



# RISING TO THE CHALLENGE



Save the Children

Save the Children Annual Report 2016

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# WHO WE ARE AND WHAT WE DO

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

We save children's lives. We fight for their rights. We help them fulfil their potential. Through our work, we put the most deprived and marginalised children first to ensure that all children benefit from the progress the world is making.

The goals we have set ourselves are not easy. But by building strong partnerships with communities, governments, businesses and donors, we have the audacity to say that it is possible.

## Fighting for children's rights for nearly 100 years

Since it was founded in 1919, Save the Children has transformed the world for children. Through our pioneering work on the ground and our campaigning, we have helped define and deliver the promises the world makes to its children – from the first ever Declaration of Children's Rights in 1924, drafted by our founder Eglantyne Jebb, to the 1989 UN Convention of the Rights of the Child.

In 2016 Save the Children is made up of 29 member organisations and Save the Children International.

**US\$2.1bn**

was our combined income

**56m**

children were reached through our, and our partners', work

## OUR AMBITION

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 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

# STATE OF THE WORLD

If we do not take the time to pause and consider the state of the world today, we won't be best placed to help the world's children. Understanding the context we will work in helps us prepare and plan solutions to the problems children face.

We believe these are the major global trends that will create challenges and opportunities for our mission.



## THE POTENTIAL OF THE GROWING MIDDLE

By 2020, Brazil, Mexico, Pakistan and Indonesia could all have middle classes larger than 100 million people, followed by Egypt, Nigeria and Vietnam a few years later. This growing middle class means these countries will increasingly have the resources to address their own development and humanitarian needs.

### Our opportunity

Save the Children must ensure that governments put children and children's rights at the heart of their agenda and their budgets, as these resources become more readily available.



## RISING POPULISM



Recent political events point towards a backlash against international cooperation. Britain's decision to exit the European Union, and the election of populist candidates – Donald Trump in the USA and Rodrigo Duterte in the Philippines – demonstrate that voters believe that the status quo has not delivered for them. For a global organisation like ours, whose very foundation is built on strong global partnerships, this represents a real challenge.

### Our opportunity

Donor governments may be less willing to invest in international causes not directly linked to their own domestic security and resistance to collective action may also hinder global commitments for children's rights. Children have no electoral voice, so our role is to ensure their interests are faithfully and powerfully represented.

## PROLONGED AND COMPLEX CRISIS



More and more of the crises that we respond to today are man-made and long-lasting. Conflict and violence has driven millions of families from their homes – many to other countries.

### Our opportunity

Aside from life-saving urgent needs like food, water and shelter, children caught up in conflict need protection – physical and emotional – and continued education so that they don't become a lost generation. We need to provide an integrated response to their needs: immediate humanitarian relief, long-term solutions and continued campaigning for an end to conflicts.



## A GROWING DISPLACEMENT AND MIGRATION CRISIS

The number of people fleeing their homes is at its highest since the end of World War II. While some are forced to flee due to conflict, others leave due to poverty or climate change. The debate around displacement and migration is fast-moving, complex and politically charged.

### The opportunity

Children are unfairly caught up in this crisis. We must ensure that all refugees, migrants and internally displaced people under the age of 18 are seen first and foremost as children and that policies and programmes are in place to protect their fundamental rights.

## CHILDREN LEFT BEHIND FROM PROGRESS



Since 1990, the number of children dying before their fifth birthday has halved, and 40 million more children are enrolled in primary school than in 2000. However, progress has been uneven and we continue to see girls, refugees, children from disadvantaged areas, minority groups or with disabilities left behind from progress.

### Our opportunity

2016 was the start of a 15-year commitment to global goals that promise a future in which all children are free from malnutrition and violence, with access to quality healthcare and education. We have started to see countries designing and implementing their plans to meet these goals. The intention and enthusiasm is there, but we must help governments and societies stay focused on reaching those who are furthest behind – first.



# CHALLENGES FACED BY CHILDREN IN 2016



08

10

14

16

22

24

## OUR RESPONSE

## PROTECTING CHILDREN ON THE MOVE

In 2016, we continued to see an unprecedented number of children fleeing their homes, either due to violence, conflict or extreme poverty – sometimes brought on by environmental changes.

An estimated 65 million people have fled their homes; 21 million are refugees – living outside their own country – and half of those are children.

Being forced from your home has a long-lasting impact on children. They are more vulnerable to abuse and exploitation, and often miss out on school and have often experienced some sort of mental trauma. Save the Children has been working all over the world to protect these children, provide them with learning opportunities and ensure they survive.

## OUR RESPONSE

## SAVING CHILDREN CAUGHT UP IN NATURAL DISASTERS

We responded to 129 emergencies in 60 countries in 2016. While some were man-made, many were caused by nature, some unexpected, others we knew were coming.

Ensuring children caught up in a natural emergency have access to food and a place to live is essential. But beyond that, they need protection. During times of drought, or following floods or an earthquake, children are most vulnerable.

With or without family, they are at risk of abuse and exploitation. They often stop going to school and resulting poverty leads to a rise in child marriage.

When responding to natural emergencies, we ensure children survive, and that their right to learn, play and enjoy a childhood is protected.

## OUR RESPONSE

## SECURING A FUTURE FOR ALL CHILDREN

The world renewed its commitment to children in 2016 with the launch of the Sustainable Development Goals.

These goals promise a future in which all children are free from malnutrition and violence, with access to quality healthcare and education.

We responded to this ambition by launching a global campaign – Every Last Child. Recognising that recent progress made has not been evenly distributed, we are committed to tackling the barriers that stop some children from learning and surviving.

Which children survive and learn is no accident. Millions are excluded from progress due to a toxic mix of poverty and discrimination. Through our global campaign and ongoing work on the ground with communities, we are focused on reaching the world's most marginalised and deprived children, ensuring they survive, learn and are protected.

