



GLOBAL ACCOUNTABILITY REPORT 2015



Save the Children

Driving our learning and development

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Above – Syria: Save the Children / Ahmad Baroudi Brothers, sisters and cousins play together in a refugee camp in Northern Syria.

Cover photo – Nepal: Save the Children / Suzanne Lee Seven-year-old Aburama* lives in Sindhupalchok, a village that was badly hit by the 2015 Nepal Earthquake and where we set up child friendly spaces.

*Name changed to protect identity.

Building trust in Save the Children

We are committed to making Save the Children an increasingly effective and powerful force for change for children all over the world. We want our donors and supporters to be confident that we are the most effective in program management and the most efficient in impact and costs. It is hard to imagine a greater cause than ours. We want to save children's lives, improve their chances of a better life through education and protect them from man-made and natural disasters. However good our cause is though, our organisation has to match it in its own performance.

We are increasingly putting our resources into understanding our impact and lowering our costs. Our work is not easy. We operate in some of the toughest places in the world as we are dedicated to looking after the hardest to reach and most vulnerable children. That means we will run risks and the control environment in which we work is often very challenging. Therefore we have to work doubly hard to keep improving our systems to protect the children we work with, our staff and our promise to our donors.

Although it is clear that we perform well on a number of things, Save the Children has significant work to do to improve our results across the board. As we get better at reporting and analysing our work we will continue to find more opportunities to streamline reporting. To do this, we are continuously upgrading our speed of response to deal with any issues and challenges, as well as our investments in the systems required to improve our reporting. It is very encouraging to sense the extent of commitment at every level across Save the Children to deliver a higher standard in everything we do.

We would like to thank so many of the unsung heroes across the movement who are working tirelessly to create the organisation we aspire to be and the amazing projects we do all over the world which demonstrate how much difference is possible. If you are a supporter, or work with us, thank you. If you are not yet a supporter, please join us. We have the knowledge, we have the commitment and with the backing of our donors and supporters we can deliver significant and lasting change for every last child wherever they are.



Helle Thorning-Schmidt
Chief Executive Officer
Save the Children Association and
Save the Children International



Alan Parker
Board Chair
Save the Children Association and
Save the Children International

1 About this report

The purpose of our Global Accountability Report is to provide an overview of the mechanisms Save the Children has in place to ensure it uses resources efficiently, achieves measurable results, and is accountable to supporters, partners and most of all, children.

The report also provides an indication of the type of information published by Save the Children benchmarked against international reporting standards for transparency. Recognising that there is more to be done, the report also outlines areas for improvement and commitments for the future to improve our accountability and transparency.

This report is a companion document to our 2015 Annual Review, which provides information on the overall performance of Save the Children, and Save the Children International Trustees' report, strategic report and financial statements for 2015. Due to the nature of how we collect information across the organisation, some of the data in this report relates to the whole of Save the Children, and some data relates only to Save the Children International. We have tried to make this distinction clear in each section of the report.



Syria: Save the Children / Ahmed Baroudi
Bayan* had been out of school for two years before starting at a school set up by Save the Children in the refugee camp where she lives.

*Name changed to protect identity.

Transparency Barometer

The report includes the results of a transparency survey answered by all 29 Save the Children member organisations and Save the Children International. The survey asked Save the Children offices if they report on, and how they make public, information in certain key areas.

The results of the survey have been summarised and presented through a “Transparency Barometer”, which identifies the level of public reporting across the global organisation in relation to the following areas:

- Organisational profile
- Governance and operational structure
- Standards and regulations
- Programme quality
- Cooperation and partnerships
- Child safeguarding
- Financial management
- Staff diversity and code of conduct
- Advocacy
- Environmental impact
- Adherence to standards

The Transparency Barometer is of our own creation and our first attempt to measure the transparency of Save the Children International and all 29 Save the Children members. It will be used internally to help us further improve accountability mechanisms and transparency.

