



GLOBAL ACCOUNTABILITY REPORT 2018

ENSURING THE SAFETY AND DIGNITY OF THE
CHILDREN WE WORK WITH AND OUR STAFF.



Save the Children



WHO WE ARE

Founded by Eglantyne Jebb 100 years ago, Save the Children is 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.

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

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

Our values are Accountability, Ambition, Collaboration, Creativity, and Integrity.

Our ambition is to ensure that by 2030:

- No child dies from preventable causes before their fifth birthday.
- All children learn from a quality basic education.
- Violence against children is no longer be tolerated.

We cannot do this alone. To achieve these breakthroughs, we must inspire others to join our cause and focus on our direct contribution to reaching the most marginalised and deprived children. This will help us ensure that no child is left behind on the progress made by the rest of the world.

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FOREWORD



Our work to ensure children are safe, healthy and can learn takes place in 118 countries, including some of the most hostile and dangerous environments worldwide. Our staff across the globe have faced challenges posed by limited national infrastructure, political unrest and climate change on a daily basis for the last 100 years.

However, as an organisation, we encountered a new and significant challenge over the last year – an existential one. The environment that organisations like Save the Children operate in has changed dramatically. There have been calls from donors, supporters and, most importantly, the communities we seek to help for increased transparency and engagement around the impact of our work and our operations. Furthermore, the aid sector was rightfully scrutinised in 2018 following stories in the media outlining gross exploitation and abuses of power – behaviours that cannot and will not be tolerated.

As such, a key focus for us in 2018 has been ensuring all those who come into contact with our organisation are safe.

We have launched a drive to improve our culture by raising awareness on how to identify any concerning behaviour, making the reporting of any concerns quicker and easier, reviewing every case without exception and improving the investigation of any reported concerns. We have communicated extensively that respect for the needs and dignity of victims/survivors is paramount and that misconduct of any kind will not be tolerated.

We have received a higher number of reported concerns this year, which we believe is attributable to greater awareness of what is and is not acceptable behaviour and the strengthening of our monitoring and reporting frameworks. We believe higher numbers of reports are an indication of a safer, more accountable organisation. Would-be perpetrators should be deterred by knowing that we have a focus on prevention, a healthy culture of reporting and a robust approach to handling cases.

We expect to see a continued increase in reported concerns as we continue to increase awareness and reporting. Over time, we also expect the proportion of reported concerns that are substantiated to decrease as our culture improves.

Cultural changes do not happen overnight. We have a long way to go, but we are committed to it. To chart our progress, we will continue to look at the number of reported concerns, along with a number of other preventative measures, as indicators that our strategy is working.

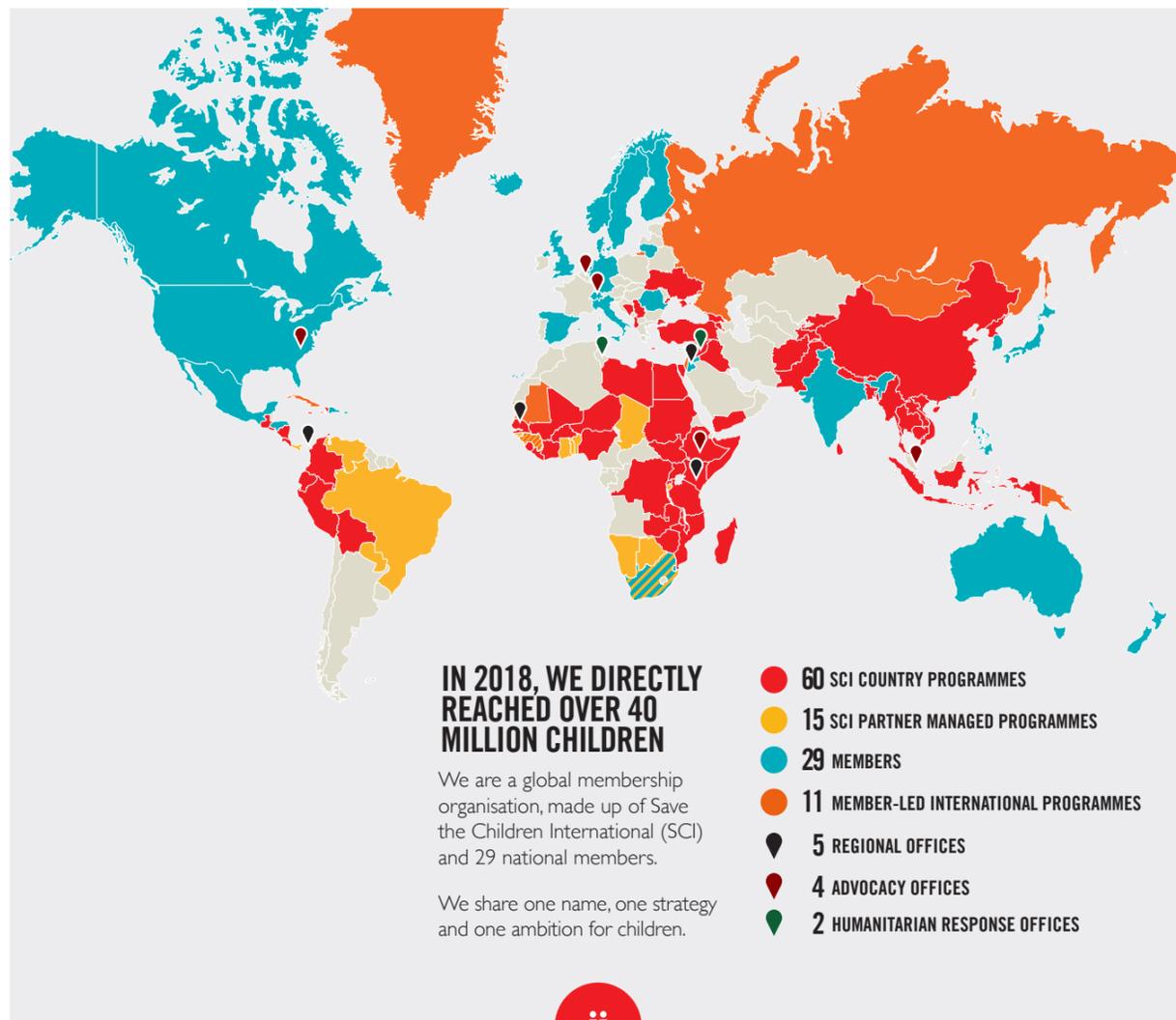
Integrity and accountability are two of our organisational values. We hold ourselves accountable to the children and communities we work with, our staff and donors and we encourage them to hold us to account.

Inger Ashing

Chief Executive Officer, Save the Children International

Robert Good

Interim Chair of the Board, Save the Children Association



HOW WE ARE ORGANISED

The Save the Children Association comprises 29 separate national entities around the world (called Save the Children members – see www.savethechildren.net for a full list) and Save the Children International¹. Save the Children International operates out of 60 countries and five regional hubs, as well as a central office in London. A number of Save the Children member organisations also implement programmes and carry out campaigning and advocacy work within their own borders.

Where data is available, this report covers the entire organisation, which is active in 118 countries around the world, employing 25,000 people and reaching over 40 million children.

¹ The Save the Children Association comprised of 28 member organisations and Save the Children International in 2018. Save the Children Philippines became a member organisation on 1st July 2019. Prior to this, our work in the Philippines had been managed by Save the Children International.