# PROTECTING CHILDREN ON THE MOVE

## MEDITERRANEAN: SAVING LIVES AT SEA

2016 was the deadliest year on record for people crossing the Mediterranean. Escaping conflict and extreme poverty, more than 90,000 refugees and migrants reached Italian shores within the first seven months. More than 15,000 of them were children, most of whom – some 90% – were unaccompanied, making the crossing to a new continent without their parents.

The causes for people risking their lives on the seas are complex and many, but Save the Children's response is simple: we must stop children from drowning.

And so we launched a search-and-rescue ship – the Vos Hestia – in September 2016.

**Immediate and profound impact**  
In the early morning of 22nd November 2016, 400 people were rescued by the Vos Hestia in complete darkness when an overcrowded wooden boat was spotted in distress off the coast of North Africa. One in four of those rescued were children, the vast majority of whom were travelling alone.

On board, all those rescued were given medical support at the on-board clinic and then met by Save the Children staff when the Vos Hestia reached land to provide support through the disembarkation process.

Since it was launched in September 2016, the Vos Hestia has saved thousands of lives, including more than 400 children.



WITHIN 7 MONTHS, OVER  
**15,000**

child refugees and migrants reached Italian shores – 90% were unaccompanied

## Amena's story

**Amena**  
5 years old, from Syria

Amena was just 5 years old when she boarded a boat to Europe. She suffers from asthma and also has a hole in her heart. Her family struggled to survive in Syria – Amena's father couldn't find work and his daughter's medical costs alone were 100 Syrian pounds a day. He made the decision to bring his family to Europe, putting their lives in the hands of smugglers.

The boat was overcrowded and soon the engine failed. As time wore on, Amena's oxygen ran out. By the time the Vos Hestia rescued those packed into the ship, Amena's condition was critical. Doctors on board stabilised her before she was airlifted to a hospital in Italy, where she was then reunited with her family. One doctor said she may not have survived another hour without help.

This work is essential – more than 5,000 died crossing the Mediterranean in 2016. This number would have been significantly greater if not for Save the Children's Search and Rescue operations. As Gillian Moyes, our team leader on the Vos Hestia has said: "This sea cannot continue to be an unmarked mass grave."

*"She may not have survived another hour without help."*

## CENTRAL AMERICA: A CRISIS IN THE NORTHERN TRIANGLE

Around 500,000 people cross into Mexico every year, with many looking to continue into the United States. Most of them come from the Northern Triangle of Central America: El Salvador, Honduras and Guatemala. They are fleeing both poverty and high rates of gang-related violence.

Children like 15-year-old Liseth from El Salvador are also making this journey. Liseth and her friends had been repeatedly threatened and attacked by gangs, with one of her friends having been killed. Faced with violence and without prospects of a secure future at home, her family decided she should leave El Salvador and try to reach relatives in Los Angeles.

Liseth was arrested in Mexico and sent back to El Salvador. We worked with her and her family to make sure she could go back to school while also getting the therapy she needs to overcome the trauma of what she faced whilst trying to migrate to the United States.

It is unknown how many children are making the journey as they use hidden routes. However, in 2014 and 2015, more than 80,000 children and young people from Central America were detained in the United States and Mexico.

We work across these countries to prevent forced migration by reducing violence in communities and improving the life opportunities children have available to them. For those who do leave, we ensure they are cared for if they are arrested or returned to their countries. We also work with local businesses to create opportunities for those who return so they don't have reason to flee again.



### DUE TO VIOLENCE AND CONFLICT

**65m**

people around the world are displaced

**28m**

of those displaced are children

### MIDDLE EAST: SECURING A FUTURE FOR SYRIA'S CHILDREN

After six years of war, millions of Syrian children have known nothing else. Of those who remain in Syria, 5.8 million are in need of immediate and life-saving assistance. For the 2.3 million who have fled with their families, most are living in surrounding countries, while some risk their lives trying to reach Europe by sea.

Ultimately, it will be these children who will be responsible for rebuilding Syria in the future. The experiences they have, skills they learn and beliefs they develop right now, in childhood, will determine how they approach that enormous challenge.

Save the Children is supporting Syrian children in neighbouring countries to ensure they have the basic things they need to survive, to protect them in dangerous and insecure environments, and to create opportunities for learning inside or outside their country.

#### In 2016, we...

- > Distributed over 6,000 shelter kits in Lebanon and vaccinated children in Egypt and Syria
- > Trained teachers and provided catch-up classes to refugees
- > Set up safe and secure child-friendly spaces in Jordan, Lebanon, Egypt and Syria.

### ASIA-PACIFIC: CHALLENGING AUSTRALIA'S ASYLUM POLICY

In 2016, Save the Children campaigned for the Australian Government to rethink its immigration policy so that children detained on Nauru Island were protected and treated with dignity.

Over the past few years, many families who boarded boats in Indonesia have been held on Nauru Island – an offshore processing centre – while they await a decision on their asylum in Australia. The conditions in the camps are cramped, unhygienic and can be unsafe. Moreover, the anxiety of being in limbo on a small island has caused trauma for many – some have been there for nearly three years.

