



# UPHOLDING OUR VALUES



Save the Children

Accountability and transparency report 2015

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# Statement from the Chair of Trustees

At Save the Children we are proud of what we have achieved and the progress we have made to improve our accountability and transparency over the past few years. But as a child rights organisation we know there is always more we can do to better represent the rights and wellbeing of children.

We are accountable to a wide range of stakeholders, including our supporters, donors, staff, volunteers and partners – but most importantly, we are accountable to children. Accountability is one of our core organisational values and is important because it helps us to improve and be sustainable so that we can achieve even more impact for children.

In sharing this report (which is published as a companion piece to our [Annual Report](#)) we invite all those with an interest in our work to engage with us and better understand what we do. Being transparent about how we are doing and what we are doing is a key aspect of accountability. It enables our stakeholders to provide feedback so that we can learn, adapt and inspire breakthroughs in the way the world treats children.

In 2015, Save the Children reached more children than ever before: 17.5 million. We witnessed some of the toughest conditions we have yet faced. Our responses to the devastating earthquakes in [Nepal](#), conflicts in [Syria](#) and [Yemen](#), and the escalating [child refugee crisis](#) presented challenging and new environments, which we often had to navigate at speed.

It was a challenging year for our sector for other reasons too. Public criticism and increased media scrutiny of charity fundraising and governance reinvigorated our commitment to continuous improvement, and also saw us take an active role in helping to shape the charity sector's response to the [government's fundraising self-regulation review](#).

At a global level, 2015 was important for Save the Children from a strategic perspective also. In 2015 all 29 member countries, alongside Save the Children International, agreed to a new, shared, 15-year global strategy, [Children 2030](#), which will see us harness our combined resources energy, knowledge and expertise to drive three breakthroughs by 2030, to ensure children survive, learn and are protected.

Our vision is of a world in which every child attains the right to survival, protection, development and participation. The 2030 strategy includes detailed plans for the next three years, in which we will continue to put children at the centre of our work, and we will do more to give children a voice and empower them to be agents of their own change.



**Peter Bennett-Jones**  
Chair of Trustees,  
Save the Children

# 1 2015: The story in numbers

## Save the Children UK

**17.5 million** children helped directly through our work

**600+** programmes in around 65 countries

**5 million** people helped during emergencies

## Our people

**1,151** UK staff

**112** international staff

**13,000+** volunteers

## Income

**91%** of our income was spent on activities to benefit children

## 2 Executive summary

This is our fourth annual Accountability and Transparency Report. In it, we share key information about our financial, social and environmental accountability, in line with our vision and mission, and we detail our challenges, commitments and vision for the future.

Since publishing our first report in 2013, we have remained committed to looking for ways to improve our participation, accountability and transparency for more effective development. We do this both by setting our own commitments and expectations, and by adhering to recognised accountability standards. We have made good progress against our commitments to uphold our values and be transparent and accountable over the last three years. However, we know that this is an ongoing journey and we recognise that, in an organisation as complex as ours, there is always more that can be done.

### AREAS WHERE WE HAVE MADE GOOD PROGRESS SINCE 2012

- Strengthening our annual reporting to give a fuller account of delivery against our targets and improving transparency to all our stakeholders. This has included improved financial and fraud reporting and more detailed information about our risks and uncertainties.
- Improving the quality and impact of our programmes. This has included continuing to strengthen our programme design process, as well as building capacity in communities for monitoring, evaluation, accountability and learning.
- Improved accountability and transparency to our supporters. This has included launching a Supporter Promise, a new pledge to our supporters that guarantees no cold telephone calling and no sharing or selling of any individual's details, and allows donors to choose how they are contacted.

### WE WILL CONTINUE TO WORK ON:

- Ensuring children are able to better influence programme direction; this includes implementing mechanisms to reinforce our transparency to children and communities and promoting their involvement in decision-making. It also means ensuring that feedback and complaints procedures are clear and accessible.
- Improving our programme data transparency by making more information available on our website and in reports.
- Implementing a new People Promise so we can better support and enable our staff to achieve more impact for children.
- Trying to better understand the environmental impact of our work.

### LOOKING FORWARD

In early 2016, we simplified our accountability reporting by identifying ten overarching accountability commitments for 2016–18 (see page 47). This will make it easier to assign commitments to existing governance structures and departments so that progress can be regularly tracked, while at the same time taking strides towards fulfilling our ambition for a collaborative, accountable and transparent organisation.

# 3 About this report

Accountability is often misunderstood as a technical field, but at the heart of accountability are three simple considerations: responsibility to key stakeholders for the effect we have on them; transparency in our activities; and putting mechanisms in place that allow stakeholders to influence future decisions, so that we can improve the quality and impact of our work and sustainability of our organisation.

The content of this report has been guided by the commitments set out between 2013–15, and will summarise progress to date. This report also outlines new accountability commitments for 2016–18.

## AUDIENCE

As a children’s charity, a wide range of stakeholders are interested in our work. To make sure our report serves the needs of a varied audience, we’ve tried to provide a balance of detailed data and easy-to-read summaries. The report has been written primarily for an external audience, but is also useful for our people and senior leadership.

## STRUCTURE AND SCOPE

This year, for the first time, this report will follow the guidance of the [Global Reporting Initiative’s \(GRI\) Sustainability Reporting Framework](#), which means including areas we have not reported on previously. The GRI is the world’s most widely used standard on sustainability reporting and disclosure.

There is also an evolving good practice in GRI reporting among international non-governmental organisations and public sector bodies. Using the GRI approach will help us to be more transparent and accountable across our organisation, while remaining answerable and responsible for our actions.

As well as giving updates against the accountability commitments we outlined in 2013, this report includes details about how we manage our affairs, including sections on key areas of focus, such as our social and environmental impact. The report includes a GRI Index as an appendix. This index identifies which of the GRI indicators we have reported on, and provides references to the matters disclosed in this report and other relevant documents. We do not aim to report against every single GRI indicator; the purpose of the index is to provide a frame of reference for our progress against relevant global standards of sustainability reporting.

## RESPONDING TO FEEDBACK

In 2015, we reached out to stakeholders across the organisation and to selected external contacts, to better understand what people did and did not like about our report and what they considered material to our organisation. As a result of the feedback we received, we have made some changes to the report this year. In future years, we will continue to reflect on how we report, so that we can better benchmark ourselves against international standards and respond to the needs of our stakeholders.

## HOW WE COMPARE WITH OTHERS IN OUR SECTOR

At the end of 2014, we took part in the first cohort of the BOND Transparency Assessment and were ranked fourth out of 49 NGOs for our level of transparency.

Since then we have further reviewed and expanded the information and data we make available, and have created a new 'Who we are' section on our website. This new section clearly presents information about our leadership, spending and

values. We also publish clear links to our Annual Report, Financial Statements, Supporter Promise and Accountability and Transparency Report directly from our homepage. There is also a 'Being accountable' page on the website, where we offer links to pages about how our supporters' donations are spent and our commitments to accountability, as well as internal documents such as our Open Information Policy and Environmental Statement.



We try to keep children informed of their situation, rights, entitlements and options for action so that they understand our interventions, and are able to participate in them and influence their direction.

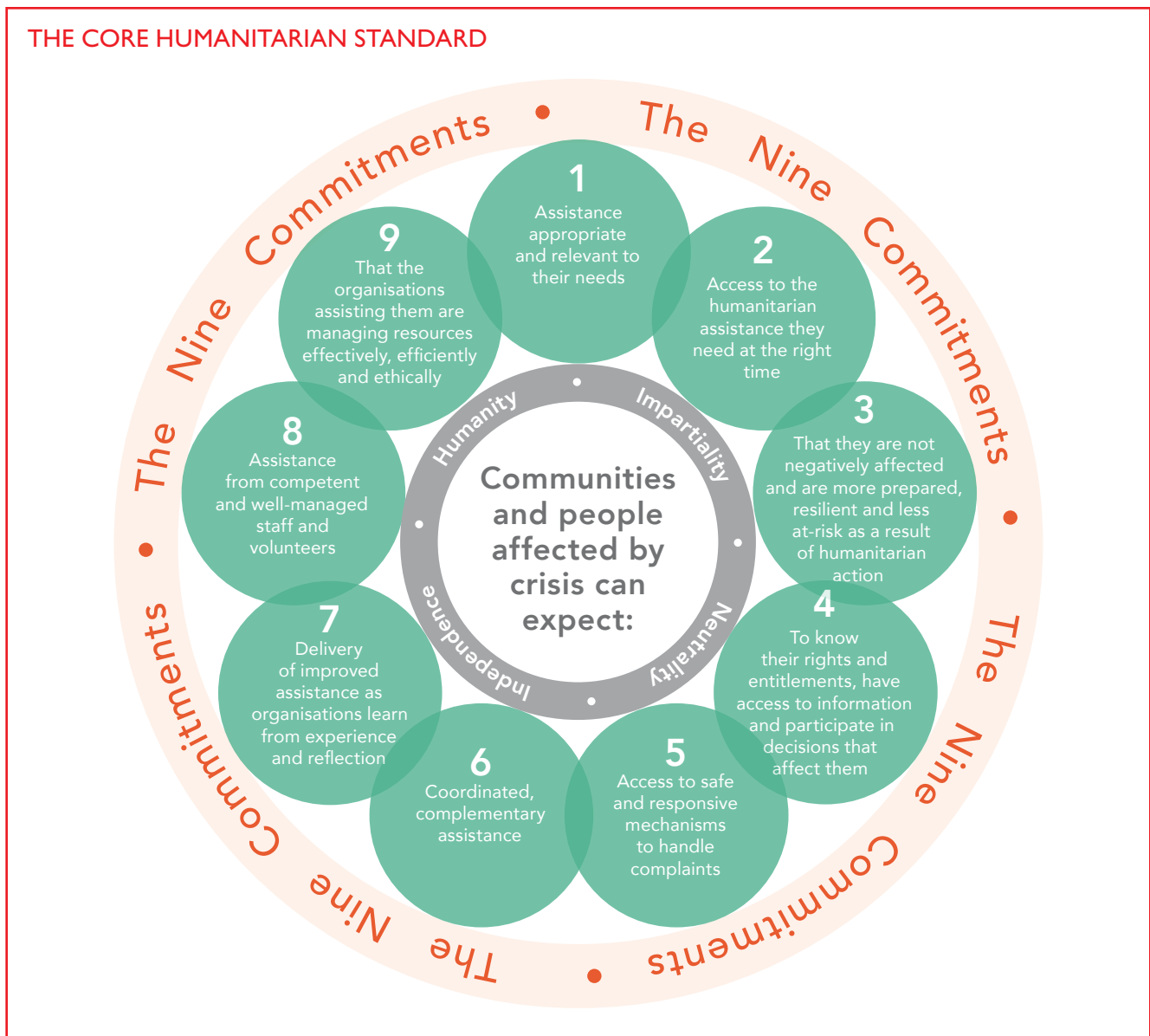
## FUTURE REPORTING

As part of our commitment to collaboration and to continuously improve our accountability and transparency practices, we played an active role in the development of the [Core Humanitarian Standard on Quality and Accountability](#) (CHS). The CHS was launched in December 2014, and describes the essential elements of principled, accountable, good-quality humanitarian action, as well as the importance of information-sharing, participation, and access to safe and responsive mechanisms to handle complaints.

In June 2015, the [Humanitarian Accountability Partnership International](#), of which we were part, merged with the [People in Aid Code of Good Practice](#) to form the Core Humanitarian Standard (CHS) Alliance.

Bringing together more than two decades of experience in quality, accountability and people management, the CHS Alliance forms one of the largest and most influential networks of organisations committed to improving humanitarian responses through the application of a universal Core Humanitarian Standard.

In future reports, we plan to include specific references to verify how we adhere to the CHS. Wherever possible, we have attempted to weave the CHS into our organisation-wide 2016–18 accountability commitments.



Source: [Core Humanitarian Standard on Quality and Accountability, 2014](#)



# 4 Organisational profile

## WHO WE ARE

Save the Children is the world's leading independent organisation for children, with a mandate rooted in the [United Nations Convention on the Rights of the Child](#). The global Save the Children movement is made up of 29 member organisations, operating in more than 120 countries.

## 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 BREAKTHROUGHS

We will harness our resources, energy, knowledge and expertise to drive three breakthroughs by 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

## WHAT WE DO

We deliver immediate and lasting change for children, by designing and developing high-quality humanitarian and development programmes that can be taken to scale around the world. Throughout our work we put the rights of the most deprived and marginalised children first, both in where we

work and how we work, to ensure we leave no child behind.

We integrate lobbying, policy and research so that we can focus on, respond to and shape external agendas at local, national, country and global levels, and achieve policy and political change for children. In addition to raising income from institutional donors, including governments, multilateral organisations and trusts across various contexts worldwide, we also use a wide range of campaigning and fundraising approaches to harness further support for our cause.

## OUR VALUES

We pride ourselves on being a values-driven organisation and strive to make sure that every aspect of what we do ties in to the high standards that we have set for ourselves. Throughout this report, we will seek to demonstrate the ways in which we were accountable to our own 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.

## OUR THEORY OF CHANGE

Our Theory of Change underlies everything we do and incorporates a three-tier approach:

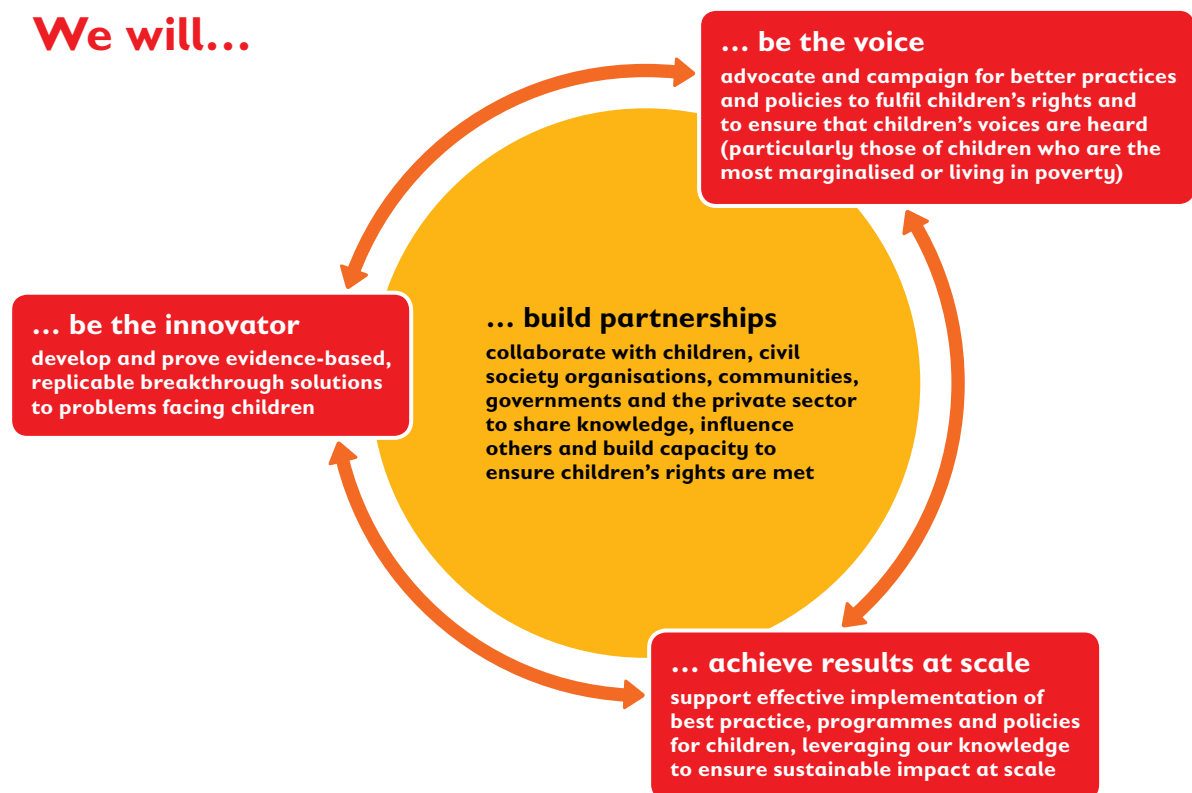
- directly helping millions of children through our innovative programmes on the ground
- collecting evidence of what works, to convince others to replicate this at scale
- mobilising mass support for change

It is supported by building strong partnerships with communities, governments, businesses and other organisations.

