

THE SMALLER PICTURE

A CLOSER LOOK AT THE **CHILDREN WHO INSPIRE US**



2017: THE YEAR IN RETROSPECT



Save the Children

WHAT'S THE SMALLER PICTURE?

Every year, we reach tens of millions of children across 120 countries through our work. We help children survive, learn and stay safe, and working in partnership with others, we speak up for and alongside children to secure wide and long-lasting change for the world's most deprived and marginalised children. This is the bigger picture of our work. But behind these numbers are the stories of change for the individual children we reach. By painting these smaller pictures of impact in our Annual Review, we hope to put our work around the world into context and give a clearer sense of what we do for and with children.

[#thesmallerpicture](#)

DEAR READER,

In these pages you will find stories of the children we work with across the world every day. I hope that you are inspired, and want to read on.

These are just a few examples of the millions of children we helped in 2017. Whether reaching children trapped in the middle of a warzone or in the midst of a natural disaster with life-saving aid, or helping all children to fulfil their potential through our work with schools, we are committed to changing the lives of the most deprived and marginalised children.

Our annual report paints a picture of some of our achievements and the challenges we still have to overcome. Over the past year, our sector has been under increasing scrutiny and it is clear that we have not always lived up to the high standards that people rightly demand of us. We are determined to put this right.

**WE ARE COMMITTED
TO REBUILDING TRUST
WITH OUR SUPPORTERS,
CHILDREN AND THE
COMMUNITIES WE
WORK WITH.**

As we do this, we will continue to fight for a world where every last child survives, learns and is protected.

Helle Thorning-Schmidt
CEO of Save the Children International

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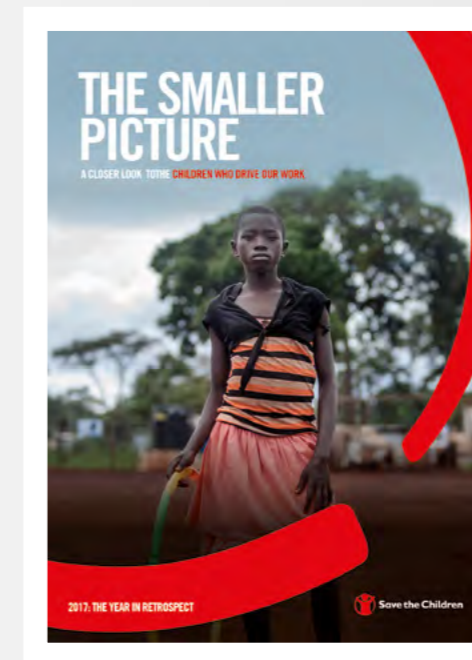
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ON THE COVER

Anna* spends time at one of our child-friendly spaces at a refugee camp in Tanzania. She is one of hundreds of thousands of people who fled violence in Burundi to neighbouring countries.

We help children like Anna find a safe place to spend time with other children and carry on their education away from their home.

*Name changed to protect identity

THIS REPORT REPRESENTS THE WORK OF SAVE THE CHILDREN

Save the Children is a federated organisation, made up of Save the Children International and 28 members.

Together, we are working to deliver a shared ambition that all children survive, learn and are protected.

This review has been produced for our supporters, donors, partners, staff and volunteers to provide an overview of our performance in the past year. Thank you for helping us achieve so much change for children.

The Annual Review serves to complement our **Global Accountability Report 2016/2017**, which demonstrates how we use our resources to achieve results for children, and the progress we are making to remain accountable to supporters, partners and most of all, children; as well as **Save the Children International's Trustees Report**, which provides an overview of our global strategy and financial statements.

All our reports can be found at www.savethechildren.net

STATE OF THE WORLD

If we do not take the time to pause and consider the state of the world today, we will not be able to help the world's most vulnerable children. These are some of the major global trends that are shaping how we respond to challenges faced by children today.

GENDER EQUALITY



The struggle to give women and girls the same rights as men and boys is not new. In recent decades huge progress has been made in reducing female disadvantage. But many girls still face discrimination in education and healthcare; and in how they're treated by the law. The #MeToo movement against sexual harassment and the widespread flouting of laws against child marriage, are reminders that discrimination can persist even when laws are in place.

OUR RESPONSIBILITY

We take an active approach to tackling gender bias, by ensuring girls benefit as much as boys from our work and by empowering all children to challenge attitude and behaviours that harm both girls and boys. Inside our organisation, we are committed to making our female staff feel safe coming to work, to ensure they feel confident and supported when speaking up against harassment, and that they have the same opportunities as their male colleagues.

CONFLICT ZONES AND FRAGILE STATES



From Syria to South Sudan, and Yemen to DRC, millions of children are caught up in violent conflict. Today, one in six children are living in areas affected by conflict. Conflict puts children at direct risk of death and injury; forces many more children to flee their homes; destroys schools and hospitals; and creates a downward spiral of exploitation and vulnerability. Conflict is associated with increased hunger and rising rates of child marriage and child labour.

OUR RESPONSIBILITY

We provide physical help and protection, along with psychosocial support to children caught up in conflict. We also use our voice to stop violations of children's rights. We are working with others to uphold laws that protect children in war, and hold perpetrators of violations to account.

RAPID URBANISATION

For the first time in human history, most people live in towns and cities. By 2050, it's estimated that almost 70% of the world's population will be urban. While this represents an enormous opportunity for social and economic improvement, rapid urbanisation can also overwhelm services and infrastructure, create new environmental challenges such as air pollution, generate new risks for children, and deepen inequality in ways that drive social tension.

OUR RESPONSIBILITY

We are adapting our approaches to healthcare, education and protection to respond to the needs of children in urban settings, and aiming to expand our work in this area. This means building new partnerships and campaigning for the rights and opportunities of poor young people who often make up the majority of urban populations.

DIGITALISATION



Digital technology is changing how children learn and communicate; how essential services are provided; and how people around the world support causes and make their voices heard. It also has untapped potential for improving how we design, implement and evaluate our own work. The NGO sector has often been slower to seize these opportunities than the corporate sector. This is a risk, as we've seen with other business models made redundant by digital disruptions.

OUR RESPONSIBILITY

Digital technology can strengthen our ability to achieve positive change for children. We are working to deepen the quality of our engagement with members of the public; give children more of a say in our programmes and campaigning; and creating more efficient support functions in areas such as procurement and human resources.

TRUST IN INSTITUTIONS



Polling data from around the world, and especially in wealthier countries, shows declining levels of trust in institutions, including government, business, the media and civil society organisations. The reasons for this decline are not always clear, but with more than three billion people now online, information and disinformation has the power to spread rapidly across social media channels, and the shortcomings of institutions are more likely to become visible.