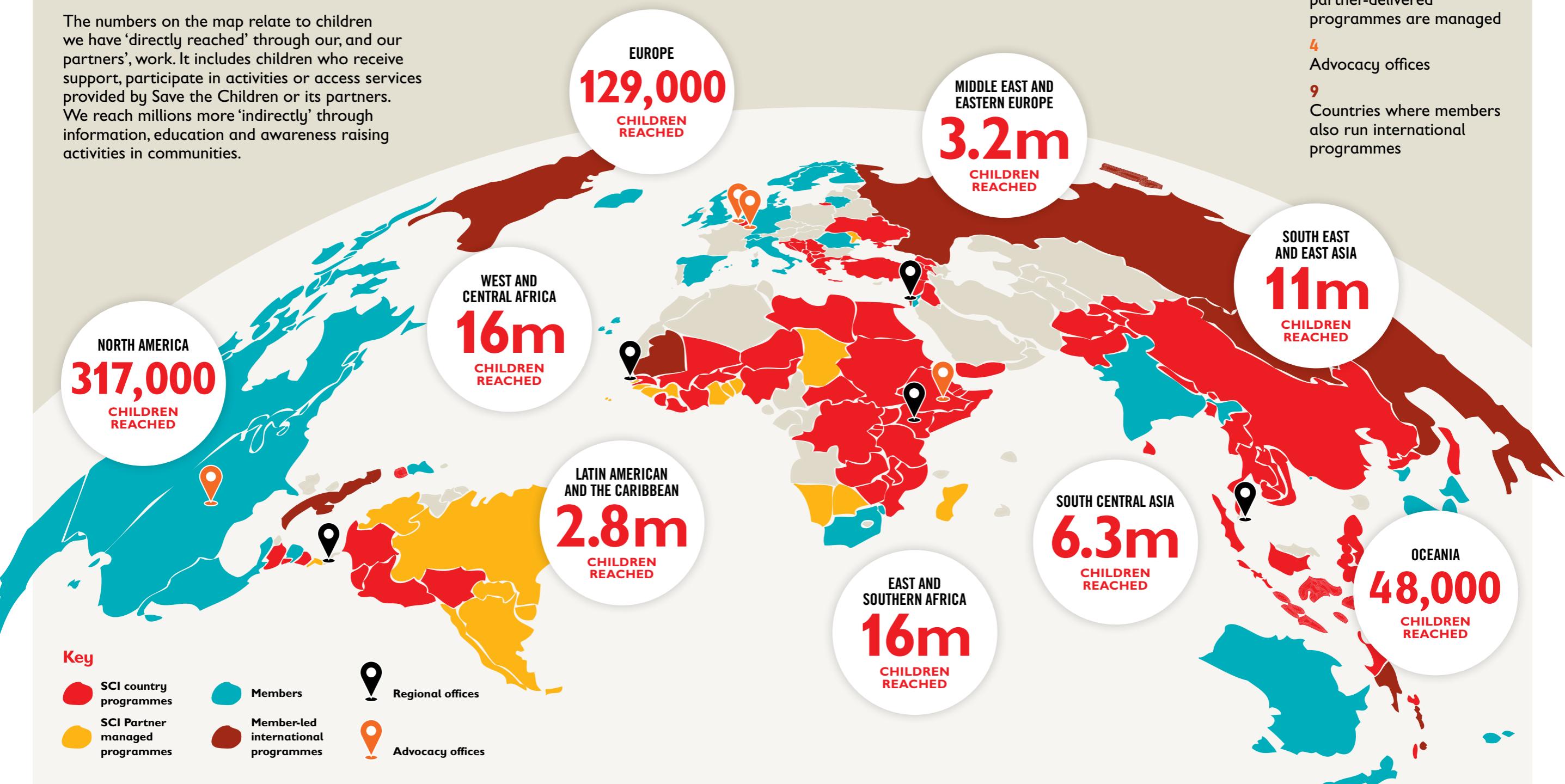
Ahead of two major summits on the global refugee crisis in September 2016, we partnered with UNICEF to produce a report on the disturbing human cost of these detention centres. The report – 'At What Cost?' – also revealed that Australia's decision to detain people seeking asylum has cost Australian taxpayers AU\$9.6 billion.

Using the attention raised by the report, we held a poll that showed 78% of public voters believed Australia should accept offers from other countries to resettle the refugees. We raised public awareness of the current number of children on Nauru Island by planting 250 silhouettes of children on the lawns of Parliament House in Canberra, Australia; and, along with other international human rights organisations – we lobbied the government to follow the approach we set out in the report.

A deal to resettle asylum seekers from Nauru and Manus Island in the United States was announced in November 2016.

# WE REACHED 56m CHILDREN IN 2016

The numbers on the map relate to children we have 'directly reached' through our, and our partners', work. It includes children who receive support, participate in activities or access services provided by Save the Children or its partners. We reach millions more 'indirectly' through information, education and awareness raising activities in communities.



## SAVE THE CHILDREN INTERNATIONAL (SCI)

Save the Children International is responsible for delivering international humanitarian emergency and development programmes, our global campaign and UN and regional advocacy to bring Save the Children's global voice together as one.

## 29 MEMBER ORGANISATIONS

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

**61**  
Country offices where programmes are delivered

**5**  
Regional offices operating from one central office

**15**  
Countries where partner-delivered programmes are managed

**4**  
Advocacy offices

**9**  
Countries where members also run international programmes



**IN APRIL 2016**

**6m**

Ethiopian children were at risk of starvation and without access to clean water



#### Malou's story

Malou  
4 years old, Ethiopia

Four-year-old Malou arrived at the Save the Children stabilisation centre in the small community of Fedeto severely underweight and limp, her feet swollen. Having been treated for the effects of malnutrition and seemingly on the road to recovery, she then had to overcome pneumonia. It is illustrative of Ethiopia's current crisis: that a child who has fought one life-threatening condition would emerge from that only to be exposed to another.

#### EAST AFRICA: WORST DROUGHT IN FIFTY YEARS

2016 was the third year in a row that the Spring Rains failed to come to the Horn of Africa, threatening a population of around 30 million people. As drought ravages communities across South Sudan, Somalia, Ethiopia and Kenya, it has caused mass migration as people have left their homes in search of food and water, and the spread of disease, including diarrhoea and measles. Moreover, in environments of such stress and insecurity, violence and exploitation are also rife.