In 2015 all 29 members of the Save the Children movement, with combined revenues of more than \$2 billion, agreed to a shared 15-year strategy, [Children 2030](#), to include our vision, mission, values and theory of change.

### OUR THEORY OF CHANGE

#### We will...



## HOW WE'RE STRUCTURED

Save the Children UK is a member of the global Save the Children movement, which is made up of 29 separate national entities, of which 26 are full members and three are associate members.

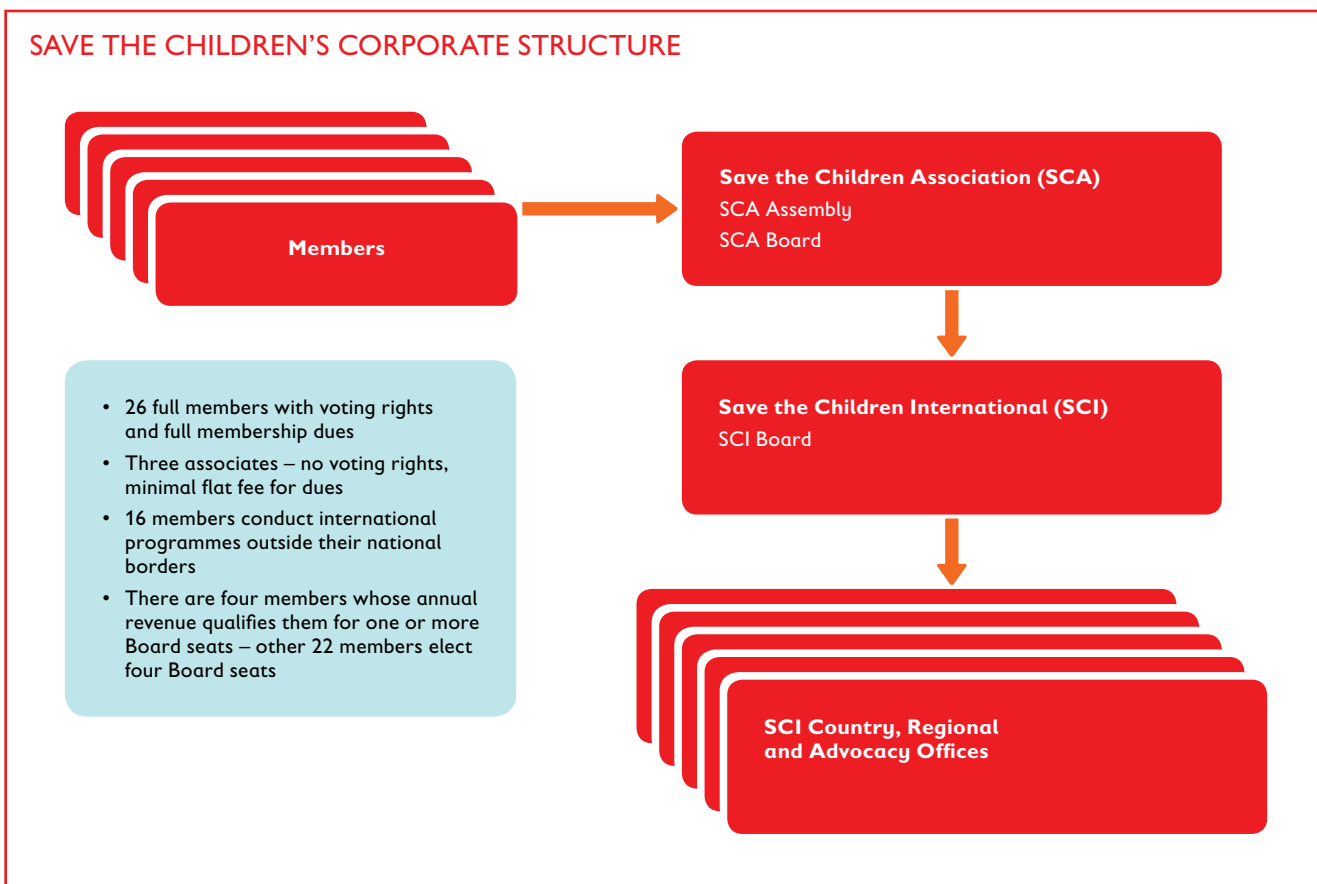
In 2011, members of the [Save the Children Association](#) agreed to streamline all the programmes run outside their own countries under one single management structure, called Save the Children International. This was done to align activities and reduce duplication of effort, in order to improve our collective ability to improve children's lives.

[Save the Children International](#) now manages all international country, regional and advocacy offices. Save the Children members are responsible for implementing direct programming in their own countries and maintaining oversight of the international work. Some members, including Save the Children UK, also design international programmes in conjunction with national donors, which are implemented by Save the Children International, as well as providing surge capacity to support delivery of frontline programming in emergency situations.

## A NETWORKED LEADERSHIP MODEL

To diversify leadership across priority areas, Save the Children operates a networked leadership model. Through this model, members and Save the Children International lead and are accountable to the organisation as a whole on various priorities. For example:

- Save the Children International leads on our humanitarian responses, with members providing technical and surge capacity to support or lead on fundraising, advocacy and media.
- Save the Children International leads on our global Every Last Child campaign, with support and collaboration from members.
- Save the Children UK coordinates all media through the global media unit.
- Save the Children US leads on child survival.
- Save the Children Denmark leads on child rights.
- Save the Children Norway leads on education.
- Save the Children Sweden leads on child protection.

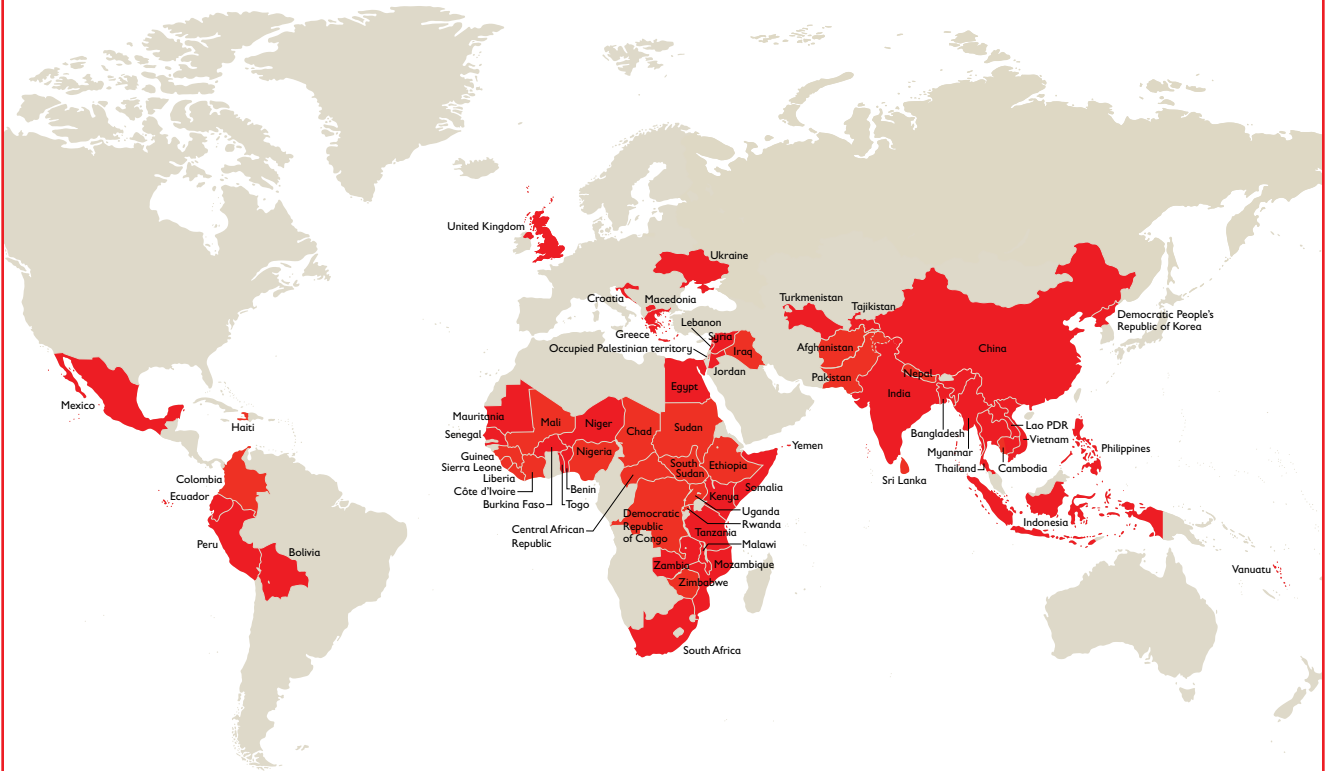


## WHERE WE WORK

In 2015, as a movement, we worked in around 120 countries and directly reached more than 62 million children.

As part of this work, Save the Children UK funded 600+ programmes in around 65 countries and directly reached 17.5 million children.

### COUNTRIES IN WHICH PROGRAMMES FUNDED BY SAVE THE CHILDREN UK OPERATE



- |                                       |                                |              |
|---------------------------------------|--------------------------------|--------------|
| Afghanistan                           | Indonesia                      | Senegal      |
| Bangladesh                            | Iraq                           | Sierra Leone |
| Benin                                 | Jordan                         | Somalia      |
| Bolivia                               | Kenya                          | South Africa |
| Burkina Faso                          | Lao PDR                        | South Sudan  |
| Cambodia                              | Lebanon                        | Sri Lanka    |
| Central African Republic              | Liberia                        | Sudan        |
| Chad                                  | Macedonia                      | Syria        |
| China                                 | Malawi                         | Tajikstan    |
| Colombia                              | Mali                           | Tanzania     |
| Côte d'Ivoire                         | Mauritania                     | Thailand     |
| Croatia                               | Mexico                         | Togo         |
| Democratic People's Republic of Korea | Mozambique                     | Turkmenistan |
| Democratic Republic of Congo          | Myanmar                        | Uganda       |
| Ecuador                               | Nepal                          | UK           |
| Egypt                                 | Niger                          | Ukraine      |
| El Salvador                           | Nigeria                        | Vanuatu      |
| Ethiopia                              | Occupied Palestinian territory | Vietnam      |
| Greece                                | Pakistan                       | Yemen        |
| Guinea                                | Peru                           | Zambia       |
| Haiti                                 | Philippines                    | Zimbabwe     |
| India                                 | Rwanda                         |              |

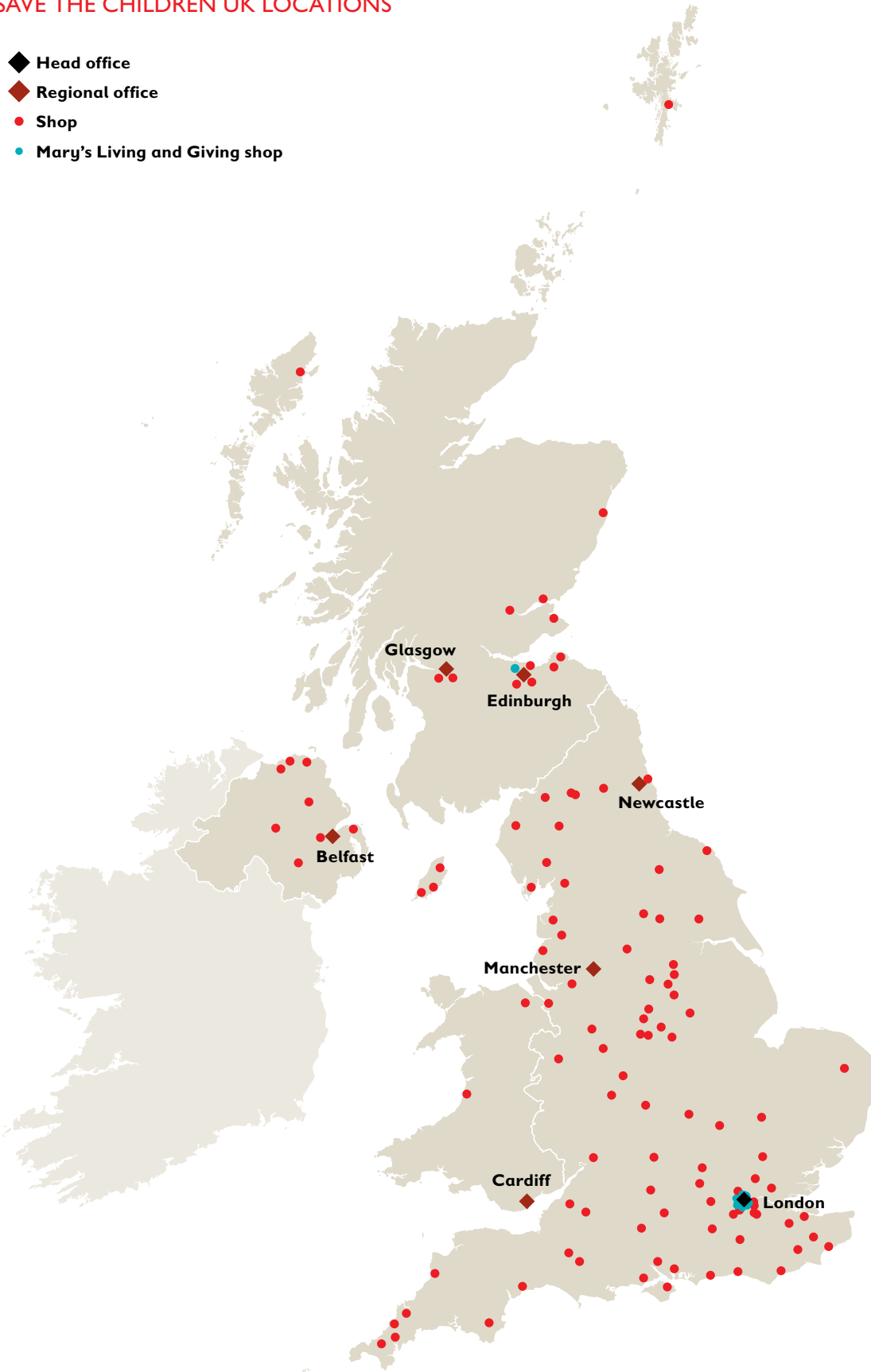
**UK OFFICES**

Save the Children UK's head office is in London. We also have six regional offices in: Belfast, Cardiff, Manchester, Newcastle, Edinburgh and Glasgow.

And we have 139 retail shops, which include 19 Mary's Living and Giving shops, across the UK.