ABOUT THIS REPORT

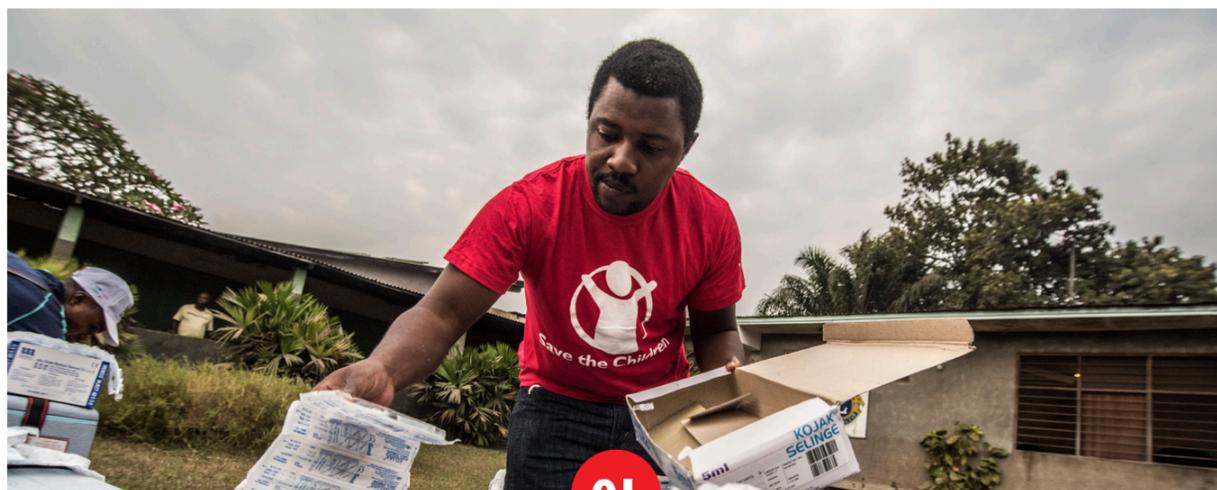
This is Save the Children's fourth Accountability Report. In previous years, we published information on how and where the organisation reports across a wide range of criteria, such as staff diversity, our financial performance and environmental impact. By covering how we report on so many issues, we were unable to analyse any one issue critically.

This year we have taken a different approach. This report addresses one of the core accountability issues that both Save the Children and the wider sector faced in 2018 – safeguarding.

In it, we focus specifically on our accountability to the children and communities we work with, to our staff and to our donors, partners and supporters in this area. Complementary information can also be found in the annual reports of each of our member organisations and in the Trustees' report for Save the Children International.

We publish and analyse data on our reported safeguarding concerns so that victims/survivors and communities can be confident that issues they raise are taken seriously. And perpetrators can see that there is a system in place to identify, report and punish behaviour that falls short of our standards. Furthermore, we are reporting as a wider global organisation, publishing our combined data for the full Save the Children Association for the first time. This means the data included in this year's report includes not only information from Save the Children International, but from our 29 member offices as well. We take seriously our commitment to be transparent to all who hold us accountable for their safety and dignity.

We are deeply committed to ensuring our organisation is safe for the children we work with and our staff. Our aim is that this report will help us monitor and track our performance, provide a global benchmark moving forward, and provide a tool with which we can be held to account.



ACCOUNTABILITY TO OUR STAFF

1.1. RECOGNISING AND RESPONDING TO OUR FAILINGS

The trust that beneficiaries, donors and the international community places in international NGOs (INGOs) is central to their legitimacy. In 2018, a light was shone on cases where INGOs fell short of the high standards this trust is based on. These cases came to light in the media and the misconduct detailed was deeply troubling and harmful for those affected. This included cases involving one of our Save the Children member offices.

Allegations of sexual harassment occurring in the past and their subsequent handling in one of our 29 member organisations resulted in global headlines and the resignation of our international board chair. An inquiry was launched into Save the Children UK by the statutory regulator in the UK and led to our decision to withdraw from UK Department for International Development (DFID) funding proposals until the findings of that inquiry were published. Most importantly, it was a breach of the trust we hold with staff, supporters and donors – something we have been working hard to repair ever since.

Although this breach of trust was painful, we believe the media have played an important role in ensuring we, and other organisations like ours, were held to account. We welcome the scrutiny and believe acknowledging and acting upon our failings will ultimately make us a stronger and better employer.

The behaviours of two senior men within our Save the Children UK office against women in the same office were unacceptable. Ultimately, their behaviour affected our organisation around the world.

How we responded in 2018

Our immediate response in 2018 was to:

- Invest in support for staff wellbeing and support for staff affected by unacceptable behaviour.
- Identify mistakes we made and learn from them.
- Strengthen our organisation to minimise the chances of similar abuses of power happening in the future.

Since January 2018, we have been unequivocally committed to building a workplace culture based on mutual respect, where every member of staff feels safe, supported and respected. We recognise that it is the responsibility of all who work at Save the Children to do what they can to ensure such behaviour does not happen again. Our aim is to create a culture that sets an example to the rest of the world on how to ensure the safety and dignity of everyone who works here.

Improved policies and clearer positions

Although these incidents happened in one Save the Children member's office, we reaffirmed across all of our offices and members globally that we will not tolerate misconduct and that any allegation of harassment, bullying or other misconduct will be taken extremely seriously and considered fully. Furthermore, anyone reporting allegations can be confident that they will be heard and treated with the respect, dignity and protection they are due.

Tackling sexual harassment became a top priority for leadership in 2018, right across the Save the Children Association. The board appointed a small group of trustees to review Save the Children International's current anti-harassment and bullying policies, and are working to ensure that they are being consistently applied across Save the Children and our partners.

Following this review, mandatory training for all staff on sexual harassment and anti-bullying was launched and rolled out across Save the Children International and multiple member organisations. Women affected by sexual harassment fed into the design and development of this new anti-harassment training.

Independent reviews and inquiries in the UK

As the historic allegations directly involved our member organisation in the UK, the wider organisation worked with Save the Children UK to align reviews and subsequent recommendations. Save the Children UK launched 'The Independent Review of Workplace Culture at Save the Children UK' led by Dr Suzanne Shale, an independent international expert in the field of organisational ethics and moral leadership. This report was published in October 2018.

As a result, the entire organisation is adopting a number of the report's recommendations, including building a strategy to improve workplace culture and ensure all employees receive the practical and emotional support they require to effectively carry out their roles. We are also striving to ensure all systems, teams and functions, including Human Resources, are adequately resourced to respond to any concerns raised.

In mid-2018, the Charity Commission for England and Wales also announced it would launch a statutory inquiry into how Save the Children UK handled the misconduct complaints against senior staff in 2012 and 2015. Save the Children UK is fully cooperating with this investigation, which at the time of writing (June 2019), is still in progress. Save the Children UK also volunteered to stand down from bidding for any DFID funding until the Charity Commission findings have been published.

Reviews, interventions and audits around the world

Many of our 29 members also took part in independent reviews with local organisations. For example:

- In Australia, the Australian Council of International Development (ACFID) Members, the country's national association for aid and international development NGOs, commissioned an Independent Review in the Prevention of Sexual Misconduct, which made 31 recommendations. Save the Children Australia accepted the findings.

Chief Executive of Save the Children Australia, Paul Ronalds said:

"The independent review reminds us all that there is no room for complacency, whether it be in relation to the protection of vulnerable children or the safety of our dedicated staff. One instance of sexual harassment or sexual abuse is one too many, whether it be within the aid sector or in any part of our community. We are not immune, and we must acknowledge our failures in order to uphold our values and prevent harm in the future."

- Among other efforts, Save the Children US introduced mandatory in-person harassment prevention workshops for all staff and mandatory online courses on unconscious bias, civility & respect and bystander culture. These were followed up with workshops with additional resources on topics, which had emerged as important to staff, which included bullying and how to safeguard against, and escalate, issues of assault.
- In Spain, Save the Children invited a number of external audits of processes and systems, including an external child safeguarding audit by Keeping Children Safe, an external data protection audit and donor audits carried out by ECHO and Caixa.