Children bear the brunt of this suffering. In Ethiopia alone in April 2016, six million were believed to be at risk of starvation and without access to clean water.

#### In search for food and water

In Ethiopia, which is typical as to the scale and depth of our response across the region, Save the Children works in more than 100 stabilisation centres. We treat malnutrition to ensure it does not become so severe that it affects a child's entire future.

We're also helping families with food vouchers and access to clean water and supporting pregnant women with the nutrition they need to deliver healthy babies. We protect children from diseases, which are spreading rapidly in environments where children have low natural resistance. Our mobile health units support treatment and medical centres with expertise, medical equipment and supplies and clean water.

Ethiopia has made huge progress in becoming a more prosperous and stable country over the past 20 years and has been able to respond more robustly than before to this crisis. But this is the worst drought in 50 years.

Our work, in partnership with the Ethiopian government, is not only saving lives here and now, but also safeguarding all of Ethiopia's progress for the future.

While we took significant action in 2016, the effects of the drought are continuing across the region and not enough resources are currently focused on the problem. The UN target was US\$1.62 billion in 2016, and by the end of the year, the international community had only raised US\$503 million. This gap shows the current difficulty of securing enough funding for slow-onset disasters, especially as they begin to last longer and take place more frequently.

*Six million people were believed to be at risk of starvation. Children bear the brunt of this suffering.*



**SAVING CHILDREN  
CAUGHT UP  
IN NATURAL  
DISASTERS**



## HAITI: HURRICANE MATTHEW

On the morning of 4th October 2016, Hurricane Matthew made landfall over southwestern Haiti. Winds of up to 240km/h flattened homes and trees, while torrential rain caused enormous mudslides and the sea was driven inland. In the town of Jeremy, 80% of buildings and infrastructure were destroyed.

It quickly became the worst humanitarian crisis since the 2010 Earthquake in Haiti: at least 500 people – and likely more – were killed, 175,000 people were displaced and more than 1.4 million Haitians – 600,000 of them children – were left in need of humanitarian assistance.

In the two months after Hurricane Matthew struck, Save the Children reached around 60,000 people, and we have continued to increase our reach in 2017.

**We provided life-saving essentials**  
As well as making sure people have food and clean water, our emergency health units provided mobile health facilities that can get to even the hardest to reach people. These units treat injuries and provide much needed medicine and care. Beyond this we have worked to prevent the spread of diseases through sanitation campaigns.

**"The hurricane has left a great impact on psychosocial well-being of our children. 25% of students are still missing schools because they have no uniforms, no food and no money to pay for school fees."**

### We are creating a safer and more positive environment for children

We work with communities to ensure that they are proactively taking action to protect children and safeguarding their future. This means training staff in child protection, providing child-friendly spaces for them to play in and making sure they don't miss out on too much education.

### We are supporting long-term rebuilding

Having provided immediate assistance with roof repair packages, we then went on to work with local community mobilisers, builders and suppliers to identify how rebuilding could begin. We've put in place technical expertise on how to rebuild safely to reduce the risk in the case of disaster, especially for schools, which received substantial structural damage.

Save the Children is committed to working with the Haitians who are rebuilding their lives and communities.

*"The hurricane has left a great impact on psychosocial well-being of our children. 25% of students are still missing schools because they have no uniforms, no food and no money to pay for school fees."*

*Gilles Franckel,  
Primary school teacher, Haiti*



## IN 2016, WE RESPONDED TO

# 129

emergencies in 60 countries

# 80%

of emergencies were caused by natural disasters

## INDONESIA: EMERGENCY IN EL NIÑO

El Niño is a climate cycle in the Pacific Ocean that warms the sea surface temperature. One of the effects of a strong El Niño event is reduced rainfall across South East Asia, with Indonesia especially affected.

Indonesia experienced widespread drought in 2016 due to the most recent El Niño, with more than 22 million people living in affected areas. It hit one of Indonesia's poorest provinces hardest, damaging two successive crops and causing widespread need among the poorest and most vulnerable households, both financially and for food and other basic essentials. 1.2 million people, with 720,000 children among them, were in need of urgent assistance.

Save the Children worked with a large number of international partners – from the UN and other humanitarian organisations to the government – to put together a full picture of the impact of El Niño. We found high levels of malnutrition, a lack of access to food and clean water, and – while education was continuing – behaviour change among children in such a high pressure environment.

We then worked to make sure the most vulnerable households could meet their basic needs by distributing money so they could buy food and clean water. We also put in place training for communities to ensure they have early warning systems in place for worsening conditions.

This is vital work because at the moment response rates to slow-onset emergencies like this, which take time to make their consequences felt, is alarmingly slow. Therefore we are encouraging and taking part in strategic discussions at a global level to explore how we build better warning systems and greater resilience into societies. We need to address foreseen disasters before livestock dies, crops wilt and families go hungry.

# BECOMING MORE EFFICIENT AND MORE EFFECTIVE

We are one of the world's leading independent organisations for children – with nearly 100 years of experience in saving and improving children's lives. But that doesn't mean we are without our own challenges.

We operate in complex environments and rely on many different partners to deliver change for children. We must continuously monitor the health of our own organisation to ensure we can continue to operate in the best way possible.

**In 2016, we were focused on becoming a more efficient and effective organisation. This means...**



## 1 REDUCING COSTS AND TIGHTENING CONTROLS

For an organisation the size of Save the Children, new technologies offer the potential to find more efficient and robust ways of working. We made big strides in 2016, with better systems and processes to improve the way we manage the funds we receive from large institutional donors, reducing costs and ensuring more of it goes directly to helping the children and communities we work in.

