

# UPHOLDING OUR VALUES

Accountability and  
transparency report  
2014



**Save the Children**

Save the Children works in more than 120 countries.  
We save children's lives. We fight for their rights.  
We help them fulfil their potential.

## 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)

## Acknowledgements

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Cover photo: Hannah and her baby, Sierra Leone (Photo: Felix Clay/Save the Children)

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# CONTENTS

<b>Statement from the Chief Executive</b>	<b>v</b>
<b>Executive summary</b>	<b>vii</b>
<b>Introduction</b>	<b>1</b>
Our continued commitment to accountability and transparency	1
Scope of this report	1
Defining our terms	2
<b>Organisational profile</b>	<b>3</b>
Who we are	3
Where we work	3
Our values	3
How we're organised	4
The Save the Children movement	4
How we create change for children	6
<b>Accountability to children</b>	<b>9</b>
Programme accountability	9
Accountability in our programmes: Pauline Cafferkey	13
Child safeguarding	17
<b>Our advocacy and campaigns</b>	<b>19</b>
International Advocacy Team	19
Accountability in practice: integrated response to malnutrition in the Sahel	20
What we still need to do	21
<b>Our partnerships</b>	<b>22</b>
Institutional and governmental partners	22
Programme delivery partners	22
Corporate partnerships	23
Governance of our partnerships	24
What we still need to do	25
<b>Our supporters</b>	<b>26</b>
Supporter Promise	26
Review of 2014	27
Communication with our supporters	27
Complaints and feedback	28

Our commitment to financial transparency	28
Save the Children US – Global Legacy Award	28
What we still need to do	29
<b>Our people</b>	<b>30</b>
1. Living our values	31
2. Clear and accountable decision-making	31
3. The way we work within the wider Save the Children movement	31
4. Establishing a more productive and flexible working environment	32
5. Improving our two-way dialogue	33
What we still need to do	33
<b>Our environmental impact</b>	<b>34</b>
Our carbon footprint	34
Our environmental policy	36
Progress In 2014	37
What we still need to do	37
<b>Our governance</b>	<b>38</b>
Save the Children UK	38
Merlin	39
The Save the Children Association and Save the Children International	39
What we still need to do	39
<b>Compliance</b>	<b>40</b>
External policies and standards	40
Internal policies reviewed in 2014	43
Fraud and financial losses	44
Pay at Save the Children	44
<b>What we still need to do</b>	<b>47</b>
<b>Appendix</b>	<b>48</b>
Code of Conduct	48
<b>Index</b>	<b>50</b>

# STATEMENT FROM THE CHIEF EXECUTIVE

Save the Children has an unapologetically ambitious strategy for children and, to achieve our aims, we want to strive to be as open, honest and transparent as we can be. We are also a values-led organisation: our values guide our decisions, inform our actions and define our culture. Accountability is one of Save the Children's core values. By being accountable, we empower our people and those we work with to ensure everyone has the power to shape our programmes and responses. This not only improves our programme quality, but also puts our values into practice, and reflects wider sector trends and donor expectations around accountability and transparency. Not only is this the right thing to do, but it is also crucial for our ability to work together to further accelerate change for children.

I am inspired by the passion and vision of our founder Eglantyne Jebb, who spent most of her adult life standing up for the rights of the child. This heritage forms the foundations of everything Save the Children stands for and does today. In our 96-year history we have achieved a huge amount for children, making dramatic progress to end preventable child deaths and helping children achieve their potential. As a result of a number of strategic choices we have made over the last few years, we are reaching more children than ever before – 17.4 million in 2014.

By concentrating our interventions on evidence-based, replicable and scalable programmes and mobilising others to fulfil their responsibilities, our programmes are a foundation for our advocacy to leverage and generate real change for children. An example of this is our campaigning over the last five years for the UK government to support a new global vaccine drive, which has enabled an additional 1.4 million children to be reached.

In 2014 we responded to an unprecedented number of emergencies, raised our income to record levels and engaged millions in our cause. But we are not complacent. We know that to realise our vision we need to go further. Business as usual won't be enough. We need to work in different, innovative ways. As we work with more children and communities, it becomes increasingly important that children are able to hold us responsible for our actions. As our response to Typhoon Haiyan in the Philippines highlighted, we need to effectively engage with children as agents of their own recovery by implementing child-friendly tools to help bring children to the forefront of response and recovery planning. It is also vital that we go further to be answerable to the supporters, donors and partners that make our work possible. Our passionate and dedicated supporters are fundamental for the success of our organisation and we are always striving to improve the way we work with supporters. Our new Supporter Promise, launched alongside this report, is a guarantee that members of public who want to help us maximise our impact for children, are respected and valued. In the same way that we are answerable to others, we will also continue to hold others to account. Our staff should be held accountable for the way in which they work and utilise our resources, and we should not be afraid to hold our partners or governments to account when speaking out for children's rights.

This is an exciting time for our cause. Our vision of a world where no child dies of preventable causes, and where all children go to school, is within our grasp. But we won't achieve that unless we strive to work in more innovative, efficient and sustainable ways. This means embedding accountability and transparency into our everyday practice, giving people access to relevant and clear information about what we do. It also means ensuring that we present this information in ways that can be accessed and understood by all.

We are constantly looking for ways in which we can improve our accountability and transparency practices – whether that’s through the children and communities we reach, the networks with our peers, our partnerships with the private and public sector, or local organisations. Save the Children member organisations across the world have chosen to work in partnership to build a stronger, more united organisation to leverage our resources in a more efficient and sustainable way, but we are not quite there yet. Our model offers huge potential but also means we can only deliver our strategy if all parts of Save the Children plan, execute and learn together in an aligned way. Mutual accountability is the key to our success. To achieve this, we have set systems in place and created tools to compare performance between members. We have started the process of streamlining policies movement-wide by defining guidelines on key areas such as child safeguarding. As a group we will continue to look at what works

and what more we need to do across our global policies and strategies to reinforce our commitment to continuous improvement.

My belief is that, as much as we hold ourselves to account and apply this to others, we now need to take this to the next level and be more accountable to children and empower them as agents of change. We have the mechanisms in place to enable children to hold us to account but we want to inspire and further empower, giving them a platform for their voices to be heard on a global scale – holding not just the charitable sector but a wide range of stakeholders to account, from governments and schools to multinational corporations.

Justin Forsyth

Justin Forsyth



Save the Children Chief Executive Justin Forsyth at a Syrian refugee settlement, Bekaa Valley, Lebanon.

# EXECUTIVE SUMMARY

Since 2012 we have published an annual accountability and transparency report. In it, we update on our commitments towards improving our accountability and transparency practices by 2015. This report is the third of four reports that assess where we are in relation to commitments in our current four-year strategy, **Ambition 2015**.

In comparing our 2014 activities with the goals we have previously set, this report shows that we are making good progress against our accountability and transparency commitments – but there is always room for us to do more. The summary below highlights the key updates for 2014.

## ACCOUNTABILITY TO CHILDREN

In 2014, our implementing organisation Save the Children International rolled out a new Programme Quality Framework with movement wide standards for complaints and feedback. We have made good progress in designing and learning from effective complaints and feedback mechanisms, including applying our learning from challenging emergency situations, but we need to go further. In 2015 we will continue to support Save the Children International, so that mechanisms are set up to improve the quality of our work and achieve genuine participation. Applying recommendations on the design and implementation of Save the Children International's accountability framework will be pivotal to this. We will also continue to collaborate with our sector peers to research, develop and implement an innovative participatory methodology for assessing children's needs and researching the effectiveness of various child-friendly mechanisms for complaints and feedback.

## ACCOUNTABILITY IN OUR ADVOCACY AND CAMPAIGNS

We recognise that the world is rapidly changing. Now, more than ever, we can best effect change by supporting policy, advocacy and campaigning at the national level, empowering our movement – and supporters, communities, and children – around the world to achieve our mission. As part of our partnership with the Bill and Melina Gates Foundation we undertook a review of our advocacy resourcing in 2014. We also established an international advocacy team to focus on managing, amplifying and supporting our policy, advocacy and campaigns across the movement, including our country offices. In 2015 we need to begin systematically embedding our policy, advocacy and campaigns within our programmes and invest more in strategy development, planning, monitoring and evaluation. We also need to focus our efforts on integrating advocacy into programme strategy and design from the beginning of the process.

## ACCOUNTABILITY IN OUR PARTNERSHIPS

We designed an updated governance model to ensure that we have the right oversight of our key partnerships at all levels of the organisation. Great progress has been made to date, but we know we have more to do.

In 2015 we need to ensure this is consistently applied so that we can deliver strategic partnerships, cross-organisationally at scale, in collaboration with Save the Children International, including strengthening its operational platform and awards management. We need to ensure that all partnerships have more specific clear goals, timelines

and ownership. We will also strive to be more transparent with all our partners, including donors and institutions; this will include publishing clear and accessible information about how our organisation works and how we are funded.

## ACCOUNTABILITY TO OUR SUPPORTERS

In 2014, as a result of a complaint from a supporter, we implemented new processes and training to ensure we consistently uphold the highest standards and comply with the Institute of Fundraising Codes of Practice. We remain committed to efficiently responding to supporter feedback and taking on lessons learned.

In 2015 we will take this one step further, launching a new **Supporter Promise** to put current and potential givers at the very heart of the charity and ensure the very highest levels of accountability and transparency. This goes significantly beyond what is mandated in the Codes of Practice, based on our belief that by developing better relationships with supporters, we can ultimately work together to raise more support for children.

## ACCOUNTABILITY TO OUR PEOPLE

Investing in and engaging with our people was one of our top five strategic priorities in 2014. To address this, we engaged staff in our strategy process and also took steps to enhance the two-way dialogue between senior management and staff at monthly directors' roundtables. We laid the groundwork for plans to modernise our London office so that we can utilise our space more efficiently and empower our staff to work more productively. To ensure that we are upholding our internal values, we launched a successful internal Code of Conduct eLearning initiative this year. In addition, in collaboration with other country members and Save the Children International, we launched a global learning and development project.

This is good progress, but we still have work to do. In 2015, we need to further refine our organisational policies, update our human resources systems and

establish a more productive and flexible working environment, including the way we work within the wider Save the Children movement.

## OUR ENVIRONMENTAL IMPACT

In 2014 we didn't make the progress that we had hoped in relation to publishing our carbon mapping data. Nevertheless, we made excellent progress in early 2015, which means by the time this report is published we will have up-to-date carbon mapping data from 2011–14.

In 2015 we will add to this by updating our Environmental Policy and doing a thorough review of our energy use in preparation for our Energy Saving Opportunity Scheme submission at the end of 2015.

## OUR GOVERNANCE

We successfully increased the diversity of experience and background represented by our Board of Trustees. In the interests of transparency, we clarified the processes we use to appoint and re-appoint trustees. We also created a more rigorous induction process for all trustees.

In 2015 we want to improve the visibility of our governance process, both internally and externally, so that we become even more transparent. This will include sharing more details about our board sub-committee meetings as well as opening up a two-way dialogue between our trustees and wider staff members.

## IMPROVING OUR TRANSPARENCY

A recent review of our existing literature and website content has highlighted that we should aspire to be more transparent about our organisational structure and policies. As a result, this year's accountability and transparency report has two new sections laying out our organisational profile in addition to our commitment to compliance with external standards and internal policies.

# INTRODUCTION

The basic principles of transparency, accountability and participation are now recognised as pivotal to more effective development and we are at an exciting point of history where public discussions on the post-2015 development agenda call for a data revolution, where transparency enables efficiency.

Accountability and transparency go hand-in-hand, and involve being aware of who we are accountable to, what the important pieces of information are, and how they can be communicated most effectively.

In sharing the information in this report, we aim to:

- be accountable and transparent to the children and communities who benefit from our programmes and responses
- be accountable and transparent to those who make Save the Children's work possible, particularly our donors, supporters, staff, volunteers and partners
- further embed accountability into our practice in order to deliver on our organisational accountability priority, become a more transparent organisation and live our values
- clearly explain our progress against commitments set in areas such as accountability to children, child safeguarding, advocacy and campaigning, donation acceptance, supporter care, environmental impact, and organisational governance.

To achieve these aims, we release a report on our accountability and transparency efforts every year to ensure that we remain answerable and responsible for our actions. To assess our progress, we review activities across the whole organisation – from the senior management team to global programmes; humanitarian, advocacy and campaigns; donor institutions and corporate partnerships; fundraising; human resources; finance; legal; supporter care and facilities.

Save the Children is constantly looking for ways in which we can improve our accountability and

transparency practices. We do this by collaborating with our peers in the sector through networks such as the [Humanitarian Accountability Partnership \(HAP\)](#), who came together with [People in Aid](#) and [Sphere](#) in 2014 to develop a [Core Humanitarian Standard on Quality and Accountability](#). We also report information on our operations and spending to external bodies such as the [International Aid Transparency Initiative \(IATI\)](#); as well as to the [Disasters and Emergencies Committee \(DEC\)](#), which is governed by a commitment to best practice and being accountable to both our donors and those affected by disasters. See the 'Compliance' section in this report for a full list of the external standards to which we subscribe.

## OUR CONTINUED COMMITMENT TO ACCOUNTABILITY AND TRANSPARENCY

In 2014 the Chief Executive's Office committed to recruiting a permanent Accountability and Transparency Manager to lead our activities around accountability and transparency. This includes:

- collating materials linked to accountability and transparency, ensuring they are as accessible as possible and fully compliant with external standards (eg, IATI)
- producing and rolling out [Save the Children UK's Annual Accountability and Transparency Report](#) and ensuring we deliver on our commitments
- identifying and aligning recommendations for accountability and transparency and ensuring they are embedded across the organisation.

## SCOPE OF THIS REPORT

The information in this report covers the work of [Save the Children UK](#), including our programmes that are delivered by [Save the Children International](#). Backed by UK supporters and donors, we fund and design our programmes and emergency responses

around the world in the areas of emergency response, child protection, education, healthcare, child poverty and hunger.

This report does not include information about the advocacy work, campaigns, emergency responses, partnerships and programmes of the 29 other Save the Children members, nor of Save the Children International. For information about Save the Children International or other Save the Children members, please visit their respective websites. For the purpose of this report, all references to 'Save the Children' refer to the work of Save the Children UK unless otherwise specified. We will refer to 'the movement' when talking about all members and 'Save the Children International' when talking about Save the Children International. For clarity, there may be times in this report where it is necessary to use 'Save the Children UK'.

## DEFINING OUR TERMS

In order to be the most transparent organisation that we can be, we want to make sure that the language we use to communicate our work is clear. Therefore, we have spelled out abbreviations and acronyms and defined specialist vocabulary wherever possible. We have also included detailed index and

contents pages so that the information in this report is accessible, transparent and easy to locate, click on the tabs in the top right hand of the page to explore this report.

### ACCOUNTABILITY

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.

### TRANSPARENCY

Transparency means that the people we work with must have access to timely, relevant and clear information about our organisation. 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.

In 2015 we will strive to be more transparent about our organisational profile and structure, so that both internal and external stakeholders can better understand how we operate. The first step in this process is to explain more about our organisation.



Two boys reading in the library of a youth and children's centre in a slum area of Addis Ababa, Ethiopia.

# ORGANISATIONAL PROFILE

## WHO WE ARE

Save the Children is a child rights organisation with a mandate rooted in the United Nations Convention on the Rights of the Child. As part of the global Save the Children movement, we work in 120 countries worldwide, funding programmes and advocating our cause to change children's lives. Our work spans both ongoing development programmes and emergency responses, including in the UK.

### OUR VISION

Our vision is a world in which every child attains the right to survival, protection, development and participation.

### OUR MISSION

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

## WHERE WE WORK

On a global scale, in 2014 we managed 560 development programmes for children in 61 countries. The value of these individual programmes ranged from under £10,000 to over £5 million.

In 2014, our top 20 largest country portfolios by programme value were Nigeria, Ethiopia, Bangladesh, Democratic Republic of Congo, Kenya, Afghanistan, Mozambique, UK, South Sudan, Myanmar, Pakistan, Malawi, Yemen, India, Thailand, Rwanda, Sierra Leone, China, Niger and Liberia.

In 2014 we responded to 97 emergencies in 54 different countries.

In the UK we managed nine UK programmes reaching 53,000 children.

In total, our programmes reached 17.4 million children in 2014.

## 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 over the course of 2014.

### 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.

## HOW WE'RE ORGANISED

As of December 2014, Save the Children had 1,122 staff members. The majority (865) work from our head office in London; we also have a number of staff based in our regional UK offices and working from home. We have 112 international staff who are deployed to support our global programmes.

### HEAD OFFICE

- Farringdon, London

### RETAIL SHOPS

In 2014 we had 139 operational retail shops, including 15 Mary's Living & Giving shops.

### REGIONAL OFFICES

- Belfast
- Cardiff
- Edinburgh
- Glasgow
- Manchester

### NUMBER OF EMPLOYEES

Location	Total
Farringdon	865
Home based	49
International	112
Northern Ireland	14
Other UK	30
Scotland	19
Wales	33
<b>Total</b>	<b>1,122</b>

These figures do not include the 905 Merlin staff.

