p>See our <a href="#">2018 annual report</a>, p.58</p> <p>In addition to this, our nominated whistleblowing trustee is listed in our <a href="#">2018 annual report</a>, p.51</p>
<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 our <a href="#">2018 annual report</a>, p.62</p> <p>See Commitment 4, p.18. Please note no monetary values are listed</p> <p>See our <a href="#">2018 annual report</a>, p.62</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 Fraud Report, p.30</p> <p>See Fraud Report, p.30</p> <p>Not reported</p> <p>See Fraud Report, p.30 of this report and the Trustee Risk Statement in our <a href="#">2018 annual report</a>, p.48</p> <p>See the Trustee Risk Statement in our <a href="#">2018 annual report</a>, p.48</p>
<p>Any further steps necessary to minimise the risk of fraud or corruption undermining your organisation’s effectiveness and reputation</p>	<p>See Fraud Report, p.30</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 Fraud Report, p.30</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>Overall process not reported; however individual programme evaluations may include this process</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>Overall process not reported; however individual programme evaluations may include this process</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><a href="#">See our Gender Equality Policy: Transforming Inequalities, Transforming Lives</a></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>Not reported this year</p> <p>Previously reported in <a href="#">our 2016 accountability and transparency Report</a>, 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 our <a href="#">2018 annual report</a>, p.51</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	See our <a href="#">2018 annual report</a> , p.51 and p.56 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 our <a href="#">Gender Pay Gap Report 2018</a>
<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> </ul> <ul style="list-style-type: none"> <li>• initiatives to limit emissions of transporting people and products</li> </ul>	<p>See Commitment 10, p.34</p> <p>For information on the environmental impact of some of our activities see our <a href="#">2018 Carbon Mapping Report</a></p> <p>Environmental impact of programmes not reported</p> <p>Not reported</p>

# APPENDIX II. INTERNAL POLICIES AND REGULATORY COMPLIANCE

An overview of some of our key internal policies.

## ANTI-BULLYING AND HARASSMENT POLICY

Bullying and harassment is completely unacceptable at Save the Children UK and any employee who is found in breach this policy will be subject to disciplinary action, which may include summary dismissal. We treat all complaints of bullying and harassment seriously and address them promptly and confidentially where possible.

## ANTI-FRAUD, BRIBERY AND CORRUPTION POLICY

We do not tolerate fraudulent, dishonest or corrupt practices, and are committed to ensuring that the funds we raise are used effectively to have a real impact for children. Our anti-fraud, bribery and corruption policy and accompanying procedures put in place controls and processes designed to prevent and detect fraud and dishonesty, to investigate any allegations that arise, and to take appropriate action where necessary. In 2018, we launched a new global training module on identifying and reporting suspected fraud, bribery and corruption.

## CODE OF CONDUCT

Our code of conduct and supporting policies are binding on all Save the Children staff and representatives. Training on this policy is mandatory. If anyone fails to meet these standards, they risk disciplinary action and we will refer any serious breaches to the relevant professional organisations or legal authorities.

## CHILD SAFEGUARDING POLICY

We are committed to upholding the highest standards in child safeguarding. Our child safeguarding policy and accompanying procedures clearly outline what is expected of our staff and how to report any concerns. In 2018 we commissioned an independent audit of safeguarding policies and practices at Save the Children UK, which provided positive assurance on beneficiary and

staff safeguarding and noted that our safeguarding policies and practices aligned with sector best practice. See page 24 for more information on safeguarding at Save the Children UK.

## EQUAL OPPORTUNITIES AND DIVERSITY POLICY

Save the Children is committed to the principle and practice of equal opportunities. Our policy seeks to ensure that no job applicant or employee receives less favourable treatment on the grounds of age, disability, gender, gender reassignment, race, sexual orientation, religion or belief, pregnancy and maternity, marital status, or any other grounds that are unjustifiable in terms of equality and opportunities for all. Our policy states that training and development opportunities be made available to employees in a fair manner based on merit or developmental need (wherever possible), free from discrimination.