OUR RESPONSIBILITY

We are committed to being transparent about who we are, what we do and how we do it. This is the first step towards being accountable, and being trusted by people who fund our mission, and by children and communities we work with. We need to learn from past failures, and take practical steps to stop them being repeated in the future.

WHO WE ARE AND WHAT WE DO

We are one of the world's leading independent organisations for children.

We work to save children's lives. But we are also committed to helping children fulfil their potential. The fight to secure children's rights is the foundation of all our work. In a world where millions of children are denied their rights because of who they are or where they live, we aim to put the most deprived and marginalised children first, and to tackle the barriers to survival, learning and protection.

Our goals are ambitious and can only be met in partnership with others, as part of a broader movement for change. We collaborate with communities, civil society, governments, businesses and donors to achieve change for children.

In 2017, our combined income across Save the Children was US\$2.2bn.

Through our work, and our work with partners, we directly reached over 49 million children.

WE HAVE A BIG, BOLD AMBITION

We want a world in which all children survive, learn and are protected. Through our work, we strive towards achieving these three breakthroughs in the way the world treats children:

SURVIVE

No child dies from preventable causes before their fifth birthday.

LEARN

All children **learn from a quality basic education.**

BE PROTECTED

Violence against children is **no longer tolerated.**

2017 IN NUMBERS

Our programmes and advocacy span five main areas of work; education, health, protection, child poverty and child's rights governance, in both long-term and emergency settings.

In 2017, our early learning programmes helped lead the Ministry of Education in Bhutan to establish early learning centres in every district in the country, and training over 400 early learning facilitators in the process. In Nepal, our programmes helped reduce the prevalence of child marriage from 33% to 27% in the places where we work. In Nigeria, where stunting levels are some of the highest in the world due to malnutrition, we provided 90,000 women with regular cash transfers during the critical first 1,000 days of their child's life. And because we believe no child's learning should stop because they are caught up in a crisis, in Egypt and South Sudan, we piloted a programme that focuses on protecting children's wellbeing so that they can learn in crisis situations.

In 2017 our humanitarian work made up approximately half of the total programmatic spend globally across Save the Children. Our Horn of Africa response enabled over four million people to survive the harmful effects of the drought and has helped avert famine in many areas the region.

HEALTH AND NUTRITION

33M

CHILDREN DIRECTLY REACHED THROUGH OUR HEALTH AND NUTRITION PROGRAMMES

EDUCATION

10M

CHILDREN DIRECTLY REACHED THROUGH OUR EDUCATION PROGRAMMES

CHILD POVERTY

4.4M

CHILDREN DIRECTLY REACHED THROUGH OUR WORK TO REDUCE CHILD POVERTY

CHILD PROTECTION

3M

CHILDREN DIRECTLY REACHED THROUGH OUR CHILD PROTECTION WORK

HUMANITARIAN RESPONSE

121

EMERGENCIES WE RESPONDED TO ACROSS 60 COUNTRIES.

CHILD RIGHTS GOVERNANCE

600k

CHILDREN DIRECTLY REACHED THROUGH OUR WORK TO UPHOLD CHILD RIGHTS

CAMPAIGN AND ADVOCACY

17

SIGNIFICANT POLICY WINS WHERE WE CONTRIBUTED EFFORTS TO SECURE THE RIGHTS OF CHILDREN



OUR WORK IN 2017

It is not possible to capture the breadth of our work in 2017 in these pages. We work in around 120 countries, reaching millions of children. Every child in every community that we help to learn, survive or be protected is progress towards change. The following pages are just a snapshot of our successes, told through the lens of three big issues that children faced in 2017.

1

OUR WORK WITH GIRLS

A girl born today has far more advantages than a girl born a generation ago. She has a much better chance of reaching her fifth birthday, is more likely to go to school and less likely to be malnourished. But far too many girls, especially those from the poorest families, are still missing out on basic education, become child brides, experience sexual violence and early pregnancy, or are caught up in domestic work and other forms of child labour.

We campaign to change laws, policies and practices that enable child marriage or prevent girls from returning to education if they have a child. We also empower girls by helping them learn in school, by providing skills for them to earn their own income, and by expanding access to adolescent health.

[+ SEE PAGE 12 FOR MORE](#)

2

PROTECTING CHILDREN IN CONFLICT

One in six children across the world are living in areas affected by conflict. Children are being killed and injured, raped and recruited to fight, and being denied aid and medical care. Warring parties are bombing schools and hospitals on a scale not seen for decades. Thirteen million children are refugees, many of them forced across borders by conflict. Millions more are internally displaced, fleeing their homes within their country.

Save the Children was founded to protect children caught up in conflict, and we continue this work today. We provide safe spaces for refugee children, ensuring the most vulnerable children and those separated from their parents are reunited with their families or taken care of through secure legal systems. We also provide emergency relief and healthcare, psychosocial support, temporary schools and cash grants to help families rebuild their lives.

[+ SEE PAGE 16 FOR MORE](#)

3

REACHING DISADVANTAGED CHILDREN

There are many reasons why children start life at a disadvantage. Girls, child refugees and children with disabilities often face discrimination, both in laws and official policies, and in the public attitudes that they face. Children can also be disadvantaged because they are from a certain ethnic group, live in a remote area or live and work on the streets. Often, a single child faces more than one of these sources of disadvantage or discrimination.

In our effort to help achieve the Sustainable Development Goals by 2030, we are committed to changing the lives of children who've been left behind. We campaign to give street children identities, and are working to ensure that children from minority ethnic groups, children with disabilities, girls and refugees have access to quality essential services. We are also working to expand opportunities for these children by supporting organisations that give them a voice and help them to advocate for change, and by training them so that they can have a secure livelihood and work their way out of poverty.

[+ SEE PAGE 20 FOR MORE](#)

