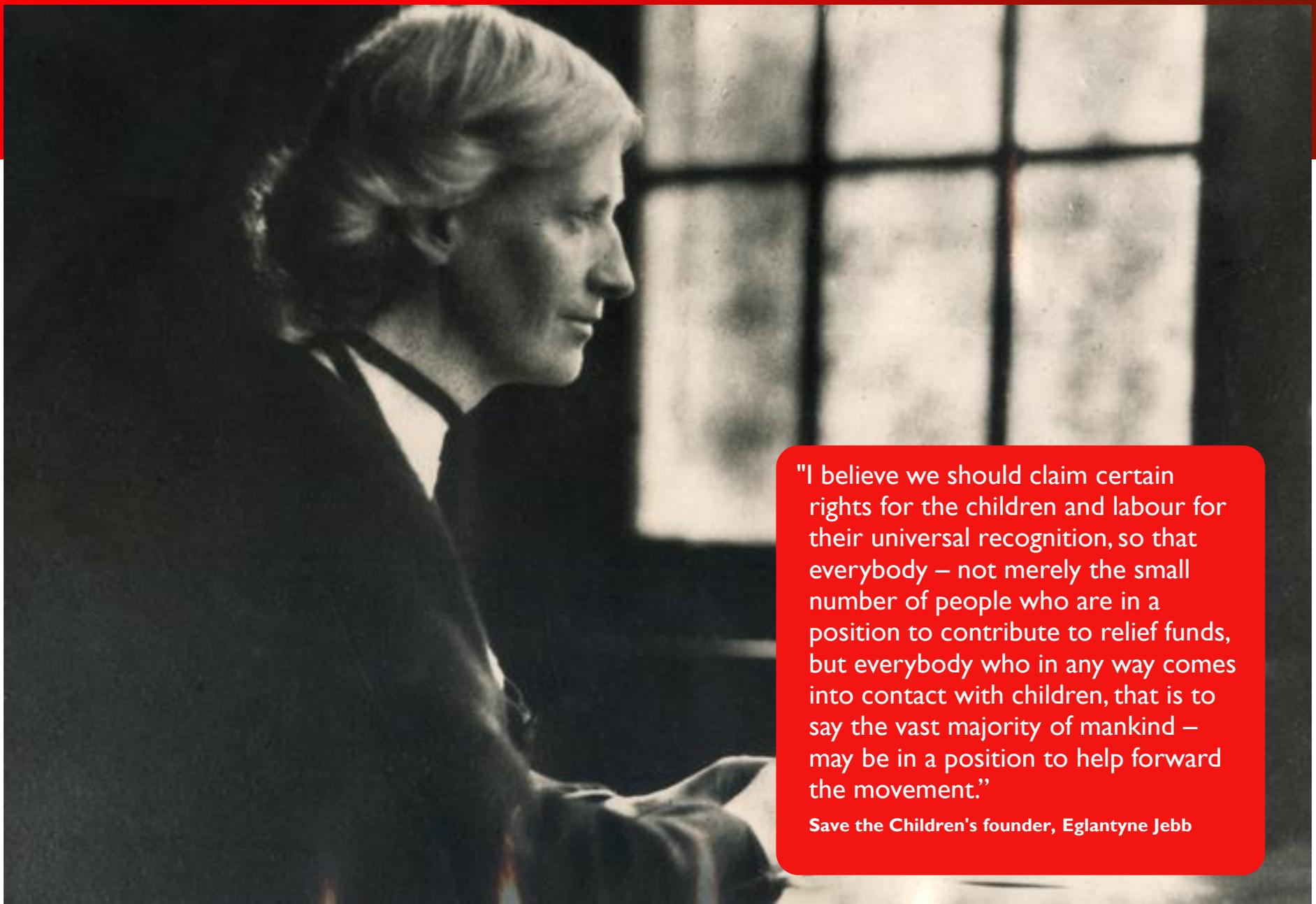


# SAVE THE CHILDREN UK 2017 – 2018 PRIORITIES

Renewing our commitment to children





"I believe we should claim certain rights for the children and labour for their universal recognition, so that everybody – not merely the small number of people who are in a position to contribute to relief funds, but everybody who in any way comes into contact with children, that is to say the vast majority of mankind – may be in a position to help forward the movement."

