



UPHOLDING OUR VALUES



Save the Children

Accountability and transparency report 2016

2016: THE STORY IN NUMBERS

REACHING CHILDREN

22.1 MILLION

helped directly through our work on the ground

58.5 MILLION

further children and adults reached by our work* and we supported programmes in

68 COUNTRIES

SAVING CHILDREN'S LIVES

14.7 MILLION

children helped through our health and nutrition programmes

Target: 9.7 million

1.1 MILLION

children helped to escape extreme poverty

Target: 870,000

EMERGENCIES

4.4 MILLION

people helped during emergencies, including 2.5 million children

EDUCATION

6.2 MILLION

children reached through our education programmes

Target: 4.3 million

CHILD PROTECTION

346,000

children helped to stay safe from harm and abuse

Target: 366,000

GIVING UK CHILDREN THE RIGHT SUPPORT

23,000

children helped through our education programmes and our work to provide families with the basics they need

Target: 23,000

INCOME

£405 MILLION

Income in 2015: £390 million

* A person is reached directly when he or she has received one or more project/programme inputs from Save the Children or a partner; or has participated in activities or accessed services provided by Save the Children, a partner, or institutions or individuals supported by Save the Children or its partners.

A person is reached indirectly through information, education or communication and/or awareness raising efforts; or events conducted or supported by Save the Children or one of its implementing partners; or if a family or community member's wellbeing is expected to be enhanced by a person reached directly by Save the Children or one of its partners.

Cover: Sajita, age four, Nepal (Photo: Sandy Maroun/Save the Children)

Some names have been changed to protect identities

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Our Annual Report is a companion piece to this report.
Download a copy here: [Annual Report](#)

SARASWATI'S STORY



Our mission is to inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives.

Saraswati, 16, lives in Nepal. Her parents work in a brick kiln. Save the Children has been working in partnership with the Child Development Society to eradicate child labour from Nepal.

“I was very shy and used to speak less. I didn’t have the confidence and used to think that I wouldn’t be able to do anything good in life, like many other children in brick kilns. However, after participating in the programmes conducted by the Child Advisory Committee [run in partnership with Save the Children] I visited New Delhi to participate in the regional children’s meeting. I met many children from different countries there. I saw new places and I was very happy to learn about new things. I started writing articles that were published. I gave a live radio interview. And now I’m President of the Child Advisory Committee.”

“I have seen a drastic change in Saraswati – from a shy girl to one of the most active members of the child club. She is an example that if children are provided with opportunities and education then their growth is limitless, even beyond our expectations.”

Neelam Dhanushe, Senior Program Coordinator

EVERY LAST CHILD

As Save the Children approaches its 100-year anniversary in 2019, I have been reflecting on our history. Our founder, Eglantyne Jebb, drew on her ambition and creativity to bring about the early achievements of the charity – and laid the foundations for the global organisation it has become. She was adamant that aid should be preceded by careful research, and distributed in a planned, scientific manner. Save the Children still acts in line with these principles today.

This is our fifth annual Accountability and Transparency report. It is a companion piece to our [Annual Report](#) and gives us the opportunity to share key information and targets regarding our financial, social and environmental accountability. For Save the Children, accountability means ensuring children are always at the centre of what we do. It also means engaging with and listening to anyone with an interest in our work. In 2016, we have made promising progress against our 10 commitments to accountability and transparency. I look forward to seeing that continue in future years.

Since taking over as Chair in 2015, I have visited refugee camps and settlements in Jordan, the Lebanon, Kenya and Rwanda to witness our work

with displaced children. Seeing our teams in action – educating, protecting, nurturing and treating children, and supporting their futures – is deeply moving and motivating. It is vital work, delivered professionally and compassionately with the long-term welfare of our beneficiaries at the centre of high-quality and impactful programmes. I am proud of what is being achieved through a combination of ambition, resource and expertise.

Over the course of 2016 we have made some big decisions about the future of our organisation and the way we work. I hope this will lead to further progress in our transparency, focus and impact – so that we can fulfil our ambitious goals and empower children as agents of their own change.



Peter Bennett-Jones
Chair of Trustees,
Save the Children



WHO WE ARE

Save the Children is the world's leading independent organisation for children. We save children's lives. We fight for their rights. We help them fulfil their potential. In everything we do we aim to put the most deprived and marginalised children first.

WHAT WE DO

With your tremendous support, we change the world for children through innovative programmes, bold campaigns, independent advocacy and high-impact partnerships. We work [in the UK](#) and [globally](#).

As a member of the Save the Children movement, Save the Children UK implements programmes in the UK, and international programmes are delivered by Save the Children International. This model of a single programme-delivery structure enables us to align activities across Save the Children members, and maximise our collective impact for children.

OUR VISION

A world in which every child attains the right to survival, protection, development and participation.

OUR MISSION

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

OUR VALUES

Accountability: We take personal responsibility for using our resources efficiently, achieving measurable results, and being accountable to supporters, partners and, most of all, children.

Ambition: We are demanding of ourselves and our colleagues, set high goals and are committed to improving the quality of everything we do for children.

Collaboration: We respect and value each other, thrive on our diversity, and work with partners to leverage our global strength in making a difference for children.

Creativity: We are open to new ideas, embrace change, and take disciplined risks to develop sustainable solutions for and with children.

Integrity: We aspire to live to the highest standards of personal honesty and behaviour; we never compromise our reputation and always act in the best interests of children.



Kadijah, age three, at nursery school in Manchester, England

GLOBAL STRATEGY: AMBITION FOR CHILDREN

In 2015, the Save the Children movement agreed a new [Global Strategy: Ambition for Children 2030](#). We also published a strategic plan for 2016–2018. Through this strategy, we will harness our resources, energy, knowledge and expertise to drive our three global breakthroughs for 2030.

OUR THREE GLOBAL BREAKTHROUGHS FOR 2030

SURVIVE

NO CHILD DIES
FROM PREVENTABLE
CAUSES BEFORE THEIR
FIFTH BIRTHDAY

LEARN

ALL CHILDREN
LEARN FROM
A QUALITY BASIC
EDUCATION

BE PROTECTED

VIOLENCE AGAINST
CHILDREN IS
NO LONGER
TOLERATED

BREAKTHROUGH: a remarkable and sustained shift from the current trend in the way the world treats children.

OUR THEORY OF CHANGE

We have agreed a common Theory of Change, describing how we work in partnership to bring about lasting change.

OUR THEORY OF CHANGE

We will...

... be the innovator

develop and prove evidence-based, replicable breakthrough solutions to problems facing children

... build partnerships

collaborate with children, civil society organisations, communities, governments and the private sector to share knowledge, influence others and build capacity to ensure children's rights are met

... be the voice

advocate and campaign for better practices and policies to fulfil children's rights and to ensure that children's voices are heard (particularly those of children who are the most marginalised or living in poverty)

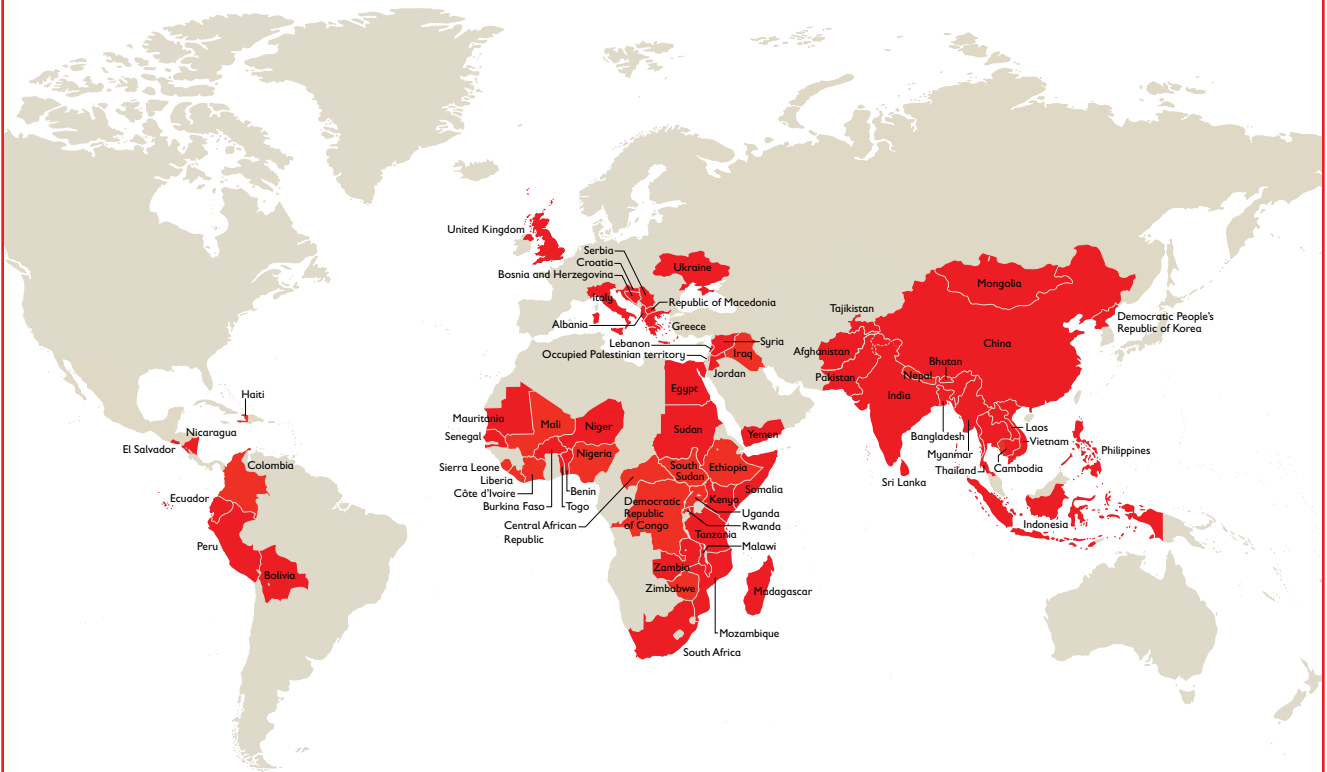
... achieve results at scale

support effective implementation of best practice, programmes and policies for children, leveraging our knowledge to ensure sustainable impact at scale

WHERE WE WORK

As a global movement, we are made up of 29 member organisations, operating in around 120 countries. Last year the Save the Children movement directly reached 56.3 million children. As part of this, Save the Children UK supported programmes in 68 countries, directly helping 22.1 million children.