## THE SAVE THE CHILDREN MOVEMENT

To understand Save the Children's organisational structure, it is important to understand our relationship with Save the Children International. Save the Children UK is a member of the Save the Children Association, which consists of 30 independent Save the Children country member

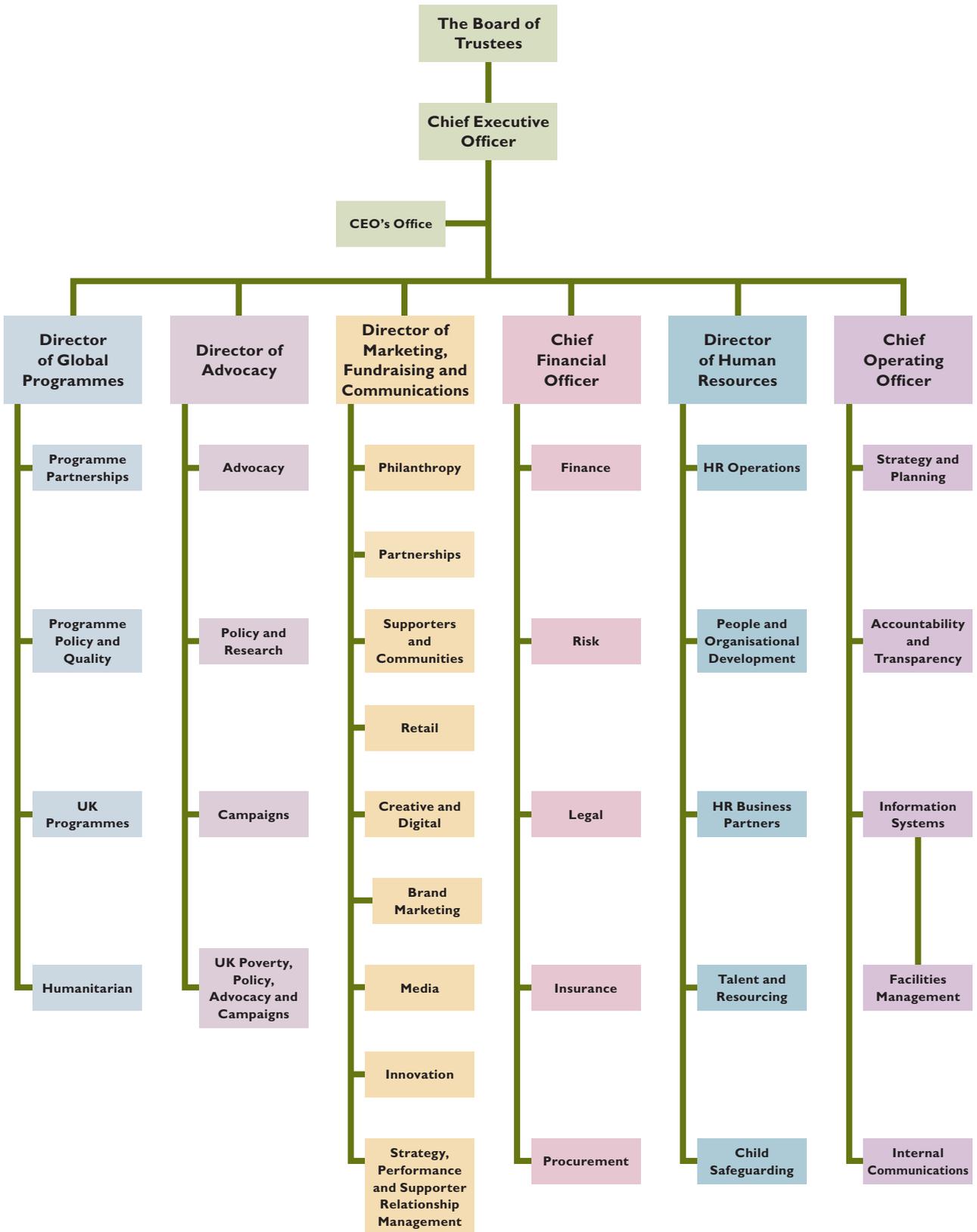
organisations, transforming children's lives in more than 120 countries. All the members of the Save the Children movement, with combined revenues of over US\$2 billion, are in the process of agreeing to a shared 15-year strategy, **Children 2030**, to include our vision, mission, values and theory of change.

In 2011, Save the Children International, Save the Children UK and the other members of the Save the Children Association entered into a number of agreements establishing Save the Children International as the delivery body for the programming activity of Save the Children Association members outside their home territories. This helps to align our activities and reduce duplication of effort in order to improve our collective ability to affect children's lives. Save the Children members are responsible for designing programmes in conjunction with donors, maintaining oversight of Save the Children International's delivery. As well as our direct programming within the UK, we continue to provide humanitarian surge capacity and technical support to overseas programmes.

We have also begun to operate within a networked leadership model across the Save the Children movement. In the networked leadership model, members and Save the Children International lead on different priorities on behalf of the movement as a whole. We are making good progress in delivering this operating model. For example:

- **Save the Children International** leads on our humanitarian responses, with members providing technical and surge capacity to support and lead on fundraising, advocacy and media.
- **Save the Children International** leads on our global EVERY ONE campaign, with support and collaboration from members.
- **Save the Children Sweden** leads on the global initiative for child protection.
- **Save the Children US** leads on the global initiative for child survival.
- **Save the Children UK** coordinates all media through the Global Media Unit.

ORGANOGRAM



## HOW WE CREATE CHANGE FOR CHILDREN

In this report, we will make several references to our theory of change and to our organisational strategy, Ambition 2015. The following section provides an overview of both.

### OUR THEORY OF CHANGE

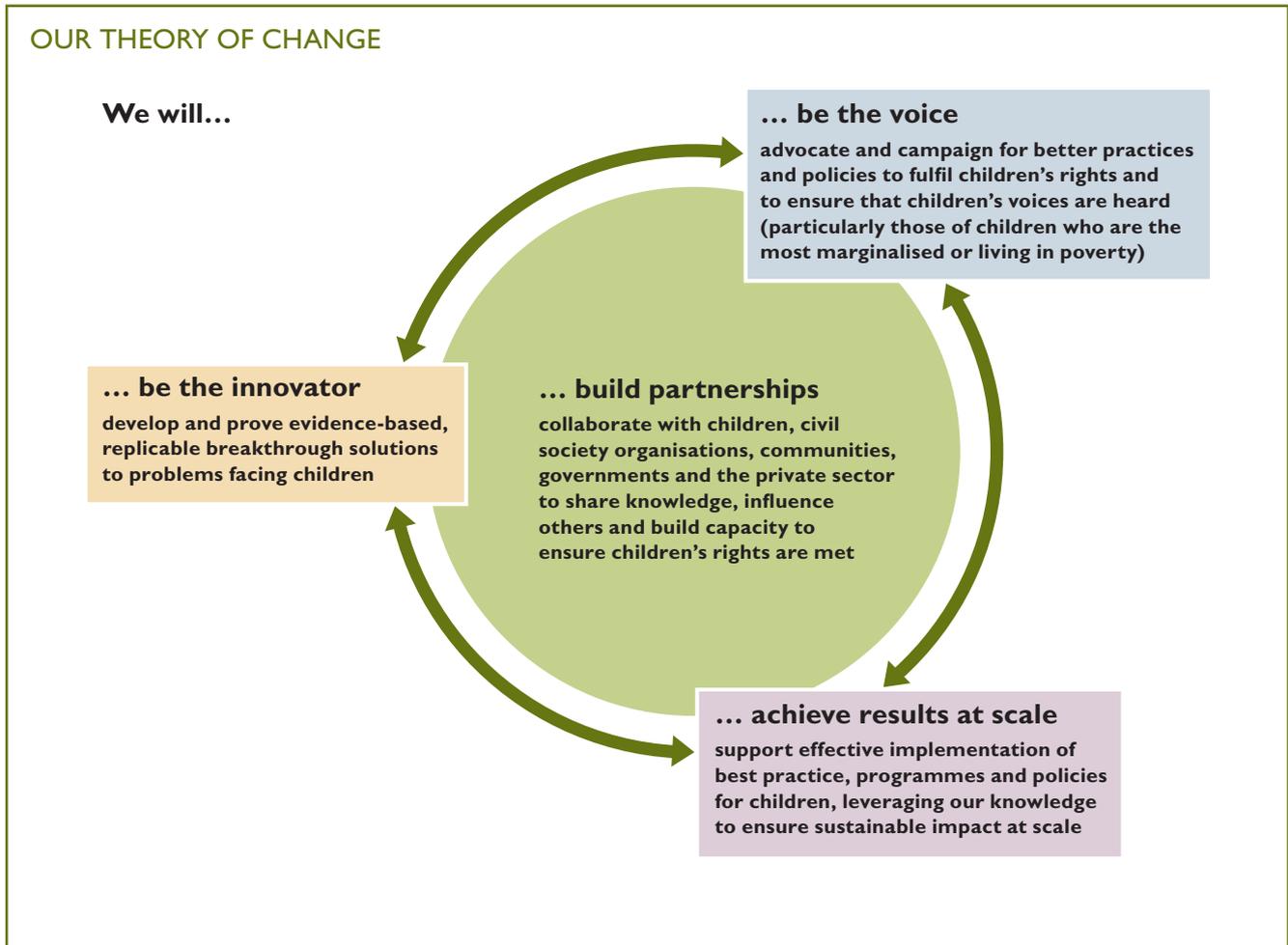
Our theory of change underlies everything we do. It incorporates a three-tier approach:

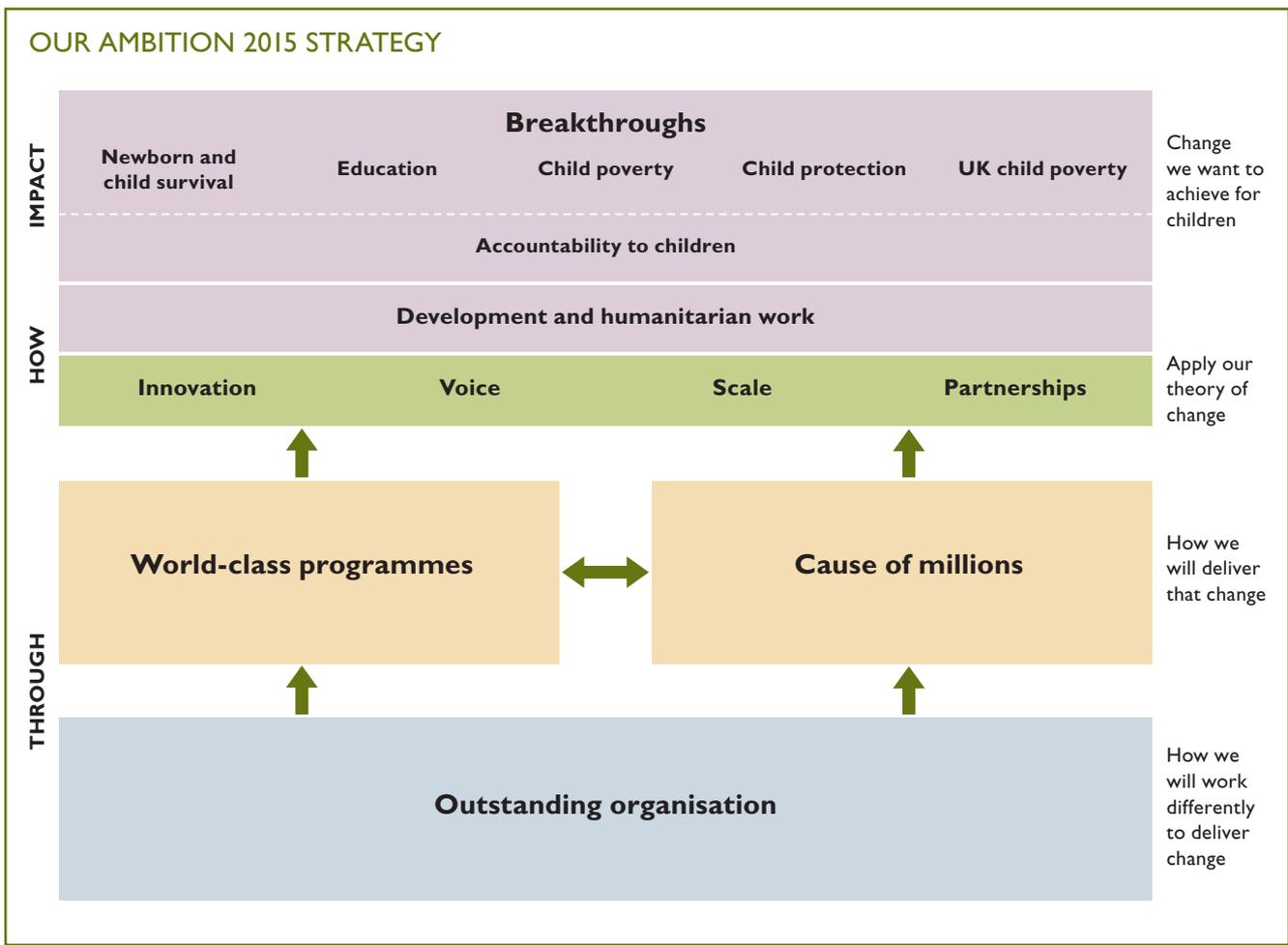
- directly helping millions of children through our innovative **programmes** on the ground
- collecting the **evidence** of what works to convince others to **replicate** this at scale
- **mobilising** mass support for change.

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

## OUR AMBITION 2015 STRATEGY

In the last few decades, we have made dramatic progress in reducing child deaths, getting children into school and helping children to fulfil their potential. The challenge we set ourselves with Ambition 2015 was to accelerate that change to become the generation that makes sure that no child dies from a preventable illness, such as diarrhoea or pneumonia, and that every child gets the chance to go to school. Ambition 2015 is a road map to get us there. Our Ambition 2015 strategy for 2012–15 lays out how we will effect positive change for children by designing world-class programmes, becoming a cause of millions, and being an outstanding organisation.





## Our 2015 goals

### World-class programmes

By the end of 2015, we will have:

- developed two stand-out signature programmes that are fully funded, have communications collateral and are underpinned by strong monitoring, evaluation, accountability and learning (MEAL) foundations
- increased our frontline emergency health capability, including the establishment of the emergency health unit
- delivered the first phase of the Humanitarian Leadership Academy, training the next generation of aid workers in three regional hubs
- deepened and diversified our institutional partnerships, with more focus on the EU, World Bank and Middle East trusts
- developed a plan for a significant growth in the scale and impact of our UK work
- strengthened the country programme operating platform, ensuring better delivery and donor reporting.

### Cause of millions

We will have three priority campaigns. Taking each of these in turn, by the end of 2015 we will have achieved the following:

- Child survival: secured a commitment to ending preventable child deaths, through our No Child Born to Die and action/2015 campaigns
- Child protection: improved child protection in armed conflict with a specific focus on increased humanitarian access inside Syria
- UK child poverty: successfully delivered a national mission campaign to get parents and volunteers reading ten minutes a day to children and secure the commitment of all political parties to get all children reading well by the age of 11.

By the end of 2015, we will have:

- recruited 100,000 more supporters and begun to deliver our new supporter and digital strategy to recruit and retain 1 million supporters and increase our unrestricted income
- delivered a year-round mass engagement programme – including our Christmas Jumper Day campaign, engaging 2 million people, and a new successfully launched campaign, Den Day

- refreshed our brand proposition to engage and inspire supporters, reaching engagement levels of 20% and consideration of 42%.

### **Outstanding organisation**

By the end of 2015, we will have:

- delivered our people strategy, to improve staff engagement to 70% and reduce regretted attrition
- strengthened the Save the Children movement, including building lead members, particularly Brazil and India
- developed and agreed the Children 2030 strategy for both the UK and the global movement
- improved management of unrestricted funds and reduced cash flow risks, including successful roll-out of our new finance system (Agresso) and improved award management processes
- built a strong technology platform and capability, including roll-outs of Agresso, Procure to Pay, Campaign Manager, Lync and Yammer
- leveraged our core partnerships with RB, Unilever and GSK, and one new global partner.

### **Our focus in 2014**

Our four-year Ambition 2015 strategy reached its third year in 2014. We are on course to meet or exceed our targets in our 'breakthrough' areas of newborn and child survival, education, child poverty (in the UK and overseas), child protection and accountability to children. We are also on track to exceed our income goals. Our stretching supporter growth goals continue to drive us to develop innovative new supporter offers.

Our top five strategic priorities in 2014 were:

1. Delivering signature programmes
2. Increasing our humanitarian impact
3. Developing innovative strategies to inspire support for our cause
4. Investing in and engaging with our people
5. Strengthening the Save the Children movement.



PHOTO: JONATHAN HYAMS/SAVE THE CHILDREN

Justin, wearing a Christmas Jumper. Justin regularly attended Save the Children's child friendly space sessions after his family's house in Dulag, Leyte province, Philippines was destroyed by typhoon Haiyan in 2013.

# ACCOUNTABILITY TO CHILDREN

Accountability is the process through which we, as a child rights organisation, are held to account by children\* and their communities over our commitments, activities and impacts. Our belief in the importance of our own accountability to children and their communities, and the vital importance of the accountability of all others working for children, are fundamental to all our programmes and advocacy everywhere.

The following section of this report will review accountability to children across two core areas:

- programme accountability
- child safeguarding.

## PROGRAMME ACCOUNTABILITY

At Save the Children, we think that real accountability to children and communities involves giving them a meaningful opportunity to talk to us, learn about what we are planning and influence what we do. It needs to give them the opportunity to tell us how well they think we are performing, to make complaints and to have an impact on key decisions that will affect them. Doing this in our programmes across a range of settings – from emergencies to longer-term development – means that children and their communities can hold us to account in ways that can influence the organisation's strategies, priorities and actions at local, national and global levels.