These improved systems will also help us in our efforts to reduce money lost to fraud and waste. We work in some of the most dangerous and unstable places in the world, which exposes us to increased risks, both in and out of our control. We are taking decisive action to reduce every risk that is under our control by strengthening our three lines of defence to manage risk; robust everyday operations across more than 300 field offices; effective management oversight of programme design; and an independent global assurance system to monitor our control system from the outside.

## 2 BUILDING A MORE DIVERSE AND RESILIENT INCOME BASE

Given the fast-changing nature of the contexts we work in, it is essential – as it is for all NGOs – that we are in control of how we spend our money. At the moment, a high proportion of our income is restricted funding, which means it is pledged to specific programmes.

This leaves little flexibility to take action on issues that donors have less interest in funding, but are no less damaging to children. So we are working to ensure that over the coming years 25% of our global income comes through unrestricted sources, so that we can keep programmes running even when there is declining interest in donor support, innovate new solutions, ensure money is available for unforeseen humanitarian emergencies, invest in key infrastructure and boost our global advocacy.

## 3 DELIVERING OUR BEST WORK, EVERYWHERE

Our impact for children relies both on the quality of work on the ground as well as our ability to influence others, both nationally and globally, to catalyse action. However, as with many large organisations, we don't see the highest levels of our programme quality in every place that we work.

We are making the quality of all our programmes more consistent by focusing on our best-in-class solutions to problems that children are facing all over the world, and then replicating and tailoring these solutions in more and more countries. This will lead to greater impact, savings in both money and effort, and learnings for how we can improve even further.

At the same time, we launched our global campaign – Every Last Child – to tackle the barriers to survival and learning for the most deprived and marginalised children. Because each country has a different context, each country office can identify specific groups of excluded children and design strong national campaign plans that help bring to scale our programmatic work on the ground.

# BUILDING AND MAINTAINING TRUST

Building and maintaining trust is ultimately about being accountable to supporters, donors, staff and, most importantly, to the children and communities we work with.

Without trust, our supporters and donors wouldn't give their money or lend their voice; the world's leading practitioners wouldn't come to work for us; international organisations wouldn't partner with us; and communities wouldn't allow us to support them and their children.

We continue to build our trust with these different groups by demonstrating how we are accountable.



## Demonstrating our return on investment to donors

NGO spending is and has always been, rightly, under the microscope. Donors – whether they are individuals or institutions – trust us with their money and therefore showing that we treat it with respect is of huge importance. That means not only demonstrating the direct impact of that money, but also that we have used it efficiently and effectively.

To maximise our return on investment in 2016, we have tackled instances of fraud and waste by creating a much more robust control environment and lowering our central costs as we increasingly use shared systems, thus becoming more efficient.

Central to our global strategy – Ambition for Children 2030 – that began in 2016, this process of becoming a more streamlined and efficient organisation will accelerate in 2017 and beyond.



## Demonstrating that we put children first

Children are the focus of everything we do. However, being accountable to children goes beyond simply 'what we do' to 'how we do it'. This must be defined by working in a way that protects children from abuse and gives them a voice.

Save the Children takes nothing more seriously than Child Safeguarding – we have a zero tolerance policy towards the abuse, neglect and exploitation of children by our representatives. We are equally committed to preventing any unintended harm to children caused by our activities.

Safeguarding children is not always easy, especially in the complex and unstable places where we work, and that is why we have a robust global policy in place. In 2016, we focused specifically on integrating child-safeguarding measures into humanitarian and emergency responses.

In 2017 and 2018, we will increase the number of staff who receive tailored child-safeguarding training, deploy toolkits for use in emergencies and share our learnings with the sector more widely.



## Demonstrating that we've listened to children

We also believe that real accountability involves giving children and communities a meaningful opportunity to understand, engage, provide feedback, influence decision-making and hold us to account.

In fact, Save the Children has played a leading role in including children – and their voices – in reporting, campaigning and decision-making over the past 25 years. In 2015, 160 children took part in consultations that helped us design our global strategy.

We also advocate to governments to involve children in decisions that affect them. With the help of our work in Albania, Bangladesh, China, Colombia, Rwanda and Zimbabwe, pledges were made by government officials or Parliamentarians to involve children in their budgeting process.

In 2016, we prioritised developing a needs assessment focused on children, which enable children to give their views on how they have been affected by a crisis and what their priorities for support are. They were carried out with refugee children in Greece, as well as ahead of programmes in Nepal, Fiji, Ethiopia, Mongolia, Sierra Leone, Tanzania and Ukraine.



## Demonstrating our impact

At the end of the day, our success comes down to making a difference in the lives of children. But how that is measured and what that looks like can vary widely.

That's why, in 2016, Save the Children designed its first-ever global results framework, which defines how we measure the impact of everything we do and connects it to the whole of our organisation – so that we can, for example, connect the impact of one project reaching children in Nepal's brick kilns (see case study on page 25) to our desire to ensure all children learn from a quality basic education.

As the global results framework is implemented in 2017 for first publication in 2018, it is, of course, important to demonstrate to the world that we are making a meaningful impact for children, but it will also, in and of itself, improve the way we view and measure our impact as an organisation.

It will help us tell a better story about our impact around the world; help us make evidence-based decisions about where we can make the biggest difference and learn from what works and what doesn't; and ensure that we are actually delivering against our objectives.



## Demonstrating that we adhere to global standards

As an organisation working for children all over the world we need to make sure that we ourselves live up to the standards and regulations that we demand of others. Aside from our own internal governance, we sign up to a number of recognised conventions, such as the United Nations Convention on the Rights of the Child, the Human Rights Principles, and the Code of Conduct for the International Red Cross.

In 2016, our adherence to the Core Humanitarian Standard was verified externally. This is a set of nine commitments that organisations involved in humanitarian response can use to improve the quality and effectiveness of their response. We have made good progress on embedding the process into our global humanitarian work.