WHERE WE SPENT OUR INCOME IN 2016



- | | | |
|-------------------------------|----------------------------------------|--------------|
| Afghanistan | Iraq | Philippines |
| Albania | Italy | Rwanda |
| Bangladesh | Jordan | Senegal |
| Benin | Kenya | Serbia |
| Bhutan | Korea, Democratic People's Republic of | Sierra Leone |
| Bolivia | Laos | Somalia |
| Bosnia and Herzegovina | Lebanon | South Africa |
| Burkina Faso | Liberia | South Sudan |
| Cambodia | Macedonia, Republic of | Sri Lanka |
| Central African Republic | Madagascar | Sudan |
| China | Malawi | Syria |
| Colombia | Mali | Tajikistan |
| Congo, Democratic Republic of | Mauritania | Tanzania |
| Côte d'Ivoire | Mongolia | Thailand |
| Croatia | Mozambique | Togo |
| Ecuador | Myanmar | UK |
| Egypt | Nepal | Uganda |
| El Salvador | Nicaragua | Ukraine |
| Ethiopia | Niger | Vietnam |
| Greece | Nigeria | Yemen |
| Haiti | Occupied Palestinian territory | Zambia |
| India | Pakistan | Zimbabwe |
| Indonesia | Peru | |

ABOUT THIS REPORT

Our Accountability and Transparency report provides an overview of the mechanisms in place to ensure we use our resources efficiently, achieve measurable results and are accountable to supporters, partners and, most of all, children. To do this, we have outlined 10 key areas of accountability to report against. Each of these 10 commitments has a set of accountability indicators, which help us to track our performance and identify further opportunities for improvement.

Furthermore, as part of our continued commitment to provide access to timely, relevant and clear information about our organisation, we give an account of our performance against the reporting standards of the Global Reporting Initiative. This is not only an opportunity for us to benchmark ourselves against international reporting standards for sustainability and transparency. And it enables any of our stakeholders – that is to say, **anyone with an interest in our work** – to find out information about our accountability, provide feedback or hold us to account.

As the list at the bottom of the page shows, we have a wide range of stakeholders. Engaging with all of these stakeholders is at the heart of our accountability. We know that listening to our stakeholders helps us to improve the quality and impact of our work, so we remain committed to open information, and to listening to feedback and complaints. For more information see the Feedback and Complaints pages on our [website](#).

For further details about our approach to stakeholder engagement, including the accountability mechanisms we have in place to engage, influence and be influenced by our stakeholders, please see the Accountability pages on our [website](#).

This report is a companion piece to our 2016 [Annual Report](#), which provides information on our strategic and financial performance as well as details on our governance and how we manage our affairs. In both reports, the majority of content relates to Save the Children UK. Where updates relate to the Save the Children movement as a whole, we make this distinction clear.

WHO ARE WE ACCOUNTABLE TO?

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

OUR 10 ACCOUNTABILITY COMMITMENTS

WORLD CLASS IMPACT

1. Putting children at the centre of what we do

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

2. Delivering high-quality programmes

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

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 immediate and lasting change in children's lives.

CAUSE OF MILLIONS

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.

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.

OUTSTANDING ORGANISATION

6. Transparency

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

7. Upholding the highest standards in child safeguarding

We are committed to ensuring that our measures to ensure child safeguarding are robust, applicable to the variety of settings in which our staff work, and applied vigorously.

8. Responsible resource allocation

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

9. Supporting and enabling our people

We are committed to engaging and supporting our staff and volunteers while cultivating a safe and respectful working environment, where our people recognise each other's contribution and performance.

10. Environmental responsibility

We commit to minimising the environmental impact of our operations wherever possible, balancing it with necessities to fulfil our mandate and financial affordability.

COMMITMENT 1

Putting children at the centre of what we do

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

Real accountability involves giving children and communities a meaningful opportunity to understand, engage, provide feedback, participate and hold us to account. In addition to engaging with children, we aim to be child-focused in our programme designs, concentrating as much as possible on children’s real needs. We have also made a concerted effort to listen to girls’ voices as part of our drive to implement gender-sensitive programmes.

In 2016, as part of our commitment to putting children at the centre of what we do, we led a learning event about children’s participation. The event – *Children’s Participation Influencing Quality Programming* – was held in Kigali with representation from Africa, South Asia and Latin America. This was a strategic opportunity to bring together learning across several countries in order to understand the achievements, challenges, tools and processes directly from children and staff.

ACCOUNTABILITY PERFORMANCE INDICATOR

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

PROGRESS MADE IN 2016

Six of our nine signature programmes are now implementing mechanisms to incorporate accountability into their programme delivery. Two signature programmes, the Child Development Grant Programme in Nigeria and Advancing the Right to Read in Rwanda, have made particularly strong progress, integrating accountability to beneficiaries into their operations. Meanwhile, the Suchana Programme in Bangladesh (which aims to reduce undernutrition rates in children under the age of two), the Stop Diarrhoea Programmes in India and Nigeria, and Unite for Maternal & Child Health in the Democratic Republic of Congo are in the process of identifying the best way to incorporate accountability into their delivery.

Once feedback mechanisms are established, it is important to keep their effectiveness under review. For example, the Child Development Grant Programme has recently reviewed feedback on the administration of cash transfers to mothers and identified improvements to existing mechanisms, which have now been successfully implemented.

Engaging and consulting with children have become increasingly important elements in the suite of tools we use to assess needs and gather feedback from children and communities.

PRIORITIES FOR 2017

As part of our commitment to integrating accountability into our signature programmes, we will continue the roll-out of accountability mechanisms, building on the experience and learning of the first wave of these programmes. We will further explore alternative routes for inviting feedback about our programmes from the most marginalised and deprived children. These

children might otherwise miss the opportunity to provide feedback for various reasons such as remoteness, minority language, or lack of voice in their communities. We will also continue the work to ensure that as far as possible the feedback we receive is as honest as possible, unaffected by concerns such as fears of the loss of benefits.

* Our signature programmes are designed to be replicable at scale and to leverage powerful support from governments, partners and donors. We currently have nine signature programmes in operation. Please see page 18 of the [Annual Report](#).

ACCOUNTABILITY PERFORMANCE INDICATOR

By 2018 all our projects will be gender sensitive so that we are ensuring that girls and boys can equally participate and benefit.

PROGRESS MADE IN 2016

Awareness of gender-sensitive programming increased across the organisation following investment in a team of gender advisers and the increased use of a 'gender marker tool' (which tracks whether or not a project is designed to ensure that both genders will benefit equally from it or whether it will advance gender equality in another way). The number of new programmes showing elements of gender sensitivity has increased. Based on a review of a sample of Save the Children programme proposals submitted to donors, 38% were graded as 'gender sensitive', an increase of 15 percentage points from the 2014 baseline. This improvement correlates with our increased investment in capacity and capability in gender mainstreaming.

During 2016, our investment in the Gender Equality Working Group delivered a strategy for gender that is now being factored into Save the Children resources across the movement. 12 country programmes received specific funds to mainstream gender equality into their work. Together, we are developing common approaches to gender equality to guide the development of best practice in our programmes. We also have a gender champions network, which engages staff across the organisation to increase visibility of, and communication about, gender issues.

PRIORITIES FOR 2017

We will continue to roll-out gender resources across the Save the Children movement in 2017. This will include implementing a mandatory framework for all proposals, and providing a package of

support to staff involved in proposal development to ensure that the best practice tools and guidelines are used at the earliest opportunity.

ACCOUNTABILITY PERFORMANCE INDICATOR

Save the Children UK will support Save the Children International to conduct relevant child-focused needs assessments and feedback assessments in all category 1 and 2 emergencies* in which we have an active role.

PROGRESS MADE IN 2016

Child-focused needs assessments enable children to give their views on how they have been affected by a crisis, as well as what their priorities for support are. In Greece, we supported needs

assessments to review how refugee children receive information. Assessments were also undertaken in Nepal, Fiji, Ethiopia, Mongolia, Sierra Leone, and Tanzania (Burundi) and Ukraine.

PRIORITIES FOR 2017

By the end of 2017, we aim to have supported Save the Children International in conducting assessments in at least 60% of all category 1 and 2 emergencies in which Save the Children UK has

an active role. In countries such as Nepal, we will continue to conduct regular consultations with children and represent their views as part of our service platform.

* 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.

ACCOUNTABILITY PERFORMANCE INDICATOR

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

PROGRESS MADE IN 2016

We recruited a new Children's Campaigner, who is developing a programme of work to pilot how

best we can build child participation and agency into our campaigns.

PRIORITIES FOR 2017

During 2017, the mobilisation team in our Policy, Advocacy & Campaigns division will lead work to explore how we can build children's campaigning

into our work. Additionally, our new Children's Campaigner will begin implementation of the child participation pilot programme.

For more information on participation of children in monitoring, evaluation, accountability and learning please see our [Programme Accountability Guidance Pack](#).