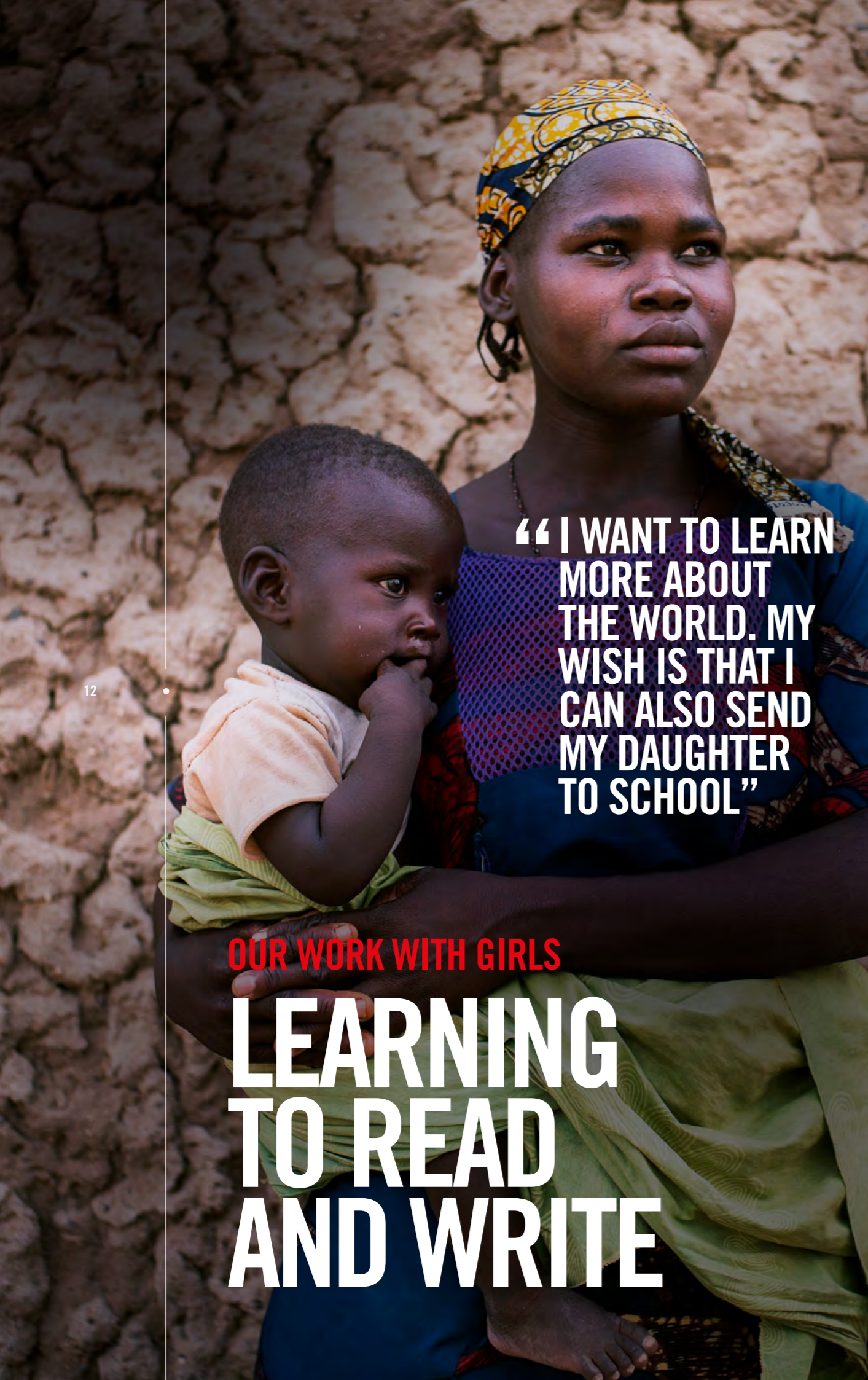
+49M

CHILDREN DIRECTLY REACHED THROUGH OUR WORK AND OUR WORK WITH PARTNERS

\$2.2BN

OUR COMBINED INCOME ACROSS SAVE THE CHILDREN IN 2017





“ I WANT TO LEARN MORE ABOUT THE WORLD. MY WISH IS THAT I CAN ALSO SEND MY DAUGHTER TO SCHOOL ”

OUR WORK WITH GIRLS

LEARNING TO READ AND WRITE


1 IN 7

GIRLS GET MARRIED BEFORE THEIR 15TH BIRTHDAY IN WEST AND CENTRAL AFRICA

Abida*, 17, holds her youngest child. She has two children, three and one. They often play together while she studies. Abida has been married to her husband since she was 13. He was 40 years old.

Since she got married, Abida has worked as a homemaker; spending her days caring for her children, collecting water, pounding millet, cleaning and preparing food for her family. Abida never had the opportunity to go to school. Today, however, Abida is learning to read and write, as well as learning maths and other basic life skills as part of our work to improve literacy in communities across the world. Save the Children believes girls like Abida shouldn't have to miss out on their education just because they are married.

* Name changed to protect identity

 [CLICK HERE TO WATCH THIS VIDEO](#)

CAMPAIGNING TO END CHILD MARRIAGE

When girls marry too early, they're often denied the most basic rights to learn, develop and be children. They are also likely to get pregnant before their bodies are fully ready, putting their health at risk.

Along with our partners, civil society organisations and other non-governmental organisations, we campaign to change laws that allow children to get married. In October 2017, we collaborated with the Government of Senegal, other members of the Girls Not Brides coalition and UN agencies on a high-level meeting on ending child marriage in West and Central Africa. Representatives from 19 countries made commitments to end child marriage, shifting the political debate on the issue across the region.



In other places around the world, we've been able to influence decision-makers on this issue, ensuring the girls we work with have their voices heard. This has helped lead to some ground-breaking changes, including:

- The African Union's decision to develop a framework that holds governments accountable to the changes they make to end child marriage.
- The UN Human Rights Council's 35th session's resolution to end child marriage in humanitarian settings.
- The Malawi Parliament's amendment changing the age of marriage from 16 years to 18 years.
- El Salvador passing a new law to prohibit child marriage.
- Guatemala approving a decree to eliminate exception to marry before the age of 18.

OUR WORK WITH GIRLS

ESSENTIAL CARE FOR A NEW MOTHER



Narom, 24, has given birth once before. She wanted to give birth at a healthcare centre but couldn't get there in time. "I went into labour at about 6pm, it was a dark night and there were no boats. We didn't have our own boat and couldn't rent one – so I gave birth at home."

Here, Narom is having a prenatal check-up in her home by a trained midwife who has come to her village. As part of this outreach work, midwives visit remote villages to check on the baby's development and provide a physical check-up. This essential care for pregnant mothers and their babies is helping to protect women's health and save thousands of newborn lives in Cambodia.

CHANGING HARMFUL ATTITUDES TOWARDS GIRLS AND BOYS



These friends are committed to changing harmful attitudes and behaviours in their communities. They came to our educational programmes to learn about gender equality, sexual health and positive masculinity. Today, Jose, 21, helps other young boys and girls develop positive attitudes towards each other so they can have healthy relationships.

"It is no secret that in many parts of Colombia, we continue to see immense violence against women. Since participating in the Vive la Educación project, I have improved how I act in my daily life. My idea is to teach everyone what I have learned about gender equality. As young people, we have to challenge and change this status quo in order to see a more equal society," says Jose.

“I BELIEVED I WOULD NEVER LEARN ANYTHING IN MY LIFE. NOW I’M LOOKING FORWARD TO HIRING MORE WOMEN LIKE ME”

DIARRA, THE JUICE SELLER

Diarra, from Burkina Faso, never went to school. Her father refused to let her go because she was a girl, and wanted her to get married instead. Staff in our Youth in Action programme spent time talking to her parents, encouraging them to let their daughter participate and learn new skills for her future.

