OUR 2030 AMBITION AND 2019-2021 GLOBAL WORK PLAN

CLOSING THE GAP
WHO WE ARE

OUR VISION
A world in which every child attains the right to survival, protection, development and participation.

OUR MISSION
To inspire breakthroughs in the way the world treats children and achieve immediate and lasting change in their lives.

OUR VALUES
In all that we do, we will demonstrate our values of Accountability, Ambition, Collaboration, Creativity and Integrity.

CLOSING THE GAP

100 years ago, our founder Eglantyne Jebb changed the course of history when she declared that all children have rights. This revolutionary idea became the UN Convention on the Rights of the Child and sparked a global movement – one that continues to build through the work of all who strive to make the world a better place for children.

Save the Children turns 100 in 2019. Over the last century, we’ve helped to significantly improve the lives of children. But in a world where millions of children continue to die from preventable causes, miss out on learning and are subjected to violence, we are impatient for change. Our 2030 strategy, Ambition for Children, sets out what we want to achieve for the world’s most deprived and marginalised children. Our 2019-2021 plan describes the next steps we will take to close the gap for those children, bringing us closer to our founder’s vision.

In 2016, we launched our first global strategy as one Save the Children. Our 2016-2018 work plan, the first phase of our strategy, showed us how much stronger we are when we work as one. We focused on improving the quality of our programmes, capturing what we know works for children, and improving systems to help us deliver more efficiently. Now, we are building on what we’ve delivered and learned along the way.

The world has changed for children and for our organisation in the past three years: we’ve better defined which children are the most deprived and marginalised across our work; we have responded to major humanitarian crises; we’ve recognised the need to continually evolve to stay relevant in a changing donor and partner landscape; we’ve faced growing demand for greater transparency and demonstrable impact; and we have seen how social and political changes are shaping the world for children.

In 2019-2021, we will write the next chapter in Save the Children’s history. We will maximise our impact for children by putting our Theory of Change into practice in 120 countries. We will work for and with children on health and nutrition, education, child poverty, child protection and child rights governance across all contexts. And we will make it happen with the invaluable efforts of our partners, volunteers, supporters and 25,000 colleagues across the globe.

Let’s get started.

BUILD PARTNERSHIPS

Collaborate with children, civil society organisations, communities, governments and the private sector to share knowledge, influence others and build capacity to ensure children’s rights are met.

OUR THEORY OF CHANGE

Be the Innovator
Develop and prove evidence-based, replicable breakthrough solutions to problems facing children.

Be the Voice
Advocate and campaign for better practices and policies to fulfill children’s rights and to ensure their voices are heard, particularly the most marginalised or those living in poverty.

Achieve Results at Scale
Support effective implementation of best practices, programmes and policies for children, leveraging our knowledge to ensure sustainable impact at scale.
What is a Breakthrough?
A breakthrough is a remarkable and sustainable shift in the way the world treats children. To move us closer to our 2030 Breakthroughs, which are also targets under the UN Sustainable Development Goals, we must measure our progress for the most deprived and marginalised children.

Our 2030 Ambition for Children
We are working to achieve our three global breakthroughs – to ensure that all children survive, learn and are protected by 2030.

Our 2019-2021 Breakthrough Objectives
We must accelerate the trajectory of change towards our 2030 Ambition. To help us do this, we have developed three breakthrough objectives to focus our impact and track our contribution in 2019-2021. As part of these objectives and leveraging the opportunity of our 100th year in 2019, we are specifically committing to tackling childhood pneumonia, expanding access to quality early learning and protecting children in conflict.

Survive
No child dies from preventable causes before their fifth birthday
In 2019-2021, we will focus on helping more children and their families receive quality essential services and practice healthy behaviours, so children can survive and thrive. We will reduce childhood pneumonia for children under five and support adolescent sexual and reproductive health and rights.

Learn
All children learn from a quality basic education
In 2019-2021, we will focus on children’s early years to improve learning outcomes in literacy, numeracy and well-being. We will ensure that children participate in safe, inclusive and quality learning environments.

Be Protected
Violence against children is no longer tolerated
In 2019-2021, we will focus on increasing accountability to prevent and reduce the impact of violence against children, especially in conflict settings. We will scale up our efforts to protect children and change behaviours that expose children to violence in homes, schools and society.

The Most Deprived and Marginalised Children
We will only achieve our breakthroughs for every last child if we focus on the most deprived and marginalised children.

