

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.