Accountable programming means:

- We discuss, decide and work together with communities.
- We transparently share information about our organisation, our projects and how people can be involved.

- We proactively listen to and act on complaints and feedback.
- We monitor and evaluate our impact in order to continuously learn.
- We recognise children as valued stakeholders who are meaningfully involved and empowered to claim their rights, and have real influence on us and other duty-bearers.

In 2013, Save the Children said we would strengthen accountability to children by:

- strengthening proposal design and budget effectively to advance the quality and scope of child participation across our programmes
- standardising evidence-based programming influenced by children.

In 2014 we took further steps to achieve these goals, upholding our organisational values of accountability, ambition, collaboration, creativity and integrity through the main components of our core theory of change.

## OUR THEORY OF CHANGE

Our theory of change (see diagram on [page 6](#)) includes these elements:

- **Be the Voice:** ensure that children's voices are heard
- **Be the Innovator:** evidence-based replicable breakthrough solutions
- **Achieve Results at Scale:** leverage our knowledge to ensure sustainable impact.

While we understand that there is still considerable distance to be travelled to achieve our goal to become an outstanding organisation, the following pages explain the steps we have taken – and are taking – to get where we want to be in each area of our theory of change.

\* For the purpose of this report, references to 'children' refer to all girls and boys under the age of 18 years.

It should also be understood that accountability to children will often require broader accountability to adult parents/carers and communities who have responsibility for promoting their children's best interests. However, according to their levels of maturity and evolving capacities, children themselves should also be enabled to directly hold us and other duty-bearers to account.

## Be the Voice: ensure that children's voices are heard

The development of truly world-class programmes is a key element of our strategy; to achieve this, it is essential that we listen to and are accountable to children. We know we can only meet children's needs and build a better world by listening to them about what needs to change – and how. We want children to be active stakeholders and participants in our work, not just passive beneficiaries.

Involving children in this way has wider impacts too. When children feel that an organisation like Save the Children has really listened to them on issues that directly affect them, they are much more likely to feel they can speak out on their rights to health, education and protection more generally – and hold decision-makers and service-providers to account. But all this begins with us really listening to children's views and opinions about our work.

In 2012 we said that, by 2015, we would design effective complaints and feedback mechanisms (CFMs) for delivery in country programmes and emergency responses.

Such mechanisms ensure that children and their communities have direct and accessible ways to speak to us. Over the last two years we have made good progress against this goal. In 2014, for example, a new CFM procedure for our programmes in the UK was

rolled out, ensuring that children now have a formal mechanism to question and comment on our work in the UK.

Staff in our international programmes, including in our emergency responses, are also becoming more familiar with the concept of and approaches to accountability. In addition to some of the initiatives described below, we have produced practical guidelines on how to set up CFMs at country level that encourage children and adults to ask questions, make complaints and leave other comments. These build on our recent experience in testing various formal and informal mechanisms to see which are most relevant in different contexts and which are most easily used to capture the voices of children directly.

In 2013 we said we would strengthen our proposal design and budgeting effectively to advance the quality and scope of child participation across our humanitarian work. We also said we would conduct a child-focused evaluation of our response in the Philippines.

In 2014, as part of our response to the 2013 Typhoon Haiyan in the Philippines, we spoke with children to understand better how we could engage them more effectively as agents of their own recovery. Based on this consultation, resources were allocated so that children were able to participate actively in a range of activities, including project design and budgeting.

**“We need help to rebuild and to rise from this disaster. We need education so that we are ready for when disasters come to our country. We don't just want money and gifts. We need you to help us stand again on our own feet.”**

Sofia, 15, Typhoon Haiyan survivor, Philippines.

PHOTO: MARK KATY/SAVE THE CHILDREN

Our approach included engaging the most marginalised children, ensuring balanced representation of boys and girls in every activity, developing culturally sensitive tools, and personally visiting children who had little or no access to mobile phones or the internet. This approach was also designed to inform adults (parents, staff and volunteers) about child participation principles and standards and to show them the importance of involving children at the earliest possible stage of a project.

Following on from this first piece of work, we led an exciting follow-up to develop and implement an innovative participatory methodology for assessing children's needs, in partnership with Plan International, World Vision International and UNICEF. The results were a methodology and child-friendly tools. These were designed to capture children's perspectives on several priorities across different activity areas, and their own visions for recovery – bringing them to the forefront of response and recovery planning in the Philippines. Further children's needs assessments have been planned for 2015.

Our leadership of this process helped identify us as a child-centred agency across the Philippines emergency response, and contributed to the passage of the 'Children in Emergencies Bill' in the national parliament. Lessons learned from the process have been documented to inform future Save the Children engagement with children and communities, including updating our standard guidelines for humanitarian responses to ensure that listening to children's voices is critically important in our interventions.

This process has also informed wider policy advocacy on the importance of building children's and youth participation into humanitarian response planning. Following on from this work, Save the Children collaborated with World Vision International in the development of a toolkit for initial rapid multi-sectoral assessments with children and youth. This is being field tested in line with the UN-led Ebola Recovery Assessment process in Sierra Leone and Liberia in early 2015.

### **Be the Innovator: evidence-based replicable breakthrough solutions**

In every aspect of our work – from individual projects to global strategy – we aim to draw on children's advice, insights and experience to help shape our decisions. However, simply using the same methods and approaches used with adults is unlikely

to ensure that children feel able to express their views openly and easily. How best to achieve this is a concern of a number of child-focused organisations, and Save the Children works with partners that share our ambitions in this area.

In 2014 Save the Children worked with World Vision, Plan International, War Child and EDUCO to conduct field-based research into the effectiveness of various child-friendly complaints and feedback mechanisms. This innovative field-level research identified some of the key barriers that children face when making complaints, as well as some of the challenges organisations face when developing child-focused complaints mechanisms. This research will be continued in 2015 with the aim of being able to develop good practice guidance that can improve the way that we collect feedback directly from children.

Another example of innovative breakthrough solutions to improve our accountability to children comes from Myanmar, where our field and camp-based staff have started to use tablet computers and customised software to record feedback and complaints from community members as they go about their work. The data collected is then centralised into a database at the Yangon country office for review and dissemination to the appropriate channels for a response. The development of this approach is the culmination of a number of activities undertaken throughout the year to gauge and improve information-sharing between Save the Children and beneficiary communities. The staff teams in Myanmar decided to pilot this more flexible and mobile feedback response mechanism after engaging with community members and learning that their most preferred mode of providing feedback to staff is through informal face-to-face interactions. Further testing of this approach will be undertaken during 2015.

In 2013 we said we would launch a thorough assessment of our work in the early stages of all of our humanitarian responses.

So-called 'real time reviews' (RTRs) are a practical way to get early feedback on our work in delivering emergency response aid – what is working and what needs to change. By collecting real-time data we can ensure that our response efforts are more agile, effective and relevant – taking on feedback and lessons learned without delay.



Some of the beneficiaries of the radio distribution programme in Kailahun district, Sierra Leone.

In 2012, RTRs became a mandatory requirement for all of Save the Children's largest humanitarian responses and since then more than 17 RTRs have been conducted. We used these to carry out a meta-analysis that helped to establish and consolidate key lessons learned among all the reviews conducted between January 2012 and June 2014. This analysis covered a range of countries and contexts, including the response to the Syrian refugee crisis in Yemen, activities undertaken following Typhoon Haiyan in the Philippines, and emergency nutrition programming in Yemen. The findings and key recommendations have been shared across the Save the Children's membership and are currently being used to inform improved planning in our responses.

In 2013 we said we would gather and apply learning on accountability practices in the toughest of emergency contexts.

Addressing the unique constraints of the Ebola outbreak across five country programmes has been a key focus and challenge in 2014 and we have learned several lessons along the way. Being participatory was a particular challenge and we had to rely to a greater extent than we would have liked on the voices of spokespeople; this was seen as a justifiable

compromise as we sought to minimise the risk of Ebola transmission.

Working alongside our sector peers, we realised a new approach was needed: in addition to comprehensive informal systems of providing feedback, we leveraged mass media to coordinate key messages in order to avoid the confusion of messages coming from the large number of responding organisations. We also used community volunteer teams to spread clear and appropriate messages, using mobile phones to relay feedback to Save the Children staff. As with all our accountability work, these mechanisms were linked with the organisational focus on child safeguarding to ensure that serious complaints of abuse or exploitation could be robustly managed and reported.

One example of our innovative partnership with the mass media was our work with a local radio station in Sierra Leone to improve two-way communication with communities. Community members called or sent SMS texts to the radio show and posed questions to Save the Children 'panel members', covering topics ranging from stigma to risks of Ebola contamination. This novel idea has proved to be an effective feedback mechanism and the Sierra Leone team are currently working to identify a way to expand the reach of the radio station.

## ACCOUNTABILITY IN OUR PROGRAMMES: PAULINE CAFFERKEY

In early 2015, we launched an independent enquiry to review an incident at our Ebola Treatment Centre in Kerry Town, Sierra Leone in December 2014. Pauline Cafferkey, a nurse who worked tirelessly and selflessly, contracted Ebola while working as a volunteer for Save the Children. We are delighted for Pauline and her family that she has now fully recovered.

The independent panel found that it is most likely, though not conclusive, that Pauline acquired her illness while working at the Ebola Treatment Centre. Save the Children procedures, equipment and protocols at the centre were assessed as safe

and meeting all required standards, and training was also of a good standard. The panel found that, where our approved protocols may not have been followed, or where prescribed equipment was not used, this was not picked up immediately and therefore action might not have been taken quickly to correct procedure. As a result of the findings, we enhanced our refresher training in the use of personal protective equipment (PPE) and working in 'risk zones'; improved logging of potential incidents; and established senior sign-off of any changes in PPE protocol.

We want to be sure that people who are affected by an emergency are consistently able to hold Save the Children to account for the appropriateness, safety and effectiveness of our programmes.

To do this, in 2013 we said we would continue to refine our accountability monitoring and evaluation metrics in humanitarian responses.

In 2014, Save the Children UK's Humanitarian Technical Unit continued to work with staff working in a range of humanitarian contexts to refine monitoring and evaluation metrics. This includes supporting the use of contextualised quality checklists for a range of key activities – including child-friendly space design and activities, child-friendly latrine design, and quality learning environments for temporary learning spaces.

### **Achieve results at scale: leverage our knowledge to ensure sustainable impact**

To achieve results at scale in our accountability to children we need effective documentation of best practice, programmes and policies, leveraging our developing knowledge of 'what works' in accountability to ensure sustainable impact.

During 2014 we invested £100,000 of strategic funding in three country programmes – Bangladesh, Myanmar and Somalia – to document and learn from the development and piloting of a range of mechanisms designed to increase Save the Children's accountability to children:

- In Bangladesh, the funding was used to demonstrate how appropriate accountability mechanisms can strengthen partnership and programme quality in both urban and rural settings through pilot initiatives in nine projects.
- In Myanmar, the focus was on initiating conflict-sensitive accountability mechanisms in humanitarian settings in Rakhine state.
- In Somalia, the funding supported efforts to develop child-focused accountability mechanisms to improve children's participation in programmes and enable their feedback to inform future programme design and practice.

There were extensive community consultations in all three countries and considerable effort was put into improving project and programme information-sharing through a variety of means and materials. As part of this process, workshops took place to discuss, design and train people in the use of various accountability mechanisms including suggestion boxes, toll-free phone lines, accountability volunteers, and a range of face-to-face interactions. Feedback and complaints received have been monitored and recorded.

At the end of 2014, accountability 'insight papers' were produced by all three countries documenting what they had done and what had been learned. These were supplemented by similar papers from Niger and the Philippines. These five papers have been a useful step towards documenting learning in an accessible way that can inform the scaling-up of future accountability work.

In 2013 we said we would embed our UK Accountability Framework across UK programmes.

The UK Accountability Framework is a statement of Save the Children UK's programme commitments to accountability within our work. The Framework draws together existing internal and interagency standards and codes for quality and accountability that we have committed to, providing practical guidance in accountability to our staff for implementation. Following the groundwork laid in 2013, in 2014, we embedded our UK Accountability Framework across UK programmes by using an 'Accountability Tracker' tool to cover the three core UK programmes. This has allowed us to begin monitoring where each programme sits in relation to implementing the standards within the framework.

To create sustainable change in accountable practice in our UK programmes we also organised a series of road shows across the UK to introduce staff to our accountability work and also provide an opportunity for staff to identify training that they felt they needed in order to deliver the accountability standards effectively.

In 2013 we said we would work closely with our colleagues at Save the Children International to bolster staff capacity in accountability across the Save the Children movement as well as implementing standard operating procedures on handling complaints and feedback by 2015.

By working alongside Save the Children International, we can achieve more for children: aligning behind a common strategy and building our capacity in key countries.

In 2014 Save the Children's ongoing commitment to be accountable throughout all of our programmes has been enhanced by a new team at Save the Children International focused on improving the quality of all programmes implemented by various Save the Children members. Among other issues, the team will have responsibility for supporting the mainstreaming of accountable programming, taking advantage of the learning accumulated by Save the Children UK over the last few years.

In 2014, as part of the new Programme Quality team, Save the Children International rolled out a new Quality Framework to its 120 country programmes. This included movement-wide standards for community complaints and feedback handling.



PHOTO: FELIX CLAY/SAVE THE CHILDREN

**Save the Children's Read On. Get On. event in Manchester. By 2025, 1.5 million children will reach the age of 11 unable to 'read well' unless urgent action is taken.**



PHOTO: ALESSANDRO PAVONE/SAVE THE CHILDREN

Displaced children at a camp in Iraq where we set up a safe space for children.

This will be complemented by the [Accountability Guidance Pack](#), which we translated into French, Spanish and Arabic in 2014. This tool enables us to help those who are implementing Save the Children programmes abroad to use best practice to embed accountability to children into their work. Also pivotal to this is the inclusion of accountability in the roll-out of our monitoring, evaluation, accountability and learning (MEAL) framework. MEAL is a key part of realising Save the Children's theory of change and common values and strategies, inherent in the child rights programming framework. Much of this will be done under the umbrella of a global accountability advisory group where, alongside other Save the Children members, we will invest in improving and evidencing accountability in key countries.

### WHAT WE STILL NEED TO DO

We made some good progress in 2014 but participation is still inconsistent, under-resourced and often perceived as a barrier to delivering at scale and speed. Ensuring that child-friendly feedback mechanisms are consistently rolled out in both development and humanitarian contexts is an ongoing challenge. Among other ways to address this challenge we still need to:

- ensure that accountability specialists are deployed to humanitarian responses early on, to build accountability practices into our interventions from the outset
- continue to build the skills and confidence of our staff, so that mechanisms are set up to improve the quality of our work by achieving genuine participation – this participation should no longer be a 'nice to do' but a 'critical and functional' imperative in our responses
- continue to develop our knowledge to ensure that we are accountable to the most hard-to-reach children, including those in challenging contexts such as conflict zones or health emergencies, where direct access to affected children may be difficult or limited.

In 2013 we said we would ensure that the voices of children are heard in our strategy processes.

While we have taken steps to include children in our strategy process at national level, we are not there yet and could do better. In 2015 we will endeavour to ensure that the voices of children are heard and inform both our programme design and our strategy process, by working with our country offices in the field to engage children meaningfully.

By the end of 2015, our commitments to improving our accountability include:

### Building an outstanding organisation

- Evaluate the UK Accountability Tracker tool data and create tools and resources to meet identified needs. Check two of our UK programmes against the UK Accountability Framework.
- Initiate the development of a unitary, full-spectrum approach to global programme accountability at Save the Children UK that places children at the centre as agents of their own development and recovery from crisis.
- We will take steps to reinforce our approach and strengthen our institutional capacity by further integrating advocacy and campaigning into programme design

### Give children a voice

- Continue to support the mainstreaming of child-friendly feedback mechanisms that allow measures of our effectiveness to more directly include the views of the children and communities with whom we work.
- Support Save the Children International to work with project staff to implement the use of tools and good practice guidance so that we can drive delivery of our commitment to strengthening accountability to children and their families.

- Research effective approaches to introducing child-focused accountability mechanisms in challenging settings, including our humanitarian responses.

### Be the innovator

- Pilot technology-based information-sharing and feedback mechanisms with children and their communities (eg, using social media with children in Ukraine).
- Pilot innovative approaches to knowledge creation and learning that empower children and their families.

### Achieve results at scale

- Ensure that our signature programmes addressing different development challenges are designed and implemented as 'exemplars' or flagships of our accountability approaches.
- Continue to play an active role in the roll-out of improved accountability mechanisms across all of Save the Children's programmes, working in partnership with Save the Children International.



PHOTO: SAVE THE CHILDREN

A consultation organised by Save the Children in partnership with other humanitarian agencies in Tacloban, Philippines.

## 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 our staff work.

### ENSURING THAT WE ARE DOING THINGS RIGHT

In the course of 2014, we commissioned an audit of some of the key processes that underpin our child safeguarding arrangements. The audit found areas where we needed to be more rigorous in applying and embedding our approach. We took immediate action to strengthen a number of areas, including our pre-employment procedures and compliance with training requirements.

### ENGAGING THE RIGHT PEOPLE

Effective recruitment and robust vetting of those who work with us is the vital first step in keeping children safe. Embedding safer recruitment measures into our processes has always been particularly challenging when recruiting staff to respond to emergencies around the world. While we maintain a large number of emergency response personnel, some emergencies require us to recruit specialists to support our work. This recruitment happens quickly and deployment to crisis zones is almost immediate. During the initial stages of our response to Ebola in West Africa, we worked with the [Disclosure and Barring Service](#) (DBS) to create an expedited process to ensure that no one was deployed as part of our Ebola response teams who didn't have the necessary DBS checks.