Nishal, age one, Nepal



PHOTO: SANDY MAROUN/SAVE THE CHILDREN

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

COMMITMENT 2

Delivering high-quality programmes

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

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

Our appetite to improve programme quality under our 2016–18 plan led us to improve the way we measure and assess the quality of our programme portfolio. As a result, we developed and piloted a three-pronged assessment framework to survey quality in our international development work. Using the framework we completed four thematic portfolio reviews covering Education, Child Poverty, Health and Nutrition and Child protection. Results demonstrated that while quality varied across the portfolio, the overall quality followed a typical bell curve in which a few programmes were of exceptional quality; the majority were delivering

‘good enough’ outcomes; and a minority were underperforming. We are working to develop this assessment framework to ensure a greater push in critical areas where we need to do more, such as gender. We initiated and made good progress in several strands of this framework, including:

- Reducing the breadth and increasing the focus of our work through our thematic strategies – striving for excellence in fewer areas and greater clarity about those things that we don’t have the capacity to do well.
- Developing packages for country offices to help them support programming approaches that have a strong evidence base.
- Developing a shared ‘Global Results Framework’ to better monitor our impact across the Save the Children movement. As part of this, we have started a process to capture evidence on how we are reaching the most deprived children.

ACCOUNTABILITY PERFORMANCE INDICATOR

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

PROGRESS MADE IN 2016

In 2016, Save the Children UK supported Save the Children International to have its adherence to the Core Humanitarian Standard externally verified. A Global Task Team convened with representation from across the movement – including Save the Children International,

Save the Children Denmark and Save the Children UK – worked with the movement-wide Humanitarian Strategy Group to make progress on this external verification and to embed the process into our global humanitarian work.

PRIORITIES FOR 2017

Alongside the Humanitarian Strategy Group and Save the Children International’s Global Programmes, we have assigned Greece, Lebanon, Somalia, Indonesia and Nepal as audit countries in

this baseline year. These audits will be completed early in 2017, with a global action plan drafted and presented by the global task team to the Humanitarian Strategy Group.

ACCOUNTABILITY PERFORMANCE INDICATOR

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

PROGRESS MADE IN 2016

In 2016, we continued to work with the wider Save the Children movement to develop a shared framework to report the results and impact of our work, and to improve monitoring and evaluation of the quality of our programmes. This 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.

Monitoring, evaluation, accountability and learning (MEAL) is the backbone of our ability to prove our evidence. It allows us to track progress on expected results, gather evidence of what works and why, collect feedback from beneficiaries, be held accountable for our actions, and listen

to feedback so that we can improve on future programmes. The MEAL framework has already been rolled out across Save the Children UK and is being rolled out across the Save the Children movement. An event was held in December to accelerate progress on our follow-up actions, and priority countries are now being agreed.

We have included a standard on ‘evidence and learning’ in our process to assess portfolio quality in order to gather specific evidence on how it performs in this area. Furthermore, we are supporting Save the Children International in developing the Quality Framework to include appropriate measures to systematically monitor programme quality.

PRIORITIES FOR 2017

We will continue to deliver measurable progress in key areas of programme quality. We will support the Quality Framework, with particular focus

on evidence and learning, gender, equity, and thematic excellence.

ACCOUNTABILITY PERFORMANCE INDICATOR

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

PROGRESS MADE IN 2016

Impact is any short-, medium- or long-term change in people’s lives as a result of our intervention. Change can be direct or indirect, intended or unintended.

In 2016, we made good progress in supporting a movement-wide results framework, which will increasingly enable us to measure, monitor and

manage Save the Children’s contribution toward our breakthroughs – survive, learn and protect. This will allow us to capture and track our results by region, country and thematic area, and to track our progress against impact indicators or against advocacy and campaign objectives.

PRIORITIES FOR 2017

We will further refine our impact, learning and innovation reporting process, which we will test and embed. We are also working with the rest of the Save the Children movement to improve the quality and scope of our evaluations, and

to deepen our work on evidence and learning as a precursor to sharing our work publicly by 2018. We will also support the roll-out of the MEAL framework across the Save the Children movement.

ACCOUNTABILITY PERFORMANCE INDICATOR

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

PROGRESS MADE IN 2016

Work began on a pilot scheme to analyse the data we monitor about the number of children we have reached on national and subnational levels so that

we can better understand to what extent we are reaching the most deprived children.

PRIORITIES FOR 2017

We are providing support to ensure that by 2018, in line with our commitments on gender equality, all data will be disaggregated by sex

and age. We will also pilot our scheme to analyse our reach data as part of a movement-wide results framework.

A boy in a classroom in northern Syria that has been rehabilitated by Save the Children.



PHOTO: KHALIL ASHAWI/SAVE THE CHILDREN

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

COMMITMENT 3

Collaborating and coordinating with others

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

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

We are committed to being accountable to anyone we work in partnership with – communities, donors, corporate partners, celebrities and our ‘ambassadors’.

IMPROVING OUR TRANSPARENCY

We are working with others in the international development sector to shape how best to publish our programme results under the International Aid Transparency Initiative (IATI). If successful, we will be able to go beyond our current practice of publishing basic information on the institutional contracts and grants we manage (unless doing so would put our staff or beneficiaries at risk). We will explore the possibility of linking up our results framework data with the IATI database where possible which would make information on our impact and results publicly available.

Esther, 11, from the Democratic Republic of Congo, is one of 250,000 children we helped vaccinate against yellow fever in 2016 to tackle an outbreak of this deadly disease

STRENGTHENING OUR ACCOUNTABILITY TO OUR CORPORATE PARTNERS

In 2016, we continued to strengthen our accountability within our corporate partnerships. With RB, we strengthened our reporting to help the partnership track progress of and maintain strong engagement with our programmes. With GSK, we continued to develop the partnership’s monitoring and evaluation. We expanded our measurement of impact from results for children to the partnership’s impact on both Save the Children’s and GSK’s management and organisational systems. We also evaluated the sector-wide impact of the partnership. We strengthened the partnership’s governance and accountability through a review and restructure of our project framework agreements and through strengthening of our grant management processes.

We will continue to work to achieve our vision of delivering sustainable change for children by working collaboratively on innovative, multi-layered and long-term partnerships with the private sector.



PHOTO: TOMMY TRENCHARD/SAVE THE CHILDREN

ACCOUNTABILITY PERFORMANCE INDICATOR

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

PROGRESS MADE IN 2016

We have built the capacity of community groups to better hold decision-makers to account for the provision of basic services across several programmes including:

Tat Lan programme in Myanmar seeks to sustainably improve food nutrition and security and to increase incomes of households among communities in Rakhine State. It supports village development committees to engage and coordinate with the wider community in order to take forward key development decisions and activities.

ESSPIN (Education Sector Support Programme in Nigeria) ensured the establishment of functional school-based management committees, where members were trained to have an impact in making the government more accountable and the

communities heard. Children's committees were also established and have become a key part of promoting children's voices and of accountability to children within schools.

The Strengthening Community Participation in Health project in Zimbabwe aims to raise and address key issues affecting the service provision and uptake in maternal, new born and child health services at rural health centres. Centred on a community feedback mechanism, the project creates platforms at village, health centre and district levels, so that communities can plan and implement local, participatory solutions. At national level, the project advocated for an enabling environment for improved service delivery through lobbying of policy-makers and influencers, and by engaging the mass media.

PRIORITIES FOR 2017

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

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

Elizabeth and her son, Deng, in South Sudan



PHOTO: MACKENZIE KNOWLES-COURSI/SAVE THE CHILDREN

ACCOUNTABILITY PERFORMANCE INDICATOR

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

PROGRESS MADE IN 2016

We have worked closely with local government authorities this year in support of better basic services for their populations. Here is a snapshot of four programmes for 2016:

- **BASES (Supporting the Provision of Basic Services in the Somali Region)** works with the regional government on integrated interventions (health; education; water, sanitation and hygiene) and community groups to improve provision of basic services. It also has a government and community capacity-building component on sustainability and ownership, and specifically looks at increasing accountability mechanisms between communities and government.
- **PAGE-M (Promoting Advancement of Girls' Education)** in Mozambique works with the Ministry of Education at local, provincial and national levels to improve and advocate for girls' education.
- **SEHAT (Systems Enhancement for Health Action in Transition)** in Afghanistan delivers health services on behalf of the government.
- **ROSC (Reaching Out-of-School Children) in Bangladesh** supports the scale up and roll-out of the government's programme.

PRIORITIES FOR 2017

We will continue to strengthen our collaboration with local communities and local government authorities. For instance, we will continue to

support the roll-out of the ROSC programme in Bangladesh runs through 2017. We will report on more examples next year.



PHOTO: LYNETTE LIM/SAVE THE CHILDREN

“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.”

Sona, age seven,
Nepal

COMMITMENT 4**Ethical fundraising**

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

Ethical fundraising means ensuring we don't compromise our mission and values when it comes to accepting income. It also means that our sources and means of generating income do not conflict with our values or affect our independence. Save the Children is committed to making decisions that are ultimately in the best interests of children. This means that our choices, both when accepting funding and implementing campaigns or programmes, must consider children's rights and welfare.

In 2016, we undertook an audit of our [Supporter Promise](#) – our commitment to being accountable and transparent to those who support us. This audit identified gaps in governance and opportunities for improvement. We have made improvements to the Supporter Promise framework to ensure we are upholding it throughout our activities. In addition to this, we updated and improved our policies

and procedures for the protection of vulnerable supporters, and our policy on donations acceptance and refusal.

In 2016, new Charity Commission guidance on fundraising and the creation of a new UK Fundraising Regulator set higher standards and requirements for compliance which we are working hard to meet. We faced some challenges in this area in 2016 and after an investigation into a third-party fundraising partner agency identified issues of concern, we terminated our relationship. We have also enhanced our record-keeping and internal reporting, including to our Audit Committee, and we have significantly increased training with agencies on the practice standards we expect, the Code of Fundraising Practice and our Supporter Promise. For more information, please see page 37 of the [Annual Report](#).