In 2019-2021, we will focus on children facing the worst outcomes across and within the countries where we work. We will leverage and enhance our knowledge and expertise to close the gap for five specific groups of children:
• Girls
• Children with disabilities
• Children affected by conflict
• Children who are migrants or displaced
• Adolescents

As part of our work to reach every last child, we will focus our global campaigning on girls and children in conflict. We will also campaign locally on other issues that affect the most deprived and marginalised children in the countries where we work. Nationally and internationally, we will engage the public to help achieve change in policy and practice. We will advocate for fair financing, equal treatment and accountability to children to ensure that all children survive, learn and are protected. We will design programmes and advocate for policies that address harmful gender norms and promote gender equality. Across it all, we will help children be agents of change, involving them in taking action to promote and protect their rights.

We will measure progress towards our 2019-2021 breakthrough objectives by monitoring how putting our Theory of Change into practice contributes to positive change in children’s lives and environments.

Stop the War on Children
We will drive an integrated public-facing campaign on protecting children in conflict called Stop the War on Children. We will invite our supporters and partners to join us in our call for governments to better protect children caught in the middle of conflict – giving them the protection, justice and the practical help they so urgently need. Our global campaign connects Save the Children to our roots in 1919, when we were founded to help children who were suffering after World War I.
Save the Children works in 120 countries around the world and in 2019-2021 we will align our resources with our ambition more than ever before. We will focus on approximately 25 countries that have the greatest severity of need or number of affected children relative to their child survival, learning and child protection breakthroughs. Bringing more focus to these 25 countries may involve major changes in how we work within them and, in some cases, require us to establish or expand our presence there.

Operate more effectively and efficiently
• Reform our governance
• Live our values and engage our people
• Continue to improve our infrastructure

Focus our People and Funding on the Most Deprived and Marginalised Children
An unwavering focus on the most deprived and marginalised children will help us to sharpen our approach and prioritise where we work. We will better align our funding portfolios to target the greatest gaps for children and we will work to influence our partners and donors to invest in helping them. We will strengthen our technical expertise and bring it closer to the point of impact so that we can implement quality, locally-led solutions. We will enhance our capacity to respond in emergencies across the globe, including through a better system to immediately deploy our staff when children need us most.

In 2019-2021, we will increase alignment of our portfolio across and within countries to focus our programming and influence national and global policy for the most deprived and marginalised children, and continue to strengthen our programmatic, advocacy and humanitarian technical expertise in country offices.

Learn, Do and Measure What Works for Children
To maximise our impact for children, we must gather evidence, improve and adapt our approach, and share our knowledge. We will expand our Common Approaches – our best understanding of how to address a particular problem facing children – and roll them out together with partners in multiple contexts and countries. We will use our Global Results Framework to guide our plans and demonstrate our impact whilst we focus our innovation and research agenda on the most deprived and marginalised children. We will learn from our own programmes and those of others as we continually refine our research and evaluation practices and leverage our influence as leading experts on issues affecting children.

In 2019-2021, we will scale up our programming using Common Approaches and highlight our research and results. We will draw on and enhance our staff’s expertise in these areas and invest in programme learning and innovation to accelerate progress.

Put Child Rights at the Centre of What We Do
Our founding principle is that all children have rights – and these rights are the same for all children. We will engage and empower children more actively to develop their own voice. By strengthening our own capacity and that of our partners to champion child rights, we will work together to overcome barriers to our breakthroughs.

In 2019-2021, we will hold governments accountable for promoting, protecting and investing in children’s rights. We will increase our advocacy and campaigning with children and set a new standard for child-led campaigning.
PRIORITY #2
ENGAGE THE PUBLIC TO SUPPORT OUR CAUSE

Our founder inspired generations of people to take action to improve the lives of children – we must build on this momentum. By increasing coordination across our digital, brand, campaigning, advocacy and fundraising teams, we will increase our impact and grow our flexible funding to meet the needs of children everywhere.

Build an Integrated Approach to Public Engagement
Our audiences give their time, voice and support to change the world for children. Our global campaign to protect children in conflict will help us deepen our relationships with existing supporters, engage new audiences to take action and mobilise more people across the globe. To do this successfully, we will integrate our efforts more than ever before – changing how we work to test new approaches and tools that deliver a unique supporter journey. With a greater focus on engagement at every interaction with the public, we will offer an exceptional experience with Save the Children.

In 2019-2021, we will increase the number of people engaging with us through digital and social channels. We will bring in and retain new supporters to take action on behalf of children and we will increase awareness and trust in key markets and with target audiences. Our Stop the War on Children campaign will help to do this, whilst also engaging the public to create change for children.