Backing sector commitments for greater accountability

We participated in the global safeguarding summits, co-hosted by DFID and the Charity Commission for England and Wales. The summits aimed to strengthen standards and take bold steps to tackle sexual exploitation within the international development sector. The summit sought commitments across all sectors engaged in development and humanitarian response as to the way they would collectively work to tackle sexual exploitation. Save the Children spoke at the summit and we support the commitments presented by Bond on behalf of the International NGO sector. Similar efforts in the United States have also taken place, with significant participation and leadership by Save the Children's US member.

Improving gender equality

We believe that an improved gender balance and better inclusion and equality for all groups will enable a safer workplace culture. We have been focused on improving gender equality throughout the organisation for a number of years and 2018 saw us begin to reap the benefits of those efforts.

The number of female Country Directors in Save the Children International increased to 53% in 2018, up from 45% in 2016. We reviewed leadership and management training programmes for gender bias and ensured that gender bias awareness is part of the curriculum. And we used a wider variety of channels to recruit talent, ensuring gender-neutral job adverts and increased availability of flexible working options.

2018 was a challenging year for Save the Children, but it has helped us to reflect and improve. We are deeply committed to building a culture where all 25,000 Save the Children staff around the world feel safe, protected, and respected at work. We are proud of the work we have done so far in this area and it is our hope that by continuing these efforts, we will achieve greater diversity and balance among our people, which will, in turn, contribute to a better, safer workplace culture.

Victoria Ward, Regional Director, Latin America and Caribbean

"The abuses of power that took place within our organisation – and within the sector here in the Latin America and Caribbean region – are unforgivable. However, there have been lessons learnt. I believe it would be much harder for anyone in an international NGO to get away with that kind of behaviour again, because people are more aware and more prepared to report concerns."

"We had already started work to achieve greater gender equality across our organisation and I think this has had a positive influence on how we work in Latin America. Our region generally is still a very male-dominated society. And yet, most of our Country Directors are now female. We know that both men and women are capable of abusing their power, but we also know how important gender and ethnic diversity is in creating a safe and respectful workplace."

1.2. REPORTING ON INCIDENTS OF STAFF HARASSMENT, BULLYING AND ABUSE IN 2018

We are committed to ensuring that we will fully and fairly consider any report of harassment, bullying or abuse, no matter who a concern is reported by or against; where they are located in the world; or their position held within the organisation.

Our drive to create a safer culture and encourage reporting of any unacceptable behaviour, anywhere, has resulted in a significant increase in the number of reported concerns about sexual harassment, bullying and abuse. There were 107 reported concerns across the Save the Children Association in 2018, which is nearly three and a half times the number reported in 2017. This increase is due, in part, to the fact that we are counting concerns reported from across all 29 members for the first time, as well as Save the Children International. However, we believe it is also attributable to better awareness and clearer reporting procedures.

Of the 107 concerns reported, 86 cases have been investigated and closed. Allegations were substantiated in 57 of the 86 closed cases. The remaining cases remain under active investigation.

Save the Children will not tolerate conduct by our staff that does not meet our high standards. In all alleged cases of misconduct, Save the Children has taken utmost care to respond in a timely and appropriate way.

In all substantiated cases, Save the Children has taken disciplinary actions where possible and appropriate, ranging from official warnings to dismissal, as appropriate. In cases where individuals resign prior to the closure of the investigation, our procedures dictate that no reference be provided for them. In some cases, our investigations resulted in 'other action' for example, when a case involves a community member and, therefore, no disciplinary action can be taken on our part. However, where appropriate, we have referred the matter to the relevant local authorities and taken steps to ensure the individual is not involved in any future Save the Children activities.



Incidents involving alleged criminal conduct are also reported to authorities locally. In 2018, a total of 5 cases were referred to the authorities. There may have been instances where we decided not to refer a case to local authorities if it posed additional risk to the survivor, or in contexts where it was not possible to do so. Those instances could be due to the political, religious or cultural context in some of the countries we work in.

Supporting victims/survivors

We take care to ensure that the victims/survivors of any misconduct receive the support they need. This includes the option for survivors to discuss their needs with a named focal point in HR or a local wellbeing team. Support may extend to medical assistance, psychological and counselling or support speaking to authorities as required. We can provide this through our regular employee assistance programme or through more specialist channels.

Looking forward

Some of the work we did in 2018 to review, refine and refresh safeguarding and security policies has already been implemented in some member organisations; much more will have come to fruition across the movement by the end of 2019. This will include implementing a new Whistleblowing Hotline across Save the Children International, as well as additional guidelines and anti-sexual harassment and bullying training for staff. We will also launch a new safeguarding framework for all country and regional offices and work with them to ensure they have robust prevention and response measures in place. We are committed to improving the quality of our data and ensuring robust systems to report and investigate incidents.

The #MeToo movement which started in late 2017 and was headline news throughout 2018, exposed a global culture where women who reported allegations of harassment, assault or bullying were not listened to or believed – especially when dealing with

men in positions of power. We are committed to learning from this. In 2019, we are investing time and resources into driving a survivor-focused culture so that all staff understand, appreciate and respect victims of misconduct.

We will also continue to encourage and promote leadership and talent from the countries in which we operate, and review our ways of working – including flexible working policies – in order to achieve greater balance and diversity of our people.

NUMBER OF SUBSTANTIATED CASES RESULTING IN:						
	Disciplinary warning	Dismissal / contract terminated	Resignation	Other action	Total	Number of substantiated cases reported to authorities locally
TOTAL	18	24	5	10	57	5 (out of 57)



1.3. SAFETY AND SECURITY AT SAVE THE CHILDREN

Save the Children is committed to improving the lives of the world's most marginalised and deprived children. However, these children are often some of the hardest to reach, because they are caught up in humanitarian disasters or live in extremely remote or complex and unstable environments. Working in these challenging places comes with inherent risks, which is why we have a dedicated Safety and Security team.

Our Safety and Security team's purpose is to keep our staff safe so that they can deliver life-changing programmes for children. We do this by providing knowledge, tools and systems to minimise risk and by ensuring our staff understand their individual responsibility to act upon the information and resources provided.

Road traffic crashes – our biggest risk to staff safety

Save the Children vehicles travel tens of millions of miles a year on roads that are often sub-standard, doing everything from delivering food and water supplies, to providing teacher training in isolated, rural areas.

Between 2016 and 2018, we suffered 38 fatalities and 169 injuries as a result of road traffic incidents. In 2018, this included the tragic loss of life of four members of staff and serious injury to 10 others in a minibus crash in Cambodia.

We have strict guidelines about vehicle safety and roadworthiness, seat belts, driver experience, training and driver hours. In 2018, we worked hard to change how the organisation sees safety and security. We moved from having a set of protocols staff had to comply with, to making it a key consideration of the design and build of programmes from the outset. This change helped us to ensure safety and security is always front of mind. It was supported with campaigns like 'Arrive Alive', which was piloted in East and Southern Africa in 2018, to raise awareness of the risks for all our staff.

Craig Maartens, Director of Safety and Security, explains:

"Whether people are working in a remote region, responding to an emergency, or just trying to get around a large geographical area, we must get our safety guidelines to the forefront of their thinking."



“SAVE THE CHILDREN IS COMMITTED TO MINIMISING SAFETY AND SECURITY RISKS TO STAFF AND ENSURING STAFF ARE GIVEN TRAINING, SUPPORT, AND INFORMATION TO REDUCE OR MITIGATE ANY RISK.”



#NotaTarget – protecting our staff from attack

In the past, humanitarian aid workers were often excluded from intentional harm in the countries where they worked, receiving some level of protection even in conflict zones. However, this appears to be changing. Hostage taking, attacks on aid convoys and acts of terrorism are just some of the increasing threats our staff face.