With her family's support, Diarra learned how to make strategic business decisions, plan ahead and manage her finances. She prepares fresh juice from a small space on her father's land, and sells it at the market. Diarra's husband, who she married after graduating from Youth in Action, has promised to support her dreams.

ADDRESSING GENDER INEQUALITY HEAD-ON

Gender inequality exists across the globe: girls are less likely than boys to start school and to complete school; one in every three women experiences gender-based violence; and complications related to pregnancy and childbirth are a leading cause of death amongst adolescent girls. Gender-based barriers systematically prevent girls and women from having access to essential services, and deny them opportunities to play a full role in their communities, and to shape and make decisions.

Gender inequality also negatively impacts boys and girls. Boys are at particular risk of being recruited as child soldiers or into gangs, coming into conflict with the law and using violence to resolve issues. Both boys and men are commonly denied a voice to express emotions, and rigid gender roles create barriers for fairly sharing responsibilities in the home.

We are working to tackle gender-based discrimination and advance gender equality in all our development and humanitarian work, and to expand our programmes in this area. We are also working to promote, practise and uphold these same values in our own organisational culture.



“IT TOOK 10 DAYS TO REACH BANGLADESH. FOR THREE DAYS, WE DIDN'T EAT”

PROTECTING CHILDREN IN CONFLICT

HORRORS I WILL NEVER FORGET

Sajida*, 12, in Cox's Bazar, Bangladesh

“We used to own seven cows, five goats, 2.5 acres of land and many other things. I loved our life in Myanmar. We suffered a lot while fleeing Myanmar. We were scared when they chased us. They shot a man before our very eyes. It took 10 days to reach Bangladesh. For three days, we didn't eat. We spent eight days waiting by the sea, then we crossed the border by boat. Some people died in the heat.

We were so scared. Me and my three younger siblings were crying. We feel happy in Bangladesh. We can learn reading and writing, and play. I like my new friends. We share our secrets with each other and play together. In Myanmar, I had a sewing machine and I used to decorate dresses. I want to sew dresses here too and decorate them with rhinestone and crystals.”

* Name changed to protect identity

SHARING THEIR STORIES

Since 25 August 2017, over 700,000 Rohingya people have arrived in Cox's Bazar, including at least 370,000 children, after a brutal military crackdown following attacks on Myanmar police border posts. Now families are living in overcrowded camps where they rely on food rations to survive and where children are at heightened risk of abuse and exploitation.

Save the Children has been supporting families caught up in this crisis since it began. More than 1,600 of our staff work across various programmes, such as setting up child-friendly spaces where children can feel safe and be children, running learning centres for children, providing essential healthcare, water and sanitation facilities, and distributing shelter and food.

In November, we published the report, **'Horror I will never forget'**, which shines a light on the violence children have experienced and witnessed in Myanmar.

These children have asked us to share their stories so that the world knows what horrors have happened to them.

[+ CLICK HERE TO READ THE REPORT](#)

PROTECTING CHILDREN IN CONFLICT

REUNITED!



Yannick* was 15 years old when militants entered his village in the Democratic Republic of Congo to recruit child soldiers. "The militants came to the village and told us that they would kill us if we didn't join them. They said they'd kill our families too and burn down our houses."

He describes how he was one of four children made to walk in single file towards a group of soldiers. Armed only with their sticks, Yannick was third in line. The soldiers opened fire. *"The soldiers began to fire as soon as they saw us. I watched those in front of me killed by gunfire and so we ran away into the bush. When we decided to come out, we met some people from Save the Children who stayed with us and helped us."* We provided a safe space for Yannick to be with other children and regain a sense of normality until he was reunited with his family.

RUNNING FROM A LIFE OF VIOLENCE



At the age of 16, Roberto travelled to the United States with his mother and brother because of the risk of being forced into a gang in El Salvador. During the journey, their belongings were stolen, and they spent two days cramped in the back of a van with seven other people. Mexican police stopped them near the US border; "The police took us to a 'kennel'. People call it that because that's how dogs are kept." Roberto was traumatised by what he saw during his detention.

When they were returned to El Salvador, Roberto and his family received food, medical attention and information on how to join the returnee programmes. Now he is studying and wants to support other young people in a similar situation. Save the Children is working with children and adolescents to prevent the causes of forced migration, campaigning for children on the move to be kept safe during the journey and helping them reintegrate back into their communities.

RECOVERING FROM TRAUMA

Sali* is 14 years old. Between the spring and summer of 2015, she witnessed the death of her older brother, her aunt and two of her cousins when their small home was hit by aircraft fire during ground offensives in Aden. Following the reduction in violence in the south of Yemen, Sali went back to school, but she was unable to concentrate in her classes because of the trauma she had experienced. She lost interest in education and ultimately failed her sixth grade exams.

Sali was identified by our child protection team as needing special psychosocial support, and she enrolled in a rehabilitation programme. Sali is doing much better now. She goes to school every day, is enjoying her classes and hopes to become a teacher in the future.

EMERGENCY HEALTH FOR FLEEING FAMILIES



Baby Exodus, six months old, arrived with his mother Stella to Bidi Bidi camp in North Uganda. Stella decided to flee with her four children when her husband was killed. She had to leave everything behind and her parents are still in South Sudan. Stella renamed her baby 'Exodus' after their flight to Uganda.

Exodus had been ill for three days with a cough, vomiting and fever, before he was brought to our emergency health team. Exodus was diagnosed with malaria, provided with immediate treatment, and also given routine childhood vaccinations to protect him from other illnesses.

* Name changed to protect identity



REACHING DISADVANTAGED CHILDREN

AN EQUAL CHANCE TO LEARN

Elkida, a 10-year-old girl with Down Syndrome, has been attending our Community Centre for Children with Disabilities in Durrës, Albania for over a year.

Before this, her family had struggled financially to provide her with the support she needed. They tried to register her into the public school but were refused due to Elkida's disability. Isolated from other children and the community, Elkida was frustrated and often broke into tears.

Even within the first few days of attending the centre, the change in Elkida was astonishing. Elkida began to interact with the specialists and make friends with the other children. *"It is hard to believe that this joyful, smiling child was once diagnosed as aggressive and detached,"* says a social worker who has followed Elkida's journey.

Since Elkida has made impressive strides in her reading and writing. The centre is now helping her enrol in a public school where she can continue her education.

“IT IS HARD TO BELIEVE THAT THIS JOYFUL, SMILING CHILD WAS ONCE DIAGNOSED AS AGGRESSIVE AND DETACHED”

CAMPAINING FOR EVERY LAST CHILD

Since 2016, we have been campaigning to remove the barriers to survival and learning for some of the most deprived and marginalised groups of children. Our global campaign, called Every Last Child, has included work to secure quality education for child refugees, street children, and children with disabilities, and campaigning to end child marriage. We have campaigned with children, as well as on their behalf, and created platforms for children and young people to engage directly with decision makers, and to influence their own communities.