Save the Children's founder, Eglantyne Jebb

# Summary

Our founder had a vision of a world where children's rights were fiercely protected by a movement built on moral force – a movement that would encompass everybody, wherever they came from and whatever else they believed.

Save the Children is rising to that ambition. With the hopes and dreams of so many children destroyed by poverty, inequality and violent conflict, we have a responsibility to continue our founder's mission – and to build a movement for change. In a world that is fractured and polarised, we owe it to our children to build a better future.

As a member of the wider Save the Children movement, Save the Children UK (SCUK) has already signed-up to an ambitious [strategy for 2030](#). That strategy envisages global breakthroughs in child survival, learning and protection. This document sets out how SCUK will contribute to our movement's strategy, and identifies our priorities for 2017 - 2018.

Our starting point is that the world's children have a right to expect – and demand – our best effort.

We were founded to save children's lives, expand their opportunities and protect their rights.

We are not spectators.

We are here to inspire change, empower children and build the movement our founder envisaged 100 years ago.



Gerald\*, nine, attends a Save the Children Child Friendly Space in Leyte province, Philippines

*\*Names changed*

# Summary

As we approach our 100<sup>th</sup> anniversary we have an unprecedented opportunity to make a difference. We must continue to combat the great scourges of hunger and child poverty, and to challenge the inequalities that rob children of opportunity.

With the lives of so many children affected by conflict, natural disasters and climate change, we will scale up our **humanitarian response**. Saving lives and rebuilding the futures of children will always be central to our work.

We will continue to deliver programme and advocacy work, both globally and in the UK, across a broad agenda of issues affecting **child survival, learning and protection**. But we recognise that ambition has to be backed by a willingness to set, and act upon, well-defined priorities. That is why we have adopted three **Centenary Commitments** aimed at delivering transformative change. Over the next few years we will focus our programmes, our campaigns and our advocacy on:

- **Ending pneumonia** – now the biggest single killer of children
- Expanding opportunities to **deliver early learning** – the biggest opportunity for children
- **Protecting children in war** – tackling the single biggest outrage against children

We also recognise that our organisation must change, so that we are equipped to deliver in a rapidly changing world. So we have set **five organisational priorities**, which underpin the impact we aim to achieve through our programmes, advocacy and campaigns.

Our priorities are not simply a long list of aspirations: they are a measurable agenda for change. We will track our progress in delivering them, and provide updates in our Annual Reports.



**Top:** Baby Priy\*a is treated for pneumonia at a clinic in Upazila, Bangladesh

**Middle:** Fady\* playing at his nursery in central London

**Bottom:** Saeed\*, three, inside an abandoned petrol station where he and his family now live, after fleeing their destroyed homes in Syria

*\*Names changed*

# Context

Throughout its history, Save the Children has responded to changing times – and we are living through a period of extraordinary change, nationally and globally.

Many of the changes are positive. Media reports sometimes create an impression that little has been achieved in international development. Nothing could be further from the truth. The past fifteen years have witnessed unprecedented progress in improving children's health, expanding access to education and cutting child deaths. More children in the UK and around the world are being lifted out of poverty.

What has been achieved demonstrates that the targets set under the 2030 Sustainable Development Goals – the eradication of avoidable child death, providing universal secondary schooling and other targets – are achievable.

Yet the gap between what is achievable and our current rate of progress remains far too wide.

We are drifting towards a 2030 world in which 3 million children will still die before their fifth birthday; in which millions of children will be denied the hope that comes with education; and in which over 200 million children will live in poverty.

Meanwhile, images from Syria, Iraq, South Sudan and so many other countries provide a daily reminder of our collective failure to protect children affected by armed conflict.



**Top:** Save the Children field staff offloading food supplements for children in remote villages in South Sudan

**Bottom:** Falmata\*, eighteen, looks after her daughter Bintu\*, two, at the Save the Children stabilisation centre in Maiduguri, Nigeria

*\*Names changed*

# Context

Many of the changes now underway create a complex and sometimes challenging operating environment for Save the Children.

International cooperation and multilateralism are under pressure, opinion surveys point to a growing distrust of institutions and there are global political, economic and cultural currents which risk pulling us further apart from one another.

Here in the UK, critics of aid and helping refugees have gained a growing voice and many people feel they don't have much power to change things for the better.

Our job is to navigate this difficult terrain, guided by the values on which our organisation was founded, and to bring people back together to build the world that children need.