**SAVE THE CHILDREN UK LOCATIONS**

- ◆ Head office
- ◆ Regional office
- Shop
- Mary's Living and Giving shop

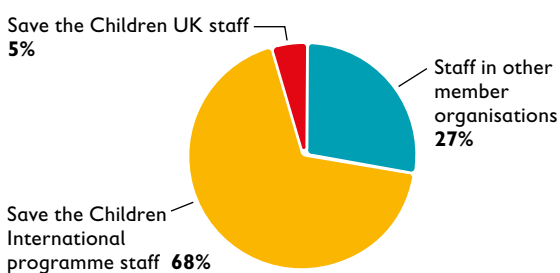


## OUR PEOPLE

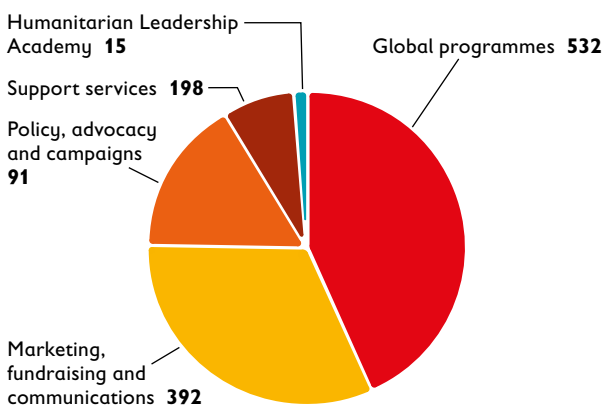
Globally, Save the Children’s workforce is made up of around 25,000 staff working in more than 120 countries, of which 17,000 are employed by Save the Children International, and 8,000 by members. As of December 2015, Save the Children UK had 1,151 members of staff,\* with 90% working in the UK and 10% working internationally to support Save the Children International with humanitarian surge capacity and technical expertise.

### SAVE THE CHILDREN STAFF BREAKDOWN

#### 25,000 staff



#### Save the Children UK staff by division\*\*



### SAVE THE CHILDREN UK STAFF BREAKDOWN

- 868 based at our London Headquarters
- 112 based internationally
- 80 based in our regional offices
- 49 working from home
- 42 working in our retail shops

### OUR VOLUNTEERS

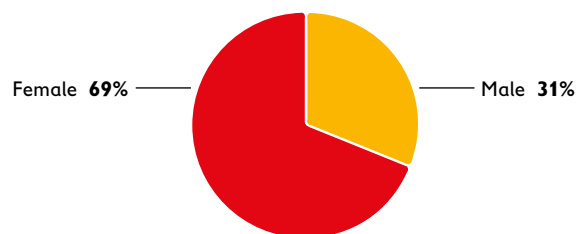
In addition to our staff, we have more than 13,000 volunteers giving their time across the UK in a variety of roles. Our volunteers are an important part of Save the Children. Whether it’s helping to run our shops, fundraising, campaigning and

### Equal opportunities

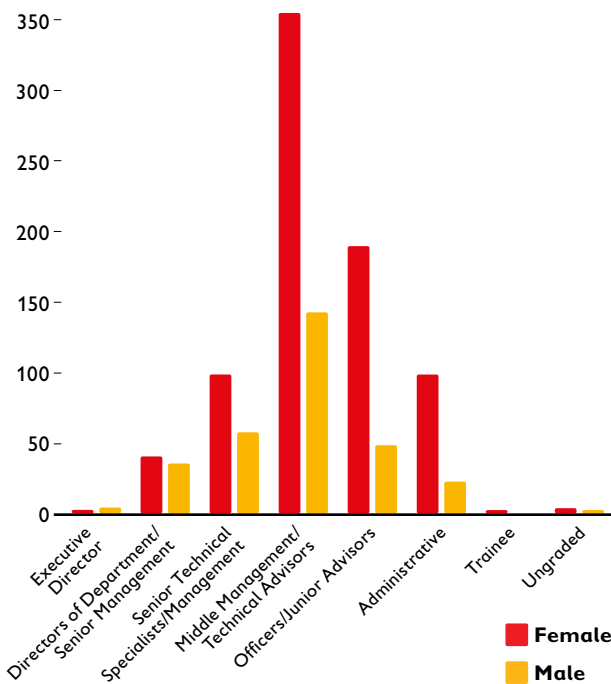
Save the Children UK is committed to creating an inclusive working environment, promoting and providing equal opportunities in employment, respecting diversity and avoiding unlawful discrimination. We have a Gender Equality Champions Working Group to further ensure gender sensitivity in our programmes, raise staff awareness and facilitate development of our internal strategies, policies and ways of working.

### SAVE THE CHILDREN UK STAFF

#### Save the Children UK staff by gender



#### Number of staff by grade and gender



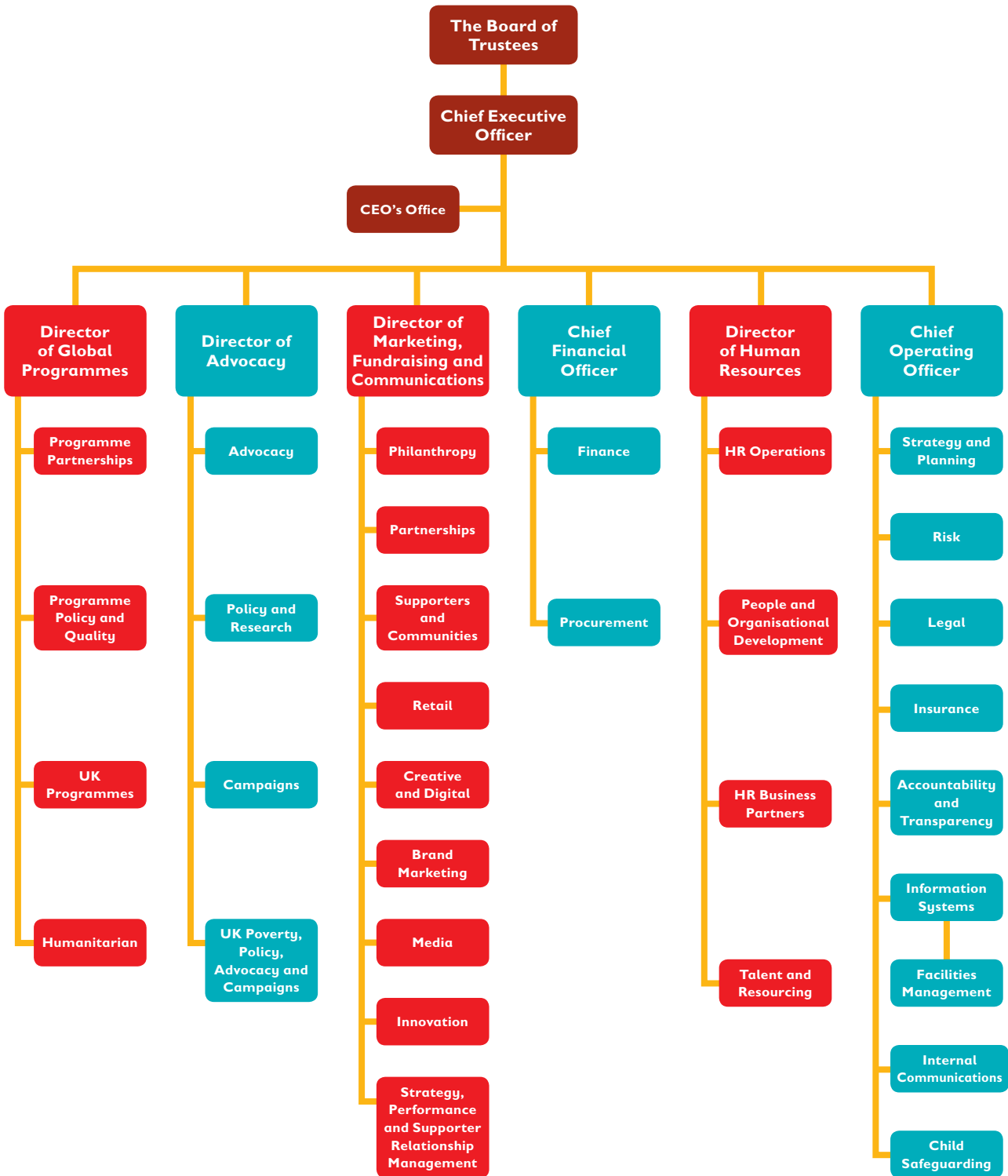
\* This number does not include the 617 staff working for Merlin, an organisation within our group, as this report focuses on Save the Children UK activities.  
 \*\* Staff in each division including consultants

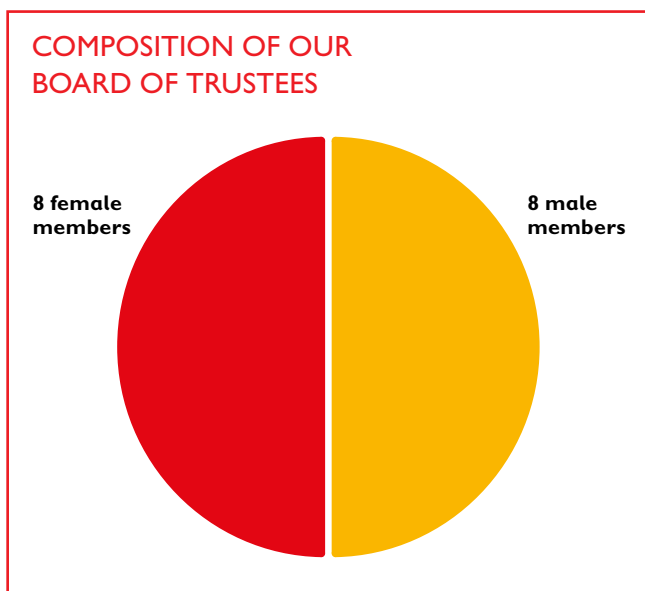
## OUR GOVERNANCE

Our Board of Trustees is our highest governing body. It delegates the day-to-day running of the organisation to our Chief Executive and executive directors, who oversee particular departments as detailed in the organogram below. Our executive directors report to the Chief Executive, who reports

to the Chair of the Board. Our Chief Executive and executive directors represent Save the Children externally as advocates for change, and as experts in their particular fields. Internally, they lead their teams to inspire dramatic change for children and are jointly responsible for delivery of our strategy.

ORGANOGRAM: DIVISIONAL STRUCTURE AS OF DECEMBER 2015





Trustees are appointed for fixed terms (usually up to eight years), according to defined processes and procedures set out in our Memorandum and our Articles of Association, which are our governing documents. Trustee recruitment is conducted by the Nominations Committee, which is a sub-committee of the Board. Where appropriate, we use external input to make our senior appointments as transparent and inclusive as possible. Furthermore, to provide greater depth of governance, our CEO and executive directors have three internal boards – World Class Programmes, Cause of Millions, and Outstanding Organisation – each of which focuses on different aspects of our activities and operations.

More detailed information about how we manage our affairs can be found on pages 47–52 in the [Annual Report](#), this includes information about our executive directors, committees and Board of Trustees.

## INTERNAL CONTROLS AND STANDARDS

An important aspect of accountability is having the relevant controls and mechanisms in place to hold people to account. This section of the report outlines our key internal controls and standards, including details on incidents reported where available.

### RISK FRAMEWORK

Good risk management is fundamental to the continued work and sustainability of our organisation. It helps us to:

- keep our promises to the children we work with and to keep them safe in our care
- safeguard our staff, who work in ever more difficult places
- deliver programmes that achieve our high-quality standards
- meet our obligations to those who support us and give us funding.

We believe that having robust risk management processes enables us to make informed decisions and to take calculated risks for the benefit of children. For more details, please see our Trustees' Annual Risk Statement which can be found in our [Annual Report](#).

### POLICY FRAMEWORK

In 2015 we launched a comprehensive review of our Policy Framework (including our Code of Conduct) aiming to refresh and, where relevant, update our internal policies and procedures to ensure that they are clear and accessible, support our mission and are aligned to our values. This project is now well under way and will continue throughout 2016. As part of this project, we have also conducted a gap analysis to identify and address key areas where we do not currently have existing policies in place. For example, we developed a new social media policy and guidelines, including advice on protecting children's data, which we launched in early 2016.



## OUR CODE OF CONDUCT

Our Code of Conduct and supporting policies are binding on all Save the Children staff and representatives. If anyone fails to meet these standards, they risk disciplinary action or even dismissal and we will refer any serious infractions to the relevant professional organisations or legal authorities. Our Code of Conduct provides clear guidance on what we expect of each other, and defines conduct that will always be unacceptable.

The policies that sit under our Code of Conduct are divided into five core areas:

- child safeguarding
- data protection
- fraud, anti-bribery and corruption
- health and safety
- safety and security.

In 2012 we committed to 95% of our staff having completed their Code of Conduct training within three months of starting employment by 2015. In 2015, 98.2% of our staff had completed our Code of Conduct training within three months.

## CHILD SAFEGUARDING

Save the Children remains committed to placing the needs of children at the heart of its work, which means that upholding the highest standards in child safeguarding is essential. Safeguarding the children we work with isn't always easy, given that we work in some of the world's most hostile environments, so our measures to ensure their safety have to be robust and applicable to the variety of settings in which we operate. Our Child Safeguarding Policy and accompanying procedures clearly outline what is expected of our staff, as well as how to report

We are committed to accountable fundraising and programming, which involves proactively seeking feedback, handling and taking complaints seriously, and acting on them according to defined policies and processes.



PHOTO: HEDIN HALLDORSSON/SAVE THE CHILDREN

any concerns. It is a requirement for all staff, regardless of their role within our organisation, that they complete child safeguarding training as part of their induction.

### Child safeguarding incidents in 2015

In 2015, **87** child safeguarding incidents were reported to Save the Children UK.

- **57 concerns were about the welfare of children not involved in a Save the Children programme (from members of the public or children themselves).**
  - These reports related to a variety of situations, concerning children who were not directly related to Save the Children or its programmes, 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 Child Exploitation and Online Protection Centre), although – where sufficient information is provided – Save the Children makes direct referrals to statutory agencies or the NSPCC.
- **25 concerns were raised about the welfare of children who are involved in our UK programmes.**
  - Many of the concerns raised related to incidents taking place outside of the scope of our programmatic work, for example, concerns about a child’s welfare at school or home. 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.**
  - One member of staff and one freelance consultant were investigated for misuse of Save the Children information system equipment during a trial of an enhanced child safeguarding monitoring system. The concerns regarding the staff member were unfounded, while the freelance consultant was provided with formal management guidance. No children were found to have been placed at any risk of harm.

- **Three concerns were raised regarding the conduct of former members of staff or former volunteers.**

- Information was received to suggest that one staff member in the 1960s had behaved in a way that could have indicated that they were grooming children. The matter was referred to the Metropolitan Police.
- A former member of staff, previously dismissed, applied for a new role with Save the Children. Our Human Resources team identified the link with the previous case and the application for employment was rejected.
- One volunteer was accused of inappropriate behaviour in one of our retail shops, to our knowledge no child was involved or witness to this incident.

### DATA PROTECTION

In our work for children, we collect, store and use a wide range of personal information about our staff, volunteers, contractors, supporters, donors and beneficiaries. In order for Save the Children to be accountable to all of our stakeholders, especially children, we use personal data in our care responsibly and make every effort to ensure that all staff understand and comply with their responsibilities.

### FRAUD, ANTI-BRIBERY AND CORRUPTION

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

We have 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 necessary for us to prevent fraud losses, or, if fraudulent activities do happen, to recover the money that is lost. We sometimes work in countries where a lack of infrastructure, such as the absence of reliable banking systems, increases the risk of fraud. While we have extensive controls in place to enable us to work in these environments, we know that isolated incidents of fraud can and do occur.

We estimate that our total losses to fraud in 2015 were £197,728, of which £195,111 was from International Programme activities and £2,617 from

activities in the UK. The total losses represent 0.05% of our overall income. A total of £329,031 was identified at risk of fraud, but our processes enabled us to recover £131,303 and we continue to seek to recover the remaining losses wherever practicable.

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.

## HEALTH, SAFETY AND SECURITY

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

## STAFF GRIEVANCES

We are committed to providing a safe environment for reporting staff grievances. The aim of our Grievance Policy is to ensure that employees have an effective way of raising a serious dissatisfaction or complaint relating to their conditions of service, work situation, working relationships or any action that Save the Children has taken or is contemplating taking in relation to that employee.