How data was collected

Save the Children member organisations and Save the Children International were asked if they report and make public information in a variety of areas. In order to analyse and compare results, the responses were given numerical values so that the more transparent an organisation assessed itself to be, the higher the value they are assigned in response to a question or area.

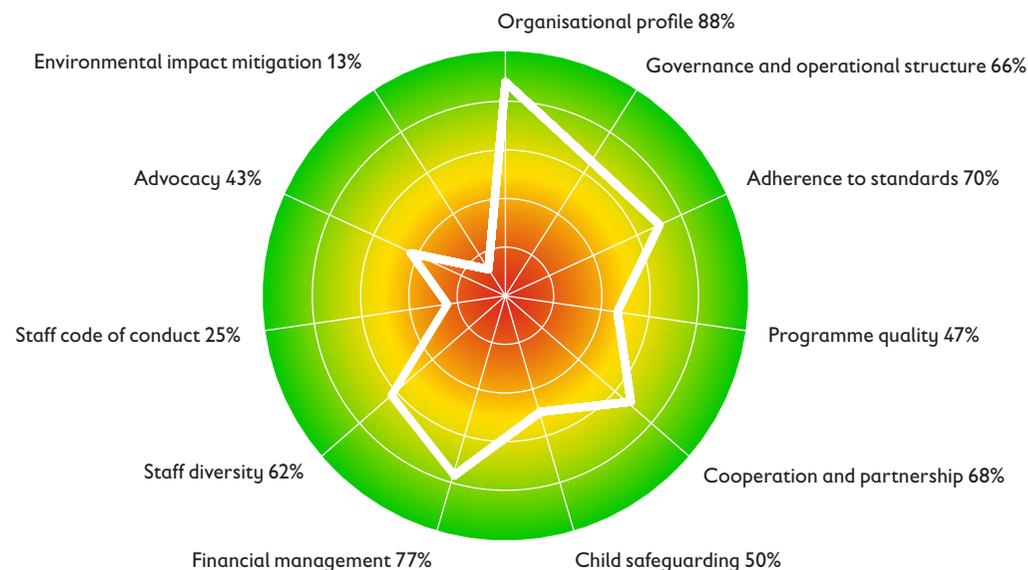
One or more questions were asked on each area of work as listed on the previous page. The Transparency Barometer in each section of this report represents the average weighting for all the questions put together in that area of work.

The results of our Transparency Barometer have highlighted to us the challenges we face as a global organisation in capturing and accurately reflecting performance and programme outcomes given the wide range of activities in many different contexts and jurisdictions.

Save the Children International, which manages international programmes in 56 countries, answered the survey as one entity, and not the individual countries in which it works. To provide a more granular assessment of the transparency of Save the Children International, a process will need to be developed to enable the survey to be rolled out in a resource efficient manner in all individual country offices.

The Transparency Barometer does not measure the quality of our transparency or whether it meets the needs of our stakeholders. We have therefore complemented the survey with our own analysis, highlighting good examples of transparency from the organisation and making suggestions for further development. Some of these recommendations have come from a recent peer review on accountability and transparency of international NGOs, which was commissioned by Accountable Now¹. We have tried to make it clear where we can improve our transparency, and where we must first address challenges, for example consistent data collection. Some of these challenges will take us time to overcome.

Figure 1
Percentage of transparency
of Save the Children Association
in respective areas



International reporting standards for transparency

In developing the survey, and framing the content of the report, we were guided by the Global Reporting Initiative (GRI) reporting framework, which is the world's most widely used standard on sustainability reporting and disclosure. Our GRI index has been included as an annex, and it identifies which of the GRI indicators we have reported on.

¹ Accountable Now (previously the INGO Accountability Charter) is a global platform that supports civil society organisations (CSOs) to be transparent, responsive to stakeholders and focused on delivering impact. Towards the end of 2015, Accountabiliy Now tasked the Direct Impact Group to carry out a review on the excellence of CSOs in accountability.

2 Organisational profile

Who we are

Save the Children is the world's leading independent organisation for children.