Top 5 corporate and institutional donors

Top 5 institutional donors

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

Top 5 corporate donors

- GSK
- RB
- Prudential Asia
- Pearson
- Papa John's

ACCOUNTABILITY PERFORMANCE INDICATOR

We will uphold our supporter promise, monitoring our approach to supporters to ensure all supporters receive the highest level of care. This will include reviewing our policy on open information.

PROGRESS MADE IN 2016

In 2016, we introduced extensive monitoring of contact with our supporters, including satisfaction surveys conducted by text and telephone across our supporter base. We introduced a new approach to managing mailings and emails to ensure each supporter receives the most relevant communications from us. We also undertook an audit of compliance with our Supporter Promise, which resulted in more robust governance.

In 2016, we reviewed, updated and published our policy on [open information](#). It included improved signposting to additional information as well as simplified language and formatting to make the policy more accessible. Over the course of 2016 we also supported Save the Children International in publishing their own policy on open information for the first time.

PRIORITIES FOR 2017

Our continuing efforts to enhance our supporters' experience will enable us to respond effectively to further changes in fundraising regulation.

In 2017, we will continue to improve the way we implement our Supporter Promise, including:

- launching a new incident register to help us learn from operational mistakes that have the potential to impact supporters
- preparing for changes in how we gather consent from our supporters when the General Data Protection Regulation comes into force in 2018
- continuing to improve how we work with and monitor the activities of fundraising suppliers
- reviewing the systems and process we have in place to ensure we abide by the [Fundraising Code of Practice](#).

Supporting, protecting and respecting vulnerable people

Our staff, supporters and volunteers are critical to our success in helping children at home and abroad. That's why trust is vital to us. Embedding trust includes ensuring that vulnerable supporters and members of the public are guaranteed the highest levels of support, respect and protection

Save the Children takes issues around our treatment of vulnerable people extremely seriously. Any allegation of mistreatment or exploitation of a vulnerable (or potentially vulnerable) person when fundraising is promptly escalated internally to ensure the matter is investigated with a high level of oversight. In 2016, we undertook work to update and improve our policies and procedures for the protection of vulnerable supporters in order to reduce the likelihood of accepting donations from people exhibiting behaviour that could indicate an inability to make an informed decision. We train our fundraising agencies and internal fundraising teams on the approach and behaviour we expect towards supporters who may be vulnerable.

For more information on our regulatory adherence and vulnerable supporters, see page 37 of our [Annual Report](#).

ACCOUNTABILITY PERFORMANCE INDICATOR

We will review the governance of how we accept or refuse funds. This will include updating our Donations Acceptance and Refusal Policy.

INDICATOR ACHIEVED IN 2016

Our policy on donations acceptance and refusal ensures that we do not compromise on our mission and values when it comes to raising income and it clearly outlines our commitment to making decisions that are in line with the mission and values of our organisation. This means assessing potential risks to children, our staff, and Save the Children's reputation and effectiveness, while taking into consideration the impact the charity could have through its programming and advocacy by accepting a donation. For all high-risk donations, we follow a robust decision-making process; the decision whether we accept a donation or not is made by a subcommittee of our Board – the Donation Acceptance Committee. For more information, see page 35 of the Annual Report.

In 2016, we updated our policy on donations acceptance and refusal to include carbon intensive fossil fuels (thermal coal, oil shale and tar sands). This means we will not accept donations from corporate donors who have investments in this area. We have also widened the remit of our

Donation Acceptance Committee to include oversight of our 'commercial participator' relationships with corporate supporters who carry out fundraising promotions. We provide a regular report to our Audit Committee on our commercial participator relationships so they have oversight of this fundraising activity. We also publish the policy on our [website](#).

Over the course of the year, our Donation Acceptance Committee assessed 58 different high-risk opportunities from donors (individuals, companies and trusts) from different sectors, including retail and banking. Of these, the Committee agreed to proceed with 46 opportunities and rejected 12. They include donors who have approached us as well as opportunities that we have identified. Not all the opportunities that the Committee decided to proceed with resulted in a gift to Save the Children.

The policy on donations acceptance and refusal is due to be reviewed again in 2019.

“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.”

Ben at nursery in London



PHOTO: ELENA HEATHERWICK/SAVE THE CHILDREN

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.”

We recognise that the world is rapidly changing. Now, more than ever, we can best effect change by supporting policy, advocacy and campaigning at the national level. This will empower the Save the Children movement around the world – as well as those we seek to help – to achieve our mission.

In 2016, we developed [28 country spotlights](#), which provided us with evidence to help understand

specific country contexts and the drivers behind vast inequalities in children’s outcomes. The spotlights also provided rich evidence that fed into the Every Last Child campaign report. Additionally, our [Every Last Girl](#) report, published in 2016, used examples from 14 countries where we currently programme around girls.

ACCOUNTABILITY PERFORMANCE INDICATOR

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

PROGRESS MADE IN 2016

We have developed a [Group-based Inequality Database](#), which has allowed us to base numerous reports on detailed data on children. It currently has three main components:

- A unique dataset, with processed data on child outcomes, disaggregated by major socio-economic groups, for 79 developing countries from the last 20 years.
- Analysis, methodology and projections, with coding that allows for additional analysis and data processing to be done quickly.
- A website with data tools to provide a visual representation of the data ([launched January 2017](#)).

Our Policy, Advocacy & Campaigns and Global Programmes divisions have been working closely to integrate our programmes and advocacy interventions based on our [Theory of Change](#). To put this into practice, we have recruited a fundraising strategy manager and enhanced our technical support to country offices to help increase advocacy funding.

PRIORITIES FOR 2017

We will implement our country engagement strategy in two priority countries. This will ensure high impact advocacy interventions and increased advocacy capacity in country offices.

“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.”

Amir, age four, London



PHOTO: KIT OATES/SAVE THE CHILDREN

ACCOUNTABILITY PERFORMANCE INDICATOR

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

PROGRESS MADE IN 2016

In 2016, we rolled out a new MEAL framework so that we can better deliver against our policy, advocacy and campaigns strategy. The framework outlines an approach to ensure the division generates evidence to support advocacy results and impacts and makes space for corrective adjustment, peer evaluation and learning. A MEAL working group is chaired by a member of our senior management. MEAL champions have also been identified in each of our policy teams to ensure optimal support for the implementation of the agenda. For more information on the movement-wide MEAL framework, please see page 13.

The Policy, Advocacy & Campaigns division has invested in the development of an innovative approach to measure our contribution to changes in the political will of key policy targets in relation to our policy objectives. This simple and user-friendly tool has potential to be mainstreamed into delivery as a learning and reflection tool. We are currently piloting in three countries: Nigeria, Ethiopia and Indonesia with the potential to scale up in 2017–18. This complements processes to support evidence generation from our existing advocacy grants.

PRIORITIES FOR 2017

We will continue to implement our MEAL framework for policy, advocacy and campaigns, and will empower teams to develop, monitor and evaluate plans in a more consistent and

effective way. As part of this we will improve capacity and processes to capture evidence, demonstrate impact and foster learning on Save the Children UK advocacy investments.

How do we develop public policy positions?

We strongly believe in the power of collaborative knowledge to change difficult situations for children and their communities. The Save the Children movement develops public policy positions through global advisory committees, with representation from across the movement, so that we can understand how to navigate the different contexts we work in around the world.

To provide direction on the development of our campaigns and policy positions across the Save the Children movement, 2016 saw the merging of two of our movement-wide advisory committees to form the Global Policy, Advocacy and Campaigns group. This group's mandate is to steer Save the Children on which campaigns suit our global context, for each member organisation to translate into their own contexts. As Save the Children UK, we then use UK-based strategy groups to develop a UK version that reflects our own political context.

We ensure that our advocacy in our humanitarian work is carefully considered by a movement-wide group called the Humanitarian Advocacy Working Group. This group comes to agreements on key ethical issues and priority areas for advocacy in the field, essentially giving Save the Children a steer on 'what is right' for children in difficult political situations.

COMMITMENT 6

Transparency

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

We strive to be as open and transparent as possible. We proactively share timely, relevant and clear information about us and our activities as well as answering all requests for information. As mentioned on page 19, we updated our policy on open information and supported Save the Children International in publishing its own policy on open information for the first time. We continue to provide extensive information on our organisation in our [Annual Report](#) and on our [website](#).

We publish key programme information on the International Aid Transparency Initiative (IATI) website, and are improving the information about our programme portfolio on our own [website](#). We are committed to providing quick and accurate responses to our key external stakeholders, particularly children and their communities, our supporters, donors, partner organisations and host governments.

ACCOUNTABILITY PERFORMANCE INDICATOR

Publish our global Children 2030 strategy on our website and make more of our policies available online by 2018.

PROGRESS MADE IN 2016

We published our global Children 2030 strategy on our website in July 2016. Over the course of 2016, we updated several external policy statements including our:

- [Code of conduct](#)
- [Child safeguarding statement](#)
- [Donations acceptance and refusal statement](#)
- [Open information policy](#)

PRIORITIES FOR 2017

As part of our priorities for 2017–18, we have adopted three Centenary Commitments which you can find more information on in our

[Annual Report](#). In 2017, we will also be publishing for the first time a [Modern Slavery statement](#) and [Gender Pay Gap statement](#).

Tracking our transparency

As an appendix to this report we have included a [Global Reporting Initiative](#) index outlining what information is publicly available and where it can be found. The GRI is the world’s most widely used standard on sustainability reporting and disclosure. Using its approach will help us to be more transparent and accountable across our organisation, while remaining answerable and responsible for our actions. It can be used as a baseline to compare our transparency level with others in the sector. Our aim is not to publish everything, but to publish what is of relevance to our stakeholders. We welcome feedback. If there is anything you think we can do to improve our transparency please [contact us](#).