## WHISTLEBLOWING

Our Whistleblowing Policy is intended to protect those who disclose any concerns from discrimination. Applicable to all staff, volunteers, partners, and to the children we work with, our whistleblowing policy is guided by the principles of fairness, openness, transparency, protection and accountability.

## FINANCIAL MANAGEMENT

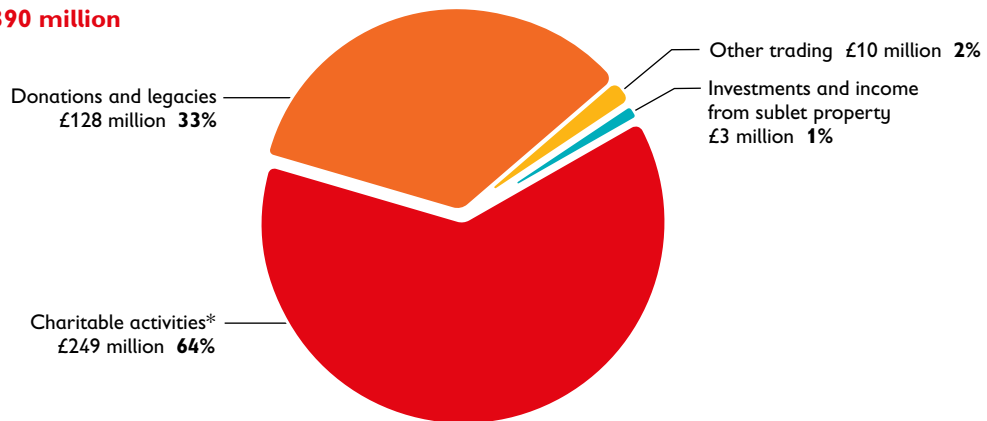
Save the Children UK is committed to ensuring that we take responsibility for using our resources efficiently. As part of this we have a defined procurement policy and procedures in place to ensure we achieve value for money, are transparent, open and competitive, comply with applicable laws and donor rules, and follow best practice and the highest ethical standards.

We prepare and publish in our [Annual Report](#), full audited financial statements in accordance with our Accounting Policy, as well as following the guidance detailed within the Accounting and Reporting by Charities Statement of Recommended Practice (FRS 102).

## OUR INCOME AND EXPENDITURE

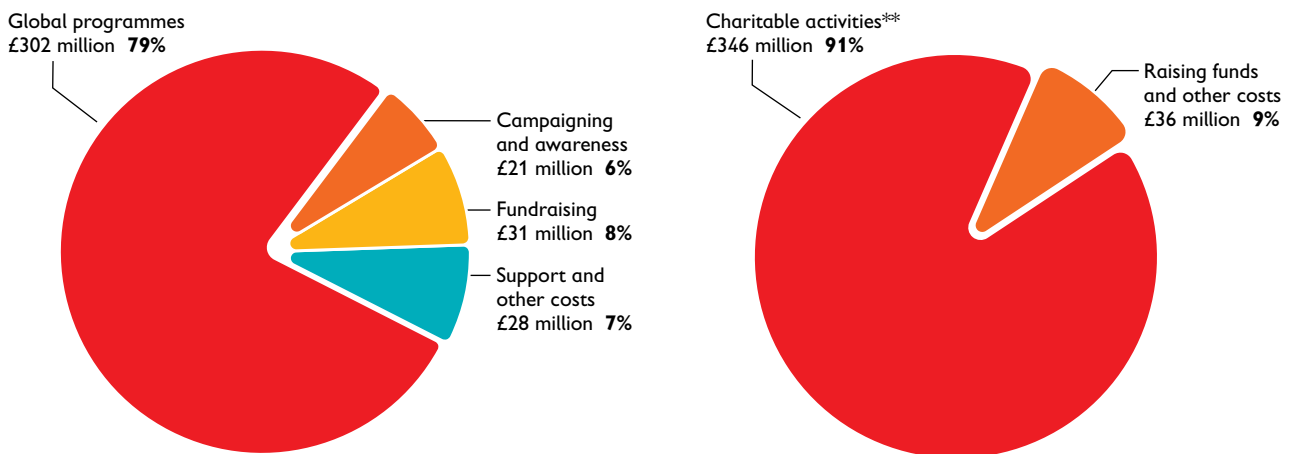
### OUR INCOME SOURCES IN 2015

Total income **£390 million**

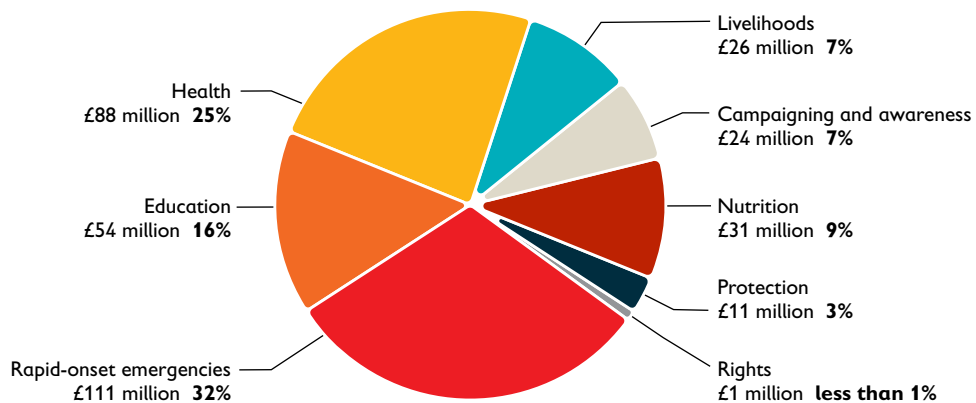


### BREAKDOWN OF OUR EXPENDITURE IN 2015

Total expenditure **£382 million**



Total charitable expenditure **£346 million**



\* Our income from charitable activities comes primarily from grants from governments, international organisations and corporate partnerships to finance specific projects.

\*\* Our expenditure on charitable activities includes all activities that deliver immediate and lasting change for children and their communities in accordance with our theory of change (see page 9). Our spend on charitable activities is, on average (over the past five years), 88p per £1, reported as 88% of our total spend on our website. Although for 2015 alone it was 91% of our expenditure.

## OUR COMMITMENT TO ETHICAL FUNDRAISING

*Funds should come from ethical sources and the sources should not compromise an NGO's independence.*

Global Reporting Initiative

In our pursuit of new funding we recognise the importance of retaining our independence. This means that our choices, both when accepting funding and implementing campaigns or programmes, must ultimately be based on attaining child rights and welfare for children. It also means we must be as balanced as possible when it comes to our programme or campaigning work, so that we are free to advocate and influence key stakeholders on behalf of children while being seen as independent on local or national policy matters and not swayed by donor priorities.

That said, in order for us to be effective in delivering our desired impact and change for children at a global scale, we recognise the strength of our close links with governments, donors and partners. We see this as essential to having the maximum impact for children.

To ensure we don't compromise our mission and values when it comes to accepting income, we have a robust and informed decision-making process for all donations, institutional grants, corporate partnerships

and other opportunities. Our Donations Acceptance and Refusal Policy and Procedure clearly outlines our commitment to making decisions that are in line with the mission and values of our organisation and provides our staff with clear guidelines on criteria for decision-making. This policy ensures we do not compromise our values in accepting a donation.

### Five largest institutional donors by monetary value

1. UK Government's Department for International Development – £137 million
2. European Commission (including £17 million from European Commission Humanitarian Organisation) – £33 million
3. United Nations – £31 million
4. Disaster Emergency Committee – £11 million
5. Bill and Melinda Gates Foundation – £6 million

### Five largest corporate donors by monetary value

1. GlaxoSmithKline – £8 million
2. RB – £3.6 million
3. Unilever – £2.9 million
4. Prudential – £1.8 million
5. Visa Europe – £1.1 million



PHOTO: JAMIE BAKERSAVE THE CHILDREN

In 2015, 33% of our total income was from donations and legacies – enabling us to reach more children and have more impact. Raising this amount of money would not be possible without our valuable fundraising and awareness work.

## TRANSPARENCY ON OUR PROGRAMME SPENDING

We have been publishing our programme spend data to the International Aid Transparency Initiative (IATI) standard since 2012. This voluntary multi-stakeholder initiative provides a common, open format for sharing aid information. It unites us with other donors and developing country governments, multilateral institutions and international NGOs. Through it, we publish timely, detailed, consistent and comparable information on our spending that is available to anyone via the IATI website.

In future we would like to build on this transparency by making our programme data more easily accessible for a wider range of stakeholders, including children and communities.

## SUPPORT COSTS

We allocate support costs such as finance, human resources, and information technology, based on the activities that they are enabling to happen. This means that these costs are allocated proportionately across our charitable activities, retail, fundraising, and governance. These support costs are critical to our capacity to work effectively.

Here's a flavour of the vital support given by three teams:

### Finance team

Our large-scale, lifesaving programmes are underpinned by multimillion-pound contracts with donors. Our finance team plays a key role in meeting complex and varying donor requirements – ensuring donors get the performance and financial information they need, when they need it.

### Human resources team

Strengthening our expert and committed workforce is vital to achieving our objectives – including finding the right people to take on challenging roles in high-risk environments. Senior recruiters in our human resources team help us bring in the exceptional individuals we need to manage our programmes in some of the world's toughest places.

### Technical operations team

Our technical operations team is on hand 24 hours a day to provide expert IT support that is critical to help our staff deliver our ambition for children – from communicating with colleagues around the world, to transferring payments, to sending images for our public communication, to disseminating information, images and videos about our work to the public and our key stakeholders.

## OUR PAY POLICY

In line with recommendations from the National Council for Voluntary Organisations 2014 inquiry into executive pay, we now publish our approach to pay in detail on our website and in our annual report, explaining how our pay levels are defined, publishing the ratio of pay levels across the organisation and listing the roles and salaries of our executive team. We are also committed to paying our staff a fair salary that is competitive within the charity sector, proportionate to the complexity of each role, and responsible in line with our charitable objectives. We provide all paid staff with a salary at least in line with guidance from the Campaign for a Living Wage, currently £9.40 per hour in London and £8.85 per hour outside of London.

For a breakdown of our income and expenditure, including top level salaries, please see pages 57–97 of our [Annual Report](#).

We are responsible with our resources to ensure that our organisation can maximise its ability to save, protect and facilitate the development of children.



PHOTO: GABRIELE FRANCOIS CASINISAVE THE CHILDREN

# 5 Our approach to accountability and transparency

Since our first report for 2012, Save the Children has worked hard to uphold the commitments we made to improve our transparency and become more accountable to children, as well as to other key stakeholders including our staff and volunteers, partners, donors and supporters.

**Transparency** means that the people we work with must have access to timely, relevant and clear information about our organisation so that they may hold us to account. We are committed to presenting this information in ways that can be accessed and understood by all our stakeholders – in particular, children and their communities.

## DEFINING ACCOUNTABILITY AND TRANSPARENCY

For Save the Children, **accountability** means that we take responsibility for using our resources efficiently, achieving measurable results, and being answerable to supporters, donors, partners and, most of all, children.

One of the central principles outlined in the [GRI Framework](#) is that for an organisation to deliver sustainable impact and continue to be sustainably funded, stakeholders need to be engaged at every level, from strategy to delivery. This report takes another step towards that aim by giving stakeholders and interest groups the opportunity to engage, to consider the sustainability of our activities, and to hold us to account.



## WHO WE ARE ACCOUNTABLE TO

Supporters Corporate partners Institutions Employees  
 NGOs Fundraisers Activists Families Consultants Donors  
 Suppliers Volunteers **Children** Campaigners Activists  
 INGOs Communities Partners Retail customers Advocates Trustees  
 Government Networks CBOs Parents Local government Coalitions  
 Media Carers Health centres The environment Schools

As a charity, we are accountable to a wide range of stakeholders including children and communities, our staff, our supporters, donors, partners, institutions and governments. We understand that to become a more accountable and transparent organisation, we must ensure we have the relevant accountability mechanisms in place to engage, influence and be influenced by our stakeholder groups.

“Affected stakeholders’ perspectives can contribute to understanding how an organisation ensures programme effectiveness and sustainability, ownership and empowerment, programme legitimacy and the overall quality of programmes.”

Global Reporting Initiative



PHOTO: LYNSEY ADDARIO/SAVE THE CHILDREN



## OUR KEY STAKEHOLDERS

As another step in our journey to become a more accountable and transparent organisation, this section of the report outlines our approach to accountability for each of our key stakeholders:

### CHILDREN AND COMMUNITIES

As a child rights organisation, our strategy is focused on helping children attain the basic rights of survival, protection and learning. Beyond this, our vision is one in which children have the right to participate, and to empower children as agents of their own change. We think that real accountability to children and communities involves giving them not only a voice, but also the opportunity to influence relevant decisions affecting whether and how we work with them.

### OUR PEOPLE AND ORGANISATION

We strive to be an accountable and inclusive organisation: one in which our people respect and value each other, thrive on diversity, and work with integrity. We are also committed to making Save the Children a great place to work by creating a supportive, inspiring and empowering culture in which our people thrive. We have developed a number of systems, policies and standards to ensure

we support, develop and enable our people. This includes our health and safety, staff grievance, equal opportunities and anti-bullying and harassment policies, which outline our commitment to creating a safe, inclusive and fair work environment.

### OUR SUPPORTERS

We think that real accountability to our supporters means being transparent about who we are, what we do, and how we allocate resources to have the most impact for children. It is also about engaging, listening and adjusting to our supporters' needs so that we can tailor our approach to one that is right for the individual.

### INSTITUTIONAL DONORS AND PARTNERS

As part of our accountability to institutional donors and corporate partners, we are committed to building capacity in the countries in which we operate and to establishing productive and mutually accountable relationships with our corporate partners, institutional donors and sector peers. By harnessing the power of others, we can increase income, reach, impact and influence beyond what we can achieve alone.



PHOTO: CJ CLARKE/SAVE THE CHILDREN

## HOW WE ENGAGE WITH OUR STAKEHOLDERS

Stakeholder engagement is at the heart of accountability. It is only through effective engagement with our stakeholders that we are able to improve the quality and impact of our work and therefore the sustainability of our organisation.

As a multi-stakeholder organisation, we strive for inclusive stakeholder engagement in all of our activities and programmes. The information

we receive as a result of engaging with affected stakeholders is key to informing future strategic decisions and focus areas for our organisation.

Examples of accountability mechanisms we have in place to engage, influence and be influenced by our stakeholder groups are listed below. We continuously refine and monitor these mechanisms to adjust to the changing context of our work.

Stakeholder	Engagement mechanisms
<b>Children and communities</b>	<ul style="list-style-type: none"> <li>• Telephone and mobile phone helplines</li> <li>• Email</li> <li>• Website and social media</li> <li>• Suggestion boxes</li> <li>• Workshops and focus groups</li> <li>• Child panel discussions</li> <li>• Mobile information centres</li> <li>• Community help desks</li> <li>• Child-friendly resource packs (posters, pamphlets, lesson plans)</li> </ul>
<b>Our people</b>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Intranet</li> <li>• Regular team meetings</li> <li>• Weekly staff newsletter</li> <li>• Monthly all-staff meetings</li> <li>• Divisional talks</li> <li>• Lunchtime talks/webinars</li> <li>• Staff-focused events and campaigns</li> <li>• Champion groups for key change projects</li> <li>• Employee surveys</li> <li>• Whistleblowing telephone helpline</li> </ul>
<b>Supporters</b>	<ul style="list-style-type: none"> <li>• Supporter care telephone helpline</li> <li>• Email</li> <li>• Website and social media</li> <li>• Direct mail, leaflets, posters and billboards</li> <li>• Television campaigns and online videos</li> <li>• Print and online media</li> </ul>
<b>Donors/partners</b>	<ul style="list-style-type: none"> <li>• Telephone</li> <li>• Email</li> <li>• Meetings</li> <li>• Engagement visits to our programmes</li> <li>• Formal reports</li> <li>• Memorandums of understanding</li> <li>• Conferences, events and workshops</li> <li>• Annual Report, Accountability and Transparency Report</li> </ul>

## PROGRAMME QUALITY AND ACCOUNTABILITY

Our aim is to design and implement high-quality programmes based on evidence and technical excellence. As the environments we operate in become more complex, ensuring that children's voices are heard and that they are able to influence programme direction is more important than ever. This means improving our transparency to children and other beneficiaries, promoting

their involvement in decision-making, and ensuring complaints procedures are clear and accessible and that lessons learned are documented. We are therefore making extra efforts to include children at design stage, trialling child panels, for example, and running more community engagement and collaboration workshops.