Our level of ambition reflects the scale of the challenges ahead. Accelerated progress will require an unrelenting focus on the hardest-to-reach and the most vulnerable children. It will also require new partnerships and coalitions for change, bringing together business leaders, civil society organisations, international agencies and the millions of ordinary people Eglantyne Jebb had in mind when she spoke about *"the vast majority of mankind"*.



**Top:** Children play at one of Save the Children's Child Friendly Spaces in Mahama refugee camp, Rwanda

**Bottom:** Masaray\*, fourteen, blows bubbles with her friends during their break time at Kroo Bay community school, Freetown, Sierra Leone

*\*Name changed*

# Our Impact

**SCUK will continue to drive an agenda aimed at transforming the lives of children through our programmes, humanitarian action, and our campaigns.**

The ultimate yardstick for measuring the success of our priorities is **real impact in the lives of children**. We will retain an unrelenting focus on results, and continue strengthening our systems for capturing robust evidence.

Through a programme portfolio worth around £300 million a year, we will deliver results across a broad front, including childhood nutrition, water, sanitation, health, education and child protection.

As one of the world's **leading humanitarian agencies** for children, we will respond to the emergencies that come with droughts, floods, climate change and other disasters, helping children and their families cope and rebuild their lives.

To increase the focus of our programming and advocacy, the Save the Children movement has decided to take up as **Centenary Commitments** three causes with the potential to transform millions of lives. These commitments will have a special focus across our programming, policy, advocacy, campaigning and fundraising work.

In everything we do, our approach will reflect our wider strategy for achieving change. We make a difference not just by delivering results on the ground through our projects, but by coupling our programme experience and evidence to world class campaigning, advocacy and fundraising for children.



Amena\*, five, from Syria is brought aboard the Vos Hestia, Save the Children's search and rescue vessel, by team members

*\*Name changed*

# Our three 'Centenary Commitments' to children



# Delivering the Centenary Commitments

Our Centenary Commitments aim to galvanise a step change in the global response on three key challenges for children. In meeting these challenges:

- We will combine programming, policy, advocacy, campaigning and fundraising work to bring together capabilities and build momentum for change.
- Our programming will deliver results and generate a stronger evidence base for action to improve our impact, inform policy choices, and influence governments.
- Our policy, advocacy, communications and media work will convince the international community and national and local decision makers of the need for action and build constituencies for change.
- Our campaigning, fundraising, communications and media teams will engage with our supporters, galvanise public action, and mobilise large-scale financial resources.



**Top:** Dr Morou assessing seven-month old Djamilou\*'s health in Niger

**Middle:** Frankie\*, one, plays with a book at a Stay n Play session at her local Community Centre in Hackney, London

**Bottom:** Save the Children worker playing with Samir\*'s son in Idomeni where more than 10,000 refugees are stranded

*\*Names changed*

# Our Integrated UK Approach

**In the UK, children from poor backgrounds are twice as likely not to be ready to learn when they start school.** These children start behind and, if we don't act, they will stay behind – only 33% will achieve 5 good GCSEs.

We want to change the story for poor children in the UK. Our integrated approach across programmes and policy, advocacy and campaigns across all four nations of the UK, focuses on three areas of a child's life:

**Home learning environment:** We will develop a suite of scalable interventions to improve the lives of poor children. We'll build on our existing approach but go beyond 'traditional' programmes with a highly innovative campaign harnessing the power of trusted brands to nudge parents to change their behaviour.

**Quality early years services:** We will focus on improving the quality of the childcare systems in all four UK nations, with radical reform proposed in England to simplify the system and improve quality and access for the poorest children and families. We will build on our existing work to develop a scalable, replicable offer for schools and nurseries to encourage parental engagement. This will be integrated across fundraising and campaigns to ensure a supporter-centric, brand-building approach.

**Community-level local systems change:** We will strengthen our local focus to ensure organisations and agencies work together to support children in their earliest years across every area of their lives.



**Top:** Bilkis is childminder to Francis\* and Frankie\*, both one years old. She brings them to the Stay n Play sessions at the local community centre in Hackney

**Bottom:** Christina\* and Jorja\* at a Families Connect session at a primary school in Stevenston, near Glasgow

# Organisational Priorities

We have high ambitions for the kind of impact we are seeking to achieve across our global centenary commitments and for children here at home. But we know we can not achieve the change we seek without also changing ourselves. That is why we have set five organisational priorities, each of which is backed by practical plans of action. We will:

1. Strengthen the impact of our programmes and advocacy
2. Become the preferred organisation for others to partner with
3. Set the sector standard in placing supporters at the heart of our relationship with the public
4. Build strong support services and empower our people
5. Support movement-wide programmes to deliver Save the Children's Global Strategy

These priorities will be delivered through our three **Programme Boards**: World Class Impact, Cause of Millions and Outstanding Organisation.