ACCOUNTABILITY PERFORMANCE INDICATOR

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

PROGRESS MADE IN 2016

In 2016, we improved the presentation of our support services expenditure in our [Annual Report](#). We worked to develop a new website which will

be launched in 2017. This will use data visualisation tools to improve the transparency of where and how we spend our donations.

PRIORITIES FOR 2017

In 2017 we will continue to expand and improve the information we make available on our [website](#). We will also review the content in

our [Annual Report](#) and Accountability and Transparency Report.

Our approach to feedback and complaints

We strive to excel in all that we do. However, we recognise that, despite our best efforts, we may not always meet the high standards we set ourselves. In these instances, we want to be told about it, to deal with it in a timely and conscientious way, and to put measures in place to stop it happening again. We are also interested and grateful to hear when things are going well. Every piece of feedback received enables us to improve the quality of our work so that we can achieve more impact for children. This means providing open channels of communication so that it is easy for anyone to feedback or make a complaint. See the complaints and feedback page on our [website](#).

Responding to complaints involves systematic listening, and setting up formal mechanisms for children and communities to express views and concerns about our approach, activities and impact. This also enables us to capture children's and communities' views on safety issues and the behaviour of our staff. We proactively monitor and review our accountability mechanisms to ensure that complaints and feedback inform changes in how we work. Where complaints do not fall within the scope of our work, they are referred to the relevant organisation, regulatory body or government department.

In addition to the complaints procedure made available to the public on our website, there are processes in place for our programmatic and advocacy work where feedback and complaints are primarily reported via accountability focal points in our country offices or to Save the Children International directly. For more information, please see our [Programme Accountability Guidance Pack](#).

ACCOUNTABILITY PERFORMANCE INDICATOR

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

PROGRESS MADE IN 2016

In 2016, we published information about our approach to feedback and complaints in our Accountability and Transparency Report (see

box above). The Audit Committee now receives quarterly updates on complaints.

PRIORITIES FOR 2017

As part of our continued commitment to transparency, in 2017 we will include a more detailed breakdown of our complaints and feedback statistics in our [Annual Report](#).

We will also prioritise developing our complaints management process to include complaints made on social media.

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

PHOTO: ANDREA NÚÑEZ-FLORES REY/SAVE THE CHILDREN



A child in Cucuta, Colombia, where we worked with rural communities to prevent the spread of the mosquito-borne Zika virus

COMMITMENT 7

Upholding the highest standards of child safeguarding

“We are committed to ensuring that our measures to ensure child safeguarding are robust and applicable to the variety of settings in which our staff work.”

Our [child safeguarding policy](#), training and procedures state that:

- Save the Children aims to be a child-safe organisation.
- Everyone associated with Save the Children must be made aware of the problem and risks of child abuse and sexual exploitation for children.
- Save the Children is to recruit only representatives who are suited to work with children and to apply strict child-safe recruitment practices.
- Everyone associated with the organisation has signed the Code of Conduct, has read the children safeguarding policy and has attended child safeguarding training.
- Anyone who represents our organisation must always behave appropriately towards children and never abuse the position of trust that comes

with being a member of the Save the Children family. This applies to both the private and professional lives of all staff and representatives.

- Everyone who represents the organisation must actively create a safe environment for children who come into contact with the organisation.
- All activities and programmes of work, including during the responses to humanitarian emergencies, are assessed for risks to children, and these risks are reduced or removed by all means within our control.

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

Farhan, age four, is a refugee in Indonesia



In 2016, we maintained our focus on upholding the highest standards of child safeguarding. This covered a wide number of issues, ranging from tracking and maintaining basic compliance to collaborating with others – both internally and externally – to create a framework to ensure that all children in the sector are kept safe from harm.

Child safeguarding incident report 2016

In 2016, **65** child safeguarding incidents were reported to Save the Children UK.

- **41 concerns were about the welfare of children not involved in a Save the Children programme (from members of the public, including children themselves).**

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

- **21 concerns were raised about the welfare of children who are involved in our programmes (from children, parents, partners or other professionals).**

Most often this relates to children disclosing issues such as self-harm or potential online grooming, where the threat is not related to Save the Children. All of these were acted on and addressed in accordance with our child safeguarding policy and procedures, including referral to statutory agencies as appropriate.

- **Two concerns were raised regarding the conduct of our staff and representatives.**

1. An allegation of sexual exploitation overseas was referred to law enforcement agencies. No evidence was found to support it. The investigation did find some aspects of poor practice and robust steps were taken to address these. We no longer work with the partner involved.
2. Information was received to suggest that a fundraising volunteer was a close relative of an individual who had been convicted of offences involving the exploitation of children. Internal fact-finding was begun, but the individual concerned resigned from their role before the fact-finding was completed. Processes were reviewed following this incident, although there was no evidence that best practice had not been followed in the recruitment or management of anyone involved.

- **One other concern was raised.**

Allegations were received that an individual who was attempting to groom young people for sexual exploitation was posting pictures of himself online wearing a Save the Children-branded T-shirt. The matter was immediately referred to the police. Our internal investigation confirmed that the individual was not (and had never been) a member of staff, volunteer or partner of Save the Children. The police used the information supplied for intelligence purposes.



PHOTO: COLIN GROWLES/SAVE THE CHILDREN

“We are committed to ensuring that our measures to ensure child safeguarding are robust and applicable to the variety of settings in which our staff work.”

Boys playing football at a camp for displaced people in Somalia

ACCOUNTABILITY PERFORMANCE INDICATOR

By 2018, we will have completed a review of child safeguarding in humanitarian responses.

PROGRESS MADE IN 2016

We have made excellent progress on the review of child safeguarding in emergencies, interviewing more than 100 staff and partners with experience

of safeguarding violations, visiting four emergency responses, and undertaking desk reviews of four more.

PRIORITIES FOR 2017

Our review of child safeguarding in emergencies is on track to be completed by the end of April 2017, with the final report and recommendations already in draft form, and a dissemination plan under discussion. So far in 2017, we have completed a deployment to the Horn of Africa emergency response, with the lessons learned

feeding into the overall review, and interviewing a further 25 staff members and 15 children in our responses. The deployment was an opportunity to field-test some of the recommendations of the review. A further visit to the emergency response in Serbia is scheduled for late March, and a visit to Somalia in early April.

ACCOUNTABILITY PERFORMANCE INDICATOR

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

PROGRESS MADE IN 2016

Working closely with other members of Save the Children and with Save the Children International, we have successfully integrated child safeguarding measures into the humanitarian architecture (eg, child safeguarding deployments to emergency responses, operational control review, reporting processes from the ground, drafting new child safeguarding standard operating procedures). And we have increased the understanding and training level of deployable humanitarian staff in Save the Children's regional offices and country

programmes, and built up a group of child safeguarding peer agency contacts.

In accordance with our commitment to ensure that children are kept safe, we conducted a review of the information we hold about child safeguarding concerns handled dating back over thirty years. The purpose of the review was to ensure that any lessons for our future practice had been identified.

PRIORITIES FOR 2017

We will be recruiting a new roster of internal child safeguarding focal points. Their role is to provide a first response to child safeguarding concerns raised by our staff and representatives, by ensuring that children are protected and concerns are managed in-line with our processes.

- effective communications on child safeguarding
- guidance on scaling up child safeguarding work in emergencies
- clear, basic tools, including an illustrated child safeguarding policy and posters that warn against sex-for-aid.

A new field-friendly child safeguarding in emergencies toolkit is under development. It will incorporate:

- 'how to' guides for rapid needs assessments in emergencies

Child Safeguarding has been meaningfully included (for the first time) in emergency response strategies and budgets, and the deployment of further staff has been requested.

COMMITMENT 8

Responsible resource allocation

“We are committed to ensuring our income is used efficiently, effectively and responsibly, by making every pound count.”

During 2016, we continued to strengthen our budgeting and forecasting process to ensure we allocate our resources effectively in our annual budget, and adjust the budget in year to reflect changing needs. With other Save the Children members, we launched the High Performing Organisation programme to simplify processes and increase efficiency in our programme delivery processes. This also includes work to improve

monitoring and evaluation of the quality of our programmes. While we are proud of our achievements, we continue to face challenges inherent in operating in complex environments; we took further steps to address risks such as corruption and fraud. We strengthened our procurement policy and procedures in place to ensure we achieve value for money.

ACCOUNTABILITY PERFORMANCE INDICATOR

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.

PROGRESS MADE IN 2016

In 2016, we agreed a procurement forward plan to seek better value for money across all of our spend categories over a three year period. We share spend analysis with budget-holders on a regular basis to raise awareness and change spending behaviours. Supplier fraud risk has been mitigated through a new process for setting up suppliers. By enhancing our procurement policy and guidance we secured over £1.2million of savings over a four-year period.

Modern slavery considerations are now included within our new supplier due diligence questionnaire. With regards to our existing supply chain, we identified those categories in which modern slavery is a risk and asked all suppliers in those categories to respond to our modern slavery questionnaire. We have no concerns arising from this at this time. We are working with our colleagues at Save the Children International to address modern slavery in our broader supply chain. For more information, see page 36 of our [Annual Report](#) and the [Modern Slavery statement](#) on our website.

PRIORITIES FOR 2017

We will ensure that all of our major spend categories are reviewed, to guarantee that we have an appropriate supplier portfolio, and are leveraging our spend to ensure maximum value

for money for the charity. And we will implement a procurement benefits tracking system so that there is added transparency in relation to value for money and improved decision-making.