It is our responsibility to ensure that donors, partners and institutions, as valued stakeholders with extensive knowledge and technical expertise themselves, not only clearly see where their money goes but that they also understand our activities, strategies and objectives so they have the opportunity to provide feedback, collaborate and share lessons learned.



PHOTO: GABRIELE FRANCOIS CASINI/SAVE THE CHILDREN

In our efforts to consistently improve the quality of our programmes and advocacy globally, Save the Children is developing a 'Quality Framework', a movement-wide resource that aims to help our teams to achieve the most for children by outlining the minimum expected of us as well as providing access to resources to support quality programmes and to constantly improve. The framework contains policies, essential standards and procedures, as well as a range of tools and best practice guidance that help us to meet these policies and standards. This includes outlining our monitoring, evaluation, accountability and learning Framework and detailing our approach to feedback and complaints.

The following section details some of the quality and accountability frameworks and mechanisms we have in place.

## MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING

**“An organisation’s performance in managing its system for programme monitoring and evaluation provides insight into the organisation’s responsiveness and ability to adjust policies and programmes where necessary.”**

Global Reporting Initiative

We recognise the need to continuously improve the quality of our programming to do more for children. As part of this ambition, our implementing organisation, Save the Children International, has launched an integrated approach to monitoring, evaluation, accountability and learning. Using a robust framework allows us to refine and improve our practice by understanding themes in our work and the effect they have on children and communities. It also promotes the use of data to

support decision-making, accountability, learning and ongoing improvement in programme quality. As a result the quality and relevance of activities can be assessed and findings shared and fed back into the decision-making process.

For our UK programmes, we also have a UK programmes accountability framework which is a statement of our commitment to accountability alongside a practical implementation guide for staff. It includes six benchmarks, including one on learning and continual improvement in the impact and quality of our UK programmes, using this learning to influence change internally and externally.

## COORDINATING WITH OTHERS AND CAPACITY BUILDING

As part of our accountability to our institutional donors and corporate partners, we are committed to building capacity in the countries in which we operate. Since 2012, we have been supporting Save the Children International to build its capacity relating to partners, donors and institutions in a number of ways, including:

- supporting country offices to identify, form and manage partnerships or consortia with other organisations (such as national and international NGOs, academic institutions and private sector organisations), often specifically created to manage large-scale (multi-million pound) projects. Our role varies from leading a consortium to being part of it
- providing training on consortium development and management for our regional teams supporting country offices; we intend to do this directly for countries this year
- developing the Programme Partnership Framework, which will be launched in 2016 as a reference point.

## FEEDBACK AND COMPLAINTS

“The commitment and ability of an organisation to adapt programmes and policies based on external feedback is a key measure of the degree of accountability and transparency of the organisation.”

Global Reporting Initiative

### PROGRAMME COMPLAINTS

In a number of our programmes we have defined complaints and response mechanisms. Complaints are primarily reported via accountability focal points in our country offices or to Save the Children International directly. Responding to complaints involves systematic listening, and setting up formal mechanisms for children and communities to

express views and concerns on 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.

We have continued to engage with the Communicating with Disaster Affected Communities network to design a common services feedback project in Nepal, funded by the UK Department for International Development, in which communities are consulted on plans and are given a forum through which to voice concerns.



PHOTO: TOM VAN CAKENBERG/SAVE THE CHILDREN

“Communities and people affected by crisis should be fully aware of the expected behaviour of humanitarian staff, including organisational commitments made on the prevention of sexual exploitation and abuse.”

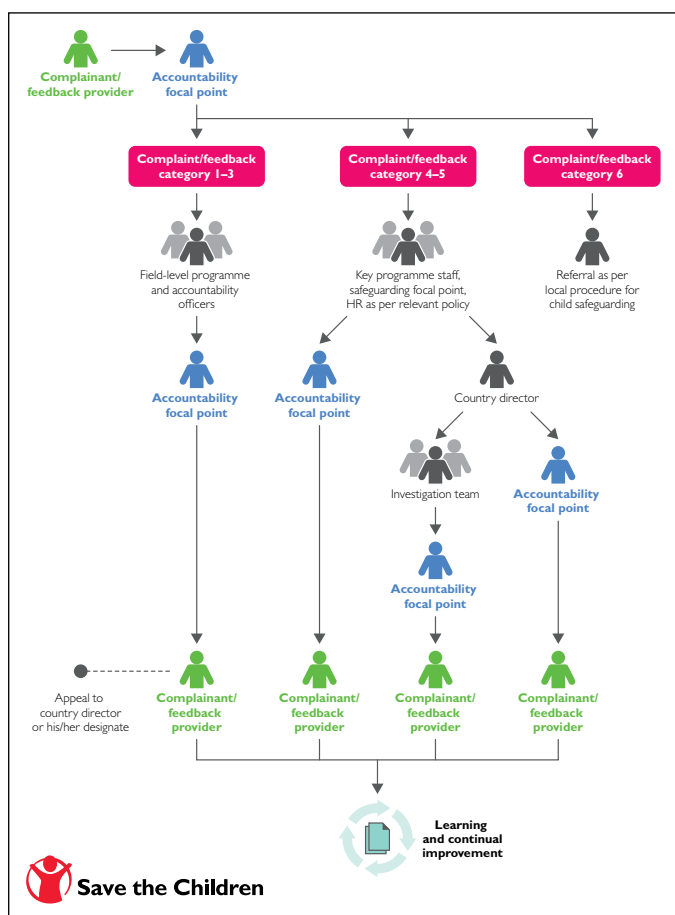
Core Humanitarian Standard

Our bespoke system means that feedback and complaints mechanisms complement programme monitoring evaluation and learning activities. For example, in some communities it may not be possible or appropriate to solicit written feedback,

so Save the Children staff may take oral feedback and later document it within the Save the Children system.

To support our staff to appropriately develop, implement and embed the complaints and response mechanism in their operational context, we have in place a programme accountability guidance pack. The pack includes a comprehensive set of tools, guidance and other resources to support our programme teams. Please see below an example of a complaint and feedback handling flow chart used in our work with children.

### COMPLAINT AND FEEDBACK HANDLING FLOW CHART



#### Complaints categories

- Category 1**  
**Request for information**
- Category 2**  
**Request for assistance**
- Category 3**  
**Minor dissatisfaction with activities,**  
eg missing items from kits, lack of follow-up etc
- Category 4**  
**Major dissatisfaction with activities,**  
eg poor quality items, beneficiary selection issues, safety of children/adults being put at risk (eg unsafe construction site etc)
- Category 5**  
**Breaches of Save the Children's Code of Conduct and/or Child Safeguarding Policy,**  
eg allegations of inappropriate behaviour or misconduct by Save the Children or partner staff or representatives, including fraud, theft, corruption (eg misappropriation of goods, requests for payment) or verbal, physical or sexual abuse, sexual exploitation of beneficiaries etc
- Category 6**  
**Allegations of child abuse or sexual exploitation of beneficiaries by non-Save the Children staff or representatives,** ie a member of the community, staff of other NGOs or the UN

#### Notes

- Categories 1-2 (Request for information or assistance)** In most cases, the accountability focal point should be able to respond to those immediately as they are being shared. In some cases, s/he may need to share it or consult with other programme colleagues. It is not mandatory to record these categories in the complaints database.
- Category 3 (Issues of minor dissatisfaction)** will need to be taken to a small committee of programme officers who are familiar with the project and the community context to be able to come up with a response.
- Category 4 (Issues of major dissatisfaction)** may need to be brought to a higher level of programme staff to discuss and decide on a response to be delivered. This group might want to consult with the Country Director if and when necessary.
- Category 5 (Breaches of our Code of Conduct and Child Safeguarding policy)** will need to be immediately brought to a higher level programme staff, child safeguarding focal point, and HR focal point as per relevant policy. Breaches of child safeguarding will be resolved as per our Global Child Safeguarding Policy. Fraud or corruption issues will be dealt with as per Fraud and Corruption Policies. The Country Director will likely be involved in the resolution of such cases.
- Category 6 (Allegations of abuse by other agency staff or community members)** will be resolved as per local child safeguarding policy.





PHOTO: RAJAN ZAVEN/SAVE THE CHILDREN

Complaints are an opportunity for us to improve as an organisation, and we work hard to resolve or answer every enquiry we receive. We also continually monitor our complaints and feedback so that we can adapt accordingly and provide clear and relevant information.

### SUPPORTER COMPLAINTS AND FEEDBACK

We also publish a complaints and feedback procedure on our website, which spans the full range of our work and governance and gives our supporters and other affected stakeholders or members of the public an opportunity to get in touch.

In 2015, we received 2,505 complaints, down 58% on our 2014 figures. As a percentage of total

complaints, 61% (1,530) related to fundraising. See the figure on page 31 for more information.

These figures are not directly comparable to last year because we recently reclassified our reporting of fundraising complaints to include additional topics, for example, data processing errors. However, on a like-for-like basis we saw a 16% reduction in fundraising complaints between 2014 and 2015.

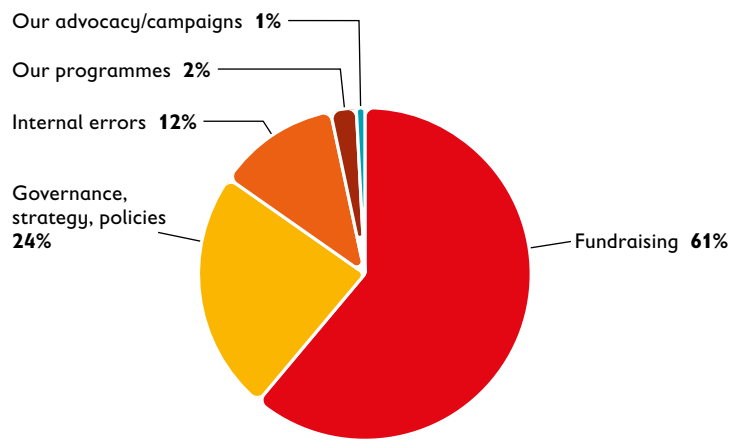
Please note, the above figures do not include any feedback or complaints reported directly to the senior managers responsible for our retail shops, volunteers, advocacy work, partnerships, and donors or executive directors and trustees responsible for our governance.

We are currently reviewing how complaints made through alternative channels are documented internally, so that we can be more aware of and responsive to our stakeholders' needs across all channels.

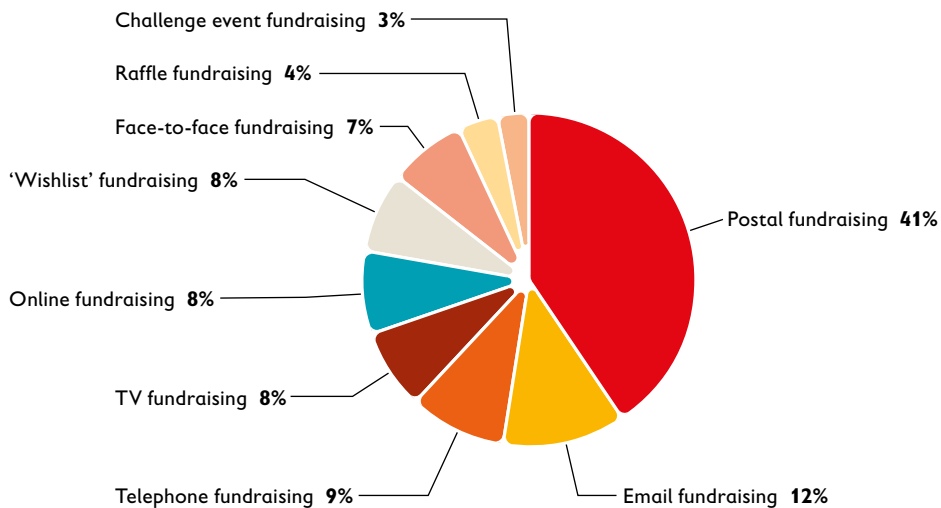
**COMPLAINTS RECEIVED BY OUR SUPPORTER CARE TEAM IN 2015**

**Number of complaints received by our Supporter Care team in 2015: 2,505**

**Area of complaint**



**Complaints about fundraising: 1,530**





# 6 What we achieved in 2015

In this section we detail highlights from 2015 alongside progress against accountability commitments defined between 2013 and 2015.

More detailed updates against our 2013–15 accountability commitments can also be found in our [2015 accountability progress paper](#).

## ACCOUNTABILITY TO CHILDREN AND COMMUNITIES

As part of our adherence to the Core Humanitarian Standard, we are committed to ensuring that communities and people affected by crisis know their rights and entitlements, have access to information, and participate in decisions that affect them.

Investing in refining accountability mechanisms, or piloting new approaches, helps us to discover what works and what doesn't across a range of different contexts. It also helps us to build on lessons learned to support our diverse regional offices and country programmes.

In 2015 we made good progress in piloting several accountability mechanisms in our programme designs and evaluations, which means that we can better understand how our accountability mechanisms stand up in the toughest of contexts. Our challenge is now to scale these up and ensure flexibility so that they can be applied across the diverse areas in which we work.

### HIGHLIGHTS FROM 2015

In 2015 we received £100,000 of funding from the UK Department for International Development, which we invested in piloting new accountability mechanisms in four different country programmes with different contexts and in one regional initiative.

- In **NIGER** we funded community consultations and self-assessments so that we could pilot and improve our complaint and feedback mechanisms. As part of this work helplines, community-based structures and suggestion boxes were planned and implemented to strengthen our two-way communication. These were the

accountability mechanisms preferred locally and enabled participatory and efficient project implementation and continuous improvement.

- In **SOUTH SUDAN** we piloted an accountability model based on community dynamics, with the aim of creating replicable accountability systems. This model improved participation in the country programme by encouraging information-sharing and stronger feedback and complaints mechanisms.
- In **BANGLADESH** we piloted innovative approaches to accountability, comparing a breadth of NGO and government-run approaches run in more difficult contexts. We found that the best practice accountability mechanisms were based on information sharing, building staff capacity, feedback and complaint mechanisms and supporting applied learning. This pilot has been documented in video form for internal and external use.
- In **MYANMAR** funds were used to build on and replicate Save the Children's conflict-sensitive accountability mechanism pilot in Rakhine state. The aim was to ensure information sharing with both target beneficiaries and the wider community. Given the changing conflict dynamics and the prevailing community tensions, accountability mechanisms here seek to reinforce and complement existing work. Alongside this, a communications strategy was developed with child-friendly feedback and complaints mechanisms, systematic documentation of feedback and complaints, and the use of new information and communications technology.

- In the **EAST AFRICAN REGION** we supported the regional office to lead a programme focused on fostering learning and innovation, by ensuring that learning and best practices are systematically identified, tested and made available across the region.

### CHILD PARTICIPATION

2015 was a significant year for putting children at the centre of what we do. Children's voices have come very much to the forefront of our work, influencing Save the Children's new movement-wide strategy and new global campaign. Furthermore, our Child Participation Adviser continued to support our country offices to improve child participation, prioritising countries that are delivering our signature programmes. In addition to the £100,000 breakthrough funding for accountability mentioned above, in 2015 we ring-fenced £30,000 to use specifically on child participation.