## SECURING EDUCATION

An estimated 3.7 million refugee children are out of school in the world today, and more than half of refugees are displaced for more than ten years. We believe that education for refugee children is essential to their well-being, their prospects and the future of their community.

Staff from across Save the Children worked together to push governments to agree a global commitment to get all refugee children back to school within one month of displacement. And when the UN General Assembly met in September 2016, Save the Children attended the Assembly to encourage world leaders to take action.

By using a variety of levers available to us, last year we saw tremendous progress, including:

- > A commitment for UN Member States to ensure that refugee children have a quality education 'within a few months' of being displaced;
- > A commitment from 17 refugee-hosting countries to adopt their policies to make it possible for refugees to attend school; and
- > Initial investments of more than US\$42 million approved for the Education Cannot Wait initiative.



### INVESTMENT IN EDUCATION

# US\$42m

approved for a global initiative to secure education for child refugees

## CAMPAIGNING FOR EVERY LAST CHILD

Over the past few decades, the world has made tremendous progress in the fight against poverty. The number of children dying from preventable causes has halved since 1990. However, this progress has not been spread fairly among all children. It comes down to much more than money: these children experience a mix of being poor and discriminated against. They are forgotten, ignored and victimised on the basis of who they are and where they live – because they are girls, refugees, have a disability, belong to a specific ethnic or religious group or because they live in poor or deprived areas.

If we are going to secure further progress and fulfil the promise of the Sustainable Development Goals, then reaching and including these children is essential.

In 2016, we launched our global campaign, Every Last Child, in 60 countries to help remove the barriers that these children face.

Two of the most excluded groups of children are girls and refugees. And so at the global level, we are focusing on bringing about real change by 2030 for these children. Specifically, we are campaigning to help end child marriage, and to ensure that every refugee child is in school and learning.

In our first year, we've made significant contributions to real progress.

### Changing laws and policies that harm children

Changing laws that affect an entire country's children is one of the most impactful ways to improve lives. It's hard and complex, but working with partners we've helped secure significant breakthroughs this year. In Burkina Faso we drove a landmark decree allowing free healthcare for children under five, pregnant women and breastfeeding mothers. Our campaigning in Malawi, Zimbabwe and Tanzania contributed to bans on child marriage. In Nepal and Australia, we helped secure protection for refugees. And in Peru, we ensured government budget to help prevent teenage pregnancy.

### Gaining public support

In Jordan, we live-streamed our work from the Za'atari refugee camp, raising public awareness of child refugees' lack of education. In the US, we lit up the Empire State Building in red to raise awareness of the barriers girls face. In the UK, we mobilised tens of thousands through online petitions supporting refugees.

Together with partners, governments, civic society and the public, we are building a world where the world fulfils its promise – a life of safety, dignity and opportunity – for every last child.

### A commitment to fair financing

Ensuring that governments properly invest in children, and that this finance is distributed fairly, is key to securing a future for all children.

In 2016, we helped develop a UN General Comment on open, inclusive and accountable investment. It became the first UN document to provide guidance to states on their legal obligation to invest in children and makes it clear that states must not discriminate against any child through the budgeting process.

In June, the UN Committee of the Rights of the Child General Comment on Public Budgeting was adopted. We helped launch the General Comment in 27 countries, 85% of which were attended by children, who shared their recommendations with decision-makers.

# SECURING A FUTURE FOR ALL CHILDREN





## NIGER: OPPORTUNITIES FOR GIRLS WHO MARRY

Maradi, one of the poorest regions of Niger, sees nearly nine out of ten girls marry before they reach 18. Girls like Abida, now 17, was married to Ambouka, now 43, when she was just 12 or 13 years old.

Abida has two children and is a homemaker, spending her days looking after the children, collecting water, cleaning and cooking. Severe poverty led Abida to leave school in the first grade.

However, having children reignited Abida's own ambition and she is learning to read and write through a multi-faceted Save the Children programme aiming to ensure young mothers gain an education and learn life skills, so they might have the opportunity to work, gain some independence and commit, like Abida, to ensuring their own children gain an education.

Along with providing education to young women who have missed out through early marriage, we are working to stop marriages in the first place. Through our 'Marriage is No Child's Play' programme, we work in the Maradi region to create an environment in which young girls can choose who and when to marry, while learning about their sexual and health rights.

This is not easy work, as it is seeking to change generations of behaviour and expectations. But as girls and women demonstrate their independence, they change the approach of their community, and with it, hope for girls and women.

### A global problem

Each year, some 15 million more girls marry before reaching age 18.

Of those, four million are married before age 15. Early marriage forces a girl into adulthood before she's physically and mentally ready. Girls are at greater risk of experiencing complications in pregnancy and childbirth, and denied the right to go to school, they and their families are more likely to grow up in poverty.

We are campaigning across the world to raise awareness of the impact that child marriage has on its girls and communities.

*"I'm going to school because I want my life to be brighter and so that I know what I'm doing and I know about the world."*

**Abida, 17 years old, Niger**

## NEPAL: GETTING CHILDREN OUT OF POVERTY AND BACK INTO SCHOOL

Every year, the poorest families from different parts of Nepal migrate to the brick kilns of Kathmandu for the brick-making season. Without opportunities to make money in their home towns and villages, parents have little choice but to migrate to find work in the brick kilns, and pull their children out of school to join them.

The working and living conditions at the brick kilns are hazardous and with poor sanitation. Moreover, children have no access to education, damaging their future as well as their health. The children of Kathmandu's kilns are one of the most marginalised groups in the country. Their right to go to school and poor well-being is largely ignored.

For the past three years, Save the Children has been working to eradicate child labour from the brick kilns of Nepal. Our approach is to protect the security, health and education of children who do work in brick kilns and to provide alternative opportunities for families in their home areas so they don't have to migrate at all.