These boards bring together the relevant Directors from each division to deliver integrated cross-organisational plans linked to these priorities.



Bol Nyuol, child protection officer visits Abi\*, five, in Waat, South Sudan  
\*Name changed

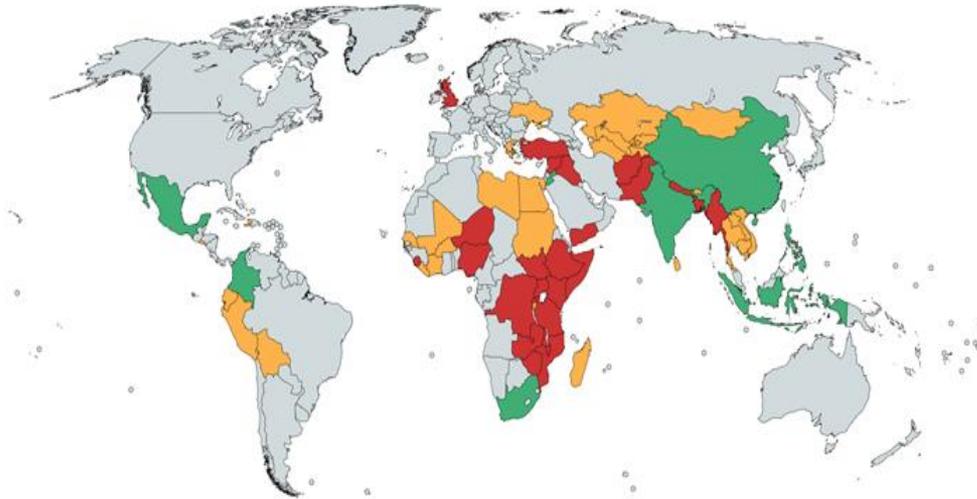
# Our priorities in summary



# Organisational priority 1

## Strengthen the impact of our programmes and advocacy work

Focussing our efforts to deliver greater impact



### KEY

Priority countries

Other countries where we will continue to programme

SCUK supported members and prospect members

**We will grow the impact of our programmes and advocacy work by innovating, by amplifying the voice of children, and through generating evidence of impact. We will:**

- In our **international development work**, focus on the countries, actors and institutions where we can have the biggest impact through integrated programmes and advocacy work, public mobilisation, and the generation of evidence and research.
- In our **humanitarian work**, support other members and Save the Children International to deliver high impact programming and advocacy in the toughest conflict zones and in emergency situations.
- In our **UK work**, integrate programmes and campaigns to influence local and national decision makers to improve the early learning outcomes for children living in poverty in the UK.

# Organisational priority 2

## Become the preferred organisation for others to partner with

2 Become the preferred organisation for others to partner with



Some of Save the Children's current partners

**We will become the preferred organisation for those who can best advance the delivery of our commitments to children in line with our organisational values. We will:**

- **Develop partnerships capable of delivering significant change** that leverage collective strengths and investment.
- **Deliver funding and investment** for high quality programmes and innovations.
- **Increase our influence** amongst key opinion formers and decision makers.

## Organisational priority 3

Set the sector standard in placing supporters at the heart of our relationship with the public

3 Set the sector standard in placing supporters at the heart of our relationship with the public



**By placing the needs of our supporters at the centre of our fundraising, campaigning and volunteering activities, we will build a powerful, meaningful relationship with our audience. We will:**

- Continually provide our supporters with an outstanding experience of our organisation and brand – we call this our **Supporter Promise**.
- Increase unrestricted fundraising through experimentation with **new models of innovation**.
- **Transform our brand** into a source of inspiration and motivation for everybody who wants to act to save and change children's lives.
- **Maximise our digital impact** to deliver an increasingly personalised experience across all of our audiences.