- In 2015 we reviewed all our signature programmes to identify plans and action on child participation.

The Right to Read programme in Rwanda, for example, has taken several initiatives to embed children's participation in the programme more systematically. Children influenced the production of a series of reading books and the development of learning materials, by taking part in a children's writing camp and serving on a children's advisory panel. Teachers said that children's participation exceeded their expectations.

- We introduced child participation into our Girls Learn to Teach Afghanistan initiative. Achievements so far include the establishment of four "young girls' advisory groups" in three districts, and facilitating three provincial seminars, which culminated in Afghanistan's first National Child Participation Conference, hosted in collaboration with the Ministry of Education. This was a pivotal event, which enabled young girls to participate in and influence decisions made by education and planning authority representatives and other stakeholders.



PHOTO: JACK TAYLOR/SAVE THE CHILDREN

Our advocacy and campaigning work continued to help us achieve positive policy change across a wide range of child rights issues, from restarting search and rescue operations in the Mediterranean, to the inclusion of our child literacy goals in UK political party manifestos.

- We worked in partnership with UNICEF and the Ministry of Gender, Labour and Social Development in Uganda to build Uganda's first National Child Participation Strategy, due to be launched in 2016 – a milestone in Uganda's history. Children's voices, insights and expertise have driven leaders across the country to unite their efforts to make sure children are valued and visible and that they have a voice in their communities and homes.
- In Nepal we have continued to ensure children's participation in our Brick Kilns project, where children have been instrumental in its design, implementation, monitoring and advocacy.

## Case study – Democratic Republic of Congo

### PREVENTION OF SEXUAL EXPLOITATION AND ABUSE: PILOTING INTER-AGENCY COMMUNITY-BASED COMPLAINTS MECHANISMS

Sexual exploitation and abuse represent a catastrophic failure of protection. Save the Children has a long history of working to expose sexual exploitation and abuse by peacekeepers and humanitarian workers. In 2008, a Save the Children UK report concluded that sexual exploitation and abuse are chronically underreported.

As part of our ongoing commitment to fight this issue, we are members of the global Inter-Agency Standing Committee (IASC) Task Team on Accountability to Affected Populations, and of Prevention of Sexual Exploitation and Abuse. The key objective of the IASC Task Team is to create a movement-wide 'culture of accountability', so that it becomes institutionalised within each implementing humanitarian agency and during the course of programmes on the ground in local communities.

Since the start of 2015, Save the Children has been the implementing agency of an inter-agency accountability pilot project in the Democratic Republic of Congo, which focuses on embedding 'culturally sensitive' feedback and complaints mechanisms at 12 camps for displaced people in the North Kivu Province. The purpose of the project is to provide beneficiaries and communities with a clear and accessible channel for sharing feedback or reporting complaints so that the 12 organisations implementing programmes in the area can prevent and address sexual exploitation and abuse by humanitarian workers in the community.

The strategy for this pilot project is based on:

- raising awareness among communities of sexual exploitation and abuse
- building capacity among staff and strengthening accountability of organisations
- improving access to multiple, safe reporting mechanisms.

A key output of this project has been successfully establishing an accountability mechanism that brings together UN agencies, and local, government, and international organisations working in the camps.

## LESSONS LEARNED AND KNOWLEDGE MANAGEMENT

In 2015 we worked with the East Africa Regional Office to organise and run an Accountability Learning event in Nairobi, Kenya. The event drew participants from Myanmar, Bangladesh, Niger, South Sudan, Sudan, Somalia, Kenya, Rwanda, Ethiopia, Yemen, Nepal, Ukraine, Democratic Republic of Congo and Haiti.

- One of the outcomes of the event was to set up a Save the Children global community of practice on accountability to share knowledge and learning on how to most effectively and sustainably deliver impact for children and their communities.
- This event also enabled us to help improve the capacity of staff in relation to the Core Humanitarian Standards.

As part of our journey to improve the quality of our programmes, we have learned that integrating advocacy into programme design makes us more effective in sustaining changes and addressing immediate needs. We have also learned that by localising our advocacy and campaign strategies we can ensure contextual relevance and accountability to both children and local institutions.

## IMPACT, LEARNING AND INNOVATION

In order to document and replicate our efforts to monitor and learn from our programme effectiveness and impact, we produce an Impact Learning and Innovation Report each year. The report outlines the progress we have made towards enhancing innovation in our programmes, documents critical lessons learned, and considers the impact we have made on children's lives. The report is presented to our Board of Trustees annually, after which it is cascaded to senior managers who are responsible for communicating and, where appropriate, implementing the approved recommendations with their teams.

As part of our 2015 Impact Learning and Innovation Report, we undertook a systematic analysis of evaluations carried out between 2012 and 2015. Early findings are showing a wealth of lessons and successes in terms of impact for children.

### WE WILL CONTINUE TO WORK ON:

- Ensuring children are able to better influence programme direction; this includes implementing mechanisms to reinforce our transparency to children and communities and promoting their involvement in decision-making. It also means ensuring feedback and complaints procedures are clear and accessible.

## ACCOUNTABILITY TO OUR PEOPLE AND ORGANISATION

*“Staff should be supported to do their job effectively and be treated fairly and equitably.”*

Core Humanitarian Standard

Our work simply would not exist without the dedication of the staff and volunteers that make up Save the Children. Our staff bring a tremendous range of skills and specialist expertise, while maintaining a common shared dedication and passion for improving the lives of children in the UK and worldwide. We know that our staff are highly motivated by our cause and values, and so we work hard to embed a culture where our people can do their best work and fulfil their potential in an environment where our values are brought to life.

### HIGHLIGHTS FROM 2015

- We reviewed and renewed internal platforms for information sharing, including how we work within the wider Save the Children movement, while also continuing to support collaborative talks and conferences both internally and externally.
- We improved our two-way dialogue with senior management by hosting a number of Directors’ roundtable sessions, which gave staff the opportunity to raise and discuss key issues. We also continued to run a wide range of initiatives offering additional feedback opportunities – for example, ‘Ask the CEO’, monthly all-staff meetings, weekly bulletins and divisional meetings.
- We developed a management excellence initiative, which started with a one-day mandatory training module, designed to equip all managers to deal with the varied and difficult situations they may encounter. 88% of line managers were trained throughout the year.
- Work to modernise our workplace was completed and senior leadership commissioned a wider review of smart working.
- We conducted a staff survey, which reviewed aspects of our culture and led to the development of a People and Culture work stream.
- To improve transparency on our governance, we published more detailed information about the number of meetings relevant to each of our Board committees, and outlined what each committee is responsible for, in our [Annual Report](#).

### WE WILL CONTINUE TO WORK ON THE FOLLOWING AREAS

- In 2012, we committed to introducing quality standards to improve the quality of learning and development activities offered to our staff by 2015. Standards were piloted across the whole movement in 2015 and will be available in 2016.
- Despite the success of several internal initiatives to engage our staff over the last few years, feedback received towards the end of 2015 was that although there is a good dialogue between staff and directors, the decision-making process is not completely transparent; some staff felt that their voices, even when heard, were not fully taken into account. We are committed to transparency of our decision-making process so that it’s clear where the major influences are and what the rationale is behind key decisions. This is something we are looking into as an organisation and at Board level in 2016.
- We are currently developing a new volunteer management portal to improve our volunteers’ experience of volunteering, by sharing knowledge, information and opportunities. This system will also enable Save the Children to quickly match upcoming opportunities to volunteers, based on their experience and skills, and to carry out routine safety checks.
- An equality, diversity and inclusion audit was held in July 2015, which will inform our plans for 2016–18.
- We have begun work to develop a People Promise so that we can further support and enable our staff to achieve more impact for children.

## ACCOUNTABILITY TO OUR SUPPORTERS

The enthusiasm and willingness of our supporters to donate their time and money to us is fundamental to our success. Their generosity and commitment to generate change for children is inspiring, and to repay them for their trust we want to be as accountable and transparent as possible.

Since outlining our first accountability commitments in 2012, we now have a clearer understanding of supporters' needs than ever before. This work will continue in 2016 and beyond. We've also strengthened our annual reporting to give a fuller account of delivery against our targets, a more detailed presentation of our risks and uncertainties, and a clearer explanation of our income and expenditure.

### Accountability in action

#### OUR RESPONSE TO RECENT CRITICISM OF THE FUNDRAISING SECTOR

Following a series of press articles and media investigations, the fundraising sector has been under intense scrutiny in 2015. In particular, this has concerned charities' relationships with the public (especially those deemed vulnerable), the sharing of supporter data, and fundraising practices more broadly – for example, telephone fundraising and the management of third parties.

In September 2015 a government-commissioned review of fundraising, led by Sir Stuart Etherington, recommended an overhaul of the existing regulatory framework. This process is now underway, with a new Fundraising Regulator set to be fully operational by the end of 2016. Meanwhile, separate inquiries by the Public Administration and Constitutional Affairs Committee into fundraising led to renewed emphasis on charity trustees' responsibilities to ensure appropriate fundraising practice.

Although we were not featured in the media investigations, in recognition of our commitment to ethical fundraising, transparency and accountability to our supporters, we have responded as follows:

- We backed the Etherington review, recognising the need for tougher, clearer regulation and guidance across the sector, and we have shared our knowledge and expertise as appropriate.
- We launched a Supporter Promise. This promise, included below, is the guiding principle for all our fundraising activity, whether undertaken by a volunteer, a paid staff member, or a professional fundraising agency.
- We reviewed our vulnerable people policy and ensured all our third party suppliers are fully trained to deliver it.
- We took the precautionary step of suspending all telemarketing pending a full review of our arrangements. Now that the review is complete and a new approach to telemarketing has been implemented, the suspension has been lifted, and coordinated, conscientious fundraising is in practice. Throughout 2016 we will continue to develop this approach in order to completely centralise fundraising around the supporter experience, adhering to even higher standards and demonstrating even clearer protection for vulnerable people.
- We reviewed our strategy for contacting supporters, ensuring that, in future, supporters receive a more tailored set of communications from us.
- We made progress on simplifying opt-in and opt-out statements on our fundraising communications. We introduced a new, clearer statement (across all our communications) showing supporters how to change their contact preferences.
- We are also reviewing how we effectively involve trustees in the governance of our fundraising, to ensure they have appropriate oversight of our activities.



PHOTO: JACK TAYLOR/SAVE THE CHILDREN

**London Light the Way event, where thousands of people gathered on the Millennium Bridge in London as part of action/2015, calling on governments to implement the new Global Goals, which seek to end poverty, inequality and tackle climate change.**

## HIGHLIGHTS FROM 2015: OUR SUPPORTER PROMISE

Our Supporter Promise supports our commitment to transparency about who we are, what we do, and how we allocate resources to have the most impact for children. It is about engaging with, listening and adjusting to our supporters' needs, so that we can tailor our approach to one that is right for the individual.

### 1. Transparency about how we use your donations.

- We spend donations so they have the most impact for children.
- We value every gift and we will always put your gift to work as quickly as we can.

### 2. Amazing stories that show how you're helping transform children's lives.

- Your support helps children all over the world. We'll share stories of our work and be honest about the challenges we face.
- When an emergency strikes, we'll do our best to contact you to let you know how children are affected.

### 3. Respect for your privacy and your generosity.

- We will not make cold telephone calls to members of the general public.
- We'll never sell your data and only share it if you ask us to.

### 4. An approach that's right for you.

- We'll make it clear and easy for you to choose how you hear from us. If you ask us not to contact you, we won't, unless it's a legal requirement.
- Our staff, suppliers and volunteers will adhere to the Institute of Fundraising's policy on vulnerable people.

### 5. A friendly and open response when you get in touch.

- Sometimes we work with external suppliers to contact you, simply because our team isn't big enough. We'll train, monitor and regulate our external suppliers to meet our standards.
- When we get things wrong, we'll be upfront about our mistakes, apologise and fix them.

### To ensure that the Supporter Promise is maintained:

- We conducted a full review of our telephone, mail and engagement activities, in order to ensure that our supporters feel valued and have the best possible experience supporting us. This included implementing new technology to enable us to make emails, mailings and phone calls more timely and relevant to supporters' history of giving.
- We conducted research with a wide range of supporters so that we could better understand their experience and their views on how this could be improved. This included looking at the frequency and mix of communications we send. This feedback has resulted in changes to the way we communicate with supporters, to ensure they receive a more tailored mix of communications.
- Our Supporter Care team has undertaken new telephone training on protecting vulnerable people, so that our supporter care service is always conscientious and a positive experience for everyone.
- To ensure that the Supporter Promise is maintained **across the Save the Children movement** we have also introduced a Supporter Promise Ambassador team to advise fundraisers on the Promise and to help ensure it is adhered to.

### WE WILL CONTINUE TO WORK ON THE FOLLOWING AREAS:

- In 2012 we set the ambitious target of responding to 95% of supporter emails within one working day. This presents a particular challenge for us when we get sudden surges in contact – for example, during an emergency appeal or if we feature in the press. This meant our response times occasionally slipped significantly in 2015, most notably in January when we were still responding to the extremely high volume of complaints generated by Save the Children US's decision to give Tony Blair a Global Legacy Award at the end of 2014. As an average across the whole year, we answered 84% of emails within one working day. There were, however, months when we responded to 98% of emails within one working day. Our challenge for 2016 is to find ways to manage these sudden unplanned surges.
- We are still working hard to improve the variety and relevance of information we provide on our website. In 2015 we started work on a digital project that will see the transformation of our website and supporter engagement over the next few years. This will include providing more transparency about our programmes.

**For more information about our fundraising and campaigns in 2015 please see the strategic report in our [Annual Report](#).**



**In 2015,  
we upheld all relevant  
fundraising regulations  
and no breaches were  
identified.**



## ACCOUNTABILITY TO INSTITUTIONAL DONORS AND CORPORATE PARTNERS

Working through 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 the same levels of accountability and transparency as us, and we must do the same in return. By openly sharing information within partnerships, we can minimise duplication, spread best practice, and learn from our partners' expertise and experience.

### HIGHLIGHTS IN 2015

#### Improving our ways of working

We have been reviewing our partnerships with key donors such as the UK government's Department for International Development, to understand how we can best work together to support our mutual needs and values. This has included further clarification and improvement in our ways of working, including:

- introducing new systems that track programme progress more visibly, which helps with resource

allocation and with reporting back to donors and partners

- engaging partners to explain our newly proposed approach to cost allocation (including asking for feedback)
- participating in the award management change project, part of Save the Children International's operational strengthening project. This project has been analysing the way award management is processed in terms of financial management, donor compliance and technical competency in implementation.

We also started a major quality assurance project, focusing on integrating the tools, systems and processes through which we assure the quality of our programmes across the world. This work includes:

- a proposal development approval process, to ensure a robust analysis of the quality, affordability and risks associated with each new opportunity, alongside clear approval processes
- an enhanced approach to risk management across our portfolio of grants, including the introduction of a revised portfolio risk register.

## Accountability in action

RB, using cutting-edge research, has developed a multi-purpose soap and a pit latrine powder suitable for use on a large scale in the world's poorest communities, to help prevent the spread of disease and support the partnership's ambition to stop children dying of diarrhoea.

As part of the overall governance of our partnership with RB, we have reviewed our key performance indicator reporting and engaged with an external monitoring and evaluation company, OPM, to track the impact of the Stop Diarrhoea programmes in Nigeria and India. OPM will track the impact of the seven interventions that we are implementing to stop children under five dying from diarrhoea.



### Improving our governance models

We have continued to embed governance models across our corporate partnerships, to ensure open dialogue and maintain strategic oversight of these key relationships. We also regularly engage with our partners and share detailed progress of our income, expenditure and programmatic outcomes.