We are made up of 29 separate national entities, which are each members or associate members of Save the Children Association, and Save the Children International, which manages country offices, regional and advocacy offices.

In 2015, we had a combined revenue of around US\$2.1 billion and directly reached more than 62 million children through our and our partners' work. We work in around 120 countries and have approximately 25,000 staff worldwide.

What we do

We save children's lives.
We fight for their rights.
We help them fulfil their potential.

In 2015, we agreed a new global strategy through which we will do whatever it takes to ensure that all children survive, learn and are protected by 2030. Through this strategy, we will harness our resources, energy, knowledge and expertise to drive these three breakthroughs:

- **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

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 to achieve immediate and lasting change in their lives.

Our values

Accountability: We take personal responsibility for using our resources efficiently, achieving measurable results, and being accountable to supporters, partners and, most of all, children.

Ambition: We are demanding of ourselves and our colleagues, set high goals and are committed to improving the quality of everything we do for children.

Collaboration: We respect and value each other, thrive on our diversity, and work with partners to leverage our global strength in making a difference for children.

Creativity: We are open to new ideas, embrace change, and take disciplined risks to develop sustainable solutions for and with children.

Integrity: We aspire to live to the highest standards of personal honesty and behaviour; we never compromise our reputation and always act in the best interests of children.

Our Theory of Change

Our Theory of Change is supported by building strong partnerships with communities, governments, businesses and other organisations.

We will...



88%

Transparency barometer

Sharing and communicating our organisational profile

Save the Children members and Save the Children International were asked to what extent they report on and make public information about:

- **Mission, vision, values**
- **Strategic goals**
- **Countries where we work**
- **Significant changes to size and processes**

The barometer represents the average weighting of all questions asked under this topic.

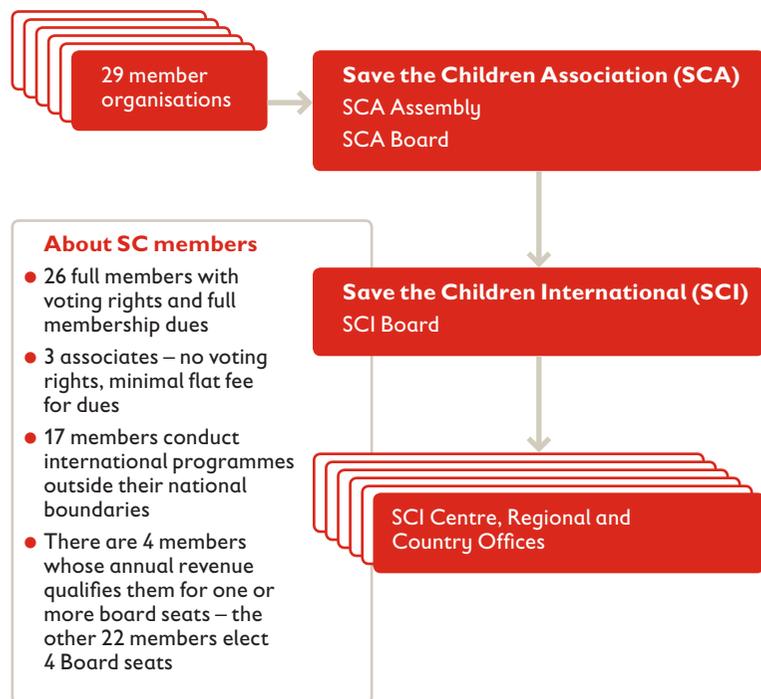
A transparency score of 88% indicates that most member organisations report openly and in full about who we are and what we do. In a recent peer review of accountability and transparency of international NGOs commissioned by Accountable Now, it was found that Save the Children International provides complete disclosure about its mission, vision, values and commitment to accountability, and that the information is very well structured and easy to find and read.

Where we do need to improve, however, is the consistency and alignment in what we say about ourselves between our various member organisations. One of our great strengths as a global organisation is that each of our members provides its own area of expertise, be that education, health, child protection or emergency response, from which the rest of the organisation can learn. A consequence, however, is that what Save the Children says about itself or its areas of expertise may differ between members.