*Save the Children supporters run the London Marathon on 24th April 2016*

# Organisational priority 4

## Build strong support services and empower our people



Save The Children staff at work at Head Office

**We will improve employee engagement and empower all our people by providing them and our hosted entities (the Humanitarian Leadership Academy, START network and ELHRA) with best practice systems, processes and support. We will:**

- Develop our people to build an **engaged and resilient workforce**.
- **Communicate our new priorities**, monitor delivery and develop a multi-year financial plan to align resources behind them.
- **Simplify our processes and ways of working** to deliver efficiency and effectiveness.
- **Enable the organisation with technology** (including self-service tools) and **business partnering support**.
- **Create an environment to incubate humanitarian innovation** by providing strong support to the Humanitarian Leadership Academy, START network and ELHRA.
- **Improve the transparency, reporting and management of information**.

## Organisational priority 5

### Support movement-wide programmes to deliver Save the Children's global strategy



Residents in Dolores, Philippines, receive essential aid items after Typhoon Hagupit hit their village

To make the movement more efficient and effective, we will work with Save the Children International and other members to strengthen our global advocacy work, build our global brand and improve efficiency and effectiveness across the movement. We will:

- Support delivery of our **global campaign** and provide leadership for the **Global Policy, Advocacy and Campaigns Group**.
- Support the development of our **brand** and **digital** presence globally. Host the **Global Media Unit** and the **Global Creative Content Unit**.
- Support delivery of the **High Performing Organisation programme**, which aims to strengthen our effectiveness and value for money.



# THE FUTURE



# 2019 and beyond: Our vision for Save the Children UK

This document sets out our medium-term vision for children. It is a vision that sees 2019 as a point on the journey to 2030 – the target date agreed globally for achievement of the Sustainable Development Goals. These Goals envisage a world where all children enjoy the right to survive, learn and be protected. Over the next few years, by delivering the Centenary Commitments, Save the Children will make a big step towards delivering this vision for 2030.

The world we want to see can only be built by organisations like Save the Children taking the lead, working in partnership with others, and mobilising global efforts for the cause.

In order to build the world which children need, Save the Children needs to pursue our ambitions with greater discipline. We have to become **better** and **braver**.



Students take part in a *Day Against Violence* workshop, listening to talks on inclusion and respect at the Atlantida JV school, Zone 24, Guatemala City

# A better Save the Children

A **better** Save the Children will combine scale with coherence. Our programming size and reach will continue to be an important indicator of impact, but we will combine quantitative measures with a qualitative approach to give a fuller picture of the change we are achieving.

We will continue to seek improvements in our programme quality, while ensuring that each of our programmes employs our full 'theory of change', including through a 5 year scale up of our capacity to advocate for policy change at country level.

Evidence and demonstration of impact will both improve the quality of our portfolio, and enable us to leverage greater change through advocacy and thought leadership.

We will retain a strong focus on the poorest countries, particularly those affected by conflict. But we will also continue to speak up for the needs of children in low and middle-income countries – where poor and marginalised groups are left behind as growth surges ahead.

Our greater coherence will come from strengthening the alignment of our programming and advocacy work around our Centenary Commitments – three key areas within our global Survive, Learn, Protect agenda where we aim to take a decisive lead in shifting the dial for children.



Fred\*, thirteen (right), and Clinton\*, fourteen at their primary school in Malawi, which is supported by Save the Children

# A better Save the Children

Underpinning our work on these commitments, we will maintain a substantial programme portfolio, delivering some £300 million per year of restricted programming to the highest possible quality for our donors and beneficiaries.

We will tighten our geographic focus to concentrate on the poorest countries, fragile states and countries affected by conflict, so that we have greatest impact where it is most needed.

Our programmes will increasingly be driven by country strategies and thematic approaches agreed across the Save the Children movement. Across all our programming work, we will substantially strengthen our focus on evidence and impact, and use this to drive and empower our advocacy.

We will continue our work to become *the* humanitarian response agency for children – focusing particularly on our emergency health capability, and working collaboratively with others in the sector to drive innovation and reform.

Many of the world's poorest and most disadvantaged children will continue to live in middle income and richer nations. We will encourage the growth of national Save the Children members in these countries, and retain a focus on them in our global policy work. Here in the UK, we will demonstrate our commitment to social justice by working to break the cycles of deprivation perpetuated by poverty and educational inequality.