Our Every Last Child campaign is designed to achieve change both at the national and global level. In 2017...

- We helped put refugee education on the agenda at the Uganda Solidarity Summit.
- In Malawi, El Salvador and Guatemala, we contributed to changes in the legal age of marriage.
- We worked with the Chinese government to successfully introduce policy changes that help children with disabilities attend school.



REACHING DISADVANTAGED CHILDREN

A WAY OFF THE STREETS

Rasel is out on the streets every morning selling newspapers. He is 11. Until recently, he was sleeping under a flyover in Dhaka, Bangladesh.

Before he went to Dhaka, Rasel was studying in boarding school in his home town. But after he was beaten by his teachers, he ran away, and boarded a bus to his country's dense and sprawling capital.

"I didn't know where to stay, what to eat or where to go, so I stayed under the flyover at night," Rasel says. "After a few days I met a boy who said there was a centre nearby and that I could go there and wash myself, play and meet others."

The centre is one of five in Dhaka supported by Save the Children. It provides children with a safe space to share their stories and a chance to catch up on their education. Through staff at the centre, Rasel has now been referred to a night shelter and is on his way to a life away from the street.

BUILDING A COMMUNITY, BRICK BY BRICK



Never is a 23-year-old bricklayer in Malawi. He left school at an early age because his family could not afford to pay his fees. And yet today, he employs others in his community and trains young people in his skill, helping them to break out of the poverty cycle.

At a young age, Never attended our Youth in Action programme, where he learned his vocational skills. At his graduation ceremony, a local government officer gave Never his first contract to build a house in Malawi's capital. Never was on his way to having a successful business.

With the support of village leaders, Never opened a training centre where he has already trained 12 young people – four of them girls – in bricklaying. Lucy, one of Never's female mentees says, "Never inspires me and I want to be doing what he does."

A FAIR CHANCE FOR THIS ROMA GIRL



"Often, Roma girls are left out from education, but it is really important to me that my daughter gets a good education."

Despite missing out on the early years of education, seven-year-old Muamer* is now doing well in the third grade. Her father, Ifet*, who never went to school himself, attended a six-month workshop to help him teach his daughter to read and write. "Now, she reads to me. She was behind her schoolmates, but we managed to catch up."

Roma children are often left out of mainstream education, as a result of poverty and widespread discrimination. Muamera's parents have no regular income. During the summers, they work on nearby farms to earn some money. Ifet sees education as part of the solution and he is now very active in the Roma community, trying to motivate parents to send their children to school regularly.

The workshops are one part of a three-year project in Bosnia and Herzegovina and Serbia to tackle discrimination that denies Roma children education, health and social welfare.

* Name changed to protect identity

**WE DIRECTLY REACHED
OVER
49M
CHILDREN
IN 2017**

Save the Children is a federated organisation, made up of Save the Children International and 28 members.

SAVE THE CHILDREN INTERNATIONAL (SCI)

Save the Children International is responsible for delivering international humanitarian emergency and development programmes, our global campaign and regional advocacy on behalf of Save the Children.

28 MEMBER ORGANISATIONS

Members of the Save the Children Association deliver domestic programmes, campaign for children, and raise funds for international humanitarian emergency and development programmes.

Members also run international programmes in nine countries.

Together, Save the Children works in around 120 countries, through

- **61** SCI COUNTRY PROGRAMMES
- **15** SCI PARTNER MANAGED PROGRAMMES
- **28** MEMBERS
- **10** MEMBER-LED INTERNATIONAL PROGRAMMES
- 📍 **5** REGIONAL OFFICES
- 📍 **4** ADVOCACY OFFICES

**LATIN AMERICA AND THE CARIBBEAN
2.7M**

**NORTH AMERICA
163k**

**WEST AND CENTRAL AFRICA
10.1M**

**EAST AND SOUTHERN AFRICA
14.5M**

**EUROPE
28k**

**MIDDLE EAST AND EASTERN EUROPE
3.4M**

**SOUTH CENTRAL ASIA
7.1M**

**SOUTH EAST AND EAST ASIA
11.3M**

**OCEANIA
34.4k**

WHAT DO WE MEAN BY IMPACT?

We – and the development sector in general – talk a lot about achieving ‘impact for children’. But what does ‘impact’ really mean? How do we know it’s long-lasting, and can it really be measured? We asked these questions to Bidjan Nashat, Global Programme Impact Director at Save the Children International, and Sarah Rose, Head of Advocacy Impact and Accountability.

In 2017, Save the Children reached over 49 million children directly. What does that mean?

Bidjan: First of all, it means we should be proud of what we do because our work has directly touched the lives of millions of children. This could include the lifesaving care we gave to a child fleeing conflict in Myanmar or a child in rural Kentucky we helped through our US domestic programmes. It doesn’t distinguish between the two.

Sarah: What the 49 million doesn’t take into account is that our work has longer term potential to reach even more children. For example, in 2017, we’ve been an active part of establishing accountability mechanisms for countries in the African Union to end child marriage. If it’s implemented this mechanism will have far-reaching positive benefits for many millions of girls, and in the future for their children.

Can we really say we’ve helped all 49 million children?

Bidjan: We have definitely played a role in all 49 million children’s lives, but it’s more challenging to say how much we have changed their lives in the long term. We can use our evaluations to show the tangible benefits of the work we have done, for example increasing the income of a poor family: If, over two to three years, we measure that this has had an effect on how their children are nourished and educated, then yes, we can make the claim that we have improved children’s lives in these areas.

Sarah: Our focus on numbers only tells part of the story. However, there is increasing discussion within Save the Children, and in the sector, about the quality of impact, and we’re asking our beneficiaries, “What does it mean to be ‘reached’?” We are also having that conversation with donors who are used to us presenting our impact in a numerical format. Impact is not a number; it’s a narrative of how change has happened, and our role in helping to achieve that change. This is a really big shift in how we approach impact, and are held accountable for results.

What does ‘impact’ mean at Save the Children?

Bidjan: It’s defined as the benefits and the outcomes that have been made through an intervention, directly or indirectly. But we need to keep two important things in mind: First, impact isn’t just what we find at the end through monitoring and evaluation. We are making sure



that more and more of our programmes have the right evidence behind them *before* we begin an intervention, and that we learn from how they have been applied *after* it’s been implemented. And secondly, impact doesn’t just happen through programmes, but increases when every one of our colleagues knows how their work for Save the Children contributes to achieving our breakthroughs. For example, when we as an organisation are fundraising, we’re also touching people’s lives and changing how they think and act in support of children’s rights. We’re introducing a framework for looking at our results that will help us track whether what we do is contributing effectively to our 2030 goals.