With the generous support of our global corporate partners, we have invested in monitoring and evaluation resources to ensure that a rigorous process of data collection and analysis is embedded into our signature programmes.

### WE WILL CONTINUE TO WORK ON THE FOLLOWING AREAS:

- Increasing the number of components of our quality assurance methodology, adapting tools and embedding their use.
- Embedding our updated partnerships governance model to ensure that we have the right oversight of our key partnership at all levels of the organisation.

**For more information about our corporate partnerships or partnerships with institutional donors, trusts and foundations, please see the strategic report in our [Annual Report](#).**

## Accountability in action

### GSK MID-TERM REVIEW

In late 2015, two and a half years into the partnership, GSK and Save the Children carried out a comprehensive mid-term review process. This entailed qualitative and quantitative assessments, including interviews with 29 people from both organisations, with the aim of understanding the successes, challenges, opportunities and risks encountered to date; and informing the future of the partnership.



*“The GSK and Save the Children partnership is an important example of the way the private and NGO sectors can collaborate for the benefit of the poorest people in the world. The challenges of improving health globally and achieving the Sustainable Development Goals’ ambition of leaving nobody behind are massive. Progress at the scale that is needed can only be achieved by combining the skills and efforts of all sectors to multiply the impact that can be achieved by each alone. This partnership is pointing the way.”*

Lord Nigel Crisp, Co-Chair of the All-Party Parliamentary Group on Global Health

# 7 Understanding our environmental impact

*“The environmental dimension of sustainability concerns initiatives to mitigate the environmental impact of an organisation’s operations and services.”*

Global Reporting Initiative

Environmental accountability means using resources responsibly. The following section represents a continuation of our commitment to transparency about the environmental impact of our operations. We know 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. Children have the most to lose from the effects of environmental degradation, so we aspire to manage our environmental resources responsibly.

The Global Goals for Sustainable Development developed in 2015 reiterate this – seven of the 17 Goals involve an aspect of environmental sustainability.

We have mapped our carbon footprint every year since 2012. To do this we collect data on our energy use, water, waste, paper, recycling and travel (to, from and within the UK) for our six UK offices and 139 shops. Our carbon footprint does not include data for any offices or travel related to Save the Children International, who implement our programmes, but some international travel is required by Save the Children UK staff visiting programmes or deployed for technical or emergency surge capacity and we monitor that.

## THE GLOBAL GOALS FOR SUSTAINABLE DEVELOPMENT



Our overall carbon footprint for 2015 is within our normal range compared with the last four years. Our footprint this year, however, illustrates more CO<sub>2</sub>e (carbon dioxide equivalent of greenhouse gases including CO<sub>2</sub>, CH<sub>4</sub> (methane) and N<sub>2</sub>O) produced per staff member than in 2014. This increase can be explained in part by a large order of paper to cover us for more than a year, in addition to an increase in the number of international flights taken, partially due to an increased number of emergency responses in 2015.

**OUR 2015 CARBON FOOTPRINT**

Year	Tonnes carbon dioxide equivalent (CO <sub>2</sub> e) produced	Tonnes carbon dioxide equivalent (CO <sub>2</sub> e) per person
2014	5,146	4.14
2015	5,709	4.95

**CARBON FOOTPRINT BREAKDOWN**

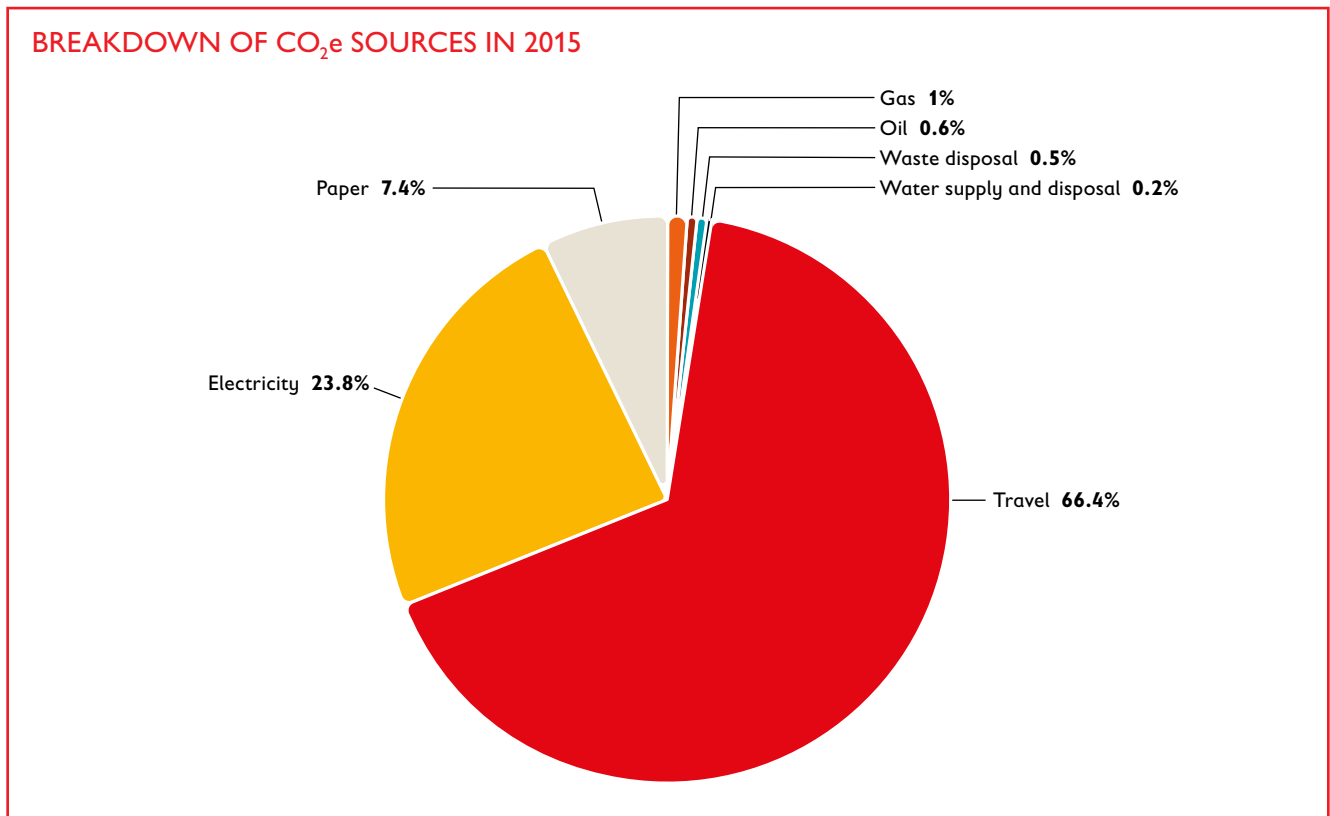
In 2015, of our total carbon usage, 66.4% was due to travel, 23.8% for electricity, 7.4% for the production of paper we use, 1% for gas, 0.6% for the use of oil, 0.5% for waste disposal and 0.2% for water supply and disposal.

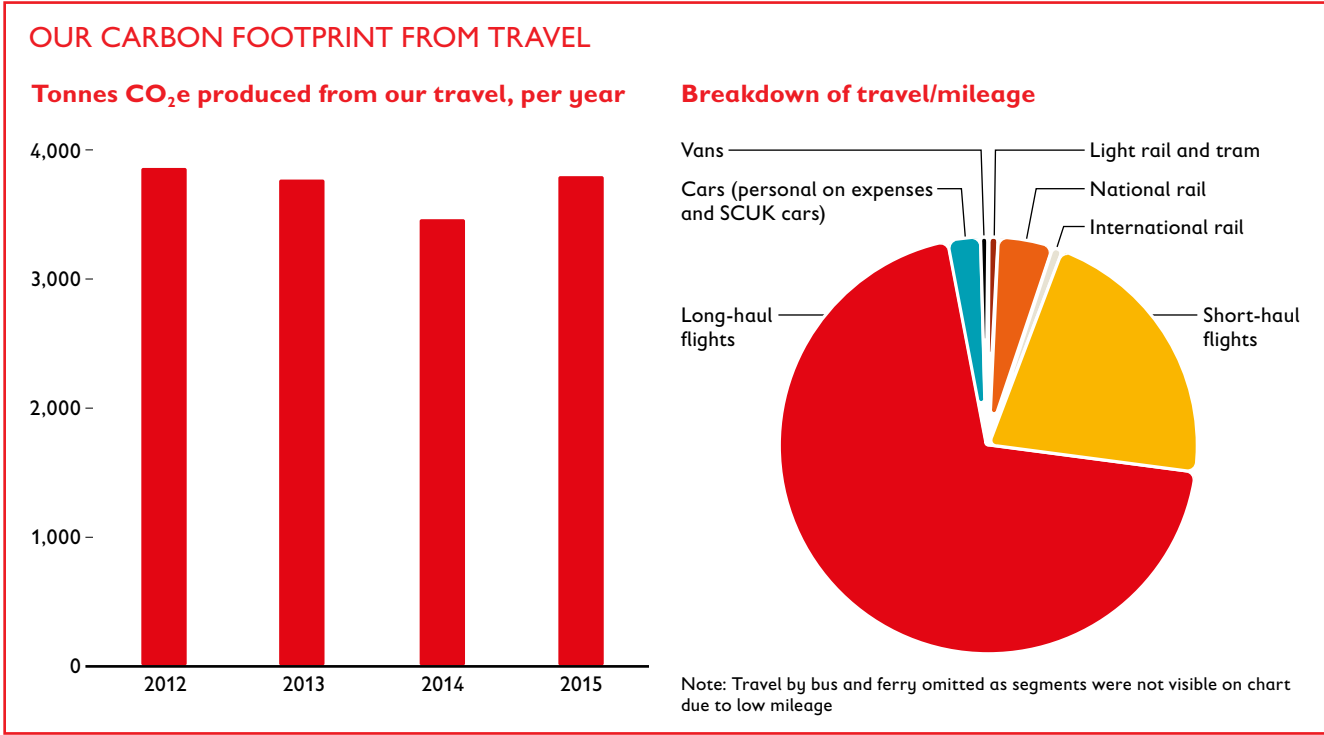
On par with our 2014 figures, in 2015 90.2% of our carbon footprint was a result of travel and electricity (94% in 2014). Putting aside the large paper order, which skews the data marginally, our carbon footprint has reduced compared with 2012 and 2013 but has increased since 2014 due to the increase in travel.

**TRAVEL**

Our carbon footprint from travel is not abnormally high for our organisation, considering the past four years, but is higher than the previous two years.

In 2015, we travelled more than in 2014 and marginally more than in 2013 due to a larger number of emergencies internationally. This increased the carbon footprint of our international flights. See below for further breakdown of our travel footprint including other modes of travel.



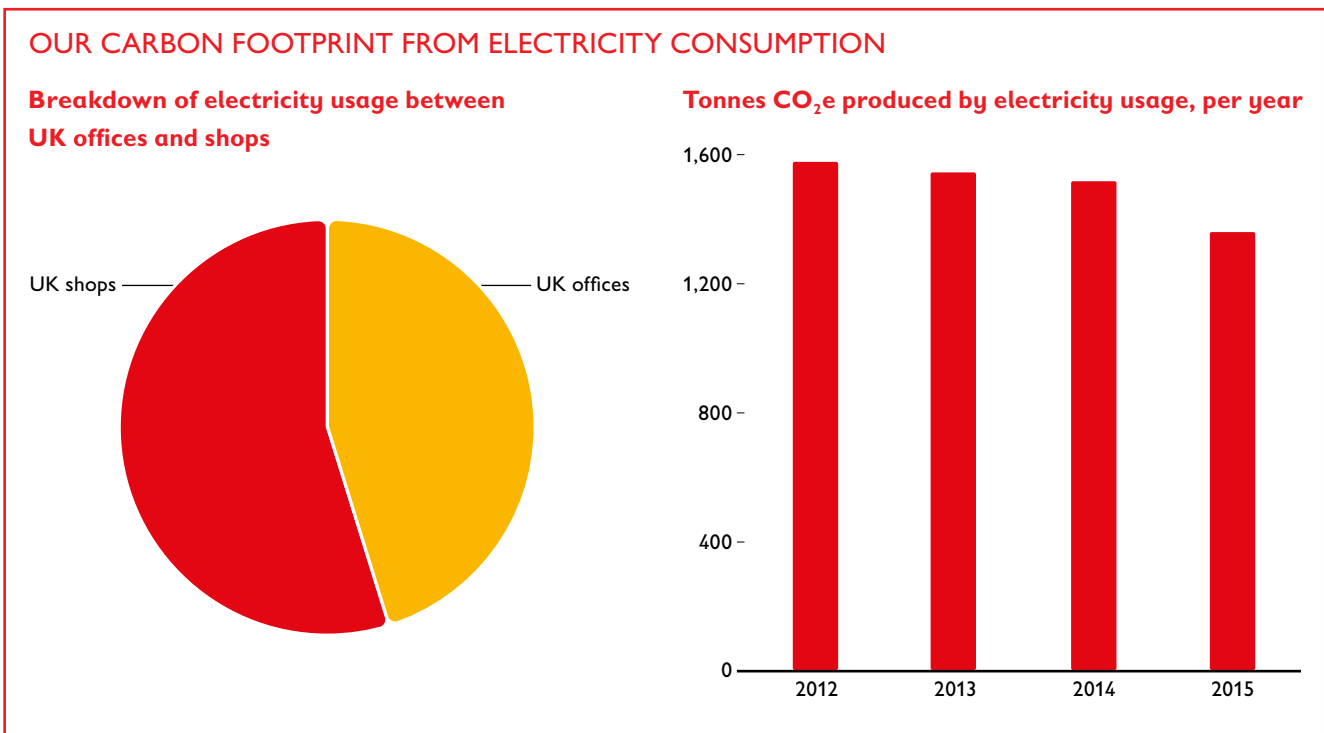


**ELECTRICITY**

The second largest proportion of our carbon footprint is due to electricity consumption. Below is an illustration of the split of electricity usage between our 139 shops and UK offices; the ratios between these have remained relatively constant.

This chart illustrates how much CO<sub>2</sub>e we have produced by electricity usage over the past four

years. It shows a steady decline as we have made significant reductions in electricity use. For example, in 2015 we exchanged our electric lights for energy-saving light-emitting diodes on the basement floor of our largest UK office, in Farringdon, London, and implemented a 'power off after 9pm unless otherwise programmed' system for our computers. This has, of course, saved us money as well as reducing our carbon impact.



## PAPER

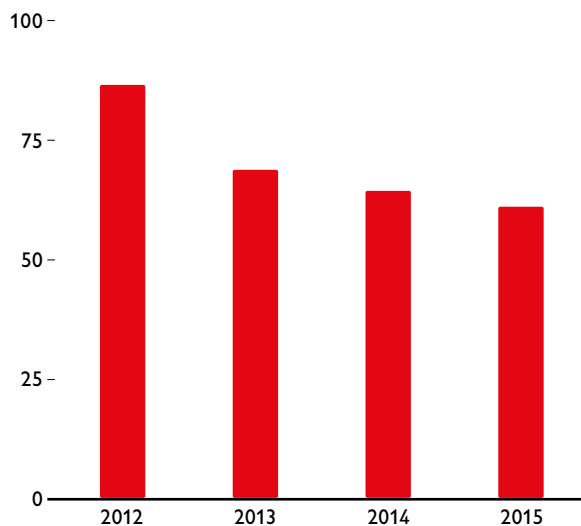
In 2015, the proportion of the carbon footprint from the production of paper was abnormally large – not because we used more paper, but because we made a large bulk paper order to save money. This should last us well into 2016.