A lot of work is being done under our new global strategy to develop a clear and consistent global voice that resonates across the organisation. We have agreed a new global brand with a consistent look and feel. Our global brand also defines our behaviour, personality, story and promise that connect each of our country offices, regions and member organisations.

3 How Save the Children is organised globally – Governance and operational structure

Save the Children’s corporate structure – Members, Save the Children Association, Save the Children International



Save the Children programmes across various contexts, from sudden onset emergencies to long-term development work and advocacy. International programmes are managed by Save the Children International. These programmes operate out of 56 country offices and six regional hubs, as well as a central office in London. The only countries still due to transfer their programming activities from members to Save the Children International are Pakistan and Sudan. Country offices in Papua New Guinea, Solomon Islands and Vanuatu are line managed by Save the Children Australia.

A number of Save the Children member organisations also implement programmes and carry out advocacy work within their own borders.

Save the Children Members

There are 29 separate national entities around the world which are members of Save the Children Association (Save the Children members). In 2015, Save the Children in Brazil ceased association with the membership and we now work in Brazil through partners only.

Save the Children Association is a Swiss Association formed pursuant to articles 60–79 of the Swiss Civil Code. Save the Children Association works with its members for the benefit of children and to make children’s rights worldwide a reality. Each member is a separate legal entity with its own governing board.

Save the Children Members					
Australia	Finland	Iceland	Korea	Norway	Sweden
Canada	Germany	India	Lithuania	Romania	Switzerland
Denmark	Guatemala (associate)	Italy	Mexico	South Africa (associate)	United Kingdom
Dominican Republic	Honduras	Japan	Netherlands	Spain	United States of America
Fiji	Hong Kong (associate)	Jordan	New Zealand	Swaziland	

Save the Children International and the Save the Children Association

Save the Children International is a UK company limited by guarantee (not having share capital) and a registered charity in England and Wales, governed by its Articles of Association as last amended on 12 March 2012. It is registered with Companies House and the Charity Commission and must comply with the Companies Act 2006 and Charities Act 2011. Save the Children International's sole member is Save the Children Association. Save the Children International had ten wholly owned subsidiaries at 31 December 2015, details of which are given in Save the Children International Trustees' Report 2015.

Member Eligibility Criteria

To remain eligible for membership of Save the Children Association each member must continue to meet the following conditions:

- comply with Save the Children Association Bylaws and hold a licence agreement with Save the Children Association regarding the use of the "Save the Children" name and logo and comply with its terms;
- avoid conduct that could have severe adverse consequences for Save the Children Association or other members;
- as a not-for-profit organisation, strive to attain Save the Children Association's objectives, be recognised as a contributor to the realisation of children's rights, be autonomous and non-sectarian, have a nationwide basis for membership or supporters and comply with all applicable laws;

- have a formally constituted governing body that demonstrates good practice in governance, including the ability to achieve that member's and Save the Children's objectives with acceptable efficiency, the declaration of conflicts of interest, abstention from related decisions and being constituted of a majority of directors or trustees who serve without remuneration;
- employ professional staff who demonstrate good practice in internal management, including the ability to achieve the objectives of the member and Save the Children with acceptable efficiency;
- raise its own funds and have a sound financial basis, deposit annually with Save the Children Association copies of its audited accounts;
- pay its annual membership contributions;
- attend each Members' Meeting; and
- submit to Save the Children Association by 31 July each year a statement that throughout the previous financial year it met the Members' Eligibility Criteria. Save the Children Association may audit a member to ensure that it meets the Members' Eligibility Criteria.

Save the Children Association Assembly and Members' Meetings

All full members are represented on the Assembly of Save the Children Association, which is Save the Children's highest authority. The assembly has the ultimate responsibility for approving the global strategy, any change to Save the Children's agreed purpose, the "Save the Children" name or our mission, vision, values, granting or terminating membership, changing the Save the Children Association Bylaws, as well as other matters. The assembly exercises its decision rights over such matters with each full member having one vote on any resolution put at an annual Members' Meeting or by a 30-day written ballot of members; associate members have no voting rights.