How can we involve children in the conversation about impact?

Sarah: When we carry out research and evaluation, we have a unique opportunity to add value through child participation; children telling us how they are doing, how their well-being is changing as a result of our work with them. We have challenges in collecting good data, e.g. are children really learning anything going to school? Using digital technology and interaction with children to hear directly from them is one of the areas where we should really invest.

You’ve said that by 2030, we want all children to learn, survive and be protected. Is that really possible?

Bidjan: It’s hard, but not impossible. If we want to achieve change, then it’s through governments, partners, the families, communities and children that we work with. This means we have to shift some of the ways we’re working, so we can see our impact happening through others. Our goal that violence against children is no longer tolerated relies on behaviour change, and that’s not something we can do alone.

Sarah: I think it’s about being visionary and inspirational, and practical at the same time. When you look at the big movements throughout history like the movements to abolish the slave trade, or end apartheid, ... they were motivated by a grand vision that many people at the time didn’t feel was possible. But they succeeded because they tied a vision to incremental milestones. Achieving these milestones created a sense of momentum, and the broader vision became possible. We need a similar approach to achieving children’s rights.



TIGHTENING OUR CONTROLS

Fraud, harassment and abuse continue to be significant issues in every sector, in every country around the world, and the aid sector is no exception.

Despite being a humanitarian organisation, we are not immune to misconduct in the workplace. Furthermore, the complexities and fragility of some of the places where we work and our focus on helping children can sometimes make us a target for those who want to do harm. It is up to us to tighten our internal controls to make it as difficult as possible for such incidences to occur, and to build a culture that does not tolerate any form of misconduct.

Meet two Save the Children staff whose job it is to do just that...

Chet Kuchinad,
Chief People Officer,
Save the Children International

What does Save the Children mean by misconduct?

Misconduct is when our staff, or the people we work closely with, do not behave in a way that reflects our values and standards, and/or act in conflict with our policies. For example, if a staff member abuses their power by harming a child, committing fraudulent activity or harassing another staff member, this is a direct breach of our code of conduct, and is not tolerated in our organisation. The safety of our staff, communities and the children we work with are our utmost priority.

What does Save the Children do to safeguard children?

Our starting point is our child safeguarding policy, which every member of staff must sign and agree to. We have a zero-tolerance policy towards the abuse and exploitation of children, and we are committed to preventing any unintended harm to children caused either directly or indirectly by our activities. Our policy sets out exactly what we must do as an organisation to keep children safe. We are building a culture in which every staff member understands and accepts that it is their duty to keep children safe, and feels empowered to report things they see that go against our policy.

What is the biggest challenge you face when it comes to child safeguarding?

In the last year, NGOs, including Save the Children, have been criticised in the media for the number of child safeguarding incidents which they're reporting. I'm actually encouraged that we're seeing more incidents reported, because it shows that internal awareness of the problem is increasing, and fewer staff are ignoring situations that cause concern. We want a culture of reporting, in which we take seriously any incident where a child could be injured or harmed, intentionally or accidentally.

What about staff? What does Save the Children do to protect its staff from harassment?

All employees should always feel safe coming to work for Save the Children. While we have a clear code of conduct and policies around how staff should act towards one another, we have also launched an ambitious programme to strengthen both our policies and practice on sexual harassment and bullying. We are currently prioritising raising awareness by rolling out mandatory training across our organisation to make sure that everyone knows our core beliefs, understands the different forms of harassment and knows how to report concerns.

Robb Montgomery, Datix
[reporting] Administrator, Save
the Children International

How big a problem is fraud in the NGO sector?

Fraud is one of the most common crimes in the world, and the most reported in the UK. The charity sector faces many of the same risks that a private corporation, bank or business does. Like any of these, there are some dishonest people who will take advantage of an opportunity when it's available, in order to benefit themselves.

What does your role entail?

I look at all new incoming reports of fraud incidents coming into Datix, which is our reporting system. I then assess them, and determine next steps and the proportionate response. When fraud occurs, we are accountable to donors, senior leadership and the reporter themselves. I use our fraud data to deliver reports to these stakeholders and make sure they're updated at key intervals during an investigation. I also provide administrative support on the Datix system for users across Save the Children.

What type of fraud is most common?

Incidents occur during procurement and recruitment. This could be something as simple as interview questions being shared with a candidate ahead of time, to a complex supplier-driven fraud over an extended period of time.

How can you prevent fraud from happening?

Prevention begins with awareness. If the organisation and our partners know what fraud is, how to identify the warning signs and most importantly, how to report it, this will go a long way in creating a counter fraud culture in Save the Children, where fraud is never accepted, where we have strong systems to detect fraudulent practice and where incidents are always reported and acted upon.