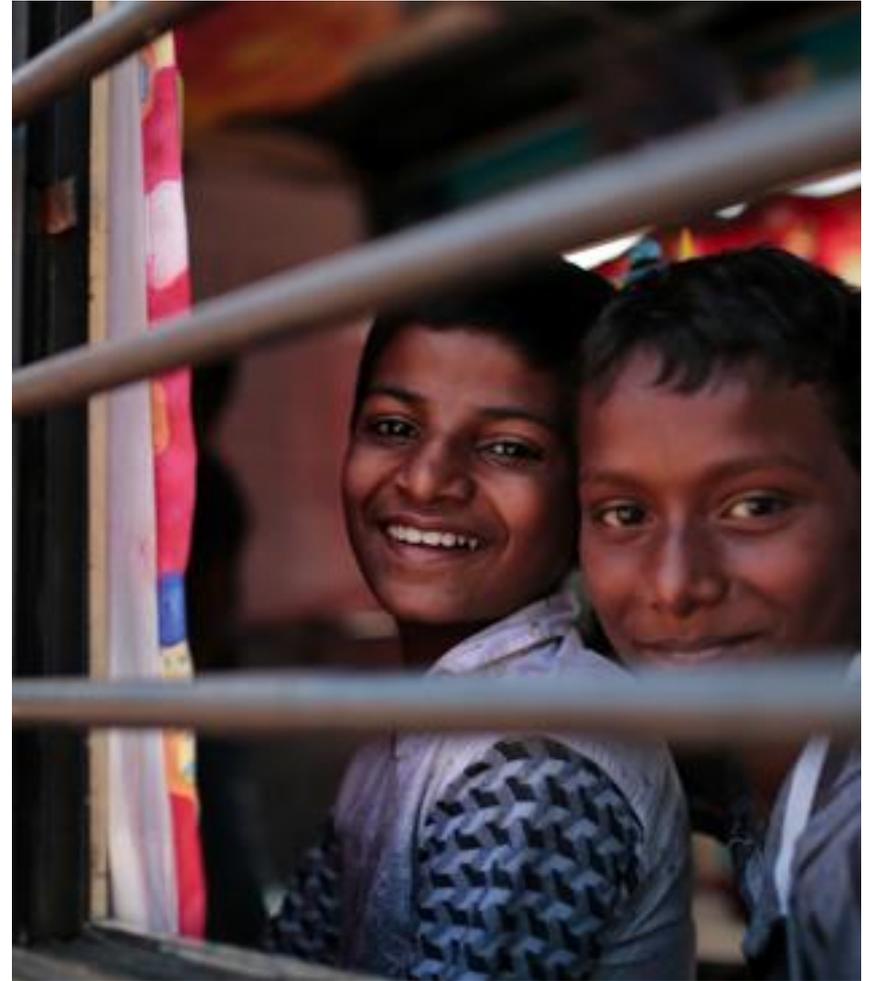
One of the most vulnerable slum communities in Mumbai surrounds the Deonar landfill site

# A braver Save the Children

A **braver** Save the Children will be a true movement. Powered by people, we will be able to innovate and take risks in our programming, adopt more challenging advocacy positions and exert real pressure on decision makers.

We will mobilise people behind our cause and work with children to ensure their voices are heard by the public and decision makers. Becoming braver will require more investment in our brand and in our advocacy capabilities.

Our continued relevance in UK public and policy conversations depends on our UK work as much as our international work, and we will continue to pursue options for growth in our domestic programming.



In Mumbai, we have established a Mobile Learning Centre—or the 'Blue Bus'—a bus which has been transformed into a classroom

# 2019 and beyond: Our vision for Save the Children UK

By being braver we will build the strong base of voluntary income on which future growth depends. By becoming a better Save the Children we will secure our position as partner of choice with institutional donors, co-creating effective programmes with varied funding sources.

Becoming a braver and better Save the Children will enable us to stand for something ambitious and meaningful, inspiring wider and deeper support from the mass mainstream audience.

We will have an increased digital presence to engage with our supporters. We will increasingly use technology to increase the impact of our programmes and advocacy, to improve our monitoring and evaluation, and to streamline our internal operations. We will be at the forefront of innovation. We will nurture and support entities through a humanitarian innovation hub.

Underlying each of these changes will be a new workforce strategy which will deliver a permanent headcount of excellent managers and world class specialists, supported by a large, flexible pool of networked, globally deployable talent, increasingly connected to the frontline on which we operate.



Children at a school in Pune, where Save the Children, in partnership with Bulgari, runs an educational programme