### TRAINING OUR PEOPLE TO PROTECT CHILDREN

We continue to believe that effective training of our staff and representatives is critical in keeping children safe and enhancing the child safeguarding culture of Save the Children. In 2014 we agreed new arrangements for ensuring compliance with our rigorous training requirements. We exceeded our target that 95% of new staff would receive our comprehensive child safeguarding training within three months of joining our team.

In 2013 we said we would provide specialist training to staff who are responsible for the management of child safeguarding concerns in the UK.

The [National Society for the Prevention of Cruelty to Children](#) provided training to these staff and a programme of ongoing professional development has commenced, ensuring that our staff maintain the highest levels of understanding and skill in this area of work.

### CHILD SAFEGUARDING INCIDENTS IN 2014

We responded to 82 specific concerns about the welfare of children in 2014.

- a) There were 6 concerns raised about the conduct of staff and former staff/volunteers:
  - i. One member of staff was provided with management guidance after failing to identify potential harm to children through a routine contact.
  - ii. One member of staff received a first written warning, with a requirement to undertake further training.
  - iii. One member of staff received management guidance and one member of staff had a disciplinary case against them proved following a failure to promptly refer concerns about possible harm to a child in accordance with the Child Safeguarding Policy.
  - iv. One former member of staff was found to be sending personal text messages to a child they met through their work with Save the Children that were contrary to our Code of Conduct. The Local Authority Designated Officer was informed and we followed their guidance in handing the matter.
  - v. One report indicated that a known (now deceased) member of the [Paedophile Information Exchange](#) (PIE) had been a member of the Save the Children Overseas Committee in the 1970s. Our enquiries revealed nothing that would suggest that the individual had used their role to gain contact with children.
- b) We responded to 32 concerns about the welfare of children identified in the course of our programme delivery in the UK. Any cases that met the threshold for child safeguarding were referred to the relevant external agency.

- c) Our Child Safeguarding Focal Points and Supporter Care and Digital Media Teams received 40 other reports from staff members, members of the public (including children) and other organisations about specific children, even though the children have no Save the Children involvement. We referred some cases to Save the Children International and their staff in country offices overseas were able to provide practical help in a number of situations.
- d) We made three referrals to Save the Children International, when it became obvious that the concern raised with us related to one of their programmes or staff.
- e) We supported one whistle-blower in referring information to Save the Children International about the safety of children.

The **Code of Conduct** for Save the Children representatives includes an absolute commitment to the protection of children and to sharing any information that may affect their welfare. In the course of 2014, some staff members reported issues concerning family members or others close to them where a child may have been harmed or placed at risk of harm. Due diligence was conducted in these cases and support was provided to the staff affected. No cases required any formal action against individuals on the part of Save the Children.

As part of the process of vetting our staff, volunteers and partners, some incidents were revealed that may have brought an individual's involvement with Save the Children into doubt. In each instance, we investigated further and on one occasion an individual was barred from working with us as a result of a previous criminal offence.

## WHAT WE STILL NEED TO DO

The challenge we face in keeping children safe is constantly evolving and we are determined to tackle robustly any risk to children involved in our work.

In 2015, we will:

- work even more closely with colleagues in the Save the Children movement to strengthen our shared approach to child safeguarding
- undergo an independent audit to establish how well we comply with the Save the Children Global Child Safeguarding Protocol, which underpins the protection of children throughout the Save the Children movement
- continue to develop partnerships that will improve international background checks and trial innovative ways to ensure that those offering to support our work are safe to have contact with beneficiaries
- support global initiatives in the Save the Children movement to share information and provide a solid foundation for secondments and other staff deployments
- provide key staff with an opportunity to learn more about complex child safeguarding issues and allow them to use their knowledge in the development of new programmes, projects and procedures.

# OUR ADVOCACY AND CAMPAIGNS

Speaking for and with children comes with great responsibility, and we must make sure that we are accountable for our actions. This section of the report marks our progress against our 2013 advocacy and campaigns accountability goals.

Through our advocacy and campaigns we seek to influence the perspectives and actions of decision-makers to give a voice to children's needs, inspire public action, and encourage the policy changes that will have positive impacts on children's lives. By collaborating with governments, institutions, corporate partners and key influencers in the sector, we can act as catalysts for improving the lives of children and their families.

In 2013 we said we would secure additional financial resources for in-country advocacy.

In 2014 we secured further investments for in-country advocacy from the [Bill and Melinda Gates Foundation \(BMGF\)](#), [Children Investment Fund Foundation \(CIFF\)](#) and [GSK](#). Our aim is that these new investments support not only specific advocacy and campaign activities but also our overall vision for international advocacy, including a clear focus on capacity-building for planning and monitoring and evaluation.

In 2013 we said we would improve monitoring and evaluation of our advocacy and campaigns.

As part of our partnership with the BMGF, we undertook a review of our advocacy resourcing in 2014. Combined with the additional capacity in our International Advocacy we were able to learn important lessons in understanding and proposing solutions to our most pressing challenges, including the need for:

- more investment in strategy development, planning, and monitoring and evaluation for advocacy and

campaigns in country offices, to help demonstrate value for money to our donors and supporters

- dedicated efforts to ensure that we integrate advocacy into the design of all our programmes from the beginning of the process.

## INTERNATIONAL ADVOCACY TEAM

We recognise that the world is rapidly changing. Now, more than ever, we can best effect change by supporting policy, advocacy and campaigning at the national level, empowering our movement – and supporters, communities, and children – around the world to achieve our mission. As part of our accountability to ensure children are given a voice within this changing global landscape and to enable us to achieve our commitments, our International Advocacy team was established in early 2014. Its three-year strategy (2014–2017) focuses on:

- managing and increasing our policy, advocacy and campaigns investments in Save the Children International's country offices
- providing coordinated and good-quality policy, advocacy and campaigns support to Save the Children International's country offices
- ensuring policy, advocacy and campaigns are truly embedded in our theory of change through all our programmes, including a strong advocacy component.

We seek to work with colleagues in Save the Children country programmes to develop advocacy and campaign strategies by building financial resources, staff capacity and skills, systems and structures, and leadership. Because of our history and capacity, Save the Children is committed to helping improve the alignment of our advocacy and international programmes goal by supporting our movement-wide 'Be the Voice' project. This advocacy support to country offices is delivered through a national approach to political and policy dialogue, technical support, thought leadership and fundraising.

## ACCOUNTABILITY IN PRACTICE: INTEGRATED RESPONSE TO MALNUTRITION IN THE SAHEL

By concentrating our interventions on evidence-based, replicable and scalable programmes, and mobilising others to fulfil their responsibilities, our programmes are a foundation for our advocacy to leverage and generate long-lasting change for children. Save the Children's response to the West Africa Humanitarian Implementation Plan (HIP) funded by the **EU Humanitarian Aid and Civil Protection Department (ECHO)** is a good example of an integrated approach where advocacy is the enabler in sustainable programme design.

ECHO has funded a significant part of the treatment of malnutrition in the Sahel region for over a decade now. As a result, the treatment of malnutrition has never been adequately incorporated into national health budgets and plans. As ECHO is planning to reduce its funding in the region, it is critical that national governments take account of the funding gap in their policy and health budgets. As part of our continued accountability to the communities we reach we should always strive to offer children sustainable change at scale.

We decided to focus on an integrated response by strategically linking programmes and advocacy in order to address malnutrition and improve resilience and food security in Mali, Niger and Burkina Faso. To be accountable in our programme design we need to leverage our expertise in advocacy and campaigning to enable real change.

We did this by:

- budgeting for advocacy at both the national and local levels
- focusing on how to integrate the treatment of malnutrition into national health budgets
- developing a methodology for research to ensure that an analysis of cost is conducted and that the relevant ministries understand the funding gap and are supported to ensure a smooth transition
- applying pressure on governments at both the local level (community empowerment) and global level (EveryOne campaign).

Not only is a more integrated approach to advocacy within our programme design good for our relationship with key stakeholders, it also positions us as a trusted partner for national authorities, and helps Save the Children build more strategic relationships with our donors, particularly where evidence-based advocacy provides us with the opportunity for the scaling up or adoption of programmes by governments.

Following the success of our grant bid towards advocacy human resources in the region we have learned some very important lessons, which we've shared internally. We have recommended next steps to reinforce our institutional capacity and strengthen this type of integrated approach in future.

**Koniba with her twins Yacouba and Lassina at a nutritional cooking demonstration run by Save the Children community health workers in her village in Mali. Yacouba and Lassina were severely malnourished but are recovering.**



PHOTO: JONATHAN HYAMS/SAVE THE CHILDREN

## WHAT WE STILL NEED TO DO

In 2013 we committed to strengthening the advocacy capability of Save the Children offices in strategic countries to encourage their governments to adopt and champion strong national and global positions in support of child rights.

Unfortunately, we were unable to make the progress we had hoped in this area, as new strategic priorities in 2014 meant our resources were needed elsewhere.

By the end of 2015, we aim to:

- ensure we support the production of national-level policy and research as we embark on our new international campaigns
- reflect upon and implement lessons learned from our global Every One campaign, which comes to a close at the end of 2015
- seize the opportunity of our new global campaign to put our international advocacy strategy in practice, in particular, to grow and leverage our country offices' experience in empowering excluded groups.

**No child is born to die. And no mother should die giving birth. Yet every year millions do.**

**Through our EVERY ONE campaign we use Save the Children's global voice and knowledge to influence government and campaign to end this injustice.**



PHOTO: DAVID WARDELL/SAVE THE CHILDREN

Minutes after being born, Santoshi's baby girl is weighed at the health centre.

# OUR PARTNERSHIPS

The success and impact of Save the Children is predicated on a model of partnership – partnership with governments, institutions, the private sector, other members and programme delivery partners. We recognise that it is our obligation to be transparent and accountable to our partners throughout the various stages of our work. We must also be transparent to the public about the partnerships we enter into and the governance around them.

Save the Children defines a partnership as a long-term relationship between two or more organisations and institutions with a mutually agreed set of principles and accountabilities, working towards defined objectives that facilitate lasting change for children. Our partnership strategy categorises and manages our partnerships, and defines accountability for their success. Our framework for successful partnerships seeks to form long-term strategic partnerships that go far beyond fundraising. We seek to combine expertise, resources and influence to achieve more impact. Our largest and most strategic partnerships are those that:

- involve multi-year contractual commitments
- are integrated into our full theory of change
- have a strong cultural fit
- enjoy strong leadership relationships
- provide a capability that we have identified as a priority for growth and development
- are with leaders in their sector
- involve investment across all the above elements.

## INSTITUTIONAL AND GOVERNMENTAL PARTNERS

Increasing the strength and depth of our partnerships with institutional donors is key to our strategy to accelerate progress for children. In 2014, we secured £202 million in contracts from multilateral, national and local government institutions.

We pride ourselves on having an honest, transparent dialogue with institutional donors, openly discussing opportunities and challenges. We believe it is incredibly important to report back transparently on how we spend the vital funds they donate, or how we make use of the support, expertise and gifts-in-kind that we receive. Only in this way can we strive to create mutually beneficial partnerships that deliver impact across our theory of change.

## PROGRAMME DELIVERY PARTNERS

In 2013 we said we would continue to support our implementing body, Save the Children International, as they work to put partnership management and development processes in place across the movement by providing vital expertise and feedback along the way.

In 2014, significant effort was put into building on the successes of the Save the Children movement agreeing to a set of common partnership principals, with Save the Children International creating a partnership management training course and suite of tools for country offices. The creation of a Partnership Framework will drive these principals further into our programmatic approach, ensuring that we build relationships based on shared objectives and that our partnerships effectively manage risks.

## CORPORATE PARTNERSHIPS

Building strong partnerships to achieve positive change for children is part of our theory of change. By working through mutually beneficial partnerships, we can capitalise on the resources of others to help us raise more income, reach more children, influence more decision-makers, and create more sustainable change for the children and communities with whom we work. We're ambitious in wanting to increase our impact; but we know we can't achieve what we want to just on our own.

That's why we've developed ambitious, strategic partnerships with some of the world's leading companies – RB, GSK, Unilever, Prudential to name but a few. By harnessing the power of their core business behind our cause – fostering innovation, channelling expertise, and creating synergies – we're able together to deliver life-saving help to millions more children.

### WHO ARE OUR CORPORATE PARTNERS?

Accenture, Arco, Arsenal, Arup, Asda, Astellas, Aviva, Avios, Beyond Retro, British Airways, Bulgari, Clifford Chance, Control Risk Group, Costa, Deramores, FirstGroup, Genel, Groupon, GSK, Harper Collins, Harvester, HSBC, IKEA, Johnson & Johnson, KeyMed, KMPG, Lloyds Banking Group, Lycamobile, Morph Costumes, Morrisons, P&G, Pearson, Pets at Home, Prudential plc, RB, Scottish & Southern Energy, Standard Chartered, TGI Fridays, The Co-operative, Thomson Reuters, TJX Europe, Twinings, Unilever, Virgin Atlantic, Visa Europe, Westfield, WHSmith, WPP



PHOTO: IVY LAHON/SAVE THE CHILDREN

**A health worker vaccinates children at a health centre in Democratic Republic of Congo. Save The Children and GSK have developed a vaccination programme against preventable diseases for children under five.**

## GOVERNANCE OF OUR PARTNERSHIPS

In 2014, we designed an updated governance model to ensure that we have the right oversight of our key partnerships at all levels of the organisation. In 2015, we will put this into action. It will include:

- ownership at the Executive Director level, with regular deep dives into our key partnerships
- a Partnership Steering Committee, which owns and ensures delivery of the partnerships strategy
- a Partnership Operations Group, which tracks progress, flags emerging issues for early resolution and drives best practice
- virtual account teams, which include representatives from all divisions of the organisation and drive day-to-day delivery.

The pillars of successful partnerships are:

- investment in programmes
- core business product development
- joint advocacy
- brand and commercial initiatives
- global employee engagement.

Delivering strategic partnerships, cross-organisationally at scale, in collaboration with our delivery arm, Save the Children International is a complex undertaking. Great progress has been made to date, but we know we have more to do.

- We need to ensure that programme delivery runs to agreed timeframes and deliverables and that we invest in strong operating platforms as a global organisation.
- We need to ensure that all our partnerships have specific and clear goals and that the right people are allocated at the right time to steward them.
- We need to ensure that all partnerships are managed consistently to maximise their potential.
- We need to be clear about how we work internally with other members so our partners get a 'One Save the Children' experience.
- We need to develop our local/national advocacy capability to improve our efficacy.

## GRANT MANAGEMENT PROCESS

In 2012 we committed to refining our grant management process.

In 2013 we took steps to achieve this goal by reviewing our Sign Off Policy and implementing our tracker.

In 2014 we implemented a new award management system, called AMS, which is now used by all Save the Children International Offices (countries, region and centre) and most member offices to store information about the awards that we receive from donors. The new system holds information about the value, period, donor requirements, donor reporting deadlines and other vital information about the awards. We also restructured our Finance Department, which means that finance support was moved out of all divisions and into one Finance Department. This meant that we had to re-define roles and responsibilities between 'business' and 'finance' teams when it comes to award management, and we developed a responsibility assignment matrix to clarify these. This matrix describes the participation by various roles in completing tasks or deliverables, with ownership revolving around who is: responsible, accountable, consulted and informed.

The award management process now consists of various stages, including opportunity identification, proposal writing, contract signature, kick-off and monitoring of implementation, donor reporting, close-out and sometimes audits and evaluations.

### DONOR COMPLIANCE

We work in partnership and transparently with our donors to ensure that our projects meet expectations and satisfy audit scrutiny. Our donor compliance team provides support across three key pillars:

1. **Capacity-building**, which involves head office and country-level workshops in coordination with Save the Children International and other Save the Children members to maximise cost effectiveness and pool and retain best expertise across the movement
2. **Donor audit support**, which provides key guidelines and direct support to country offices when our donors launch audits – this is a key compliance requirement as it allows our donors to provide assurance to their own constituencies that aid money is utilised adequately and maximises impact for beneficiaries

3. **Compliance reviews**, which provide Save the Children results-based and real time assurance that compliance requirements are met by our teams on the ground. It also seeks to address ongoing key risks and take necessary action to ensure maximum impact for children and a satisfactory outcome for donors.

By regularly providing this support, we can take proactive steps to ensure that award conditions and rules are met by all those involved in the management of our institutional donor funding.

## DONATION ACCEPTANCE PROCESS

In 2013 we said we would make more information about our donations acceptance process available to the public.

In order for us to be accountable to the children and communities we serve, we do not work with or accept resources from partners whose products or practices conflict with our values. We continuously work towards our goal of refining our donation acceptance process. Our donations acceptance policy applies to all donations from any source, including corporate partners, businesses, individuals, foundations, trusts and non-profit or governmental organisations. We review all multi-year donations annually.

We are extremely rigorous when deciding whether to accept a donation and have set up a sub-committee of our Board, the Donations Decision Making Panel. The membership of this panel consists of three executive directors and four trustees, reflecting the level of importance we place on donor risk assessment. Only a majority vote can result in the acceptance of a high-risk donation. If input is needed from our most senior decision-makers on any donation, the conversation is elevated to Board level.