In 2018, across the sector and in multiple organisations, 155 aid workers were killed in 108 incidents in 18 countries. Furthermore, 171 aid workers were kidnapped in 64 incidents across 21 countries.²

"Political and social upheaval can threaten the safety and security of our people. And the threat level can literally change overnight," explains Craig Maartens, Director of Safety and Security for Save the Children International.

"Save the Children is committed to minimising safety and security risks to staff and ensuring staff are given training, support, and information to reduce or mitigate any risk to themselves, while they carry out our programmes for children and families."

Terrorist attack on our compound in Jalalabad

In 2018, Save the Children was the target of a terrorist attack in Jalalabad, Afghanistan, which tragically resulted in the death of four of our colleagues.

On 24 January, a suicide bomber in a car detonated his explosives at the front of our office. The blast was followed up by at least four armed militants attempting to storm the building.

Prior to the attack, our teams had conducted countless practice drills and scenario simulations, in preparation for the possibility of an attack. Our local security staff followed protocols, locking everyone they could in a safe room. This more than likely saved the lives of 45 people.

Staff remained in the safe room for 12 hours, in direct contact with our security team throughout. Eventually, the attackers were shot and killed and all 45 people in our compound were rescued by Afghan Armed Forces. Sadly, six people – including four Save the Children employees who had been unable to reach the safe room – were killed, and a further 27 people, including three Afghan troops, were injured.

Analysis after the event suggests that this attack was aimed at gaining international headlines for the militant's cause and humiliating the government.

"Whilst we mourn the loss of life, we also applaud the clear-headed actions of our staff, who remained calm and used the safe room to great effect," says Craig Maartens.

We hope that an incident like this never happens again. However, it shows us how invaluable safety and security preparation is within an organisation like ours. Following this incident, Save the Children temporarily suspended programming in Afghanistan in order to re-evaluate the risk to our staff.

We are deeply saddened by the loss of our colleagues and the loss that their families and friends have endured. We continue to provide psychosocial support to our colleagues' families and have since reopened our programmes in Afghanistan.

2 <https://reliefweb.int/sites/reliefweb.int/files/resources/Aid-Workers-Killed-Kidnapped-and-Arrested-KKA-2018.pdf>

1.4. GLOBAL SECURITY INCIDENTS 2018

The number of security incidents reported across Save the Children International in 2018 was 1008. This is a 5.7% reduction in incidents over the previous year. However, we do not believe that this decline in reported incidents is indicative of a lowering of risk – we know that risks worldwide have increased considerably. Instead, we believe the decline represents an improvement in how we manage safety and security risks within our control.

Vehicle crashes represented the most reported safety incident category in 2018 at 15%. Of these, 22 were serious crashes resulting in 10 deaths and 29 serious injuries.

Save the Children works in 118 countries in the world and is committed to supporting the most deprived and marginalised children in the hardest to reach places. Road safety varies from country to country but decreases significantly in remote or rural locations where roads may not exist at all. Poor lighting, unpredictable weather and badly maintained roads are among the many challenges our drivers face and contribute to many road crashes.



Managing critical events

When tragic incidents like the terrorist attack in Jalalabad, the minibus crash in Cambodia or other major incidents occur, we take a number of immediate actions:

“WHILST WE RECOGNISE THAT EVEN WITH THE BEST SAFETY AND SECURITY PROTOCOLS, INCIDENTS WILL STILL OCCUR, WE ARE COMMITTED TO DOING EVERYTHING WITHIN OUR POWER TO KEEP OUR STAFF SAFE, AND TO HELP THEM KEEP THEMSELVES SAFE.”

Assess the need for a Crisis Management Team

Within Save the Children, each region has a Safety and Security Director and every country office has a focal point for safety and security. These staff are supported by a Global Safety and Security team. Depending on the circumstances, a Crisis Management Team (CMT) team may need to be convened when a serious incident occurs.

The CMT includes members of the senior leadership team, as well as relevant experts from the global, regional or country team. The CMT is responsible for coordinating action for each incident, including any urgent risk mitigation measures that may be required, and ensures lessons are learned and shared across the organisation after each incident.

Provide immediate and after-care assistance to survivors and families

When an incident occurs, we immediately appoint someone to the role of family liaison. Usually, this is a member of staff who has the right knowledge and skills to provide the psychosocial support that the victim/survivor and their family need, including ensuring they have access to suitable counselling or medical treatment. The family liaison also acts as a single point of contact for the victim/survivor and their family, keeping them abreast of any updates related to the specific incident.

Conduct full review of incident

After a security incident, we engage with a wide range of stakeholders to better understand the incident and review the original security risk assessments. The findings are compiled in a comprehensive report which is circulated to all the relevant people.

Consider whether changes to policy, procedure are required based on lessons learned

Using the findings from the full review of the security incident, we evaluate our policies and procedures to ensure we mitigate future risks and threats.

Whilst we recognise that even with the best safety and security protocols, incidents will still occur, we are committed to doing everything within our power to keep our staff safe, and to help them keep themselves safe.



02

ACCOUNTABILITY TO CHILDREN

2.1. MAKING SAVE THE CHILDREN SAFE FOR CHILDREN

Whether we are responding to a humanitarian crisis in Yemen, running health programmes in Ethiopia, or campaigning to prevent child marriage across the world, child safeguarding is our first priority.

Children and their families put their trust in us, often when they are at their most vulnerable. It is our collective and individual responsibility to ensure that all children are protected from deliberate or unintentional acts that lead to the risk of or actual harm. This could be from Save the Children staff, representatives or third parties who come into contact with children. Or through unintended consequences of our development work, humanitarian responses and operations. It includes our direct programme implementation, work through partners and management of children's personal data.

To lead on this priority, we employ Child Safeguarding specialists. Their work involves supporting leadership and other teams to build a trusted environment and promote the concept of "Child Safe Organisations". They conduct awareness-raising campaigns on safeguarding and the prevention of child abuse or harm. And they lead investigations of reported concerns and manage our reporting.

We strive for every country office and member-led program to have a Child Safeguarding specialist in each field location. Child Safeguarding focal points are responsible for all safeguarding oversight and duties. These individuals sometimes oversee child safeguarding activities across a number of programmes or may focus on only one, if the programme is large and/or highly complex. We also have regional Child Safeguarding Directors, a Global Child Safeguarding team, and a Child Safeguarding Trustee.

Critical considerations for safeguarding

- Safeguarding is vital and we consider risks to children as our most critical organisational risk. Safeguarding is a complex issue. These are some of the key factors we have to consider in order to keep children and adults safe around the world:
- **Power** – abusers can use fear, manipulation and access to resources to exert power over children, to discourage them from reporting what is happening.
- **Place** – remote regions, emergencies and post-disaster environments can make reporting and investigating incidents difficult.
- **People** – some cultures are less likely to talk about abuse or misbehaviour and may be reluctant to engage with any kind of authority outside of their community.
- **Reputation** – partners or communities may not report issues for fear of compromising their own reputation or losing financial support.
- **Cultural and social norms** – can blur the lines of what is acceptable behaviour and conduct in a community. For example, some communities believe that physical punishment of children is good for them, or that early marriage protects young girls.



Making reporting easy

The key to child safeguarding is prevention and making reporting as easy as possible for children, parents, community members and staff.

Our reporting strategies are diverse, and are often developed together with children and the community to ensure that they work for the particular setting, programme and culture.

Our many measures include:

Awareness building: information sessions, posters and training

Helping children understand how they should expect to be treated in Save the Children's programmes, and by staff, partners and volunteers. We outline what is and what is not appropriate behaviour, and how to report anything they are concerned about.