Simjhana is one of these children we've helped. Each year, Samjhana had to leave school to go with her parents to the brick kiln, only coming back to take her final exams.

She joined one of the Save the Children-supported Community Child Clubs in her home village and learned about the risks involved in child labour. Samjhana decided to break the chain and continue her studies while her parents left for work and successfully convinced her family that she could do so.

As a result of our Community Child Clubs, parents have stopped taking children to the kilns, leaving them instead with relatives so they can continue their education.

The intervention has had a deep impact: seven brick kilns have been declared child-labour free, while remaining profitable, and we reached more than 10,000 people through our programmes, reducing the number of unaccompanied children working in brick kilns and increasing return to schools in source districts.



## NOT ALL CHILDREN EXPERIENCE THE WORLD'S PROGRESS

# 3 in 4

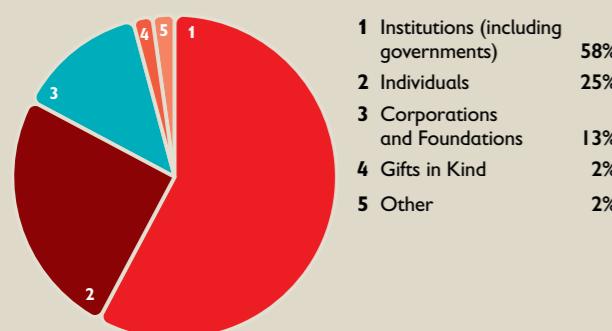
refugee children are out of school

# 15m

girls marry every year

# HOW WE'RE SPENDING YOUR MONEY

## Global income by source of funds



**US\$2.1bn**  
total net income<sup>1</sup>

## Total gross income by organisation US\$m



## Restricted vs unrestricted income

Our income is made up of restricted income, which must be used only for the purpose specified by the donor, and unrestricted income, which may be used where Save the Children believes it will have the most impact.

Unrestricted income is particularly important in a humanitarian crisis when we need to act quickly or when we are piloting innovative programmes, to ensure we are agile enough to meet children's needs in a changing world.

Unrestricted funding is vital to our ability to meet our strategic objectives, support long-term growth of the organisation, and bring meaningful and lasting change for every last child.

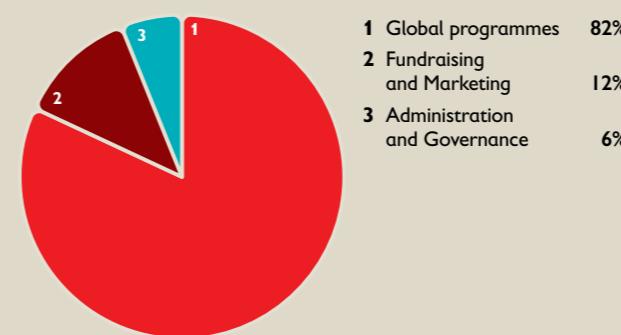
## Understanding our total spend

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.

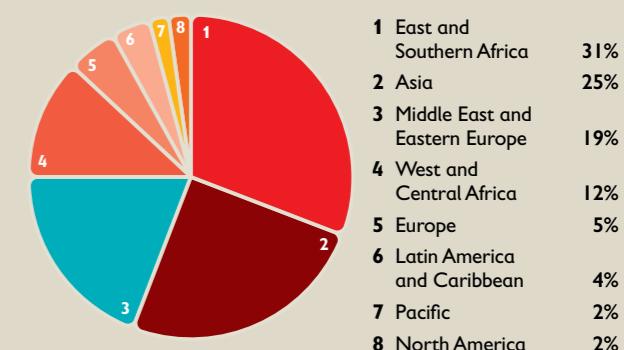
Fundraising and marketing spend relates to the investment our members make into raising further funds needed to carry out our work.

Administration and governance costs support the global infrastructure of our organisation, such as legal, finance, HR, risk management, global programme oversight and leadership, and the coordination of our global campaign.

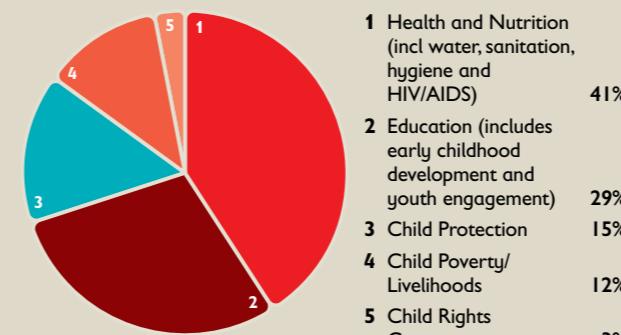
## Total spend



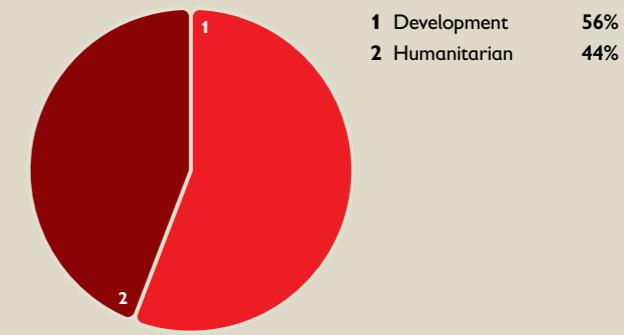
## Programme spend by region



## Programme spend by area



## Global spend by context



## Notes

<sup>1</sup> Gross income figures include transfers between Save the Children organisations of US\$73m.

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.

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](http://www.savethechildren.net).

<sup>2</sup> SCI income represents the value attributed to pro bono professional services donated directly to SCI and income generated in country offices.