In 2014, the Donations Decision Making Panel assessed 32 high-risk opportunities; decisions were made to proceed with 30 of those opportunities, and not to proceed with two opportunities. This includes donors who have approached us, and opportunities that we have proactively identified. The 30 donations that passed were worth a minimum of £22.56 million. The two that failed were worth a combined minimum of £700,000. It is worth noting that not all the opportunities that the Panel decided to proceed with resulted in a gift to Save the Children.

We classify our no-go areas as donations from any organisation that or individual who has generated a material amount of their turnover or wealth through pornography, tobacco or the arms industry (manufacturing or export) as we believe their activities are inherently harmful to children. We also have a number of high-risk indicators, such as the extractives industry, where we assess the opportunity/donation on an individual basis to assess the change we can make for children versus the risks.

## WHAT WE STILL NEED TO DO

As part of our journey to be as transparent as possible, in 2015 we will:

- review our transparency to donors in order to give them a better understanding of how our organisation works and how we are funded
- update our website with relevant and up-to-date details of our partners.

In order for us to be as accountable as possible in our work with partners, in 2015 we will:

- continue to support Save the Children International to strengthen their operational platform, including debt and award management
- continue to support Save the Children International with their partnership engagement guides by helping them to continuously look at what works and what more we need to do across our global policies and strategies to reinforce our global commitment to continuous improvement and accountability to children.
- embed partnership evaluations into our international programmes by providing our country offices with access to tools, resources and clear guidance so they can leverage global resources to create sustainable partnerships that are mutually beneficial.

In order for us to be accountable to our donors, we need to make sure that the programmes they fund are run effectively. In 2015 we will:

- continue to support effective implementation of best practice and policies for children within our programming,
- leverage our knowledge to ensure sustainable impact at scale so that our donors' funding reaches as many children as possible.

# OUR SUPPORTERS

Saving children's lives would simply not be possible without our supporters. Supporters provide us with the financial resources necessary to keep our programmes and responses running.

In particular, without unrestricted funding from supporters, we could not:

- Pilot new programmes, demonstrating their effectiveness and using their success to secure other funding
- Immediately release funding when it is needed most, such as in the first few hours of an emergency, before other funds have been raised
- Campaign without fear or favour, maintaining our independence as a voice for and on behalf of children.

Supporters also energise our mission by donating their time, their voices and their passion for our cause. In 2014, the time alone that our 15,000 volunteers donated was worth over £11 million, giving from individuals rose to £53m, and the money

raised by members of the public holding fundraising events in the community rose to £8m, boosted by Christmas Jumper Day. We recognise that the willingness of our supporters to donate their resources to us is no small matter. Their generosity and commitment to generate change for children is inspiring, and to repay them for their trust in us we want to be as accountable and transparent as possible.

To demonstrate our commitment to this, we have now publicly articulated a new Supporter Promise: a commitment to our supporters which guarantees no sharing or selling of any individuals' details and for donors to choose how and when they are contacted, [see next page](#).

Supporters can contact our friendly supporter care team to talk about their support or our Supporter Promise by calling 020 7012 6400, emailing [supporter.care@savethechildren.org.uk](mailto:supporter.care@savethechildren.org.uk) or by connecting via our social media channels ([Twitter](#)/[Facebook](#)).



Save the Children supporters attempt a World Record at Community Square in Gravesend Kent on Saturday 6th December for most people wearing Christmas jumpers in support of our Christmas Jumper Day Campaign.

## SUPPORTER PROMISE

Our promise to supporters

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

- We spend donations so they have the most impact for children.
- We value every gift, large and small, 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 as quickly as possible 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.
- If we get things wrong, we'll be upfront about our mistakes, apologise and fix them.

[savethechildren.org.uk/supporter-promise](http://savethechildren.org.uk/supporter-promise)

## REVIEW OF 2014

We are committed to upholding all relevant regulations issued by the [Public Fundraising Regulatory Association](#) and the [Institute of Fundraising](#), in our communication with supporters. We also fully comply with all relevant laws including the [Data Protection Act 1998](#), the [Privacy and Electronic Communications Regulations 2003](#) and the [Telephone Preference Service](#). However, occasionally we do get things wrong, and when we do we learn the lessons from it:

- In 2014 one of our adverts was the subject of complaints to the [Advertising Standards Authority \(ASA\)](#). Following an [investigation](#) the ASA found that we had not breached any advertising codes.
- In 2013 we disclosed that we had one complaint which had been referred to the [Fundraising Standards Board \(FRSB\)](#) and was under consideration. In 2014 the FRSB board ruled that we had breached one of the Institute of Fundraising's Codes of Fundraising Practice. We have strengthened our fundraising compliance as a result of the case, implementing new processes and training to ensure we are able to uphold the highest standards.

## COMMUNICATION WITH OUR SUPPORTERS

In 2012, we committed to:

- respond to 95% of supporter emails within one working day by 2015
- offer supporters who contact us through social media the same high-quality service as those using more established methods by 2015
- ensure that we provided clear and relevant information to supporters who contacted us with feedback on our programme and advocacy work, particularly when we focus on new or complex issues.

In 2014 we responded to 93% of email enquiries within one working day and we answered 96% of phone calls within 15 seconds, both of which were an improvement on 2013. There was a peak in email volume in February relating to Save the Children International CEO remuneration and also in November relating to the Global Legacy Award that Save the Children US awarded Tony Blair.

We have continued to review and implement a social media management tool that helps us to respond to enquiries and complaints quickly. There has been increasing contact via social media around half of which are from supporters, and half from wider members of the public. We respond where appropriate, as well as monitor broader discussions on our social channels.

In 2014 we have not had a large volume of queries about complex issues related to our programme and advocacy work. More broadly, however, we endeavour to enter debates on complex aid issues, such as our CEO Justin Forsyth appearing as a guest on BBC programme *Hard Talk* to discuss whether it is possible to offer humanitarian assistance in a different, better way.

## COMPLAINTS AND FEEDBACK

We continuously monitor the feedback and enquiries we receive so that we can provide our supporters with clear and relevant information. In 2014, we received 6,094 pieces of negative feedback. Questions relating to Save the Children US's decision to award the Global Legacy Award to Tony Blair represent the single largest area of feedback (55%).

Other main areas included:

Other work and policies	20%
Fundraising activity	9%
Mailings	7%
Agencies we use	6%
Our website	3%

Complaints about our fundraising activity, our mailings, our agencies and our online platforms were down 41% from 2013.

In 2013 we committed to become more transparent to our supporters by making more strategy documents, policies, and monitoring and evaluation reports available on our 'Being Accountable' web page.

We have not made as much progress as would have liked in this area and so in 2015 our Accountability and Transparency Manager will be responsible for reviewing our website content and pulling together materials linked to accountability and transparency, ensuring they are as accessible as possible and fully compliant with external standards (eg, [International Aid Transparency Initiative](#)). See the [Compliance](#) section in this report for further details.

## SAVE THE CHILDREN US – GLOBAL LEGACY AWARD

In November 2014, Save the Children US awarded Tony Blair a Global Legacy Award in recognition of his leadership and commitment to development in Africa; this led to 3,372 complaints to Save the Children UK. As a member of the Save the Children movement, we want to respond and to apologise for the upset that this caused. The decision to award the Global Legacy Award to Tony Blair was made by Save the Children US and although we were made aware of the decision, we were not part of the decision-making process. For a number of reasons this is not a decision Save the Children UK would have taken. This is not because Tony Blair doesn't deserve recognition for the leadership he showed on Africa – he does – but because of his other actions, particularly

those concerning Iraq, which Save the Children UK opposed strongly at the time.

The intent behind the Save the Children US award was to incentivise and recognise political leadership on development. It was never intended to be a broad endorsement of Tony Blair's time in office but specific recognition for his role in the Birmingham and Gleneagles G8 summits. These summits played an important role in galvanising progress on child and maternal mortality, debt cancellation, and HIV and AIDs.

As an outcome of this incident, we have been prompted to look at what lessons we can learn from this incident, including how we work together as a movement.

## OUR COMMITMENT TO FINANCIAL TRANSPARENCY

We are committed to give our supporters, donors and beneficiaries access to timely, relevant and clear information about how we spend the money we receive. In our [Annual Report](#), which is published alongside this report, we have strengthened our reporting to give a fuller account of delivery against targets, a more detailed presentation of risks and uncertainties, and a clearer explanation of our income and expenditure.

**“For every £1 we receive, we spend 88p on our activities to benefit children, 11p to raise the next £1 and 1p on governance and other costs”**

The 88p that we spend on activities to benefit children from each £1 of income is an average figure calculated based on all our income from institutions (such as the [Department for International Development](#)) and from the public. Different methods of raising funds have different costs; for example, it costs more to run one of our shops than it does to raise a similar amount from an institutional or corporate supporter. The money we spend on fundraising helps us increase the amount of money we raise from our supporters and therefore enables us to reach more children.

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 in countries around the world. Here's a flavour of the vital support given by three teams:

- Our large-scale, life-saving programmes are underpinned by multi-million 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.

- 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.
- Our **technical operations team** is on hand 24-hours-a-day to provide expert IT support to staff that is critical to help us deliver our ambition for children – from communicating with colleagues around the world, to transferring payments, to sending images for our public communications.

## WHAT WE STILL NEED TO DO

In 2015 we will commit to our new [Supporter Promise](#), which we have published within this report as well as on our website. We will report on our progress in meeting this promise in our 2015 Transparency and Accountability Report. In 2015, we will also:

- review the information we currently publish on our website so we can evaluate what we need to do as an organisation to improve transparency to our supporters
- invest in our website and digital technology to make it easier for our supporters to find ways to support us and get involved
- work to tailor our communications better so that they are more relevant to supporters' interests and take more account of their history of supporting.

# OUR PEOPLE

Our work simply would not exist without the dedication and commitment of the staff and volunteers who 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 by our values, and so we strive to be an accountable and inclusive organisation: one in which our people can thrive and give of their best every day, and where our values are brought to life profoundly and consistently.

In addition to our staff, we have over 15,000 volunteers and pro bono partners who are a vital force in our work and form the backbone of Save the Children. Whether it is running our shops,

fundraising and advocating for our cause, organising events, campaigning, or supporting our learning and development work – their generosity, energy and enthusiasm ensure we can deliver real change for children, both in this country and around the world. To realise our ambition requires us to build and develop an outstanding organisation of engaged, motivated staff who are committed to achieving lasting change for children.

In 2014 we conducted our annual Talent Review in order to make sure we continue to retain and develop our most talented people who play crucial roles in helping us to achieve positive change for children. In 2014 our staff turnover was 24%, which is comparable to many of our peer organisations working in this sector, although higher than the 20% benchmark set by the sector think tank People In Aid. Given the context of our work environment, the diversity and career stages of our staff, and progress we are making



PHOTO: SAVE THE CHILDREN

Staff show their support for runners fundraising for Save the Children.

on seconding staff externally, some of our turnover is positive and natural. Still, there are reasons why people leave that we must address. As a result, 'Investing in and engaging with our people' was one of Save the Children's top five strategic priorities for 2014.

In the following pages, we will outline the progress we made in 2014 against the commitments we set in 2012 and 2013.

We said that we would continue to act on the results of our employee engagement surveys, and implement the results in a collaborative and engaging way.

In 2013 we launched our ENGAGE initiative designed to improve staff engagement by identifying and addressing some of the biggest barriers to high performance. Through ENGAGE, we identified key areas for progress:

1. Living our values
2. Clear and accountable decision-making
3. The way we work within the wider Save the Children movement
4. Establishing a more productive and flexible working environment
5. Improving our two-way dialogue.

This, coupled with work identified in our HR strategy, resulted in a number of achievements in 2014.

## 1. LIVING OUR VALUES

### CODE OF CONDUCT ELEARNING

In 2013 we said we would launch a new, value-based training for staff on the key policies embedded in our code of conduct.

Our aim is for at least 95% of our staff to be fully compliant with our **Code of Conduct** training at any one time and in 2014 we initiated processes and procedures that move the organisation towards this. To help us make sure we are working in a way that reflects our values, in 2014, we launched an online values-based course to train all our staff on key policies embedded in our code of conduct. These policies are child safeguarding, data protection, anti-dishonesty, health and safety, and safety and security. This engaging, interactive online learning course helps our employees understand how to put these key policies into practice by following the stories of five Save the Children staff members who are dealing with the real-life risks that our key policies are intended to mitigate. The programme is mandatory

for all staff and compliance is reported to the Executive Directors. From launch of the programme to the end of 2014, we achieved 90% compliance. For more details on our internal policies and compliance please see the 'Compliance' section of this report.

## 2. CLEAR AND ACCOUNTABLE DECISION-MAKING

### ENHANCED PEOPLE MANAGER TRAINING

In 2013 we said we would ensure that newly appointed line managers receive a line manager induction.

In 2014, we enhanced our training for new people managers to ensure that all newly appointed people managers receive a people manager induction to ensure they are clear about how they contribute to the strategic goals of the organisation and equip them with the tools they need to effectively lead their teams. In 2014, 47 new people managers completed this training.

## 3. THE WAY WE WORK WITHIN THE WIDER SAVE THE CHILDREN MOVEMENT

### GLOBAL LEARNING AND DEVELOPMENT PROJECT

In 2014, in collaboration with other members and Save the Children International, we launched our Global Learning and Development project. This aims to develop a Global Learning Strategy and operating model to deliver a coordinated approach to developing our people across the Save the Children movement worldwide. In 2014 we analysed the current state of our learning resources and made recommendations on the work needed for the years ahead.

### GLOBAL COMPETENCY FRAMEWORK

We also led the development and launch of a global competency framework in collaboration with our partners across the Save the Children movement worldwide. We embedded these competencies into our performance management procedures, training over 200 of our managers with the skills and understanding to manage staff performance in a more effective way.



PHOTO: SAVE THE CHILDREN

People in Myanmar gather to make up a human Save the Children logo.

## 4. ESTABLISHING A MORE PRODUCTIVE AND FLEXIBLE WORKING ENVIRONMENT

### SMART WORKING

In 2013, our staff told us that they found the working environment of our Farringdon office to be outdated and overcrowded. In addition, staffing pressures were stretching our facilities to the limit. We instigated the Smart Working project in 2014 to address these challenges.

The aims of smart working were to increase collaboration and creativity among staff by improving the use and layout of our physical space, and enhancing connections through the use of technology. We also wanted to offer our staff flexibility in the way they work, liberating them to manage their hours and work location, with greater personal accountability to encourage a more positive work-life balance.

To support this, we have introduced clear policies and guidance around flexible working, focusing on staggered hours, location-free working, time off in lieu, and hot-desking. We have also taken the first step in updating our existing policies and practices to allow for greater collaboration across departments and for more flexible working enabled by technology.

Teams have brought this to life by developing their own 'manifestos'. These are co-created, agreed practices, etiquette and ways of working that support teams in working with greater flexibility while still ensuring good levels of productivity and communication. The manifestos allow team members to manage their contribution effectively, whether physically or virtually.

### REVIEWING OUR HUMAN RESOURCES SYSTEMS

Our people cannot focus on game-changing work if everyday issues keep getting in the way. They're frustrated by the bureaucracy and complexity of basic administration. Strong Human Resources (HR) foundations are about simple processes and reliable systems that liberate people to give their best for children. Our existing HR system was implemented 11 years ago. Since then, our organisation has experienced significant change and has effectively outgrown the system's capabilities. In 2014, a project was established to identify and procure a new HR information system.

The goals of the project are to:

- deliver reliable and consistent HR data quality
- standardise core HR process and improve awareness and compliance throughout the organisation
- improve understanding of individual and management roles, responsibilities and accountabilities

- remove paper forms and replace them with automated workflow authorisation
- implement a new HR information system that will empower managers and employees to take accountability and ownership for the above.

In the last quarter of 2014, working with representatives from around the organisation, we ran 16 workshops to identify relevant policies and processes and capture suggestions for improvement. These have been collated into eight process groups that will inform our detailed business requirements for a new HR system.

### REVIEWING OUR APPROACH TO CHANGE

In order to ensure we develop a more consistent good-practice approach to managing change we have formally reviewed lessons learned from both the merger with Merlin and our restructure of the UK Programmes Department. We are also working with GSK, one of our corporate partners, to reapply their best practice and develop a model for implementing different types of change successfully within our organisation.

## 5. IMPROVING OUR TWO-WAY DIALOGUE

We enhanced our existing activities for two-way dialogue with staff, including monthly Directors' Roundtables (where senior leaders and staff can talk openly about a broad range of topics) and all-staff discussions on challenging topics designed to capture staff opinion. These initiatives empowered staff to talk about the issues that matter most to them.

In 2014, staff were also invited to feed into the emerging Save the Children future strategy through all-staff discussions and divisional events on key themes.

### WHAT WE STILL NEED TO DO

We are constantly challenging ourselves to be as accountable and transparent as we can be with our staff and volunteers. In order to make sure we maintain best practice in managing and caring for our volunteers and staff, we committed to keeping up our compliance with external standards and constantly improving and updating our systems and internal policy and procedures.

While we have achieved a lot this year, we recognise that we still have work to do to maximise the benefits of improved ways of working.

Our focus in 2015 will be:

#### **The way we work within the wider Save the Children movement**

- Work towards a scalable and standardised online Global Induction module that provides members of staff with a clear, inspiring introduction to the organisation, its history, how we are organised, the work we do, and our vision, mission and values.
- Initiate work to deliver a fit-for-purpose global Learning and Development strategy and operating model for Save the Children to enable improved organisational performance and quality programmes.
- Bring together a global working group to start to build a standardised introduction to the role of the manager in Save the Children – providing managers with a clear understanding of the role and the skills required to manage people, projects and budgets.