Safe and anonymous reporting: complaint boxes, hotlines and face-to-face options

Set up in Save the Children schools, child friendly spaces, youth centres or medical facilities for children, a variety of reporting options enable children to raise concerns, in their own name or anonymously.

Accessible reporting: hotlines and communications

Phone hotlines, email addresses, text reporting and social media messaging are all used to provide a direct point of contact between children, parents or communities and independent experts outside the programme or space they are in.

Taking protection seriously: child protection committees

Working with local communities, we often set up committees made up of trusted adults and sometimes children too, who work to improve the protection of the child population within the community.

What changed in 2018?

We strengthened our organisational commitment to safeguarding in 2018. We introduced new technology, policies, and processes to make it harder for anyone to threaten a child's safety, either accidentally or maliciously, and to ensure that incidents are easier to report, resulting in robust action to hold people to account and avoid repetition.

Save the Children International's Child Safeguarding Policy and Protocols were reviewed and revised. We focused intensively on the quality of our investigations and subsequent reports, developing a comprehensive child-focused investigations training programme.

“**ADDITIONAL CHILD SAFEGUARDING PROCEDURES AND TRAINING WERE PRODUCED TO HELP ENSURE OUR HIGH STANDARDS IN CHILD SAFEGUARDING ARE CONSISTENT, EVERYWHERE IN THE WORLD.**”

Training for investigators and staff

We trained 37 new investigators who can work in a range of languages to ensure language is never a barrier for reporting. Our aim is to ensure that all incidents are reported, investigated fully and closed within 90 days of the original report.

Additional child safeguarding procedures and training were produced to help ensure our high standards in child safeguarding are consistent, everywhere in the world. We also launched an online global reporting and case management system – Datix – to manage reports and investigations.

All around the globe, training of key staff was stepped up. For example, child safeguarding training for employees and volunteers based in Spain was introduced. In Australia, a new, highly experienced Safeguarding team was established, closely aligned with our child safeguarding social enterprise, ChildWise.

Focus on risk assessments and spaces

We reinforced the need for safeguarding risk assessments to be carried out and acted upon, as part of programme design and planning. And, that an analysis of the roles and structure of staff, volunteers, interns and partners must take place to assess gender and other forms of power imbalance within all programme design to identify risks and proper mitigation strategies.

This improves our awareness of the spaces we work in and how we can limit the possibility of abuse happening in any of our programmes. This could be as simple as ensuring that the doors in our classrooms or child friendly spaces have a window so that someone can always see what's going on inside.

Reporting serious breaches

We set up new protocols to enable swift reporting of any serious incident reports, such as allegations of breaches to our Child Safeguarding Policy, to donors and our UK-based regulator, the Charity Commission, as early as possible. This enables us to have an effective and efficient dialogue between Save the Children and our donors and regulator about any serious incident, anywhere in the world.

2.2. KEEPING OUR ORGANISATION SAFE FOR CHILDREN IN HIGH-RISK CONTEXTS

In 2018, Save the Children responded to 58 humanitarian emergencies. These included a breakout of Ebola in the Democratic Republic of Congo; the build-up of refugees on the borders of Venezuela; ongoing refugee crises with the Rohingya people in Cox's Bazar; the Indonesian earthquake; and the Darfur camps in Sudan.

Cat Carter, Head of Humanitarian Child Safeguarding, explains how we ensure children and their communities do not endure further violations of their safety or dignity in even the most challenging operational contexts.

"We have Child Safeguarding Officers or focal points in every country in which we operate. The first thing I do in an emergency is to get in touch with them to check whether they have personally been affected. Are family or friends in danger? Are they in shock or unable to be effective for any reason?"

Next we need to assess the need on the ground. This changes rapidly over the first 48 hours. For example, initially it might be reported as a serious storm with some loss of life. As first responders, authorities and the media get deeper into the area, the size and scale of what we are up against will be revealed. The numbers of people affected can rocket from hundreds to hundreds of thousands.

Once we know the need – which might include water, food, shelter, medicine, protection, child friendly spaces for displaced children, education facilities so children can continue learning – we can begin to create our child safeguarding plans with our colleagues who are responsible for developing the overall response plan. We also work with other NGOs who are responding to the emergency, so we can make sure we're all joined up.

Emergency responses are complex and of course urgent by nature. It could sometimes be difficult to fight for a share of budget and time, with everything else going on. Now, child safeguarding is recognised as an essential ingredient, and everyone recognises that children also have to be safe within our response. It's a core part of our mission. A shift that I really welcome."

It's all about power

"What you need to understand, is that in humanitarian disasters people are often desperate. They might need urgent assistance just to survive. This places power in the hands of those able to provide food, shelter, water, and other vital necessities. Under these circumstances, power can fall to people you may least expect. And this power can be abused.

For example, after a tsunami, people often desperately need fresh, clean water. That may mean bringing water tankers in. Suddenly that tanker driver has the power of life and death. He can choose who gets life-saving water, and who doesn't. Then it becomes a question for him and how he might want to use this new power. And if he chooses to demand sexual favours or money to distribute his water, who will tell?"

Humanitarian emergencies are filled with these types of power dynamics and it is our responsibility to take the necessary steps not to allow an abuse of power take place in any circumstance.

Thinking back to our water tanker example, from a safeguarding point of view, there are steps you can take to mitigate this risk. For example, to make sure the driver is never alone with children – you can put two people in the cab. You can ask the community to help to determine who are the most at-risk people, who needs the water first? You can do spot-checks with the community – did they receive the water? How did the driver behave? But if you're not thinking about safeguarding right from the start, these are the kinds of problems that could occur."

Continually monitoring changing situations

"With humanitarian events, situations can change. And if you're working in them, exhausted because you're working 16 or 18-hour days, it's not always immediately obvious.

We often set up child friendly spaces after conflicts, so there is somewhere safe for children to be, whilst parents try to rebuild their lives. In one crisis, a child told us that the rebels were moving into the local area. Suddenly our safe space was in danger of becoming an easy target for the recruitment of child soldiers. We moved it the same day."

Overcoming cultural barriers

"One of the biggest challenges is overcoming cultural barriers. In some areas, women and girls feel very uncomfortable talking about anything to do with sex. When talking about sexual abuse is absolutely taboo, it's a real challenge to encourage communities to tell us when something is going wrong. But there are things we can do. I've asked men to leave the room, and then asked to discuss 'women's issues' with the remaining girls and women. They know what it means. If you keep it broad like this, it can be more comfortable for everyone concerned. Gradually, with care, we can start talking about abuse, and I can gently probe any concerns or suspicions that I might have."

Setting up reporting structures

"As we're getting up and running on the ground, one of the most important aspects is to make sure children, their families and the community have a way to voice any concerns or suggestions, and to ensure that we act on them.

That might be face-to-face, through complaint boxes, hotlines, text, email or other mechanisms. In one response, where the refugee camps were enormous, housing hundreds of thousands of people, we got children to build a model of the camp, using leftover cardboard, toilet rolls, all sorts of things. We then asked them to paint it in colours that showed the areas they thought were safe and those that weren't. Then we asked them why. That helped us to identify areas of the camp where changes were needed, and it was a really fun activity for the children.

Many children in emergencies have been through untold misery and experienced terrible things. They may not be ready to trust anyone. The most important thing is that if a child expresses concern about anything, however small, that they see us taking action. So, they might say it's cold in the classroom because a teacher insists on having the window open. They tell us about it, we close the window and it stays closed. It starts to build a relationship of trust. If we don't listen to them about an open window, why would they trust us with the big stuff?"