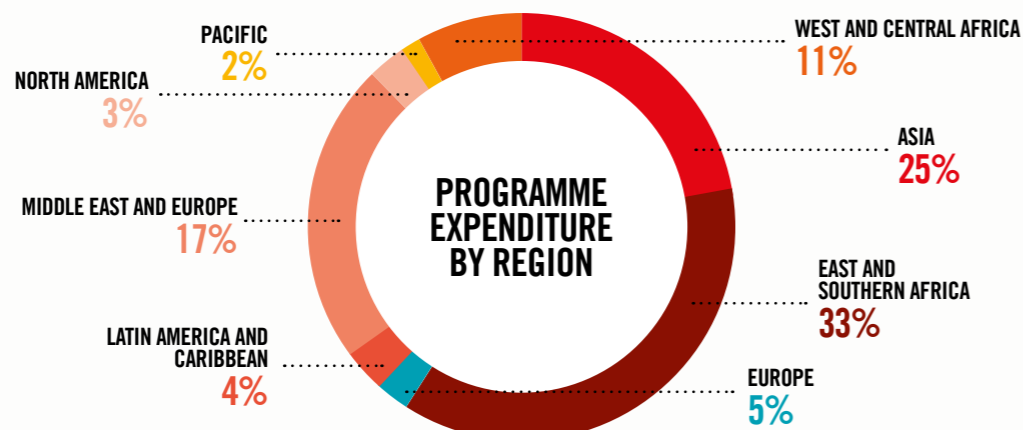
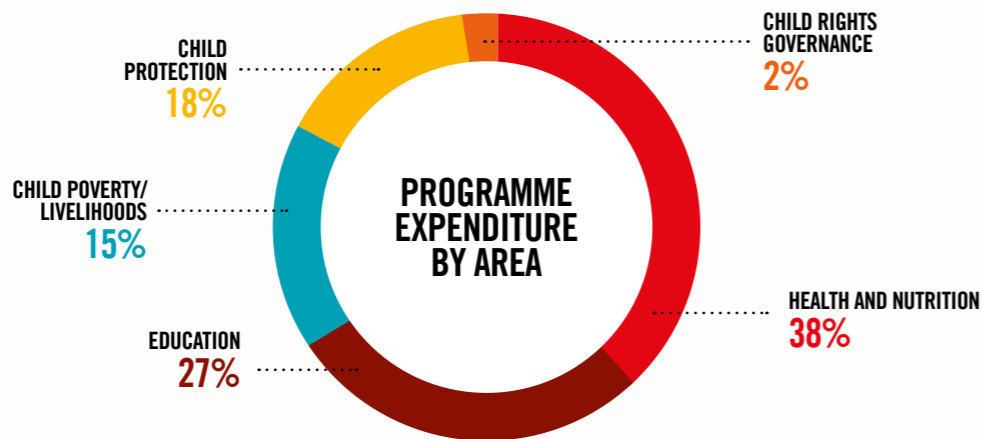
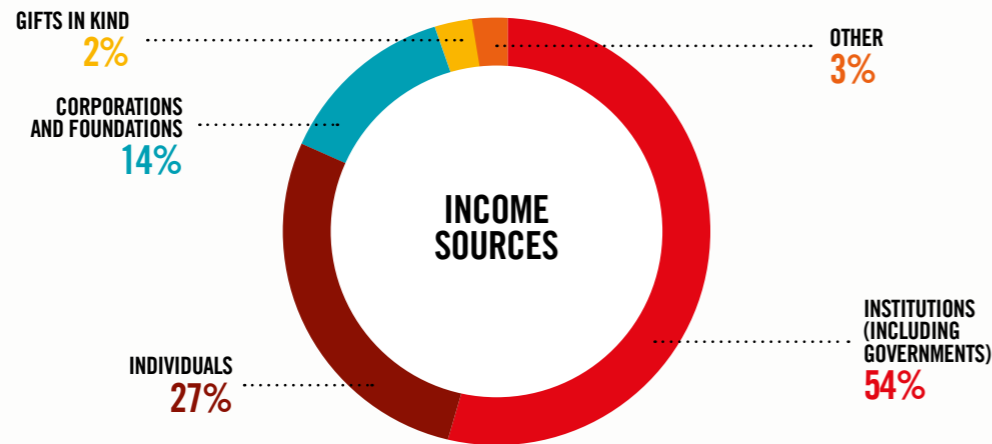
What is Save the Children doing to tighten internal controls?

Save the Children is committed to improving our internal controls across all our platforms. Oversight and compliance are critical in preventing future instances of fraud occurring. Often, when we record lessons learned at the end of an investigation, we identify areas of operation that could be strengthened with additional internal controls. It is essential that these recommendations are implemented at the country level.

“LIKE ANY PRIVATE CORPORATION, THERE ARE SOME DISHONEST PEOPLE WHO WILL TAKE ADVANTAGE IN ORDER TO BENEFIT THEMSELVES”



OUR INCOME AND SPEND



UNDERSTANDING OUR TOTAL SPEND

Global programme spend includes all the essential resources needed to design, deliver and manage our programmes in the countries where we work. This includes supplies, staffing, training, support services and the execution of our programme activities, either carried out by our own field staff or through our partners. Fundraising and marketing spend relates to the investment our members make into raising further funds needed to carry out our work. Administration and governance costs support the global infrastructure of our organisation, such as legal, finance, HR, risk management, global programme oversight and leadership, as well as the coordination of our global campaign.

IN 2017, OUR COMBINED REVENUES AMOUNTED TO **\$2.2BN**

TOTAL GROSS INCOME BY ORGANISATION IN 2017 \$M

USA	802.3
UK	522.2
Sweden	142.6
Italy	125.8
Norway	109.8
Australia	83.1
Denmark	69.3
Korea	64.7
Germany	45.6
Spain	43.3
Canada	41.6
Netherlands	40.3
Finland	33.9
Switzerland	30.1
India	26.4
Jordan	22.7
Hong Kong	19.9
Japan	15.7
Mexico	7.9
New Zealand	7.7
Romania	6.7
South Africa	5.7
Honduras	2.5
Dominican Republic	1.8
Lithuania	1.4
Iceland	0.9
Fiji	0.7
Swaziland	0.4

SCI ¹	22.6
Total Gross Income ²	2,297.5
Total Net Income ²	2,212.4

NOTES

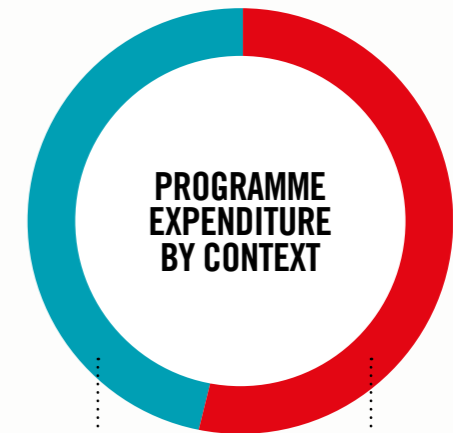
¹ SCI income represents the value attributed to pro bono professional services donated directly to SCI and income generated in country offices.

² Gross income figures include transfers between Save the Children organisations of \$85m.

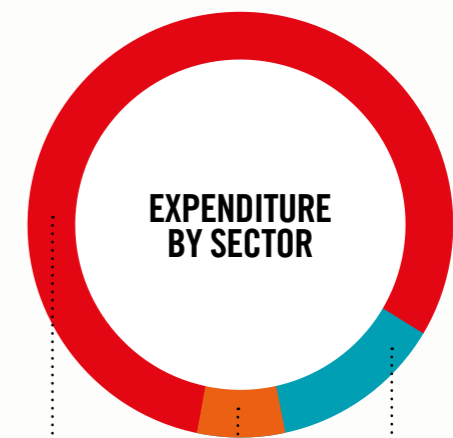
Data is converted, where relevant, from local currency to US\$ using an average exchange rate for the year.

Data is consolidated from Save the Children organisations' reports. Because of time constraints, not all figures are based on audited accounts. There may be discrepancies between numbers presented in annual review and those of audits, but we're satisfied to the best of our knowledge that these will be immaterial. Each Save the Children organisation publishes detailed accounts. Please contact the individual Save the Children organisation for more information.

A list of members can be found on www.savethechildren.net



HUMANITARIAN 47%
DEVELOPMENT 53%



GLOBAL PROGRAMMES 81%
ADMINISTRATION AND GOVERNANCE 6%
FUNDRAISING AND MARKETING 13%



THE CHILDREN CHAMPIONING OUR CAUSE

GLOBAL GOALS WORLD CUP

In March 2017, Save the Children, together with partners including UNDP and the government of Denmark, hosted the Global Goals World Cup in Nairobi. Twenty four teams of girls and women played in a football tournament that was also a campaign mobilisation to support the 2030 Sustainable Development Goals. Through media, and engagement with decision-makers during the tournament, the players were able to draw attention to goals that are off-track, and add their voice to a call for gender equality.