#### **Establishing a more productive and flexible working environment**

- Communicate improved ways of working. The next steps in embedding smart working focus on widening the range of options in our flexible working policy, continuing to build supporting IT infrastructure, and launching organisation-wide ways of working in order to be more effective and support 'our people' in the way we work.
- Identify a suitable vendor who meets our requirements and devise an implementation strategy with our preferred vendor to design, build and roll out our new HR systems and supporting policies and processes.
- Identify one single learning management system that offers a common access point to a suite of learning offerings for different levels and functions and an ability to track and record learning.
- Introduce quality standards for Learning and Development to improve the quality of learning and development activities offered to our staff.

# OUR ENVIRONMENTAL IMPACT

Climate change is already affecting the world's poorest people. Vulnerable groups, especially women and children, are hardest hit by the effects of climate change. 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.

That's why Save the Children is a member of [action/2015](#), a global campaign calling for action on poverty, inequality and climate change. Together with over 1600 organisations we are urging world leaders to raise their ambitions and make big commitments to tackle climate change ahead of two key moments, the [Post-2015 Summit](#) in September 2015 and the [United Nations Framework Convention on Climate Change Summit](#) in December 2015.

Save the Children is committed to mapping our carbon footprint each year to understand and reduce the impact of our activities on the environment. Our actions respond to the feedback of our people, as

well as donor and peer expectations. With children on the frontline of climate change, every penny saved and every action taken will help us to achieve our ambitious goals for children.

## OUR CARBON FOOTPRINT

Save the Children has mapped our annual [carbon footprint](#) since 2011. To do this we collect data on our energy use, water, waste, paper, recycling and travel (to/from/within the UK) for our six UK offices and 139 shops. Our carbon footprint does not include any data for any offices or travel related to Save the Children International staff but some international travel is required by Save the Children UK.

The relevant up-to-date carbon conversion factors are used to calculate the tonnes of carbon dioxide equivalent (CO<sub>2</sub>e) produced for our activities. Carbon dioxide equivalent is the standard unit for measuring carbon footprints and expresses the



PHOTO: SAVE THE CHILDREN

In Bangladesh we run education, climate change and child protection programmes.

impact of each different greenhouse gas in terms of the amount of carbon dioxide, allowing a carbon footprint consisting of lots of different greenhouse gases to be expressed in a single number. By analysing the results we can identify key areas for improvement and also encourage our staff to be part of our efforts to minimise our environmental impact.

In 2013 our carbon footprint analysis was not ready in time for the report publication. However we are now up-to-date and both 2013 and 2014 carbon footprint reports are available on our website. Going forward our carbon footprint will be mapped each year and will be published online as well as in our Accountability and Transparency Report.

**OUR 2014 CARBON FOOTPRINT**

In 2014 our carbon footprint was 5,307 tonnes carbon dioxide equivalent. Our electricity and travel made up 94% of the footprint, with paper, gas and other fuels, waste and water making up the other 6%.

Our staff travel extensively to achieve their mission; in 2014 we travelled more than 14 million miles. Our travel breakdown in 2014 is shown opposite.

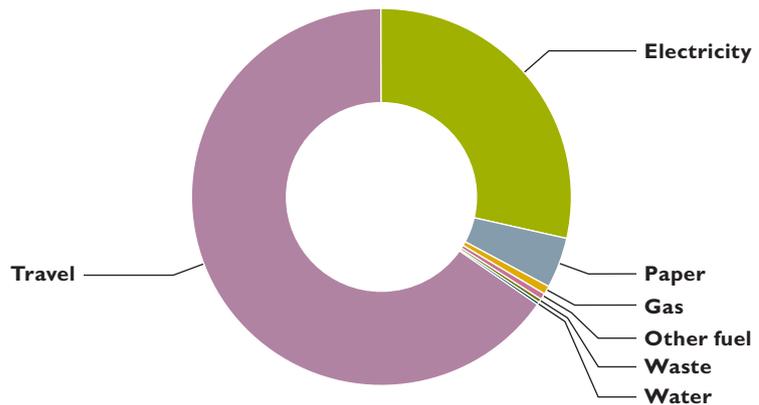
The majority of our travel miles are from flights. In line with our environmental policy, we aim to avoid flying where possible, and to travel by train instead of car. By understanding how much we travel and the reasons behind our travel, we can identify in which areas we can reduce our carbon footprint.

The second biggest contributor to our footprint is electricity. Our electricity use is almost evenly split between our offices and our retail shops. Our headquarters has used a renewable energy supplier since 2012; as our carbon mapping assumes an average grid energy mix, this means our footprint is in fact lower than the calculated figures.

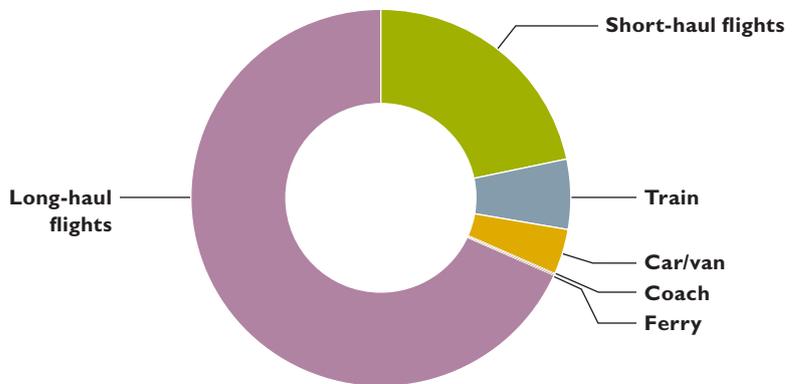
Our paper use represented around 4% of our footprint in 2014, compared to 3% in 2013. As of 2014, over 99% of the paper used in our printers in our London headquarters was recycled paper, compared to around 70% in 2012.

At our London office we saw a big reduction in gas use in 2014 compared to 2013; part of this is due to some internal maintenance work at the office meaning some areas were unoccupied for some time. Our waste and water use has been fairly constant over the past three years; the majority of our waste is attributed to our London headquarters. Water use was similar in 2014 to previous years.

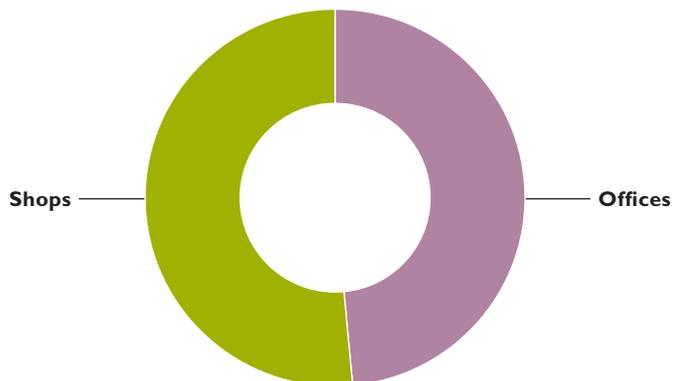
**2014 carbon footprint breakdown**



**2014 travel miles**



**2014 electricity use**



**PREVIOUS FOOTPRINTS**

Our carbon footprint has gradually decreased over the last three years.

<b>2012 footprint</b>	5,807 tonnes carbon dioxide equivalent <sup>1</sup>
<b>2013 footprint</b>	5,621 tonnes carbon dioxide equivalent
<b>2014 footprint</b>	5,307 tonnes carbon dioxide equivalent

<sup>1</sup> Please note, the above figures include recalculations for 2012 to reflect the updated carbon factors, so as to be able to compare it to other years

Our staff numbers and the number of shops differ each year, and a range of external factors produce variations in our energy use and travel, such as the number of natural disasters and emergencies as well as longer term weather conditions or health epidemics.

Our electricity use has decreased slightly each year as has our impact from travel. Our travel miles, particularly flights, depend on many factors and we aim to reach as many children as possible through our work. We actually travelled more miles in 2014 than 2013, however due to a different combination of travel types, our environmental impact was less.

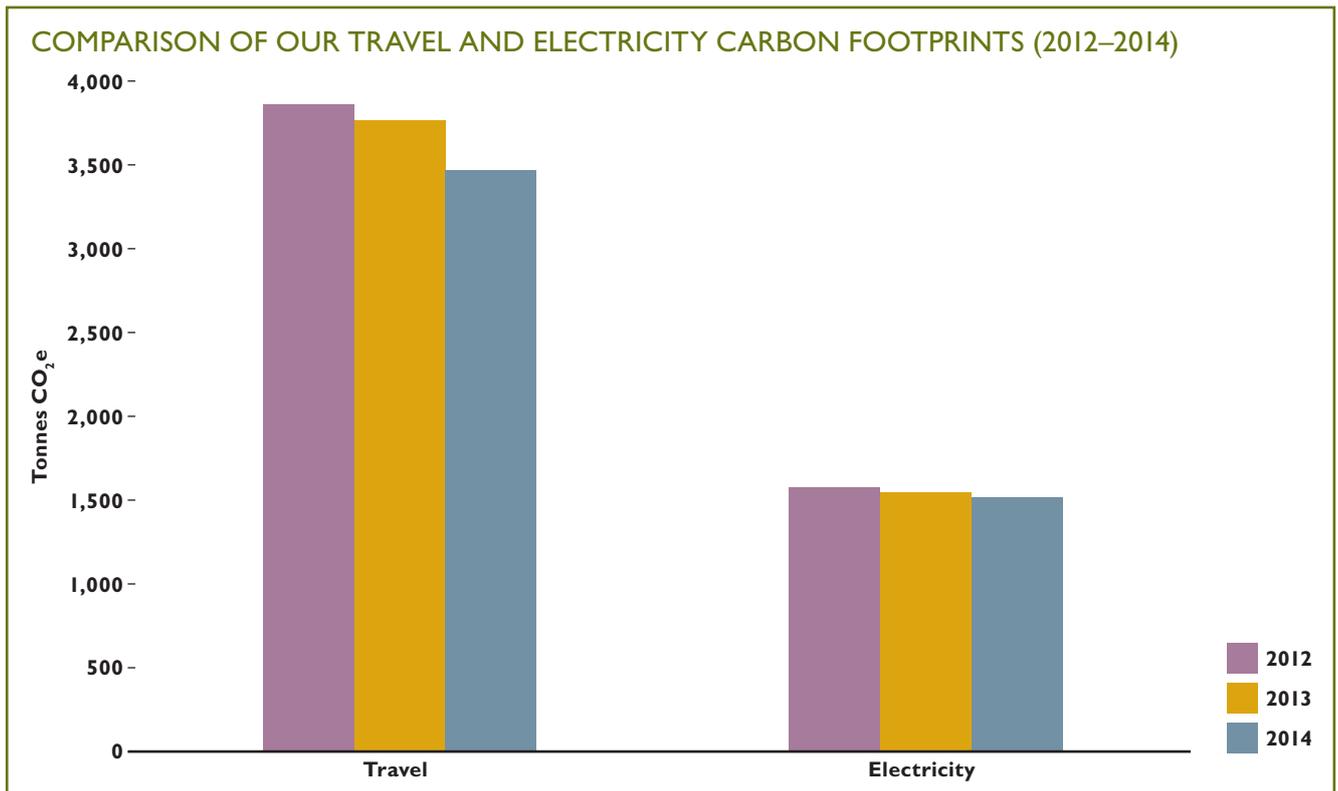
During our carbon mapping work we are continually expanding the scope and improving the accuracy of how we calculate our footprint. We will strive to

do this year on year to provide as accurate a picture as possible of our impact on the environment and identify areas where we can improve. In particular more complete bill histories and the advent of individual water metering at our retail shops mean that each year we are collecting a more accurate picture of energy and water use. A number of shops still remain where individual data is not available, for instance, where their rent includes utilities. In 2014 we were able to collect electricity consumption data for over 96% of our shops.

**OUR ENVIRONMENTAL POLICY**

Our **Environmental Policy** is designed to help staff to minimise the environmental impact of their activities including travel, paper use, waste and recycling. It also sets out how we should track our footprint each year. In particular, it specifies:

- limiting travel to mainland UK destinations and nearby European cities, such as Paris and Brussels, to rail unless flying is unavoidable
- wherever possible, staff should seek to minimise emissions from work-related car travel
- good environmental practice will be embedded into the organisation through information on the internal intranet, internal engagement through our environmental group and communication campaigns.





Lesbi, 8, with a healthy leaf on the right, and a coffee rust leaf on the left. Coffee rust has destroyed almost all his family's coffee crop – in 2013 they earned just US\$70, compared with \$500 the year before.

## PROGRESS IN 2014

Between August 2014 and February 2015 as a result of the Smart Working project, which focused on improving our working environment, we modernised our London office space and reduced the number of desktop computers by 15%, cutting down the number of inactive desktop computers on standby.

We also introduced Microsoft Lync telephone software, to improve staff communication options. Lync has enabled instant messaging, as well as phone and web conferencing. This has made homeworking more straightforward, and often means that our staff travel less.

Other environmental initiatives that were rolled out as a result of smart working:

- we installed energy saving LED lighting in over 25% of our office space
- we replaced our kettles and existing hot water systems in the kitchens with multi-purpose hot taps that mean we waste less water and save energy when making tea and coffee
- we recycled all our old furniture.

## WHAT WE STILL NEED TO DO

- update and communicate our internal **Environmental Policy** to all staff members
- engage staff to consider virtual meetings before travelling
- encourage stronger staff initiatives and ambitions for reducing environmental impact through our internal environmental committee 'Love Your Planet'
- carry out a thorough review of our energy use and analysis of future savings in preparation for our **Energy Saving Opportunity Scheme** submission at the end of 2015.

# OUR GOVERNANCE

## SAVE THE CHILDREN UK

We are a charitable company limited by guarantee, incorporated under the name the Save the Children Fund. We are regulated by the Charity Commission of England and Wales and the Office of the Scottish Charity Regulator.

We also have a wholly owned trading subsidiary, Save the Children (Sales) Ltd, which is registered in England and Wales and trades goods through our shops, branches and website. The two companies are registered at Companies House, and we file statutory annual accounts and returns with our regulators.

Our Board of Trustees is collectively responsible for governing the business of the charity. As of December 2014 we had 15 volunteer trustees with a range of experience including international development, policy, education, finance, general management, and volunteering.

The trustees take overall responsibility for delivery of our strategy – setting policy, defining targets, agreeing the financial plan, evaluating performance and ensuring that strong relationships are maintained with directors.

Matters reserved for the Board are clearly set out in our Standing Orders. The Board acts on advice and information from our Chief Executive and directors, and delegates the day-to-day management of Save the Children to them.

Our Board is also advised by a Donations Decision Making Panel, and by the Audit Committee, Performance and Remuneration Committee, Investments and Pensions Committee, Finance Committee and Nominations Committee. The Board, which meets at least four times a year, will be subject to an external evaluation in 2015.

In 2012 we said that by 2015 we would increase the diversity of experience and background represented on our Board of Trustees.

We have made good progress on our commitment to increasing the diversity of experience and backgrounds represented by the members of our Board of Trustees. More specifically, we were looking for new trustees with backgrounds in international development. As a result, in 2014 we recruited five new trustees with a wide range of skills and a wealth of experience:

Sebastian James  
 Jamie Cooper-Hohn  
 Diana Carney  
 Devi Sridhar  
 Gareth Davies

In early 2015 we recruited three additional trustees:

Peter Bennett-Jones  
 Farah Ramzan Golant  
 Mark Swallow

For more details please see our website.

In 2012 we said that by 2015 we would clarify the processes we use to appoint and re-appoint trustees.

Trustee recruitment is conducted by the Nominations Committee, a committee of the Board. The Nominations Committee has also made good progress in refining succession planning. Where appropriate, we use external input to make our senior appointments as transparent and inclusive as possible.

Our trustees are appointed for fixed terms (usually up to eight years in total), according to defined processes and procedures set out in our Memorandum and our Articles of Association, which are our governing documents.

In 2012 we said that by 2015 we would create a more rigorous induction process for all our new trustees.

In 2014 we created a more rigorous induction process for all new trustees. We now implement an individual six-month induction programme for each new trustee, covering all aspects of the role and the organisation.

## MERLIN

Merlin joined Save the Children in July 2013. As a separate charity within the Save the Children family, Merlin retains its own Board of Trustees, which works closely with us. In 2014, Merlin and Save the Children continued to work together to create a world-class humanitarian health force for children and their families living in some of the toughest places in the world. By combining Merlin's unique network of frontline health workers with Save the Children's life-saving work in over 120 countries, we have been able to reach more children affected by disaster, thanks to our shared goal of dramatically increasing our reach and impact for children and their families.

Over the course of 2014, Merlin's overseas programme operations and head office teams transitioned to Save the Children, except for Pakistan which is still managed by Merlin. Merlin's Board of Trustees has worked closely with Save the Children to ensure that country programmes, where possible, transitioned from Merlin to Save the Children in a manner that took into account the scope, timescales and requirements for each country and head office. Our priority was always to ensure the safeguarding of the delivery of our work and the number of people we reach.

## THE SAVE THE CHILDREN ASSOCIATION AND SAVE THE CHILDREN INTERNATIONAL

Save the Children UK is a member of the Save the Children Association, which consists of 30 independent national Save the Children organisations, transforming children's lives in more than 120 countries. The Save the Children Association is a not-for-profit organisation registered in Switzerland and is the global governance structure for Save the Children, with responsibility for coordinating member states, setting global strategy and protecting the Save the Children brand around the world. The Save the Children Association was set up to help us to collaborate and more efficiently work together.