Putting child safeguarding first

"As with every sector, there are people who want to take advantage of the situation they find themselves in. It is possible that someone with a sexual interest in children would target the humanitarian sector to maximise their chances to harm a vulnerable child. Children in emergencies are uniquely vulnerable. This abuse of power is horrifying and we must take all steps necessary to stop it. It's also possible that people who are already within the humanitarian sector are faced with the opportunity to abuse, and they think they'll get away with it, so they do it. This is equally horrifying. We have to think about how we can prevent these opportunities. Our '2 adult rule' is a good example of this. You simply aren't allowed to be alone, out of sight or earshot of another adult, with a child with whom you are working. If you are, you should report it yourself as a child safeguarding violation, because it means our system has failed – and we need to know about it. It's a simple rule, but it dramatically reduces the opportunity to abuse.

Our job is to protect children at all costs. By taking the right approach to humanitarian interventions from when we arrive to the last moment when the final tent is packed, we can make that happen."

“MANY CHILDREN IN EMERGENCIES HAVE BEEN THROUGH UNTOLD MISERY AND EXPERIENCED TERRIBLE THINGS. THEY MAY NOT BE READY TO TRUST ANYONE.”



2.3. CHILD SAFEGUARDING – GLOBAL INCIDENT REPORTING 2018

Susan Grant, our International Director of Safeguarding, is clear on why child safeguarding reporting is crucial to what we do:

“Everybody has the right to be safe, no matter who they are or what their circumstances are. Any form of physical, emotional, sexual exploitation and abuse can have devastating effects on individuals, families and wider society. Everyone at Save the Children has a responsibility to ensure that we treat anyone who comes into contact with our work with respect and dignity. Better child safeguarding reporting is at the heart of this process.”

The figures for 2018 show reporting of child safeguarding incidents has increased in all regions, in all categories. Whilst that might sound alarming, we see it as an indication that our culture of awareness raising continues to move in the right direction.

We believe the number of reported concerns increased in 2018 for two main reasons:

1. For the first time, we have chosen to combine our data globally into a single report in an effort to improve transparency and facilitate access to this information for those who seek it. This year, we have added the datasets from our 29 member organisations to those from Save the Children International’s country programmes, reporting as a single Movement for the first time.

2. Our internal campaign to build awareness on the importance of reporting, what constitutes a safeguarding issue and our survivor-centred approach, meant people were more likely to voice concerns.

We would rather investigate numerous reports of a concern that do not turn out to be a safeguarding or security risk if it means that we uncover just one that does. As more concerns are reported, we are better able to identify and address any violation or breach of our Code of Conduct and safeguarding policies. As with adult claims



“I think the new Datix reporting system is a big step forward. It brings to light things I might not otherwise hear about.”

“Our members and institutional donors are very keen to know about the cases and outcomes for all child safeguarding cases. Having that attention is a really positive pressure to drive us to be the best in handling and managing cases professionally.”

“We have our own training module where participants are certified as investigators. We also train them how to manage investigations. These have resulted in really high standards.”

**Menaca Calyaneratne,
Child Safeguarding Director, Asia.**

carefully considered. Strong reporting mechanisms and thorough investigations are an effective way to deter people from breaching our Code of Conduct, and safeguarding policies.

What is reported as a child safeguarding incident within Save the Children includes a wide range of incidents, from a child being injured in a road crash to a child being physically harmed by a member of Save the Children staff.

Child Safeguarding definitions

Child Safeguarding: is making Save the Children safe for children. It involves our collective and individual responsibility and actions to ensure that all children are protected from deliberate or unintentional acts that lead to the risk of or actual harm by Save the Children staff, representatives and third parties, who come into contact with children or impact them through our development interventions, humanitarian responses and operations. This includes our direct programme implementation, work through partners and management of children’s personal data.

Child: Everyone under the age of 18³



³ As per the United Nations Convention on the Rights of the Child (UNCRC), Save the Children defines child as everyone under the age of 18.

Save the Children employs around 25,000 staff globally. Together with hundreds of volunteers and partners, we manage programmes that reach 40 million children annually.

In 2018 there were 487 total child-safeguarding concerns reported. At the point of data analysis (January 2019), 406 of those had been fully investigated and 81 remained under active investigation.

Of 487 internal concerns, 406 investigations are now closed.



250 of the closed cases involve SC staff / volunteers and 69 partners.



Of the staff cases 171 allegations were proven correct.



Of the closed cases, 250 concerns involved Save the Children staff or volunteers, and 69 concerned our partner staff. The remaining cases involved suppliers, contractors or other external individuals, unconnected to Save the Children.

Of the cases that involved Save the Children staff or volunteers, 171 cases were substantiated and 63 were found to be untrue. Any case where a child has been harmed is a significant issue. We are determined to ensure, through all of the work highlighted here, that we minimise the opportunity for any incidents to arise by leaving nowhere for perpetrators to hide, and preventing them from joining us in the first place.

There were 85 reported concerns where the outcome of our investigation was inconclusive, most commonly due to an insufficient amount of evidence. We are committed to reducing this number year-on-year where possible.

Of the concerns that were investigated and substantiated, there was a wide range of incidents from accidents in playgrounds, to road traffic crashes, to children who suffered neglect or physical abuse. To further improve our child safeguarding programming and plans, we must gather insight from the cases that were substantiated. This includes studying the type of harm children faced in our programmes in 2018.

Save the Children does not tolerate behaviour that does not meet our high safeguarding standards and takes utmost care to respond in a timely and appropriate way. In all substantiated cases, Save the Children has taken disciplinary actions where possible and appropriate, ranging from official warnings to dismissal. In 2018, 70 staff members and volunteers either had their contracts dismissed or resigned from the organisation in relation to safeguarding incidents. In addition to disciplinary actions taken in such cases, our procedures dictate that no positive reference can be provided. Save the Children is committed to continuing safeguarding investigations even if a subject of complaint resigns, so that an investigation outcome can be recorded, and no references will be provided. We also take action to strengthen prevention of further employment in the sector:

All incidents involving alleged criminal conduct will be reported to local authorities. In 2018, a total of 55 cases have been referred to the authorities. There may have been instances where we decided not to refer cases to local authorities if it posed additional risk to the survivor; or in contexts where it was not possible to do so. Those instances could be due to the political, religious or cultural context in some of the countries we work in.

In 67 cases, our investigations led to an outcome of 'other action.' This includes cases that result in interventions to strengthen or adapt processes in light of an incident and cases where we believe additional training for staff is an appropriate response and will prevent further incidents.

We will continue to make our reporting accessible and investigations comprehensive in order to put an end to harm, to learn from our experiences and to deter anyone who is looking to harm children.

Psychological support can be counselling or a local equivalent. It might include work to ensure that the victim/survivor is not ostracised and is reintegrated into their school or community. Medical support may include paying medical bills or access to sexual violence support services. Accessing justice might be something as small as the cost of petrol to a police station to make a report, or long-term support for a court case against the perpetrator that can last five years or more.

Supporting victims/survivors

Whilst revealing numbers is crucial to benchmarking and reducing child safeguarding issues, we can and will never forget that every case represents an individual child or young adult who has suffered. We provide psychological support, medical support, and support for children to access justice – in line with the wishes of the child and their family, where appropriate.



NUMBER OF SUBSTANTIATED CASES RESULTING IN:						
	Disciplinary warning	Dismissal / contract terminated	Resignation	Other action	Total	Number of substantiated cases reported to authorities locally
TOTAL	34	64	6	67	171	55 (out of 171)

2.4. HOW TECHNOLOGY HELPS US REPORT AND INVESTIGATE

At the beginning of 2018, we began using our global electronic reporting system, Datix, to report child safeguarding concerns. This has made a significant difference in the way reports can be made, escalated, investigated, addressed and monitored.

Datix makes it easy to capture an incident confidentially, from anywhere. Every incident is logged on the system and reported at regional level. Local staff are unable to edit entries. The system is designed to capture reporting in one accessible place. And provides total transparency across the organisation as a whole. Investigations and subsequent actions are captured. For historic case management, the system provides improved storage and access to information.