Accelerate Growth in Supporter Giving
Our ability to deliver the best for children is dependent upon having the flexible funds to innovate, move quickly and invest in what we know works. In continuing to grow our unrestricted income and private restricted income, we will reduce our dependence on institutional funding. We will increase the consistency and predictability of funding for our humanitarian responses so that we are able to make strategic choices and take more calculated risks. We will focus on increasing our number of regular donors and encourage ongoing support through a cohesive, integrated supporter experience. We will use proven fundraising tools and prioritise new channels, products and approaches that demonstrate greater return on investment.

In 2019-2021, we will increase our unrestricted and private restricted income and improve our return on investment. We will further diversify our donor base and grow the number of our regular givers.

Improve Accountability to our Stakeholders
Save the Children has an enormous responsibility to children and families, but also to our colleagues around the world and our partners, donors and supporters. We will hold ourselves accountable by increasing transparency and reporting to demonstrate the high standards our stakeholders rightly demand. We will safeguard our staff and the children and communities we work with, strengthen accountability measures as part of our programme design and evaluation, and adopt consistent and transparent reporting about our activities and results.

In 2019-2021, we will measure our performance against the Core Humanitarian Standard and Grand Bargain commitments to ensure the quality and effectiveness of our humanitarian assistance and meet global targets for funding and transparency of humanitarian aid. We will ensure employee compliance with child and staff safeguarding protocols whilst improving awareness, reporting and response capability.

Develop New Models and Platforms
To support children in the future, we must develop new ways to reach them today. We will test new partnerships that can work effectively in different settings, from low-income and fragile contexts to middle and high-income countries where many children still face exclusion. We will explore innovative business models and ways of partnering with others, including with the private sector and civil society, to put our Theory of Change into action. Alternative financing models and social enterprise will drive transformative and cost-effective programmes that bring new partners to our work and find new solutions for children.

In 2019-2021, we will test flexible and cost-effective platforms to optimise our operations in the countries where we work. We will secure and test new partnerships and innovative financing mechanisms that demonstrate potential for sustainable impact for children.

PRIORITY #3
CHANGE HOW WE WORK TO BE FIT FOR THE FUTURE

The world is changing, and we must change with it. We will continue to adapt and evolve so that we can better serve children in diverse contexts. We will find new ways of working and innovative partnerships that will catalyse greater impact for children, whilst holding ourselves and our partners accountable.

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PRIORITY #4
OPERATE MORE EFFECTIVELY AND EFFICIENTLY

A strong foundation is crucial for our organisation to deliver our best for children. This means ensuring quick and effective decision-making, high-performing systems and processes, and a culture of engagement and inclusiveness that puts children at the centre of all we do and empowers our staff to be the best they can be.

Reform our Governance

Our global organisation delivers and inspires programming and advocacy for children in 120 countries with the help of thousands of dedicated staff and partners. Our governance must evolve to drive global priorities, increase agility and transparency in decision-making, and focus on key strategic issues. We will work to strengthen our accountability to one another for delivery of global priorities and manage our shared risk more effectively.

In 2019-2021, we will implement a stronger governance model and framework for improving our performance, accountability and learning as one Save the Children.

Continue to Improve our Infrastructure

The infrastructure that helps us deliver our work must run smoothly so we can put our focus where it needs to be: on improving the lives of children. We will develop and embed cost-effective systems and processes that help us better manage change and allow us to reinvest resources in programming and advocacy for children.

In 2019-2021, we will continue to reduce operational and support costs in our infrastructure whilst delivering shared systems and processes for core functions in human resources, finance and information technology. This will allow us to increase spending of our flexible resources on programming and advocacy for children.

Live our Values and Engage our People

Accountability, ambition, creativity, collaboration and integrity are our global values – and we want all of our colleagues to demonstrate behaviours that reflect those values every day. We will build a stronger organisational culture with greater staff engagement and a more inclusive work environment. We will change how we support our global staff by sharing talent management tools and approaches that drive recruitment, retention and mobility across our organisation.

In 2019-2021, we will enhance our engagement and reward behaviours that are consistent with our values. We will adopt shared talent management tools and ensure diversity across leadership roles to promote a workplace that celebrates the strength and skill of our global colleagues.

Many thanks to our partners, supporters, donors and colleagues across the globe for putting children first, every day. Together with children and families, we will pursue our breakthroughs to ensure children survive, learn and are protected and build a better world for all children.

THANK YOU!
"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, Save the Children Founder