Save the Children International is the international implementing arm of Save the Children. Save the Children International is a charity registered in England and Wales and is owned by the Save the Children Association. Save the Children International is responsible for programme quality and was set up by the Save the Children Association members to implement and improve the way we deliver our programmes in 120 countries around the world. In 2014 Save the Children International's total income was US\$2.12 billion.

Both the Save the Children Association and Save the Children International have the same board. The board is elected by the national Save the Children organisations with representation depending on member income and size. Save the Children UK currently appoints three of the 14 board members.

## WHAT WE STILL NEED TO DO

In 2015:

- We will make more information available about the subcommittees of our board. This will include details about the number of meetings and any key themes that were discussed during the year.
- We will improve the two-way dialogue between trustees and wider staff, including the visibility of our governance process.

# COMPLIANCE

To be an ‘outstanding organisation’ we need comprehensive policies reflecting our **Ambition 2015** strategy, our vision, our values and our culture. Clear and rigorous organisational policies help us avoid or mitigate incidents in advance. As well as ensuring that we ‘do no harm’, updated policies will focus on the core themes of keeping children safe, making every penny count, enabling our people, keeping our people safe, and being a responsible charity. This is linked to our legal requirements, donor expectations and our values.

## EXTERNAL POLICIES AND STANDARDS

We are committed to ensuring full compliance with a range of external standards to demonstrate best practice, which include:

- Core Humanitarian Standard on Quality and Accountability (formerly Humanitarian Accountability Partnership)
- Disasters Emergency Committee Accountability Framework
- International Aid Transparency Initiative Standard
- Institute of Fundraising Codes of Fundraising Practice
- People in Aid Code of Good Practice.

### PROGRESS IN 2014

#### **Core Humanitarian Standard on Quality and Accountability**

The **Humanitarian Accountability Partnership** (HAP), **People In Aid** and **Sphere**, three of the longest established quality and accountability initiatives in the sector, came together under the **Joint Standards**

**Initiative** (JSI) with the common goal of bringing about greater coherence between their respective standards by developing a **Core Humanitarian Standard** on Quality and Accountability, thus strengthening aid workers’ ability to put these standards into practice.

Throughout 2014, Save the Children played an active role in the development of the Core Humanitarian Standard, which was launched in December and replaced the former **HAP Standard**. These standards describe the essential elements of principled, accountable and high-quality humanitarian action, and detail the importance of information-sharing, participation, and access to safe and responsive mechanisms to handle complaints.

In 2014 Save the Children committed to adopt these core standards and over the next year we will work to ensure these standards influence our accountability to disaster-affected children and their communities.

#### **Disasters Emergency Committee Accountability Framework**

The member agencies of the **Disasters Emergency Committee** (DEC) represent a group of the largest humanitarian international non-governmental organisations in the UK. During times of extreme humanitarian crisis, the DEC member agencies work together to raise and distribute funds. All member agencies report on their activities against the DEC Accountability Framework.

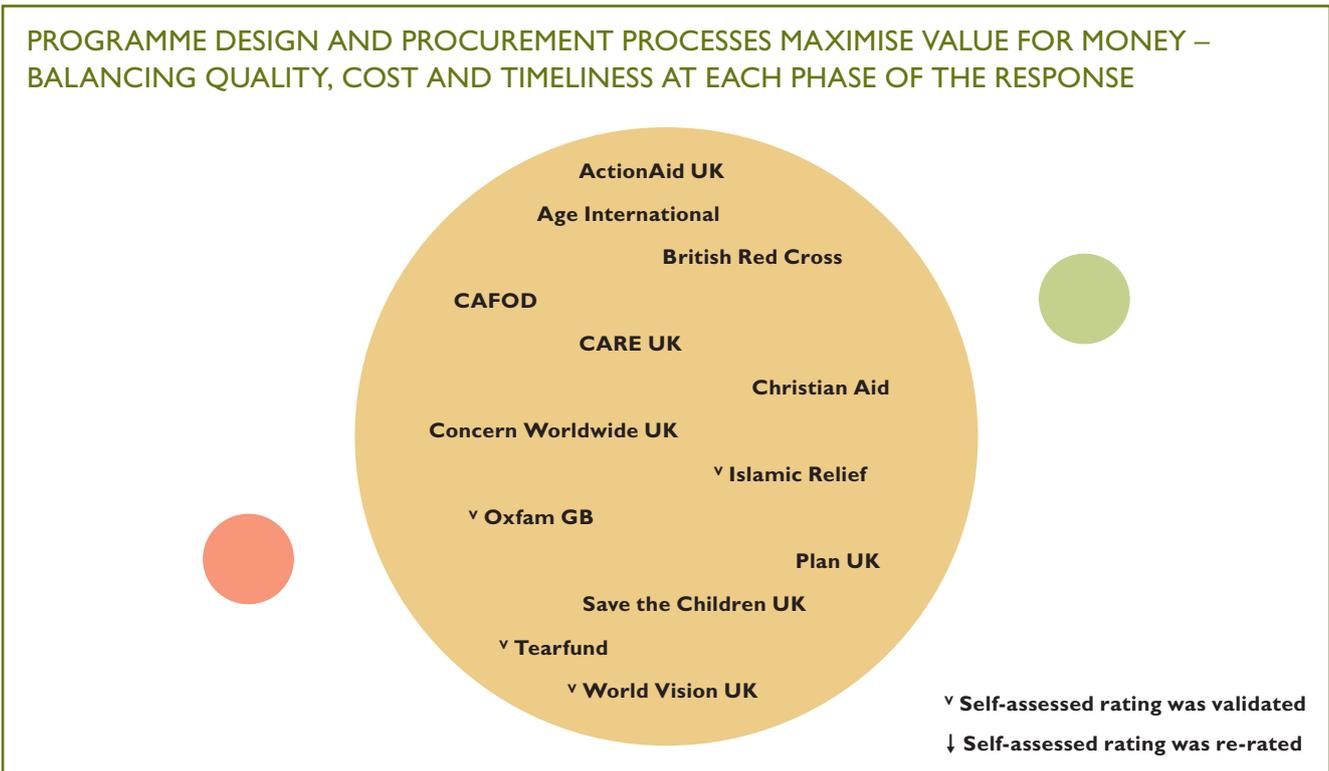
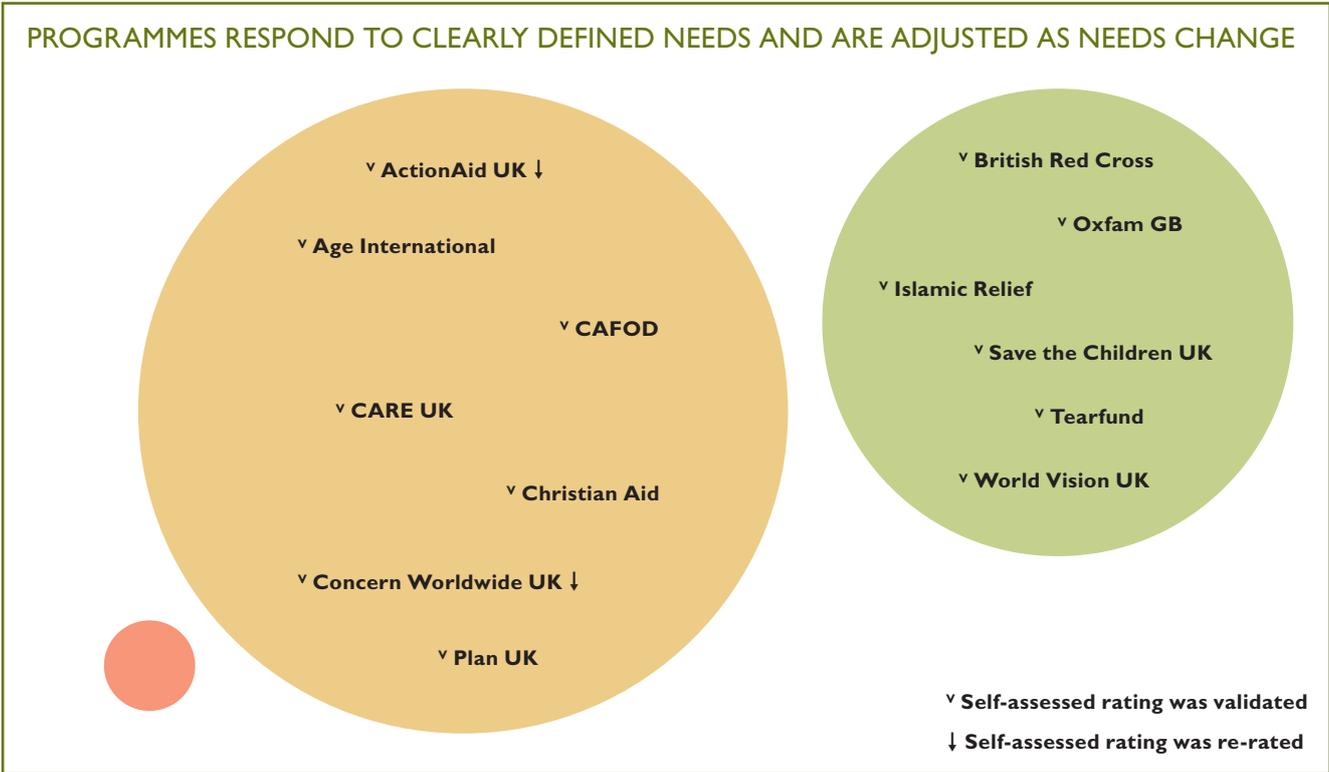
A key component of the Accountability Framework is member agencies’ **annual self-assessment** against **21 Ways of Working**. These set out how member agencies use resources, how their programmes meet agreed standards, how they are accountable to disaster-affected populations, and how they learn from their experiences.

The following diagrams illustrate where we sit in comparison to our sector peers. In 2014, the majority of our ways of working were rated green – responding to defined needs – where green means we have systematic, organisation-wide reporting mechanisms.

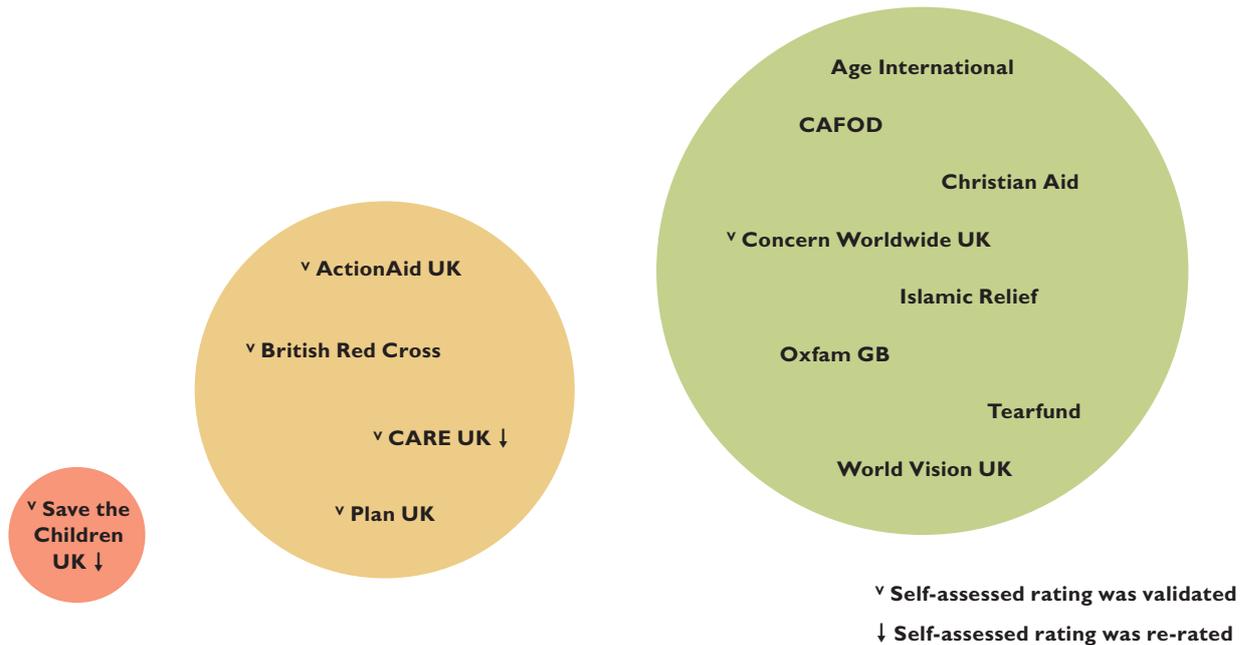
However, in some areas, such as ‘value for money’ we are amber, meaning we have a policy or procedure

and some evidence of application but cannot be confident about systematic delivery.

In one area: ‘having a specific accountability framework in humanitarian contexts’, we do not have a policy or procedure in place, and so are on red status.



## A DEFINED AND DOCUMENTED ACCOUNTABILITY FRAMEWORK IS IN PLACE GOVERNING ACCOUNTABILITY TO DISASTER-AFFECTED POPULATIONS



We are committed to being accountable in humanitarian contexts and as discussed earlier in this report we are working across many areas to demonstrate this, through our real-time reviews and Humanitarian Technical Unit. In 2015, we are due to mainstream accountability across the movement, with Save the Children International incorporating accountability standards into its new Quality Framework. Therefore, we hope to make good progress in this area next year.

### International Aid Transparency Initiative (IATI) Standard

In 2012 we committed to exploring the possibility of increasing the range of information that we publish through the IATI, subject to safety and privacy considerations, by 2015.

We are still challenging ourselves to be as transparent as we can be, and our goal of publishing more information through the IATI is ongoing. You can find a full breakdown of the information that we publish to IATI [here](#).

### Institute of Fundraising Codes of Fundraising Practice

This year we have continued to ensure full compliance with all the relevant industry standards and [codes of practice](#) for charity fundraising and marketing. Tanya Steele, our Director of Fundraising, continued

to chair the [Institute of Fundraising's](#) Standards Committee throughout 2014, demonstrating our commitment to further developing transparency and accountability as a sector.

### People in Aid Code of Good Practice

[People in Aid](#) is one of a number of interagency initiatives that came into being in the 1990s as humanitarian relief agencies sought to enhance quality and accountability in the sector. Collectively and individually, these initiatives provide the sector with tools to improve quality, accountability, performance and active learning.

The People in Aid (PIA) [Code of Good Practice](#) improves organisational effectiveness within the humanitarian and development sector worldwide by advocating, supporting and recognising good practice in the management of people.

In 2014 an independent external social audit assessed our organisation against the [seven PIA indicators](#). This review involved sharing information about our organisation and people strategies, as well as our human resources policies and practice. A cross-section of staff were interviewed as part of this process to talk about their experience at Save the Children, asking them how these activities were working in practice. Following a detailed audit, we have retained our accreditation.

## INTERNAL POLICIES REVIEWED IN 2014

Save the Children's **Code of Conduct** and internal policies help us to improve our way of working by being more accountable, more transparent and better able to manage risk and meet our legal obligations. By taking risk seriously, we minimise danger to children and each other, safeguard our reputation, and protect our sources of income. Doing so makes us better equipped to save children's lives, fight for their rights, and help them fulfil their potential now and in the long term. In 2014 we refreshed our Code of Conduct training by producing an eLearning course open to all new and existing staff with easy-to-follow real-life situational examples.

### DIVERSITY

In 2013 we said we would engage with third-party experts to assess the extent to which we are tackling discrimination and creating an inclusive work environment for our employees. We also said we would leverage our network within the charity sector to collaborate on issues in our field surrounding diversity and inclusion including age, race, gender, and disability discrimination, inequality in health and social care, and embedding inclusion and diversity into training across the charity sector.

We have not made the progress we set out to achieve during 2014. Feedback from our employee engagement survey tells us that only a third of staff believe Save the Children reflects the diversity of the communities in which we work and less than half the organisation feel that the organisation values the diversity of its workforce. Our new code of conduct training includes an inclusion and diversity element but we need to go further to ensure that we have a fair and inclusive workplace where staff are treated with respect. In 2015 we will conduct a diversity audit that will shape and inform our 2016 diversity plan.

## WHISTLE-BLOWING

In 2013 we said we would engage with a third-party legal expert to evaluate and strengthen our whistle-blowing policy, allowing our staff and volunteers to safely and efficiently report incidents and concerns.

We remain committed to encouraging everyone who comes into contact with our work to give us honest feedback. We aim to operate in an environment where it is acceptable – and expected – to speak up about issues of concern and see that issues are taken seriously.

For those who feel uncomfortable about highlighting misconduct or fear that their complaints may involve senior staff or influential people, we maintain whistle-blowing arrangements. This provides access to key executive staff, allowing people to be in no doubt that those responsible for taking action are informed. We also accept that even this access to key leadership may not be sufficient to encourage some people to share their concerns with us, so we have gone further and decided to establish an anonymous, externally managed helpline to which people can report any concern. We have selected a preferred supplier and are progressing with due diligence. We expect the new reporting mechanism to be available in 2015.

## PROCUREMENT

In 2013 as part of our efforts to ensure that we deliver the best possible value for money as an organisation we said we would conduct a review of our procurement processes in 2014.

In 2014 a new procurement function was recruited and we are implementing a new procurement policy, developing a forward plan and working with the business to take a proactive and strategic approach to procurement and supplier management. We are also reviewing our main categories of expenditure to ensure that we are getting value for money and are looking at synergies across the Save the Children movement that could realise efficiencies so that we maximise the impact of every pound raised for children.