Technology driving results

Datix improves child (and staff) safeguarding in many ways:

- **It's a deterrent.** Making reporting easier, means any perpetrator knows they are more likely to be caught, so are less likely to try.
- **It's an alert.** From specific reports to zero reporting, the data shows areas for concern.
- **It's a case management system.** Allocating cases to trained investigators from other parts of our organisation to ensure independent review.
- **It's a historic record.** If a pattern of concerns develop within a particular region or programme, we can see that.
- **It's a 360° vision.** We can benchmark and compare statistics to identify problems and the need for training.
- **It's a learning tool.** Each case provides the opportunity to learn and refine approaches, systems and behaviours.

Susan Grant, International Director of Safeguarding, explains our position on safeguarding

"We work in many complex countries, and respond to humanitarian emergencies across the world, where vulnerable children and adults are at increased risk of abuse and exploitation. We have a duty to do everything in our control to prevent any abuse from happening and protect children and the communities we work in. This includes identifying possible risks and putting safeguarding systems and mechanisms in place to reduce and manage those risks and providing efficient and effective systems so that safeguarding suspicions or concerns can be reported to us safely."

"From January 2018, we focused on strengthening our safeguarding policies and systems, particularly for reporting and responding to child safeguarding concerns and harassment of staff."

"This was driven from the top of our organisation and has created a powerful movement for change. Whether it is a child in a marginalised community or a member of staff in one of our offices, if something does not feel right, they are encouraged to report it. We now have an online system, which ensures greater confidentiality and will support better case management. Following the progress made in 2018, we need to continue to invest in safeguarding to respond to the risks of abuse and exploitation for vulnerable children and adults in the countries we work in."



ALWAYS PUTTING THE SURVIVOR FIRST. WE WILL ALWAYS ACT IN THEIR BEST INTERESTS AND WELL-BEING."



"I think the new Datix reporting system is a big step forward."

"Our members and institutional donors are very keen to know about the cases and outcomes for all child safeguarding cases. Having that attention is a really positive pressure to drive us to be the best in handling and managing cases professionally."

"We have our own training module where participants are certified as investigators. We also train them how to manage investigations. These have resulted in really high standards."

Menaca Calyaneratne, Child Safeguarding Director, Asia.

Looking forward

Our focus in 2019 and into 2020 will be on ensuring our response continues to be victim/survivor-focused. This will mean that the quality of our incident reports, investigations and case management will continue to improve. We will develop mechanisms to strengthen our survivor support across all countries. This will include a systematic process to train and appoint Survivor Liaison Advocates to support survivors from the initial report to case closure.

This commitment to always putting the survivor first, applies to anyone affected, whether it is a child, colleague or adult. We will always act in their best interests and wellbeing.

We will also continue to:

- Address barriers to zero and low reporting;
- Ensure formal child safeguarding activities are embedded into all programmes at the design level;
- Build child safeguarding capacity at the field level; and
- Further embed child safeguarding in humanitarian contexts.



We will assess each country office to ensure they fully understand and are implementing our new policies and will work with them to develop action plans where necessary. Finally, we will work to strengthen safeguarding capability and to reduce safeguarding risks among our partners, prioritising those in high-risk areas.

We will be relentless in efforts to protect all children from harm in all contexts.



03

ACCOUNTABILITY TO OUR DONORS, PARTNERS AND SUPPORTERS

3.1. HOW WE USED THE MONEY ENTRUSTED TO US IN 2018

Collectively, Save the Children International and our member organisations hold themselves accountable to our donors, partners and supporters for using the money entrusted to us in the most effective way possible to achieve the best possible positive change for children.

Internally, we hold each other accountable for our financial management by regularly sharing financial information on our revenue, sources of income and spending patterns.

Save the Children's combined revenues for 2018 were \$2.2 billion USD. Member organisations collectively spent 80% on global programming, 14% on marketing and fundraising and 6% on administration and governance.

Global programming spend includes all the essential resources needed to design, deliver, manage and evaluate our programmes and advocacy in all the countries where we work. This includes supplies, staffing, training, support services and the execution of our international and domestic programme and advocacy activities, either carried out by our own field staff or through our partners.

Marketing and fundraising 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, child safeguarding and safety and security.

Sustainable and transparent financial management

For funds spent on international programming activities implemented through Save the Children International, a range of agreed policies are in place to ensure sustainable and transparent financial management:

- Reserves Policy
- Risk Management Policy
- Fraud, Bribery and Corruption Policy
- Prohibited Transactions and Money Laundering Policy
- National accounting standards

Account requirements

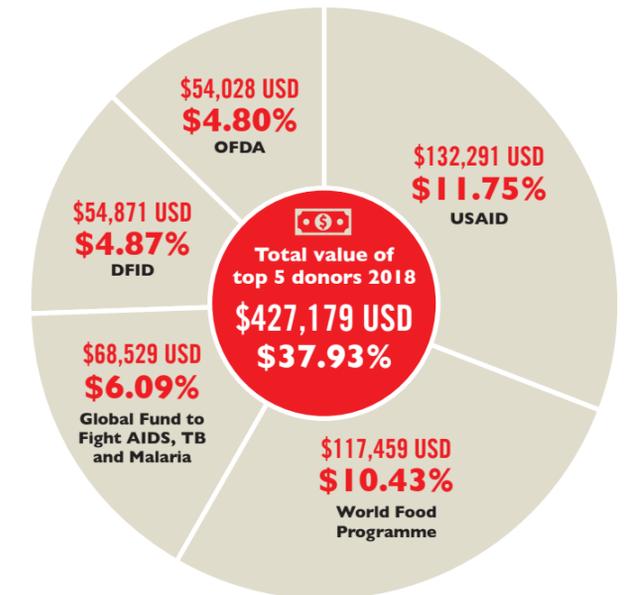
Our accounting requirements state that Save the Children International will demonstrate transparency and accountability by preparing accurate financial information on a timely basis. This includes FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and preparation of accounts in accordance with the requirements of the Companies Act 2006. Save the Children members also have to produce annual financial statements in line with the regulations in place in their home country. These financial statements are subject to external audit.

Spending and income

Save the Children worked in 118 countries in 2018. Save the Children's Annual Report presents global expenditure geographically, per sector and per programme area. Save the Children International's Trustees' Report for 2018, as well as member organisation annual reports, present more detailed financial accounts for individual Save the Children entities.

The largest sources of revenue are institutions (including government partners) and individuals.

Top five donors



TOTAL VALUE OF CONTRIBUTIONS FROM TOP FIVE DONORS TO INTERNATIONAL PROGRAMMES IN 2018
\$427,179 USD 37.93% OF TOTAL INCOME

USAID - United States Agency for International Development
 DFID - Department for International Development
 OFDA - Office of Foreign Disaster Assistance

The five largest Save the Children members by revenue are:

Member organisation \$m



Save the Children International (SCI) is funded primarily by member organisations. In 2018, funds from members account for 97% of SCI's income.

Compliance and controls: fraud, bribery and corruption

Preventing and tackling fraud (including corruption, theft, criminal damage and negligent loss) is an operational priority for all parts of Save the Children, and we will not tolerate any fraudulent behaviour. Our fraud management team provides staff training and manages policies, reporting and whistleblowing systems. We monitor the risk of fraud, bribery and corruption regularly, report and investigate incidents using our global incident reporting system, Datix, taking action where necessary.

A team of counter-fraud specialists support our programme staff investigating difficult cases and spreading best practice. We have started analysing the incidents using root cause analysis and incorporate lessons learned in our fraud awareness training.

We work closely with the UK Charity Commission, Transparency International, USAID's Office of the Inspector General and other partner, donor and law enforcement agencies to ensure that our approaches reflect the highest global standards.