Fraud report

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

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

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

As of 1 March 2017, we estimate that our total confirmed losses to fraud, theft and damage in 2016 were £244,713, of which £243,271 was from International Programme activities and £1,442 from activities in the UK. This represents 0.06% of our overall annual income. Our processes have enabled us to recover £38,083 of these losses and we will continue to seek to recover the remaining losses wherever practicable. In addition, a number of cases remain open from 2016 where our investigations are ongoing and actual loss amounts have not yet been determined.

As of 1 March 2017, we estimate an additional £19,199 of losses arising from fraud cases reported in 2015, all of which is from International Programme activities. These loss amounts arise from more complex 2015 cases or cases reported later in 2015 for which a final loss amount has been identified since we issued our 2015 Accountability and Transparency Report.

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

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

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

ACCOUNTABILITY PERFORMANCE INDICATOR

We will continue to drive efficiency and effectiveness by:

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

PROGRESS MADE IN 2016

As part of our commitment to improve the efficiency and effectiveness of our organisation, Save the Children members have launched the High Performing Organisation programme which aims to increase the efficiency and effectiveness of our operations across the Save the Children Movement. Work during 2016 included simplification of our grant award management processes, new approach for allocating support costs, and development of an integrated coding structure for financial reporting. Save the Children UK led the design of our new global Human Resources system, and was the first member to implement it. As part of the 2017 annual budgeting process, Save the Children UK also implemented a business case approach for key investments.

Agnes, age 12, is a refugee from South Sudan, now in Uganda, where she attends a child-friendly space run by Save the Children.



PRIORITIES FOR 2017

During 2017, we will be revising our longer-term financial plan, and doing further work to drive efficiency, effectiveness and value for money. As part of this work, we plan to engage more comprehensively with staff to capture and share potential additional savings.

“We are committed to ensuring our income is used efficiently, effectively and responsibly, by making every pound count.”

Diversifying our income

Diversifying the source of our income is critical in enabling us to make strategic choices, and for our programmes to be innovative and flexible. A diverse funding base enables us to respond to children when they need us most.

Unrestricted income helps us to invest in:

- Reaching the most deprived and marginalised children, even when no donor funds are available. This is particularly important in a humanitarian crisis when we need to act quickly.
- Piloting innovative programmes – because, in a changing world, we need to evolve our approach so that we leave no child behind.
- Mobilising the public to campaign for children’s rights and ensuring everyone recognises the rights of every child to survive, learn and be protected.

We have a dedicated fundraising innovation team, which explores, develops, tests and launches new ways for us to raise money. In 2016 this team continued to scope out areas that could help diversify our income portfolio, including new methods of digital fundraising and new mass participation events for the public.

In 2016, we went through a process of sharpening our strategy and reviewing our size and shape, partly in response to an expected fall in unrestricted income in 2017 after the end of the programmes partnerships arrangement with DFID. For more information, see pages 19 and 43 in the [Annual Report](#).

COMMITMENT 9

Supporting and enabling our people

“We are committed to engaging and supporting our staff, while cultivating a safe and respectful working environment where our people recognise each other’s contribution, wellbeing and performance.”

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

We are committed to ensuring staff have the opportunity to share their feedback and work with senior leaders to further improve their experience of working at Save the Children. In 2016, 88% of staff completed our employee engagement survey, to measure how staff feel about working at Save the Children. Results improved slightly from our previous survey in 2014. Focus groups were run to better

understand the results as well as identify and recommend changes and improvements that will enable staff to work more effectively and efficiently; support them to develop their skills and capabilities; and help promote an environment that supports staff wellbeing.

We made good progress with the development and launch of training on Respect in the Workplace. This mandatory training for all staff aims to help foster a working environment where people feel valued and respected. We also set-up the Integrity Line, a staff helpline providing a confidential and independent way for staff wishing to escalate an issue.

For more information about Our People, see page 31 of the [Annual Report](#). For more information on our key policies, please see page 33 of the Governance section of our [Annual Report](#).

ACCOUNTABILITY PERFORMANCE INDICATOR

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 2017 and 2018 to ensure this work is embedded across the organisation.

PROGRESS MADE IN 2016

In 2016, we implemented a project to review and refresh over one hundred internal policies and procedures. The aim of this project was to ensure our policies are aligned with our values of accountability, ambition, collaboration, creativity and integrity, while at the same time enabling and supporting our staff to achieve our vision: a world where every child attains the right to survival, protection, development and participation. We made internal policies more accessible and easier to understand.

We also reduced the volume of internal policies by repurposing a number of them into more practical procedures or guidelines. We rolled out a formal governance structure to review policies, with representation from across the organisation, including legal, risk and child safeguarding teams. By the end of 2016, we had reviewed, refreshed and updated 32 policies over the course of the year.

PRIORITIES FOR 2017

We will continue our project to review and refresh our internal policies. We will look for ways to improve how we communicate our policies to our

staff, as part of our commitment to increasing policy compliance.

ACCOUNTABILITY PERFORMANCE INDICATOR

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

PROGRESS MADE IN 2016

In 2016, we focused our effort on conducting a staff engagement survey, which launched in September. We are committed to ensuring staff have the opportunity to share their feedback and work with their senior leaders to further improve their experience of working at Save the Children. We will use and strengthen the established network of 'people champions' within divisions to support the Corporate Senior Leadership Team in delivering these initiatives.

Throughout 2016, we kept staff informed of and involved in discussions on our work and strategy on an ongoing basis – through regular forums such as monthly all-staff meetings, a weekly bulletin, lunchtime talks and intranet updates. Through a network of people champions, staff can share concerns about the work environment and ideas about how it can be improved and made more effective. Staff can also contact UNITE, our union, which seeks to protect and promote staff rights, health, safety and wellbeing at work.

PRIORITIES FOR 2017

Our 2016 employee engagement survey results will be used to further inform and develop new initiatives that will extend beyond employee engagement activities. We will continue to measure staff engagement through the use of surveys, and will work to establish the workplace behaviour and ways of working that reflect we are a values-driven organisation. We aim to establish new channels to enable staff to be involved earlier in key issues and decisions, and to influence and share their ideas on solutions.

As part of our commitment to monitoring and evaluation, in 2017 we will review and update our approach to performance management and staff development. In 2017, we will shift our performance management approach so that more regular ongoing coaching, support and feedback is provided on the job. We will provide training and support for staff to take greater accountability for our staff's development and career choices. We will develop plans to ensure we can make use of the apprenticeship levy funds to support existing staff development.



PHOTO: TANIA GEORGIOU/SAVE THE CHILDREN

Naada and her children – refugees in northern Greece – have been supported by Save the Children.

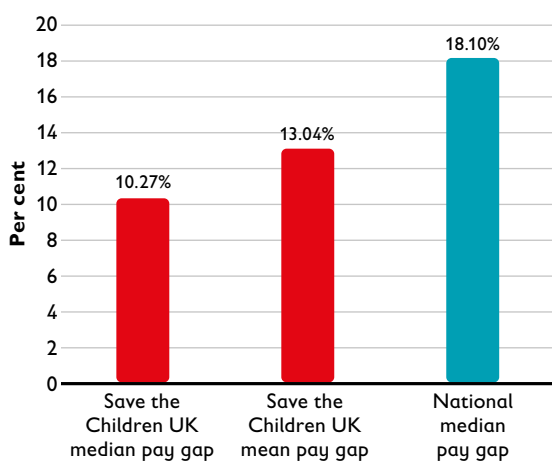
“We are committed to engaging and supporting our staff, while cultivating a safe and respectful working environment where our people recognise each other’s contribution, wellbeing and performance.”

Gender pay gap statement 2016

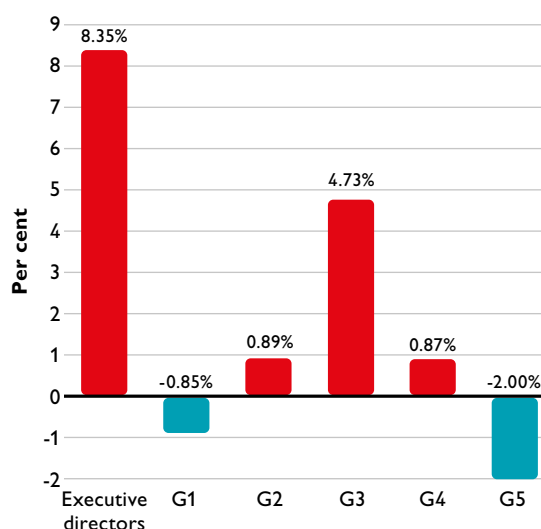
At Save the Children we are committed to equality of opportunity in the workplace. Our salaries are benchmarked in line with market rates for the charity sector. Decisions on pay are made on the weight of the role, not the individual in the role. We pay our staff a fair salary that is proportionate to the complexity of each role, and in line with our charitable objectives. We value the diversity, expertise and passionate commitment of our exceptional people. It is with this in mind that we openly address any issues of unfairness in our gender pay gap.

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 requires us to carry out gender pay reporting. The gender pay gap is defined as the relative difference in the average aggregate earnings of women and men. This involves carrying out six calculations that show the difference between the average earnings of men and women in our organisation. We can then use these results to assess the levels of gender equality in our workplace, the balance of male and female employees at different levels, and how effectively talent is being maximised and rewarded. Please see diagrams below for a breakdown of our gender pay gap versus the national median, as well as a breakdown by grade ranging from our Executive Directors to our most junior staff.

SAVE THE CHILDREN UK v NATIONAL PAY GAPS



MEDIAN GENDER PAY GAP BY GRADE



Calculated from a Save the Children UK staff population that is 75% female and 25% male.

ADDRESSING THE GENDER PAY GAP

Save the Children UK is addressing our gender pay gap by:

- Reviewing the way in which we recruit. Introducing training modules around unconscious bias and ensuring our interview skills training is values-based. Exploring the concept of blind recruitment.
- Reviewing our job offer process to ensure parity and fairness of offers being made to new starters.
- Reviewing our family friendly policies to ensure we are offering equal provisions amongst the sexes.
- Undertaking work around offering flexible term contracts as appropriate.
- Carrying out a job levelling project to ensure our roles are benchmarked, graded and weighted properly.
- Reviewing our salary structure and developing a total reward offer.
- Reviewing our career development offer.
- Reviewing the existing performance management and rating process.