Board Composition

Save the Children Association has a Board of 14 directors who serve without remuneration, of whom:

- nine are the nominees of members which contribute at least 8% of the combined total income of all members of Save the Children Association (Appointed Directors);
- three are elected by members which contribute less than 8% of the combined total income of all members of Save the Children Association (Elected Directors); and
- two are independent directors, one of whom is appointed by the Appointed Directors and the other of whom is elected by members which elect the three Elected Directors to the board (Independent Directors).

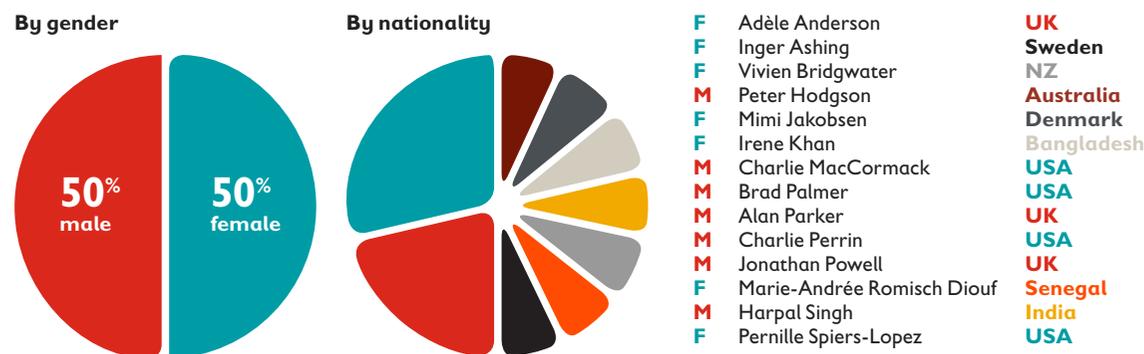
The directors of Save the Children Association are also members of the Board of Trustees of Save the Children International.

Save the Children International and Save the Children Association's directors are elected or appointed for an initial term of up to three years. A director may be reappointed for a further term or terms of up to three years, subject to an overall period of service of no longer than nine years.

The Save the Children Association Board manages the business of Save the Children Association and exercises the powers vested in it under the Bylaws in relation to global strategy, governance (including eligibility for membership and compliance with membership standards) and protection of the Save the Children name. The Save the Children Association board is responsible for the appointment, oversight and termination of the Chief Executive Officer (CEO). The CEO exercises the powers delegated by the board for managing the staff, resources and budget of Save the Children Association, and developing and overseeing the implementation of the global strategy. Save the Children Association has no employees and looks to Save the Children International, its wholly owned operating subsidiary, to employ the staff required to carry out the functional roles for which Save the Children Association is responsible.

The SCA / SCI Board is made up of men and women from different nationalities and backgrounds.

Figure 2
SCA/SCI Board members 2015



Board Committees

The three Save the Children Association board committees also convene as Board Committees for Save the Children International. At least two members of each committee must be members of the Save the Children Association board. Currently all committee members are directors of Save the Children Association (and trustees of Save the Children International).

The **Audit and Finance Committee** advises the board on financial management, reporting and control. It also oversees the Global Assurance function.

The **Governance Committee** advises the board on Save the Children's governance framework, its constitution and governance systems and processes, as well as board processes and effectiveness.

The **Compensation and Organisation Committee** advises the board on the compensation of the Chief Executive Officer and senior management of Save the Children International, and its organisational design.

Risk Appetite

Operating in some of the most challenging contexts around the world, Save the Children International has a full and comprehensive risk process that guides our actions and decisions. This process is outlined in Save the Children International's Trustees' Report. Many members also have their own risk management process. Save the Children is working to strengthen the alignment of risk management procedures across its global operations.