Five girls we work with from across Ethiopia participated in the tournament: "I am playing for Goal number 5: Achieve gender equality and empower women and girls," says Gifti, who is 16 years old. "I mobilised people in my village and stopped two child marriage cases by directly appealing to the district court and administrators with my fellow young girls."

BUILDING A CHILDREN'S CHARTER, KENYA



In November 2017, the views of 40,000 children in Kenya were presented to the government in the form of a national Children's Charter; that was designed to influence the country's five-year development plans. Children from 31 counties across Kenya took part in the initiative, following months of collaboration with the Kenya National Children's Assembly and local, national and international organisations. Children in each county were asked to share which issues were important to them and how they relate to the Sustainable Development Goals.

Education, health, insecurity and hunger came out strongly as key issues Kenyan children want to see the government address. "[Leaders] have to provide for our basic needs and ensure all children get an education," says one of the participants.

A CHILD-FRIENDLY ELECTION, NORWAY



In September 2017, Norway held a general election to elect a new government. Save the Children Norway designed a parallel children's election where children between the ages of nine and 15 could share their views with candidates.

By Election Day, more than 60,000 Norwegian children had taken part, demonstrating huge eagerness to learn about the election process and influence it. Eight political parties each agreed to make a one-minute video for children, explaining their positions.

CHILD PARLIAMENT, YEMEN



On 30 November 2017, 71 children from across Yemen – over 30 of them girls – took part in a meeting of the national Child Parliament. Despite the ongoing conflict and insecurity, we were able to work with the Ministry of Education and local governments to bring together a group of children reflecting the diversity of the country and the challenges it faces, with different regions, children with disabilities, and internally displaced children represented.

Following the children's parliament, many of the participants reflected that it had built their confidence as young leaders, fostered a sense of solidarity and helped them to identify common concerns that cut across divisions in Yemeni society. The children who were involved were able to meet with senior government officials and ministers and draw attention to the issues that matter most to them.

SEXUAL HEALTH, BOLIVIA



Aide became a mother at just 13, following a sexual assault by a close family member. Healthcare professionals were unwilling to help her and she faced discrimination for being a teenage mother. "I was pregnant as a teenager. I know what it means, the struggles one faces, the fear one carries, and the emotional rollercoaster one has to go through." Trying to manage her difficult situation, Aide focused on her studies and on her son.

Today, Aide is a young advocate for our Every Last Child campaign in Bolivia, and campaigns in her own community to raise awareness about the rights of adolescent girls and to challenge behaviours. In 2017, Aide participated in the World Health Assembly in Geneva, where she advocated for leaders to invest in programmes that protect the rights of adolescents' sexual and reproductive health.

ACCELERATING GLOBAL PROGRESS: 2019–2021



Over the past 100 years, Save the Children has pursued bold ambitions for children. We want to create a world where all children survive, learn and are protected. Our organisational goals for 2030 align with the UN Sustainable Development Goals, a commitment from world leaders to end poverty, protect the planet and promote peace. But despite great improvements in children's lives, on current levels of progress many of these goals will be missed.

Failure to achieve the goals would have devastating consequences for millions of children, who will continue to die from preventable causes, fail to learn, and be subjected to violence. We are committed to creating a different future for children. Over the next three years, we will focus on three areas of work which can accelerate progress towards our 2030 goals.

EXPANDING EARLY LEARNING

We know that children who receive an early education have a better shot at fulfilling their lifelong potential. Globally, 617 million school-age children, i.e. six out of 10, are not learning. These children are more likely to stay behind throughout their lives, entrenching a cycle of poverty and disadvantage, and our commitment is to help change that permanently. We will contribute to ensuring all children everywhere are learning the basics by Grade 3.

100 YEARS WORKING WITH CHILDREN

“SAVE THE CHILDREN IS OFTEN TOLD THAT ITS AIMS ARE IMPOSSIBLE – THAT THERE HAS ALWAYS BEEN CHILD SUFFERING AND THERE ALWAYS WILL BE. WE KNOW. IT'S IMPOSSIBLE ONLY IF WE MAKE IT SO. IT'S IMPOSSIBLE ONLY IF WE REFUSE TO ATTEMPT IT”

Eglantyne Jebb, Founder, Save the Children



REIGNITING THE SPIRIT OF EGLANTYNE JEBB

“All wars are waged against children.” The year is 1919, and an outspoken young woman, Eglantyne Jebb, gave this resounding message to the people of Britain. Despite her arrest in Trafalgar Square, she persisted in her call for the country to take action to lift the ongoing allied blockade that was taking place in the shadow of World War I. Five million children in Central and Eastern Europe were starving, and rates of infant and child mortality were at record highs.

At a public meeting at the Royal Albert Hall, London, Eglantyne implored, “Surely it is impossible for us, as human beings, to watch children starve to death without making an effort to save them!” People were sceptical, hurling insults and shouting to help our own first. Despite this, Eglantyne found support and, with the spontaneous donations that followed, the very first international children's charity was founded – Save the Children.

From here, Eglantyne's vision grew steadily, going beyond emergency relief to making children's rights an essential part of the world order. She had huge success – she drafted the first Declaration of Children's Rights, which was adopted by the League of Nations in 1924. Sixty-five years later, her pioneering work inspired the most wide-ranging expression of the principle that all children have the same inalienable rights: the 1989 UN Convention on the Rights of the Child.

Fast forward 100 years and the 'war on children' has not ended. If anything, it is intensifying. Whether killed or injured, abused or exploited, childhoods are being stolen and cut short. We risk losing generations to violence, destruction and displacement, psychological distress and loss of educational and development opportunities. The message Eglantyne Jebb proclaimed in 1919 is as relevant now as ever. In 2018, one in six children live in areas affected by conflict.

As we approach our 100th year, we are committed to reigniting the public call to action that is our legacy and taking a bold stand to end the war on children.



PROTECTING CHILDREN IN CONFLICT

We want to protect children in conflict, by strengthening support for the rules designed to safeguard their rights in war, by holding the perpetrators of violations to account, and by increasing investment in children's recovery. In 2019, we will launch a global public campaign, End the War on Children, to mobilise people and influence governments to make these changes. We will also increase our own work in this area, supporting the protection and recovery of children in conflict zones around the world.

TACKLING CHILDHOOD PNEUMONIA

Even today far too many children die from preventable diseases, like pneumonia. This is as unacceptable as it is avoidable. We will work to ensure no child dies from pneumonia, a preventable and treatable infectious disease, which still kills more than 2,500 children every day. Globally, we will contribute to saving the lives of 5.3 million children by 2030, by helping to increase coverage of life-saving vaccines, boost nutrition, and widen access to essential healthcare.



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