For more information on our gender pay gap reporting, see our [website](#).

COMMITMENT 10

The environment

“We commit to minimising the environmental impact of our operations and programme work wherever possible, balancing it with necessities to fulfil our mandate and financial affordability.”

We know that children have the most to lose from the effects of environmental degradation and that we will not be able to achieve our aims to end preventable child deaths unless we tackle the increasing threat of climate change, especially to vulnerable communities.

We continue to map our carbon footprint, this being our fifth year of doing so. In 2016, we also worked on the development of our environmental strategy.

Building on the progress made in updating our environmental policy in 2015, in 2016 we continued to embed environmental responsibility into our policies and procedures by including environmental considerations in our updated policy on donations acceptance and refusal. See page 20 for more information on donations acceptance.

ACCOUNTABILITY PERFORMANCE INDICATOR

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

PROGRESS MADE IN 2016

In 2016, our environmental champions group developed a strategy that aims to increase staff engagement on environmental issues, and to build 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 CO₂ we produce across different areas of our organisation. You can see the top line statistics from this mapping below.

PRIORITIES FOR 2017

In 2017, we plan to take the strategy developed by the environmental champions group to the next level by gathering more evidence, getting more engagement from staff across the organisation,

raising awareness of environmental issues and using our findings to implement environmentally-friendly procedures in key areas of the organisation.

Singer-songwriter Fleur East visits a school in Turkana, Kenya that Save the Children supports.



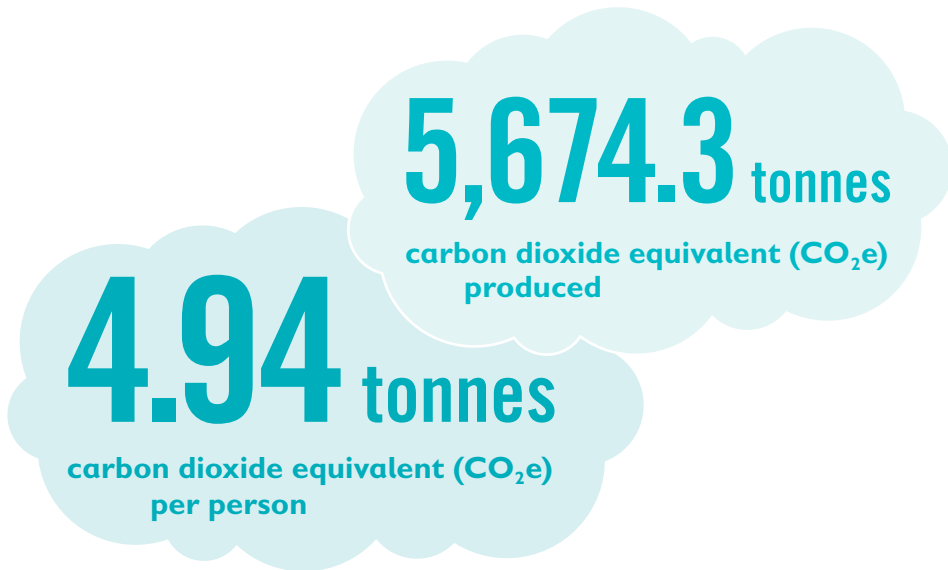
“We commit to minimising the environmental impact of our operations and programme work wherever possible, balancing it with necessities to fulfil our mandate and financial affordability.”

Our 2016 carbon footprint

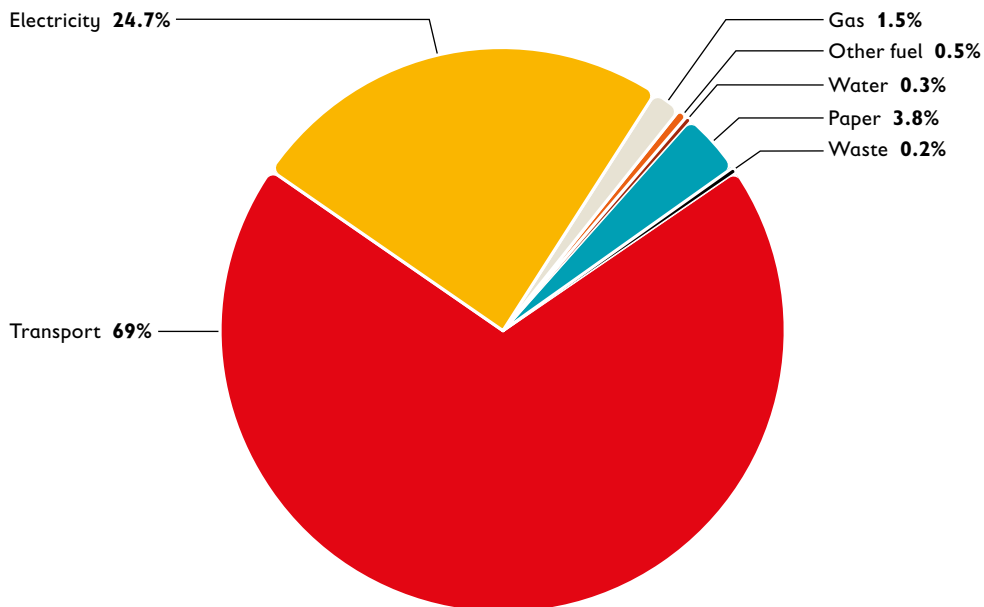
In order for us to monitor our carbon footprint, we collect data on our energy, water and paper use, as well as on our waste, recycling and travel (to, from and within the UK) for our six UK offices and 130 shops. Our carbon footprint does not include data for any offices or travel related to Save the Children International, who implement our programmes. However, it does include international travel by Save the Children UK staff visiting programmes or deployed for technical or emergency surge capacity.

Our 2016 carbon footprint is within our normal range (4.16–4.95 tonnes CO₂e per person), but at the higher end of the spectrum. Please see below for a full breakdown of contributing areas.

2016 CARBON FOOTPRINT



FULL BREAKDOWN OF OUR CARBON FOOTPRINT



continued on next page

Our 2016 carbon footprint *continued*

BREAKDOWN OF OUR CARBON FOOTPRINT

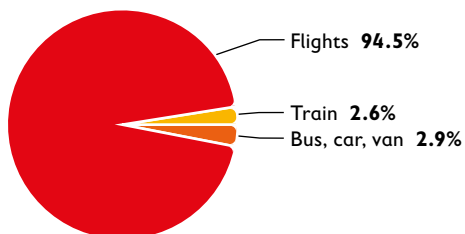
On par with previous years, in 2016 the largest contributors to our carbon footprint were travel (69%) and electricity (24.7%).

TRAVEL

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

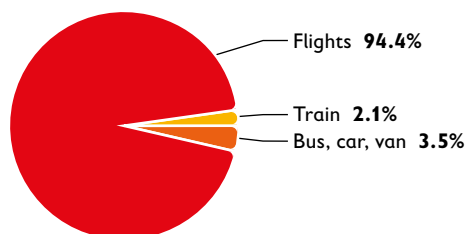
Travel in 2015

Proportion of CO₂e (total 6,639,261.3 kgCO₂e)



Travel in 2016

Proportion of CO₂e (total 6,695,182.8 kgCO₂e)

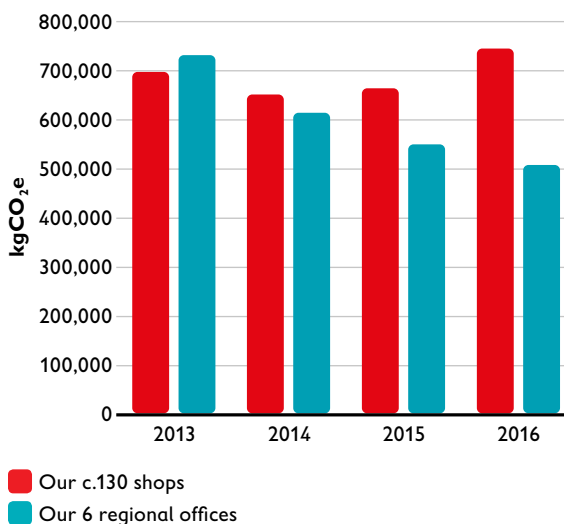


ELECTRICITY

The second largest proportion of our carbon footprint is electricity consumption.

The amount of electricity used in our shops increased in 2016. We believe this is due to the roll-out of our new till system that contains a central processing unit and must be left switched on to download updates. This system was installed to allow us to automatically receive Gift Aid on donations, which in 2016 enabled us to receive an additional £491,000. As part of our new strategy, we will consider any further energy-saving options. The amount of electricity used in our offices has been steadily decreasing over the years as we have implemented energy-saving schemes.

Electricity usage in our shops and offices



Looking forward, we plan to further refine our carbon-mapping process so that we can define our baseline more comprehensively. We also plan to further promote positive behaviour changes that relate to our environmental impact as part of our new environmental strategy. For our full carbon-mapping report, please see [Our Commitment to the Environment](#) page on our website.

OUR NEW CEO LOOKS FORWARD

2016 was a tough year for optimism – and for our cause. The good news is that we are not a tribe that does despair. Our mission demands that we redouble our efforts to end the culture of impunity for those who attack children, and that we translate our commitments to survival, learning and protection into practical action that makes a difference on the ground.