Global Assurance

Save the Children International's Global Assurance function provides an independent and objective opinion to trustees, senior management and member organisations on the overall adequacy and effectiveness of our risk management, governance and key control systems. Save the Children International's Trustees' Report provides an overview of the Global Assurance function and its reporting lines.

Global Assurance uses a risk based approach in developing its annual assurance plan of reviews. Audits are conducted in accordance with the following timescales:

- Each country office assessed as critical or high risk is audited at least every two years
- A risk-based annual planning exercise is undertaken to identify and prioritise other country offices to be audited
- Regional offices are audited on a cyclical basis
- A combination of audits of centre-based units or key business areas are audited annually, also based on an assessment of risk
- Emergency responses are identified to be audited based on scale, complexity and risk

The annual planning exercise risk assessment will take precedence over the timeframes noted above.

Transparency barometer

Sharing and communicating our governance and structure

Save the Children members and Save the Children International were asked to what extent they report on and make public information about:

- **Operational structure and registration status**
- **Number of employees and volunteers**
- **Governance structure**
- **Nomination of governance body**

The barometer represents the average weighting of all questions asked under this topic.

Our transparency score of 66% for reporting our governance and structure is noticeably lower than our organisational profile transparency score of 88%. The lowest scoring value was assigned to reporting the nomination process of the highest governing bodies.

Good examples of where we are reporting our structure well are in reports produced by [Save the Children Switzerland](#), [Save the Children UK](#), [Save the Children Spain](#) and [Save the Children Sweden](#).

66%



Egypt: Save the Children / Hannah Hames
Children and parents took part in a theatre workshop organised by Save the Children to talk about the impact of violence.

4 Adherence to standards and regulations

As an organisation working for children all over the world we need to ensure that we ourselves live up to the standards and regulations that we demand of all actors influencing childrens lives. Aside from internal governance, Save the Children adheres to national and international standards and regulations. Globally, 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. Some members also adhere to standards, either formally or informally, as recognised in their own countries.



South Sudan: Save the Children / Christena Dowsett
Adeline* attends a school supported by Save the Children after she left her home town with her family because of the conflict.

*Name changed to protect identity.

Transparency barometer

Sharing and communicating our adherence to regulations

Save the Children members and Save the Children International were asked to what extent they report on and make public information about:

- **Adherence to national standards and regulations**

The barometer represents the average weighting of this question.

70%

A transparency score of 70% shows that a large majority of our members report on adherence to national standards in part or in full, but there are still a number that do not report this at all. How we report our adherence to regulations also differs between Save the Children members. Some members report this to their donors, NGO coordinating bodies and national authorities.

A good example of a member organisation reporting their adherence to regulations and standards can be found in [Save the Children India's Annual Report](#).

5 Programme quality

We strive to ensure our programmes are sustainable and relevant to the rights and needs of both girls and boys within varying contexts. In doing so, we design and implement our programmes based on evidence, technical excellence, learnings and feedback from key stakeholders, including government and corporate partners, the communities in which we work, and most importantly the children themselves. We keep children's rights at the centre of our programme design and we carry this focus through development, implementation, monitoring, evaluation and assessment. Through the quality of our programmes, we hold ourselves accountable to children, caregivers, communities, partners, donors and all who support our work.

Our Approach to Monitoring, evaluation, assessment and learning (MEAL)

In the efforts to consistently improve and standardise the quality of our programmes and advocacy globally, Save the Children has developed a Quality Framework; a movement-wide resource that aims to help our teams achieve the most for children by outlining the minimum expected of our members and country offices. This framework, which is continuously updated, contains policies, essential standards and procedures, as well as a range of tools and best practice guidance that help us to meet these policies and standards. Our Quality Framework is key to enabling our programmes to achieve the most for children and is applied across the organisation.

The dialogue box outlines the guidelines for programme quality found in our Quality Framework.

Moving forward we are committed to supporting countries and members to consistently apply the framework and we will regularly review and adapt our framework to adjust to the changing landscape of our work.

Evidence Based: Programme design should be based on a child rights analysis or needs assessment. It should present a clear problem with a statement that articulates change for children, and reference research and evaluation to demonstrate what works.