# YOUR SUPPORT DRIVES OUR WORK

All over the world, our supporters – like you – use their voice to champion children; raise funds and, in general, use their creativity and ingenuity to help us reach more children.



## CHILDREN HELPING CHILDREN

Eugenia – 11 years old – helped to raise money for a community centre ‘Mi Angelito’ in Mexico City, when she saw that the bathrooms were dirty and didn’t want the children to get sick. She had fallen in love with the children when she visited the centre a year before.

Mi Angelito supports poor families in the local area by looking after and feeding children from 0-6 years old for extended hours while their parents work. Eugenia has helped so many children, who are so excited about their new bathrooms. She is an extremely generous person and a great example of children helping children.

*“It makes me happy that the children are happy and like coming to school. For my last birthday, I didn’t want any presents so I asked my family for money to fix the bathroom.”*

## CAMPAIGNING TOGETHER



33,000 people in the UK signed our petition for increased investment in high-quality childcare; more than 7,000 emailed their Members of Parliament; 500 supporters fed into the government’s review of childcare funding; and more than 40 supporters met with influential MPs to discuss the issue.

By supporting our campaign in the UK for childcare for all children in England and especially the poorest, our supporters helped secure a parliamentary inquiry into early learning and the reversal of the government’s plans to remove financial support to improve nursery quality.

By bringing your voice to the cause of children, our supporters help us to change the systems and policies so that they truly serve the child’s best interest.

## IN THE BUSINESS OF VOLUNTEERING

The Marriott Hotels Melbourne team in Australia, as part of their annual ‘Spirit to Serve’ day, took time out from their jobs to get their hands dirty. Seven staff volunteered their time gardening and painting at our Cubbies programme, which provides a much-needed safe space for local children. This type of volunteering makes an incredible difference to children as it creates a much nicer and more enjoyable environment for children.

Jessie Roden, Marriott Business Development Executive, says the volunteering experience was a great opportunity to give back.

*“By physically giving up my time to assist at Cubbies, it made for a rewarding experience where I knew I could make a difference.”*

## FUNDRAISING ON THE TRACKS



A week before Christmas, three friends in Italy boarded a train from Florence to Rome – not to go shopping, but to fundraise and tell passengers about children who have arrived in Italy after fleeing their homes due to conflict and violence.

After Save the Children struck a new partnership with Italy’s train network operator to allow fundraising on its trains, volunteers for the first time tried face-to-face fundraising. Thanks to the volunteers who gave their time raising awareness and money on trains. Thanks to Ferrovie dello stato staff members who accompanied them through Italy. And thanks to the passengers for the generosity which will go a long way to improving the lives of refugee children and their families.

*“Over 22,000 minor migrants reached the Italian shores completely alone since the beginning of the year until November 2016.”*

# OUR PIONEERING HISTORY

The year is 1919 and Europe, in the shadow of World War I, is suffering a severe humanitarian crisis. Nearly five million children in Central and Eastern Europe are starving. The rates of infant and child mortality are at record highs.

A woman called Eglantyne Jebb stands in Trafalgar Square, London handing out posters of two emaciated young children proclaiming "All wars are waged against children." She's raising awareness of the human impact of the ongoing allied blockade on defeated countries. She hopes to call the British people to action to have the blockade lifted. Instead, she is arrested and convicted under the Defence of the Realm Act, with a penalty of £5.

## Our centenary

Later, the same woman hires the Royal Albert Hall for a public meeting. Many come only to hurl insults, believing that Britain should help its own, rather than the enemy's children. In the face of nationalism and gender-stereotyping, Eglantyne calls out, "Surely it is impossible for us, as normal human beings, to watch children starve to death without making an effort to save them."

This was 100 years ago. And the silence that followed her cry was only broken by the spontaneous collection for the very first children's charity that had an international focus, founded that day at the Royal Albert Hall. The charity Eglantyne and her supporters founded is called Save the Children.

And in 2019, we celebrate our Centenary – a 100 years in which we have led and pioneered the movement to create a better, safer world for all children.



We began with humanitarian emergency and development work – in the 1920s Save the Children fed and educated thousands of Russian refugees in Turkey. From there, Eglantyne's vision grew steadily – to go beyond emergency relief to making Children's Rights an essential part of the world order.

Eglantyne had huge success – she drafted the first ever Declaration of Children's Rights, which was adopted by the League of Nations in 1924. Sixty-five years later, it inspired the most wide-ranging expression of the principle that all children, and not just 'our children', have the same inalienable rights: the 1989 UN Convention of the Rights of the Child.

It is a bold and ambitious convention that upholds children as 'rights holders' and enshrines key principles such as the best interests of the child; non-discrimination; the child's right to be

heard and to take part in decision-making; and the right to life, survival and development.

It sits as part of a global 20th century rights-based agenda that stretches from the UN Charter and Universal Declaration of Human Rights to the European Human Rights Convention and International Refugee Regime. Together, these frameworks delivered immense progress for the human condition that means that a child born in the world today has more chance of a life defined by peace, security, health and opportunity than at any other time in history.

## Looking ahead

As we look towards our centenary, we see a world in which the everyday life of children around the world is becoming increasingly riven with danger, conflict and suffering. The concept of a rights-based international community is being challenged and, once more, there is a growing sense that children suffering far from home are not 'our children' and not 'our responsibility'.

They are trends that have grave implications for the world's future, for we believe that children will one day be making the decisions that shape the world: in their families, in their communities, in their work places, in government and across the international community.

How they make those decisions will be based on their perspectives, experiences, beliefs, knowledge, skills and attitudes, which almost always have their roots in childhood.

The fate of the world is truly determined by the lives of its children, and so we believe, as is the words of the Declaration on the Rights of the Child, "Mankind owes to the child the best it has to offer".

**"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*

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