Vetting for terrorist funding and partner integrity

Working in far-flung, remote and conflict regions around the world, one of the risks we have to minimise is allowing any of our funding to somehow reach proscribed groups (including designated terrorists). Our vetting system is designed to check that employees, suppliers and any partners with which they want to work are not members of a proscribed group. We vet against global and local databases and our centralised system includes a tracking process and covers individual employees and key members of staff in suppliers and partners. They cannot be formerly engaged or paid until this vetting procedure is complete.

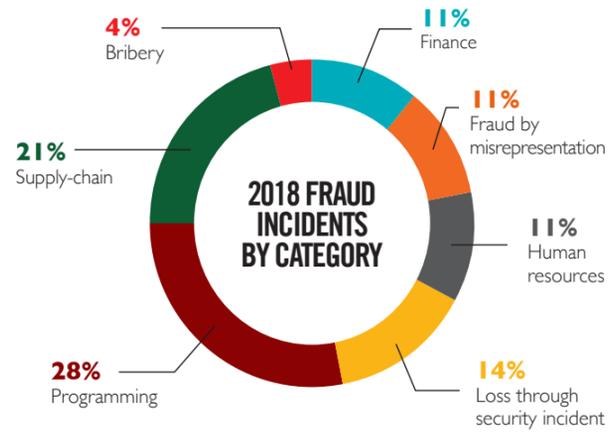
Our Finance and Legal teams work with managers on the ground, with banks and with other financial service providers and regulators to ensure we work within the law and minimise the risk of aid diversion.

In 2018, Save the Children Australia implemented improvements to vetting systems for employees and partners and Save the Children Norway published a new anti-corruption strategy online. Save the Children Spain ran training for over 200 employees on our Code of Ethics, including anti-fraud and anti-money laundering policies.

3.2. GLOBAL FRAUD AND CORRUPTION REPORTING – 2018

There were 607 reports of fraud, bribery, corruption and theft across Save the Children International in 2018³. Of these, 103 did not merit investigation due to either being a non-fraud issue or lacking sufficient information to proceed. In total, 504 cases from 2018 were investigated, representing a 30% increase from 2017. We believe this increase in reported incidents is due to better awareness and ease of reporting; 2018 was the first full year that we used our global system – Datix – for reporting incidents of fraud, having launched it mid-2017. Of the 504 reported cases, 270 have been investigated and are closed, 193 are still under investigation, and 41 await final approval before closure.

³ Fraud and corruption data is reported for Save the Children International only.



The largest category of fraud cases (28% of all cases) is 'programming'. Largely, these cases arise from allegations of beneficiary fraud – for example, where a community member makes a false representation in order to be eligible for support or aid, or where an individual has registered with us on both sides of an international border and receives double support. These incidents are largely of low or no financial loss value.

Loss through Supply Chain are often issues of procurement and include collusion between suppliers, bid splitting or tailoring, price manipulation or product substitution, for example paying for good quality construction materials but only receiving sub-standard ones. Loss through security incidents (14%) includes reports of looting and theft.

Save the Children will not tolerate conduct by our staff or partners that does not meet our high standards. Disciplinary action is taken in line with HR policy for any staff member who is found to be complicit in fraud, mismanagement or negligence following investigation and can include official warnings or dismissal. Where appropriate, legal action is taken and cases referred to local authorities.

In cases where external parties are found to have committed fraud against Save the Children, sanctions include terminating supplier contracts, terminating agreements with partners, removal from program activities, barring from future contracts or engagement with Save the Children, legal action and referral to local authorities.

Building a stronger defence against fraud

As reported incidents of fraud rose in all regions in 2018, we significantly invested in our team, increasing the number of staff trained to investigate fraud from 96 to 520. We created a new Fraud, Bribery & Corruption Policy & Procedure accompanied by an online e-learning module. We were able to capture and track management actions required following fraud investigations in our new Datix system and employed data analytics to detect anomalous trends and red flags.

We have taken great strides to transform our supply chain, putting in place systems, policies and procedures to reduce the risk of fraud. In 2018, around 700 members of staff who source goods and services went through our Procurement Essentials certification programme, which includes training on how to spot fraud. We increased the volume of sourced goods that goes through framework agreements, ensuring the cost represents value for money and we are sourcing from vetted, trusted suppliers. Regulatory Agency's good distribution practice.

3.3. THE TRANSPARENCY BAROMETER – 2018 RESULTS

We have now been using the internationally recognised Global Reporting Initiative (GRI) framework to identify and measure the transparency of our reporting in a number of areas since 2015.

Methodology

The Transparency Barometer features the results of a transparency survey answered by all Save the Children member organisations and Save the Children International. The survey identifies the level of public reporting – what and how we communicate about our operations – across the global organisation.

Survey responses were assigned numerical values, with higher values representing a higher degree of transparency in each key area. One or more questions were assigned to each key area, and each section of this report presents the average weighting for all the questions relating to that area of work. Save the Children International, which manages international programmes through 60 country offices, answered the survey as one entity, and not as the individual countries in which it works.

% transparency in the reporting of

	2015	2017	2018
Transparent reporting of our organisational profile	88%	87%	91%
Transparent reporting of our governance / structure	66%	60%	81%
Transparent reporting of our adherence to standards	88%	87%	91%
Transparent reporting of our programme quality	47%	63%	61%
Transparent reporting of our cooperation/partnerships	68%	81%	74%
Transparent reporting of our child safeguarding	50%	72%	76%
Transparent reporting of our financial management	77%	71%	80%
Transparent reporting of our staff diversity	62%	28%	32%
Transparent reporting of our staff code of conduct	25%	59%	68%
Transparent reporting of our advocacy	43%	45%	40%
Transparent reporting of our environmental impact	13%	14%	19%



In 2018, all members and Save the Children International responded to the survey, with the exception of Save the Children Philippines, which was not a member at the time. In previous years, 26 (out of 28) members and Save the Children International responded.

The data shows strong improvements in transparency of our reporting in the areas of governance/structure, adherence to standards, financial management and staff code of conduct. We also continue to see positive trends in how we report on our organisational profile and child safeguarding. Whilst the trend in reporting on environmental impact is positive, the level of transparency is low. In the areas of programme quality, cooperation/partnerships, staff diversity and advocacy where the perception of our transparency has decreased, we have already started to make sure we communicate better.

⁵ In 2018, all members and Save the Children International responded to the survey, with the exception of Save the Children Philippines, which was not a member at the time. In previous years, 26 (out of 28) members and Save the Children International responded.

LOOKING FORWARD – LEARNING AND PROGRESSING



2018 was a pivotal year for Save the Children. It was the year we undertook extensive reviews of our procedures and culture and committed to applying learnings from previous failings across the whole organisation.

We have worked hard to drive a change in culture and make our organisation safer. We have developed new investigative resources, policies, training and awareness building campaigns, all designed to protect children and staff.

We have increased awareness of what is acceptable behaviour and made it quicker and easier to report any breaches of our high standards. We anticipate the total number of reported concerns to continue to grow on a year by year basis. But, eventually, over the coming years, we hope our shift in culture will drive down the number of incidents that occur – those that are substantiated through the investigation.

Our aim is to make our organisation and everything we do safer for the children and communities we serve. We want Save the Children to be a supportive, inclusive and welcoming place to work in all the 118 countries where we operate. And, we aim to enhance the security of our staff, wherever in the world they may be.

2018 was the year we started on the road to greater accountability and transparency. There is progress still to make and we are committed to continuing our journey in 2019.

With this report, we believe we have moved towards a more complete global picture of transparency and accountability, which we hope will form a benchmark for years to come.





GLOBAL ACCOUNTABILITY REPORT 2018

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