Learning Agenda: Learning is a continuous process and helps to improve the quality of programmes. All programmes should use data from monitoring, reflection and evaluations on a regular basis to drive a process of continual improvement.

Technical Excellence: Technical excellence can be achieved through the sharing of best practice in rights-based programming. The design and implementation of quality programmes must be based on the systematic transfer of knowledge in both humanitarian and development work.

Monitoring and Evaluation: Through monitoring, programme progress can be tracked against expected results. This allows for learning throughout implementation and enables member organisations and Save the Children International to improve quality on a more continuous basis. Through evaluation, we measure the impact of our work and assess which approaches are most effective and why.

Accountability: Save the Children is committed to continuously improving its accountability, especially with the children and communities we work with. In adhering to the Quality Framework we strive to share information with children and their caregivers, communities, partners, donors and other stakeholders regarding programme performance, progress and expectations. In addition, we will aim to solicit input and feedback from children and the communities where we work on our priorities and programmes. We will use this feedback to improve the quality of our programmes to ensure they appropriately meet their needs.

Child Participation

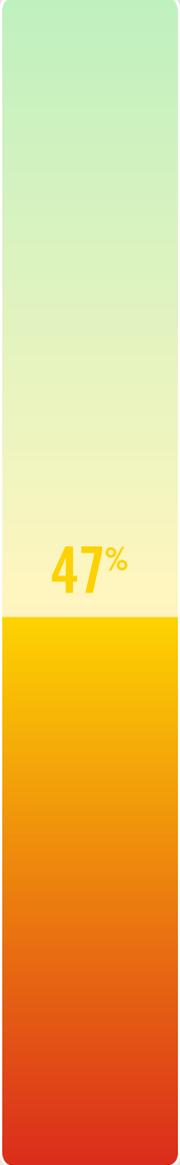
Participation is about having the opportunity to express a view, influence decision making and achieving change. In 2015, 160 children around the world took part in consultations to help us design and shape our global strategy for the next 15 years. We asked them what they thought we should prioritise and focus on in the future. Children from Asia, Africa and the Middle East took part – the youngest child was just six years old. The groups of children participating were street children, children with direct experience of poverty, conflict and abuse and members of Child Parliaments. They all had some involvement with Save the Children previously, whether they were beneficiaries or on our Child Advisory Groups.

Save the Children has developed a comprehensive resource of materials on Child Participation available at Save the Children Norway's Child Participation Resource Centre.

Our approach to feedback and complaints

Responding to complaints involves systematic listening and setting up formal mechanisms for children and communities to express views and concerns on our approach, activities and impact. This also enables us to capture children's and communities' views of safety issues and the behaviour of our staff.

We proactively monitor and review our accountability mechanisms to ensure that complaints and feedback inform changes in how we work. Where complaints do not fall within the scope of our work, they are referred to the relevant organisation, regulatory body or government department.



47%

Transparency barometer

Sharing and communicating our programme quality

Save the Children members and Save the Children International were asked to what extent they report on and make public information about:

- **Monitoring, evaluation, assessment and learning**
- **Feedback and complaints**

The barometer represents the average weighting of all questions asked under this topic.

Save the Children has a top-line MEAL framework available on our global intranet for all members and country offices to use. Our transparency score relating to programme quality is low, however, because our survey did not ask to what extent member organisations and Save the Children International use the framework, only the extent to which they describe it to stakeholders. While it is a condition for obtaining grants to describe to donors the MEAL frameworks Save the Children has in place, only a few members describe or report on the implementation of their MEAL frameworks to the general public.

With regards to feedback and complaints, these are primarily reported via accountability focal points in our country offices or to Save the Children International directly. The transparency survey highlighted that whilst a number of our programmes have established feedback and complaints mechanisms, our approach is not consistently applied, nor do we currently monitor feedback across the 120 countries in which we operate. Furthermore, in other programmes, their design and implementation are participatory by nature, which means stakeholder engagement and input is made integral to the programme lifecycle.