## DATA PROTECTION POLICY

In our work for children, we collect, use and store a wide range of personal data in hard-copy and electronic formats. We are committed to using this data responsibly and ensuring that all staff understand their responsibilities. In 2018 we completed a major project to align our policies and procedures with the new GDPR legislation which came into effect in May, including a new mandatory training module for all staff on data protection and information security.

## DISCIPLINARY POLICY

We expect our employees to behave towards each other in line with our values and to work co-operatively to ensure the effective operation of the organisation. Where employees fall short of expected standards of behaviour and conduct, we will take appropriate disciplinary action.

## DONATIONS ACCEPTANCE AND REFUSAL POLICY

We are committed to making decisions that are in the best interest of the charity but ultimately in the best interests of children. Our donation acceptance and refusal policy ensures that we do not compromise on our mission and values when it comes to raising income. In 2018, we updated the policy to ensure that it is in line with our partnership obligations under the WHO International Code of Marketing of Breast-Milk Substitutes.

## ENVIRONMENTAL POLICY

We are committed to limiting the environmental impact of our operations, by ensuring that our staff minimise the environmental impact of their activities including through travel, paper use and waste and increase recycling. In 2019, we will be reviewing our environmental statement and strategy. To find out more about our commitment to the environment, see page 34.

## GENDER PAY GAP STATEMENT

Save the Children is committed to achieving gender equity in pay. Our values as an organisation demand that women and men are equally rewarded for equivalence in contribution, considering skills, grade and performance. Through our programme, policy and campaigning work, we strive to support gender equity in developing countries – and it is imperative that our organisation reflects the commitment to equity we demand of others. Our aim is to eliminate the gender pay gap by 2020 where this is being driven by any equal pay issues. Read our [2018 Gender Pay Gap Report](#).

## GRIEVANCE POLICY

We provide a safe environment for reporting staff grievances. Our grievance policy ensures that employees have an effective mechanism for raising serious dissatisfaction or complaints relating to their conditions of service, work situation, working relationships or any action that Save the Children UK has taken or is contemplating taking in relation to that employee.

## HEALTH, SAFETY AND SECURITY POLICY

We are committed to safeguarding the health, safety, security and wellbeing of our staff and representatives and to ensuring that they are given adequate training, support and information. We are also committed to further developing a positive safety culture where everyone, from the Board of Trustees to our dedicated volunteers, is responsible for making sure health and safety is considered in the planning of all that we do.

## INFORMATION SECURITY POLICY

The confidentiality, integrity and availability of information, in all its forms, are critical to our work. We must protect important information and organisational data as well as the systems on which this information and data resides. In 2018 we updated our information security policy and brought it in-line with GDPR legislation.

## MODERN SLAVERY POLICY

Modern slavery, including human trafficking, is a crime and a violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labour and human trafficking, all of which have in common the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain. Save the Children UK does not allow any partner, supplier, sub-contractor, agent or any individual engaged by us to engage in human trafficking or modern slavery. Please see our [Modern Slavery Statement](#) on our website.

## OPEN INFORMATION POLICY

Save the Children strives to be as open and transparent as possible. This means proactively sharing timely, relevant and clear information about us and our activities. We have a comprehensive website and accessible public reports and are committed to providing quick and accurate responses to requests for information.

## PREVENTION OF SEXUAL EXPLOITATION AND ABUSE POLICY

Save the Children takes a hard-line stance against sexual exploitation of beneficiaries, community members, as well as its own staff, volunteers and representatives. This policy was launched in 2018 and is underpinned by a new series of robust processes, including improved monitoring and reporting of incidents to ensure that there are measurable impact and actions.

## WHISTLEBLOWING POLICY

Our whistleblowing policy is intended to protect anyone from discrimination who discloses concerns they have. Applicable to all staff, volunteers, partners, children and adults we work with, the policy is guided by the principles of fairness, openness, transparency, protection and accountability and is highlighted during the induction process for new starters.



At Save the Children we believe that children's potential is the world's brightest hope for a better future.

We are committed to making sure children survive, learn from a quality basic education and are protected from danger. We champion the power in every child, give them a platform to raise their voice and fight for large-scale and lasting change.

Because every child shouldn't just survive, but should thrive, so that they can realise their full potential and go on to change the world.

[savethechildren.org.uk](https://savethechildren.org.uk)

### **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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