## WHAT WE NEED TO DO IN 2015

- Continue to collaborate with Save the Children International to review our policies, procedures and language so that information is always transparent, relevant and accessible for our people.
- Implement a whistle-blowing hotline to ensure that all those with whom we work feel confident in sharing concerns.
- Strive to achieve 95% compliance with our code of conduct training.
- Continue to review and improve our existing fraud and financial loss systems.

## FRAUD AND FINANCIAL LOSSES

In 2012 we said we would collaborate closely with Save the Children International to mitigate fraud wherever it occurs.

We work closely with Save the Children International to mitigate fraud wherever it occurs in our international programmes. In 2014, we estimate that our total losses to fraud were £685,594, which is 0.2% of our overall turnover. We identified £751,904 at risk of fraud, but our processes have enabled us to recover £66,310 and we continue to seek to recover the remaining losses.

We take fraud extremely seriously. When we lose money to fraud, we lose money that could have otherwise been spent for the benefit of children. That is why, as part of our governance, we put in place the controls and processes necessary for us to prevent fraud losses to begin with, or when fraudulent activities do happen, to recover the money that we've lost.

We work in some of the world's most unstable areas, to deliver goods and services that allow children and their communities to live better lives. We also 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.

In 2013 we said we would continue to implement accountability mechanisms into our programmes and responses as a way of ensuring that children and their communities can help us identify and prevent incidents of fraud.

We have developed 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-dishonesty and related policies, and raise their profiles in the organisation.
- We have processes to prevent dishonesty. 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.

In 2014, we had a movement-wide focus on raising staff awareness of fraud and dishonesty, which included country programme staff training. We work with Save the Children International to manage fraud in our international programmes. In the UK, we now also incorporate anti-dishonesty training in all new staff induction training. Bolstering our staff knowledge of the realities of fraudulent activities, and how to spot and report fraud, helps us prevent future loss to fraudulent activities that would serve as a barrier to positive change for children.

## PAY AT SAVE THE CHILDREN

As an organisation with important responsibilities towards our beneficiaries, donors, supporters, staff and the public, we recognise the importance of raising transparency and accountability in all aspects of our work. That is why, in line with recommendations from the [National Council for Voluntary Organisations 2014](#) inquiry into executive pay, we are once again detailing our approach to pay,

explaining how our pay levels are defined, publishing the ratio of pay dispersion or spread across the organisation, and listing the roles and salaries of our executive team. These points form the basis of this statement, which can also be found in a prominent position on our [website](#).

At Save the Children, each of us is driven by our mission to build a world where all children can survive, thrive and fulfil their potential. This means that we are committed to maximising our impact across all elements of our life-saving work. To do this successfully means balancing two different needs: the need to ensure value for money in everything we do, including how we pay our staff; and the need to attract and retain people with the leadership, experience, knowledge and skills required to lead the transformation we are undergoing and oversee the complex, high-risk work being done in some of the world's toughest places.

In the past five years, Save the Children has increased its [income](#) from £216 million to £370 million. In 2014 this enabled us to respond to 97 emergencies and reach 17.4 million children— more than at any other point in our history – in more than 50 countries around the world. Having a competitive reward offering is one of the many ways in which we secure the very best people to deliver these unprecedented levels of meaningful change to the lives of children around the world. Aiming to maximise our impact through fair salaries for talented people is what defines our approach to pay.

### HOW PAY IS GOVERNED AT SAVE THE CHILDREN

The Board of Trustees is responsible for defining Save the Children's pay policy, and deciding on the salaries of the Chief Executive and his or her leadership team of executive directors. To do this, the Board has appointed a subset of trustees, including the Chair, to form a Performance and Remuneration Committee. This committee oversees proper administration of Save the Children's pay policy, evaluates executive performance, and decides on any changes to executive pay. The committee meets at least twice a year. Meetings are also attended by the Chief Executive, the Chief Operating Officer, the Human Resources Director and the Reward Manager, all in an advisory (non decision-making) capacity.

### OUR APPROACH TO PAY

Our principles are to pay 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. From these principles we have defined our pay policy:

- 1 Pay all staff within the top 25% (known as the upper quartile) of salaries in the UK charity sector, but not to compete on pay with the public or private sectors.
- 2 Ensure that pay reflects performance by rewarding strong performers the most and weaker performers the least, while supportively managing performance improvement.
- 3 Meet all national pay standards, and provide all paid staff with a living wage.
- 4 Communicate the spread of pay through the organisation to our staff and to the public.

Save the Children adopts a number of practices through which this policy is implemented:

- 1 Monitor charity sector salary trends through two leading salary surveys, annually adjusting our salary ranges to remain within the upper quartile of the charity sector.
- 2 Provide larger salary increases for strong performers than for weaker performers. In 2014, actual salary increases varied from 0.5% to 3.5%, with an average of 2%.
- 3 Provide all paid staff with a salary at least in line with guidance from the [Campaign for a Living Wage](#) (currently £9.15 per hour in London, £7.85 per hour outside of London).
- 4 Report the spread of pay in the organisation as a ratio of pay dispersion. The ratio between our highest and median UK-based salaries is 4:1.

In 2013 we said we would review the hourly rates of pay that are quoted in our contracts.

In 2014 we reviewed the hourly rates of pay that are quoted in our contracts on a weekly basis, and flagged any issues with Human Resources and with the department in question, in order to find a solution. This review included adherence to the Living Wage, and comparing the hourly rate paid to sub-contractors with the hourly rate paid for comparable jobs in Save the Children, to ensure that we are meeting our broader fair pay commitments.

## EXECUTIVE DIRECTOR REMUNERATION

Attracting and retaining the best leaders is an important part of Save the Children's ability to achieve lasting positive change for children. Save the Children's Executive Directors embody our values and are not solely motivated by pay. The expertise they have gained from experience in government, the private sector and the non-profit sector help us to operate programmes that have significant and positive impact on children's lives. To ensure this impact is lasting, it is important that we offer salaries that are

competitive within the sector and help to attract and retain the best leaders from all backgrounds.

In striving for greater transparency, and in line with the **recommendations** from the **National Council for Voluntary Organisations**, we have decided to make public the salaries of all of our Executive Directors.

Emoluments for all permanent Executive Directors employed at Save the Children UK for the year ending 31 December 2014 are detailed below.

## EXECUTIVE DIRECTORS' EMOLUMENTS

Position	Name	Full-time equivalent annual salary	Actual gross salary and emoluments
Chief Executive Officer	Justin Forsyth	£145,500	£138,348
Chief Operating Officer	Anabel Hoult	£144,100	£138,137
Fundraising Director	Tanya Steele	£116,400	£108,055
Marketing and Communications Director	Sue Allchurch	£115,500	£109,777
Global Programmes Director	Fergus Drake	£115,000	£108,694
Chief Financial Officer	Sam Sharpe	£115,000	£37,183
Policy and Advocacy Director	Brendan Cox	£110,278	£90,722
Human Resources Director	Paul Cutler	£104,000	£99,631

Differences between full-time annual salaries and actual gross salary and emoluments may result from part-time hours, periods of sick or maternity leave, joining or leaving Save the Children during the reporting period, and accrual of individual or state benefits excluded from general emoluments. Emoluments exclude employer pension contributions. Interim appointments are also excluded.

Jennifer Geary provided maternity leave cover for the Chief Operating Officer, Anabel Hoult, during part of 2014 continuing into 2015; 80% of her services were supplied by Barclays, which has been recorded as a gift in kind.

# WHAT WE STILL NEED TO DO

Our Accountability and Transparency Report challenges us to set ambitious yet tangible, quantifiable goals for ourselves each year, and to be held responsible for our success against our commitments. It also allows us to share the results with those who support us in our work, and with the populations that we serve. This report has examined our progress against our 2012 and 2013 accountability commitments; it has also considered the steps that we still need to take to become the most accountable and transparent organisation that we can be.

In 2015 we will:

- continue to support our implementing organisation Save the Children International so that mechanisms are set up to improve the quality of our work, including achieving a true understanding of the needs of affected children and their communities through effective participation
- ensure that our signature programmes are designed and implemented as ‘exemplars’ or flagships of our accountability approaches
- begin systematically embedding our policy, advocacy and campaigns within our programme strategy and design from the beginning of the process and following up with ongoing monitoring and evaluation
- ensure our updated partnership governance model is consistently applied so that we can deliver strategic partnerships, cross organisationally at scale, in collaboration with Save the Children International
- review the transparency of our key external communications, including our website, so that we can ensure we provide clear and relevant information about the work that we do how to donate and how supporters and partners can get involved
- further refine our organisational policies, update our human resources systems and establish a more productive and flexible working environment including the way we work within the wider Save the Children movement
- improve the two-way dialogue between trustees and wider staff, including the visibility of our governance process.

In 2014 we started the process to look beyond Ambition 2015 to develop our future strategy: Children 2030. This will be a Save the Children movement-wide initiative to help us build an agile, innovative and accountable global strategy that inspires our people, supports our organisational strategies and maximises our impact for children. As we define our future strategy, it is important that we reflect on our progress to date, particularly against the commitments we made in relation to our accountability to children.

# APPENDIX

## CODE OF CONDUCT

Save the Children fights for children's rights at home and around the world. As ambassadors of our organisation, staff and volunteers frequently work in positions of authority and trust. 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. We may also report serious infractions to any relevant professional organisations or legal authorities. Our Code of Conduct aims to provide clear guidance on what we expect of each other, as well as defining conduct that will always be unacceptable.

We want to see a world in which every child survives and thrives in a safe environment where they can maximise their possibilities and fulfil their potential. To achieve that, it's vital that we protect our reputation. As such, everyone who represents Save the Children – including employees, trustees, volunteers, consultants, secondees, trainees and interns – must comply with the law and uphold the highest standards of integrity. If only one of us acts in a way that is inconsistent with our values and principles, the impact on our reputation may mean we fail to achieve our ambitious goals for children.

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

- anti-dishonesty
- child safeguarding
- data protection
- health and safety
- safety and security.

**How we act determines how many children's lives we save. The following paragraphs outline our top-line policy statements.**

## ANTI-DISHONESTY POLICY

(Incorporating Counter-Fraud and Anti-Bribery & Corruption)

We have a zero-tolerance approach to any form of dishonest behaviour – such as bribery, corruption and fraud – by our staff or representatives.

We do this for a number of reasons:

- Save the Children is committed to being a transparent and accountable organisation, ensuring that every penny of the funds we raise is used effectively to have a real impact for children.
- We all have a duty to protect Save the Children's assets.
- The UK's Bribery Act 2010 criminalises the giving and receiving of bribes, and failure to comply with this policy could leave us open to criminal prosecution.

We will therefore endeavour to:

- maintain this policy and an appropriate management framework that supports compliance with relevant regulations and our zero-tolerance approach
- raise awareness of the policy and provide appropriate training for staff
- investigate and take appropriate action, including legal proceedings, against staff, representatives or any other implicated party
- provide sufficient resources to undertake effective and safe investigations that comply with regulatory and donor requirements including reporting.

## CHILD SAFEGUARDING

Keeping the children we work with safe is our top priority. All children have a right to protection from violence, exploitation, abuse and neglect. We take child safeguarding extremely seriously and have a zero-tolerance approach to child abuse and exploitation of children by any of our representatives.

All of us at Save the Children must demonstrate the highest standards of behaviour towards children in both our professional and personal lives, and must not abuse the position of trust that comes with being part of our organisation. We must do all we can to prevent, report and respond appropriately to child abuse, and seek advice whenever action is needed.

We all have a duty to respond where action is requested or required, whether the child is known or unknown to Save the Children, or if it relates to incidents of historic abuse.

### DATA PROTECTION

In our work for children, we collect, store and use a wide range of personal information about Save the Children's staff, volunteers, contractors, supporters, donors and beneficiaries.

This is regulated by the UK's Data Protection Act 1998 and other laws. Save the Children must ensure that all of the 'personal data' (for example, home addresses and banking information) in our care is collected, stored and used in accordance with data protection laws.

In order for Save the Children to be accountable to all of our stakeholders, especially children, we always use all personal data in our care responsibly, and ensure that all staff understand and comply with their responsibilities under this policy. By failing to do so, we may harm others and suffer reputational damage, loss of income, or fines.

### HEALTH AND SAFETY

In order to realise our ambitious goals for children, Save the Children must ensure the health, safety and well-being of all our staff and representatives, visitors to our workplaces and, most of all, children. We take our obligations to them very seriously, and are committed to effective health and safety management through training, support and information.

We make every effort to comply with the requirements of the Health and Safety at Work Act 1974 and Corporate Manslaughter and Corporate Homicide Act 2007. Save the Children is committed to developing a positive safety culture where everyone, from the Chief Executive to our dedicated volunteers, is responsible for making sure health and safety is considered in the planning of all that we do.

### SAFETY AND SECURITY

In our ambition to meet the needs of the hardest-to-reach children, wherever they are, Save the Children works in some of the most fragile and unstable regions in the world.

We are committed to minimising safety and security risks to our staff and representatives, and take our obligations to them extremely seriously. We will ensure they are given training, support and information to reduce their exposure to risk, while maximising their ability to save more children's lives, fight for their rights, and help them fulfil their potential now and in the long term.

# INDEX

- Accountability, Definition 2, 3
- Accountability Guidance Pack 15
- Accountability and Transparency Report I
- Accountability Framework, UK 14
- Accountability Mechanism, Quality Framework 14, 16
- action/2015 34
- Advertising Standards Authority 27
- Advocacy, Accountability in our 19–21
- Ambition 3
- Ambition 2015 6, 7
- Anti-dishonesty policy 48
  
- Best Practice 13, 15, 25
- Board of Trustees 38, 45
- Budgeting 10
  
- Campaigns, Accountability in our 19–20
- Carbon footprint 34–37
- CEO Remuneration 27, 44–46
- Children, Accountability to 9–18
- Change management 33
- Child Focused Evaluation 10, 11, 16
- Child Friendly Tools 11, 16
- Child Participation 10, 15
- Child Safeguarding 17–18, 48
- Climate change 34
- Code of Conduct 18, 31, 43, 48–49
- Collaboration 3, 31
- Community Consultations 13
- Complaints and Feedback Mechanisms 10–13, 15–16, 28
- Compliance 40
- Core Humanitarian Standards I, 40
- Corporate Partnerships 23
- Creativity 3, 32
  
- Data protection 27, 49
- Disasters and Emergencies Committee I, 40
- Diversity 38, 43
- Donation acceptance process/policy 25
- Donor compliance 24
- Donations decision making panel 24
  
- Ebola 12, 28
- Emergencies transparency 3
- Emergencies accountability 12
- Employees 4, 30–33
- Energy use 34–37
- Environmental impact 34–37
- Environmental policy 36
- Executive Director remuneration 27, 44–46
- Executive Summary vii
- External Standards 40–42
  
- Financial accountability and transparency 28
- Fraud and financial losses 44
- Fundraising standards board 27
  
- Global learning and development 31
- Global legacy award 27, 28
- Grant management process 24
- Good practice guidance 11, 33
- Government Partners 22
  
- Health and Safety 49
- Humanitarian Accountability Partnership I, 40
- Humanitarian Technical Unit 13
  
- Integrated Advocacy 16, 20
- International Advocacy 19
- Integrity 3
- International Aid Transparency Initiative I, 42

- Introduction 1
- Institute of Fundraising Codes of Practice 27, 42
- Institutional Partners 22
- Lessons Learned 11–13, 15
- Living wage 45
- MEAL Framework 15
- Merlin 39
- Mission 3
- Monitoring and Evaluation 13, 15, 19
- National Council for Voluntary Organisations 44
- Networked Leadership Model 4
- Organisational Profile 3
- Organogram 5
- Partnership engagement 25
- Partnership evaluations 25
- Partnership framework 22
- Partnership governance 24
- Partnership management 22–25
- Partnerships, Our 22–25
- Participation 10, 13, 15
- Pay at Save the Children 44–46
- People in Aid 1, 42
- Policies, Internal 31, 38, 43–46
- Procurement 43
- Programme accountability 9–16, 20
- Programme delivery partners 22
- Programme transparency 3
- Proposal Design 10, 20
- Public Fundraising Regulatory Association 27
- Quality framework, Accountability mechanism 14
- Real-time Reviews 11
- Recycling 35, 37
- Remuneration, CEO/Director 27, 44–46
- Retail 4, 30
- Risk 31
- Safeguarding 17–18
- Safety and security 49
- Save the Children Association 4, 39
- Save the Children Board 38
- Save the Children Fund 38
- Save the Children International 1, 2, 4, 14, 39, 47
- Save the Children Movement 4, 33
- Save the Children UK 2
- Save the Children Sales 38
- Signature Programmes 16
- Smart working 32, 33
- Sphere 1
- Staff, our People 4, 30–33
- Staff, Accountable Recruitment 17, 38
- Staff, engagement 30–32, 39
- Staff, performance management 31, 45
- Staff, policies 31, 38–46
- Staff, systems 32, 37
- Strategy 6–8
- Supporters, Accountability to 26
- Supporter, Communication 27
- Supporter Promise 27
- Talent Review 28
- Technology, Accountability and 12, 16
- Theory of Change 6, 9
- Training & Learning 13, 17, 31, 33, 39
- Transparency, Definition 2
- Transparency 28
- Travel 35–36
- Trustees 38–39
- UK Accountability Framework 14
- Values 3, 31
- Vision 3
- Volunteers 26, 30
- Where we work 3
- Who we are 3
- Whistle-blowing 43