In addressing the great challenges that lie ahead, we have to recognise the tectonic shifts that are taking place around the world. Many of our old operating assumptions no longer hold true. Here in Britain, the case for both overseas aid and action on UK poverty is openly challenged in some quarters, while the fundraising and media environment for charities has become ever more hostile. Meanwhile, people – rightly – demand ever more accountability from organisations that have an impact on their lives. Our beneficiaries, partners and supporters want to be involved, and they want to see evidence that we are making a difference. We want our wide range of stakeholders to know that we are committed to listening to them and doing more to engage them.

Ensuring that every last child survives, learns and is protected is a bold – but achievable – ambition. In 2017 and beyond, we will continue to work hard to achieve the ambition, while at the same time upholding our values and commitments to accountability and transparency. In particular, we will continue working to ensure that our programmes are based on high-quality evidence, that they generate impact and learning, and that they are rooted in sustainability, participation and accountability.

We are committed to finding more efficient and effective ways of working so that others, both inside and outside our organisation, can learn from our successes and mistakes. I very much hope you will join us in our mission – and I want you to know that we remain open to your feedback and insight at all times.



Kevin Watkins
CEO, Save the Children



APPENDIX 1. GLOBAL REPORTING INITIATIVE: CONTENT 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
Organisational profile	
G4-1 Senior decision-maker statement.	See Every Last Child – Statement from the Chair of Trustees, p.3
G4-2 Description of key impacts, risks and opportunities. Key impacts on stakeholders and their reasonable expectations of the organisation. Including challenges and opportunities.	See Annual Report – Trustee Risk Statement, p.40 See Who We Are, p.4 and About this Report, p.7
G4-3 Name of the organisation.	Save the Children Fund
G4-5 Location of the organisation's headquarters.	Save the Children 1 St John's Lane Farringdon, London, EC1M 4AR UK
G4-6 Number of countries where the organization operates, and names of countries with major operations.	See Who We Are, p.4
G4-7 Nature of ownership and legal form, including: <ul style="list-style-type: none"> • details and current status of not-for-profit registration; • operational structure of the organisation, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures. 	See cover pages of report See Annual Report , p.33
G4-8 Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	See Annual Report , p.7 and p.33
G4-9 Scale of the organisation.	See Who we Are, p.7
G4-10 Total number of employees by employment contract, region and gender.	See Our People Report in Annual Report , p.31

continued on next page

GRI indicator	Reference
G4 – NGO Sector Disclosures	
G4-NGO Sector Disclosure Target audience and affected stakeholders.	See About this Report, p.7
G4-NGO Sector Disclosure <ul style="list-style-type: none"> • Number of members and/or supporters. • Number of employees. • Number of volunteers. • Total income. • Capitalization may be reported as net assets broken down in terms of debt and equity or in terms of assets and liabilities. • Scope and scale of activities. 	700,000 See Our People Report in Annual Report , p.31 See Our People Report in Annual Report , p.31 See Annual Report , Financial Statements, p.47 See Who We Are, p.4
G4-13 Significant changes during the reporting period regarding the organisation’s size, structure, ownership, or its supply chain.	Nil
G4-15 List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.	See Annual Report – Structure, Governance and Management, p33
G4-16 List memberships of key associations (such as industry associations) and national or international advocacy organisations.	Not reported
G4-17 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 Annual Report , Financial Statements, p.47
G4-NGO Sector Disclosure Entities include national offices, sections, branches and field offices.	Not reported
Scope of report	
G4-18 Explain the process for defining the report content.	See About this Report, p.7
G4-19 List all material aspects identified in process of defining report content.	See About this Report, p.7
G4-23 Report significant changes from previous reporting periods in the Scope and Aspects Boundaries.	N/A

continued on next page

GRI indicator	Reference
Stakeholder engagement	
G4-24 Provide a list of stakeholder groups engaged by the organisation.	See About this Report, p.7
G4-25 Basis for identification and selection of stakeholders with whom to engage.	Not reported
G4-26 Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	See About this Report, p.7 and our website
G4-27 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 Annual Report , Raising a Concern or Making a Complaint, p.38 See Commitment 7, p.27 for our Child Safeguarding incident statistics See Commitment 8, p.30 for our Fraud, bribery and corruption statistics
Report profile	
G4-28 Reporting period for information provided.	1 January 2016 – 31 December 2016
G4-29 Date of most recent previous report.	27 July 2016
G4-30 Reporting cycle (such as annual, biennial).	Annual
G4-31 Contact point for questions regarding the report or its contents.	Lily de Almeida Favas, Accountability and Transparency Manager, Save the Children UK SupporterCare@savethechildren.org.uk
G4-32 Report the ‘in accordance’ option chosen.	General Standard Disclosure
G4-33 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.

continued on next page

GRI indicator	Reference
Governance	
G4-34 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 Annual Report – Structure, Governance and Management, p.33
G4-37 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
G4-38 Composition of the highest governance body and its committees.	See Annual Report – Structure, Governance and Management, p.33
G4-40 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 Annual Report – Structure, Governance and Management, p.33
G4-42 Highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	See Annual Report – Structure, Governance and Management, p.33
G4-NGO Sector Disclosure Procedures for overseeing: <ul style="list-style-type: none"> • program effectiveness; and • adherence or compliance with nationally and internationally agreed standards, codes of conduct, and principles. 	See Commitment 2, p.12 See Commitment 2, p.12 and Annual Report – Structure, Governance and Management, p.33
G4-49 Process for communicating critical concerns to the highest governance body.	See Trustee Risk Statement in the Annual Report , p.40
G4-50 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
G4-51 Remuneration policies for the highest governance body and senior executives.	See Annual Report , p.33
G4-54 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
Ethics and integrity	
G4-56 Describe the organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	See Who We Are p.4 and Annual Report Additional Key Policies, p.38
G4-58 Report the internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	See Annual Report , Raising a Concern or Making a Complaint, p.38

continued on next page

GRI indicator	Reference
Financial management	
<p>G4-NGO Sector Disclosure Sources of funding by category and five largest donors and monetary value of their contribution</p> <ul style="list-style-type: none"> Identify sources of funding by category (e.g., government, corporate, foundation, private, membership fees, in-kind donations, and other). 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. Report aggregated monetary value of funding received by source. 	<p>See Annual Report, Financial Statements, p.47</p> <p>Partially reported</p> <p>See Annual Report, Financial Statements, p.47</p>
<p>G4-SO3 and SO5 Corruption and fraud</p> <p>Describe anti-corruption policies and procedures, including:</p> <ul style="list-style-type: none"> systems and practices to prohibit, prevent, detect and report on corruption and bribery; evidence that relevant policies are known and used by staff; the greatest risks for the organisation to be exposed to corruption, bribery, nepotism or fraud; any systematic and regular analyses of such risks. 	<p>See Commitment 8, p.29</p> <p>See Commitment 8, p.29</p> <p>Not reported</p> <p>See Trustee Risk Statement in the Annual Report, p.40</p> <p>See Trustee Risk Statement in the Annual Report, p.40</p>
<p>Any further steps necessary to minimise the risk of fraud or corruption undermining your organisation’s effectiveness and reputation.</p>	<p>See Commitment 8, p.29</p>
<p>G4-SO5 Incidents of corruption and actions taken</p> <ul style="list-style-type: none"> Total number and nature of confirmed incidents of corruption. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption. Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption. Legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases. 	<p>See Commitment 8, Fraud, Bribery and Corruption Report p.30</p> <p>Not reported</p> <p>Not reported</p> <p>Not reported</p>

continued on next page

GRI indicator	Reference
Programme quality	
<p>G4-NGO Sector Disclosure Affected stakeholder engagement</p> <p>Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.</p>	See Commitment 2, p.12 and Commitment 5, p.21
<p>G4-NGO Sector Disclosure Monitoring, evaluation and learning</p> <p>System for program monitoring, evaluation and learning (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.</p>	See Commitment 2, p.12
<p>G4-NGO Sector Disclosure Gender and diversity</p> <p>Measures to integrate gender and diversity into program design and implementation, and the monitoring, evaluation, and learning cycle.</p>	See Commitment 1, p.9
Advocacy	
<p>G4-NGO Sector Disclosure</p> <ul style="list-style-type: none"> • Process for arriving at public awareness and advocacy positions (e.g., evidence-based research, stakeholder participation, analysis of gender and diversity issues). • How does the organisation ensure that consistency is maintained during implementation of advocacy and public awareness campaigns. • How does the organisation ensure that its public criticisms are fair and accurate. • Process for corrective adjustment of advocacy positions and public awareness campaigns. • Identify where public awareness and advocacy positions are published. • Process for exiting a campaign. • Process to formulate, communicate and implement advocacy positions and public awareness campaigns. 	See Commitment 5, p.21
Co-operation and partners	
<p>G4-NGO Sector Disclosure</p> <p>Processes to take into account and coordinate with the activities of other actors.</p>	See Commitment 3, p.15
Fundraising and marketing	
<p>G4-NGO Sector Disclosure</p> <p>Adherence to standards for fundraising and marketing communications practices.</p>	See Structure, Governance and Management in Annual Report , p.33

continued on next page

GRI indicator	Reference
Staff and diversity	
<p>G4-LA11 Percentage of employees receiving regular performance and career development reviews, by gender and by employee category.</p>	<p>Not reported</p>
<p>G4-LA12 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.</p>	<p>See Our People in Annual Report, p.31</p> <p>Minority group membership not reported as disclosing this to HR is optional. Therefore, statistics are not representative of the whole organisation.</p>
<p>G4-LA13 Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.</p>	<p>See Commitment 9, p.32</p>
Environmental impact	
<p>G4-EN27 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"> • initiatives to reduce emissions at organisational level • environmental impacts of programmes and activities • initiatives to limit emissions of transporting people and products 	<p>See Commitment 10, p.35</p> <p>Not reported</p> <p>See Commitment 10, p.35</p>

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

Feedback

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

Acknowledgements

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