## GAS AND WASTE

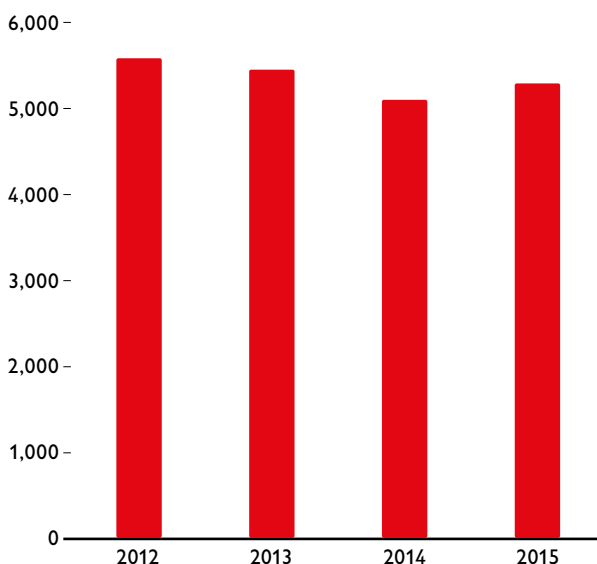
We have steadily reduced both our use of gas and the amount of waste we produce over the past four years, as illustrated in the bar charts below. We have done this, for example, by minimising our use of office heating and disposable materials used.

### OUR CARBON FOOTPRINT FROM GAS USE AND WASTE DISPOSAL

#### Tonnes CO<sub>2</sub>e produced by gas usage, per year



#### Tonnes CO<sub>2</sub>e produced from waste disposal, per year



## WE WILL CONTINUE TO WORK ON THE FOLLOWING AREAS:

### ESOS ENERGY AUDIT RECOMMENDATIONS

In December 2015 we carried out a review of our energy use and analysed potential future savings as part of our submission to the government's Energy Saving Opportunity Scheme. In 2016 we will present recommendations to relevant teams, and consider organisation-wide recommendations that would help us to reduce our environmental impact further.

### INTERNAL STAFF INITIATIVES

In 2013 we committed to improving staff initiatives and ambitions for reducing environmental impact through an internal committee called Love Your Planet. As a result of limited resources, we had not made as much progress as we would have liked by the end of 2015. We plan to revisit this in 2016 and to embed environmental principles into as many of our policies and procedures as possible.

The full breakdown of our outstanding 2012–15 accountability commitments and the progress updates for 2015 can be found [here](#). This includes a traffic-light table to demonstrate at a glance how we are doing in each given area.

# 8 Looking forward

## OUR 2016–18 STRATEGY

Set within the context of our new Children 2030 strategy, we have agreed three organisational objectives for 2016–18 across our three strategic pillars – World Class Programmes, Cause of Millions,

and Outstanding Organisation. These help us to deliver our three breakthroughs for children with a focus on the most marginalised and deprived.



## OUR ACCOUNTABILITY COMMITMENTS 2016–18

Building on the lessons learned since 2012 we have identified ten overarching accountability commitments for 2016–18:

### WORLD CLASS PROGRAMMES

#### 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 are considering 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.



## IMPLEMENTING OUR 2016–18 COMMITMENTS

Our accountability commitments are grounded in engaging stakeholders in all that we do – where transparency is the first step in aligning our commitments with our vision, mission and values to bring about sustainable change for children.

### WITHIN EACH OF THESE THREE STRATEGIC PILLARS, WE WILL:

- define a set of indicators, with specific targets or signals, to help us report back against our overarching accountability commitments and better assess whether we are on track
- report annually on our performance against these commitments in our Accountability and Transparency Report
- enable and encourage our staff and other stakeholders to draw management’s attention to activities that do not comply with our vision, mission, values or Code of Conduct
- revisit and refine our accountability commitments regularly so that we evolve a framework of best practice, taking into consideration future developments and opportunities
- provide staff with more detailed guidelines on relevant accountability standards and best practice, to further support the implementation of our accountability commitments.

# Appendix 1: GRI 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.

It is not Save the Children's objective in this first Accountability and Transparency Report using the GRI framework to attempt to report against as many of the GRI indicators as possible. For the purpose of providing a transparent frame of reference against relevant global standards and the broad direction for our reporting in coming years, however, we believe it is appropriate to include the GRI Index even at this formative stage of our reporting journey.

GRI indicator	Reference
<b>Organisational profile</b>	
<b>G4-1</b> Senior decision-maker statement	See Statement from the Chair of Trustees, p.2
<b>G4-2</b> Description of key impacts, risks and opportunities Key impacts on stakeholders and their reasonable expectations of the organisation. Including challenges and opportunities	See <a href="#">Annual Report</a> – Trustees' Annual Risk Statement, p.42 See Chapter 5 – Our approach to accountability and transparency, p.24
<b>G4-3</b> Name of the organisation	Save the Children Fund
<b>G4-5</b> Location of the organisation's headquarters	Save the Children 1 St John's Lane Farringdon, London EC1M 4AR UK
<b>G4-6</b> Number of countries where the organisation operates, and names of countries with major operations	See Chapter 4 – Organisational profile, p.11
<b>G4-7</b> Nature of ownership and legal form, including: – 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 Chapter 4 – Organisational profile, p.10

*continued on next page*

GRI indicator	Reference
<b>Organisational profile</b> <i>continued</i>	
<b>G4-8</b> Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	See Chapter 4 – Organisational profile, p.11 See Chapter 5 – Our approach to accountability and transparency, p.24 See Chapter 6 – What we have achieved, p.32–35
<b>G4-9</b> Scale of the organisation	See Chapter 4 – Organisational profile, p.10–13
<b>G4-10</b> Total number of employees by employment contract, region and gender	See Chapter 4 – Organisational profile, p.13
<b>G4 – NGO sector disclosures</b>	
<b>G4 – NGO Sector Disclosure</b> Target audience and affected stakeholders	See Chapter 5 – Our approach to accountability and transparency, p.23
<b>G4 – NGO Sector Disclosure</b> <ul style="list-style-type: none"> <li>• Number of members and/or supporters</li> <li>• Number of employees</li> <li>• Number of volunteers</li> <li>• Total income</li> <li>• Capitalisation may be reported as net assets broken down in terms of debt and equity or in terms of assets and liabilities</li> <li>• Scope and scale of activities</li> </ul>	756,000 See Chapter 4 – Organisational profile, p.10–13 13,317 (See Chapter 4 – Organisational profile, p.13) See Chapter 4 – Organisational profile, p.19 See <a href="#">Annual Report</a> , Financial Statements, p.55–97 See Chapter 4 – Organisational profile, p.11
<b>G4-13</b> Significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain	Nil
<b>G4-15</b> List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	See Chapter 3 – About this report, p.7
<b>G4-16</b> List memberships of key associations (such as industry associations) and national or international advocacy organisations	Not reported
<b>G4-17</b> List all entities included in the organisation's consolidated financial statements or equivalent documents. Indicate whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report	See <a href="#">Annual Report</a> , Financial Statements, p.55–97
<b>G4-NGO Sector Disclosure</b> Entities include national offices, sections, branches and field offices	See Chapter 4 – Organisational profile, p.12

GRI indicator	Reference
<b>Scope of report</b>	
<b>G4-18</b> Explain the process for defining the report content	See Chapter 3 – About this report, p.5
<b>G4-19</b> List all material aspects identified in process of defining report content <ul style="list-style-type: none"> <li>• Transparency and Stakeholder Engagement (Affected Stakeholder Engagement)</li> <li>• Feedback, Complaints and Action</li> <li>• Monitoring, Evaluation, Accountability and Learning</li> <li>• Ethical Fundraising</li> <li>• Environmental Impact</li> </ul>	Not explicitly reported but included throughout the main body of the report on the pages specified below.  See Chapter 5 – Our approach to accountability and transparency, p.23–25 See Chapter 5 – Our approach to accountability and transparency, p.28–31 See Chapter 5 – Our approach to accountability and transparency, p.27 See Chapter 4 – Organisational profile, p.20 See Chapter 7 – Understanding our environmental impact, p.42
<b>G4-23</b> Report significant changes from previous reporting periods in the Scope and Aspects Boundaries	See Chapter 3 – About this report, p.5
<b>Stakeholder engagement</b>	
<b>G4-24</b> Provide a list of stakeholder groups engaged by the organisation	See Chapter 5 – Our approach to accountability and transparency, p.24
<b>G4-25</b> Basis for identification and selection of stakeholders with whom to engage	Not reported
<b>G4-26</b> Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	See Chapter 5 – Our approach to accountability and transparency, p.22
<b>G4-27</b> Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics	See Chapter 4 – Organisational profile, p.16–18
<b>Report profile</b>	
<b>G4-28</b> Reporting period for information provided	1 January 2015 – 31 December 2015
<b>G4-29</b> Date of most recent previous report	8 July 2015
<b>G4-30</b> Reporting cycle (such as annual, biennial)	Annual

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GRI indicator	Reference
<b>Report profile</b> <i>continued</i>	
<b>G4-31</b> Contact point for questions regarding the report or its contents	Lily de Almeida Favas, Accountability and Transparency Manager, Save the Children UK accountability@ savethechildren.org.uk
<b>G4-32</b> Report the 'in accordance' option chosen	General Standard Disclosure
<b>G4-33</b> Practice with regard to seeking external assurance for the report	External assurance has not been sought for the content of this report.  Statistics and information included in this report are obtained through Save the Children's annual reporting process, including the audited financial statements and internal statistic verification audit.
<b>Governance</b>	
<b>G4-34</b> Governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts	See Chapter 4 – Organisational profile, p.14
<b>G4-37</b> Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body	Not reported
<b>G4-38</b> Composition of the highest governance body and its committees	See Chapter 4 – Organisational profile, p.15
<b>G4-40</b> Nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members	See Chapter 4 – Organisational profile, p.15
<b>G4-42</b> Highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts	Not reported
<b>G4-NGO Sector Disclosure</b> Procedures for overseeing: <ul style="list-style-type: none"> <li>• programme effectiveness; and</li> <li>• adherence or compliance with nationally and internationally agreed standards, codes of conduct, and principles</li> </ul>	See Chapter 5 – Our approach to accountability and transparency, p.26 and p.27
<b>G4-49</b> Process for communicating critical concerns to the highest governance body	Not reported

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GRI indicator	Reference
<b>Governance</b> <i>continued</i>	
<b>G4-50</b> Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	Not reported
<b>G4-51</b> Remuneration policies for the highest governance body and senior executives	See <a href="#">Annual Report</a> , How we manage our affairs, p.49 and p.50
<b>G4-54</b> Ratio of the annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country	Not reported
<b>Ethics and integrity</b>	
<b>G4-56</b> Describe the organisation's values, principles, standards and norms of behaviour, such as codes of conduct and codes of ethics	See Chapter 4 – Organisational profile, p.8, p.9 and p.15
<b>G4-58</b> Report the internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	See Chapter 4 – Organisational profile, p.15–18
<b>Financial management</b>	
<p><b>G4-NGO Sector Disclosure</b></p> <p><b>Sources of funding by category and five largest donors and monetary value of their contribution</b></p> <ul style="list-style-type: none"> <li>Identify sources of funding by category (eg, government, corporate, foundation, private, membership fees, in-kind donations, and other)</li> <li>Identify the five largest donors in monetary value. For in-kind donations, use estimates of the monetary value of the donation, using standard accounting principles</li> <li>Report aggregated monetary value of funding received by source</li> </ul>	<p>See Chapter 4 – Organisational profile, p.19</p> <p>See Chapter 4 – Organisational profile, p.20</p> <p>See Chapter 4 – Organisational profile, p.19</p>
<p><b>G4-SO3 and SO5</b></p> <p><b>Corruption and fraud</b></p> <p>Describe anti-corruption policies and procedures, including:</p> <ul style="list-style-type: none"> <li>systems and practices to prohibit, prevent, detect and report on corruption and bribery</li> <li>evidence that relevant policies are known and used by staff</li> <li>the greatest risks for the organisation to be exposed to corruption, bribery, nepotism or fraud</li> <li>any systematic and regular analyses of such risks</li> </ul>	<p>See Chapter 4 – Organisational profile, p.17</p> <p>Not reported</p> <p>See Chapter 4 – Organisational profile, p.17</p> <p>See Chapter 4 – Organisational profile, p.17</p>
Any further steps necessary to minimise the risk of fraud or corruption undermining your organisation's effectiveness and reputation	Not reported

*continued on next page*

GRI indicator	Reference
<b>Financial management</b> <i>continued</i>	
<p><b>G4-SO5</b>  <b>Incidents of corruption and actions taken</b></p> <ul style="list-style-type: none"> <li>• Total number and nature of confirmed incidents of corruption</li> <li>• Total number of confirmed incidents in which employees were dismissed or disciplined for corruption</li> <li>• Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption</li> <li>• Legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases</li> </ul>	<p>Specific number of incidents and follow-up procedures not reported, but total losses from fraud reported in Chapter 4 – Organisational profile, p.17</p>
<b>Programme quality</b>	
<p><b>G4-NGO Sector Disclosure</b>  <b>Affected stakeholder engagement</b></p> <p>Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programmes</p>	<p>See Chapter 5 – Our approach to accountability and transparency, p.25</p>
<p><b>G4-NGO Sector Disclosure</b>  <b>Monitoring, evaluation and learning</b></p> <p>System for programme monitoring, evaluation and learning (including measuring programme effectiveness and impact), resulting changes to programmes, and how they are communicated</p>	<p>See Chapter 5 – Our approach to accountability and transparency, p.27</p>
<p><b>G4-NGO Sector Disclosure</b>  <b>Gender and diversity</b></p> <p>Measures to integrate gender and diversity into programme design and implementation, and the monitoring, evaluation, and learning cycle</p>	<p>See Chapter 6 – What we achieved in 2015, p.33 and p.34</p>
<b>Advocacy</b>	
<p><b>G4-NGO Sector Disclosure</b></p> <ul style="list-style-type: none"> <li>• Process for arriving at public awareness and advocacy positions (eg, evidence-based research, stakeholder participation, analysis of gender and diversity issues)</li> <li>• How does the organisation ensure that consistency is maintained during implementation of advocacy and public awareness campaigns?</li> <li>• How does the organisation ensure that its public criticisms are fair and accurate?</li> <li>• Process for corrective adjustment of advocacy positions and public awareness campaigns</li> <li>• Identify where public awareness and advocacy positions are published</li> <li>• Process for exiting a campaign</li> <li>• Process to formulate, communicate and implement advocacy positions and public awareness campaigns</li> </ul>	<p>Not reported</p>

GRI indicator	Reference
<b>Co-operation and partners</b>	
<b>G4 NGO Sector Disclosure</b> Processes to take into account and coordinate with the activities of other actors	See Chapter 6 – What we achieved in 2015, p.33 and p.40 and p.41
<b>Fundraising and marketing</b>	
<b>G4-NGO Sector Disclosure</b> Adherence to standards for fundraising and marketing communications practices	See Chapter 6 – What we achieved in 2015, p.39
<b>Staff and diversity</b>	
<b>G4-LA11</b> Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	Not reported
<b>G4-LA12</b> Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	See Chapter 4 – Organisational profile, p.15 and p.13
<b>G4-LA13</b> Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	Not reported
<b>Environmental impact</b>	
<b>G4-EN27</b> Report quantitatively the extent to which environmental impacts of activities have been mitigated during the reporting period, including: <ul style="list-style-type: none"> <li>– initiatives to reduce emissions at organisational level</li> <li>– environmental impacts of programmes and activities</li> <li>– initiatives to limit emissions of transporting people and products</li> </ul>	See Chapter 7 – Understanding our environmental impact, p.44 and p.45 Not reported Not reported



Save the Children, as a combined movement of networked organisations across the globe, is now launching a new strategy, Children 2030. We will do whatever it takes to reach every last child, especially those most marginalised.

### **Feedback**

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

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