This shows that while programme quality is integral to our work – there is potential to further refine feedback and complaints mechanisms across the organisation, including at the global level. Indeed, a recommendation from the recent peer review by Accountability Now noted that there is no access point or communication around the complaints process on the Save the Children International website itself. This is important because it would help ensure that information received through our extensive channels is regularly reviewed, analysed and monitored, so that we can identify any recurring issues and ensure that senior management respond to feedback and action change so that we can achieve more impact for children.

Alongside our work with children and communities we are also committed to engaging the wide range of stakeholders with whom we work, including partners, donors, governments and other international agencies. A good example of our engagement with partners to ensure programme quality and incorporate learning into our new programmes is Save the Children US's [Save-University Partnership for Education Research \(SUPER\) Initiative](#). This brings university-based researchers to our efforts to build our evidence base on effective international education programming.

Two external reports that demonstrate how we work with children and communities to improve our programme can be found here:

[Children's Ebola Recovery Assessment](#)

[Hear it from the children report: South Sudan](#)

A major piece of work is currently underway to develop a Global Results Framework that will measure our impact towards three critical breakthroughs for children: all children survive, learn and are protected, especially the most deprived and marginalised. The framework will replace our current Global Results Report, which is an internal report that analyses our outcomes and data for the year. Save the Children seeks to align our collective energy and resources towards driving our three breakthroughs, and it is imperative that we track the progress we are making under this new framework.

Another key piece of work is strengthening the gender sensitivity of our programmes. Save the Children has recently developed a Gender Equality Marker, which is a tool that provides guidance on and measures – at the design stage – whether or not a project proposal meets Save the Children's essential standard of gender sensitivity. This standard, which ensures that girls, boys, women and men are able to equitably participate in and benefit from our interventions, is at the heart of Save the Children's Principles for Gender Equality and Save the Children's Quality Framework.

In 2015, 59 countries submitted data on child participation to our monitoring evaluation assessment and learning team. The indicator itself was low, demonstrating a need to improve how we effectively plan for this. We recognise that we need to increase meaningful child participation in our work by systematically planning and budgeting for child participation and improving country-level programme reporting, accountability and evidence for child participation.



Mexico: Save the Children / Jonathan Hyams
Brissa* gave birth to her son at 15 years old. Save the Children runs a programme where teenagers can listen, learn and discuss issues around sexual and reproductive health.

*Name changed to protect identity.

6 Cooperation and partnership

We have a bold and ambitious strategy and we know we can't do this alone. As a child rights organisation we work closely with governments who are the primary duty bearers for working towards realisation of these rights. A critical element of our work is working with civil society, partners – large and small – communities and other stakeholders. In addition, we develop sector-leading, national, multi-national and global partnerships with the private sector and civil society. We focus on building long-term, mutually beneficial strategic partnerships.

All our programmes are informed by relations with these actors. At the macro-level we set our work in the context of the global international development agenda and our theory of change, which includes as a fundamental element build partnerships – collaborating with others to share knowledge, influence others and build capacity to ensure children's rights are met. At the country level we seek to align our work with national plans for children, and at the local level we partner with civil society organisations and local governments to ensure local ownership of projects.

Save the Children is a member of a number of NGO coordinating bodies at national and international level, and has signed agreements with a number of agencies at a global level, including a letter of agreement with UNICEF setting out how we partner together to achieve more for children.

In humanitarian settings, Save the Children plays an active role in the UN cluster system, and we are the official co-leaders of the Education cluster with UNICEF. We are an active member of the Steering Committee for Humanitarian Response, which has a seat on the UN Inter-agency Standing Committee – the primary mechanism for inter-agency coordination of humanitarian assistance.



Ethiopia: Save the Children / Jordi Matas
Madan is a member of the women's federation in her community where Save the Children is campaigning against female genital mutilation in partnership with the Government.

Transparency barometer

Sharing and communicating our cooperation and partnerships

Save the Children members and Save the Children International were asked to what extent they report on and make public information about:

- **Defining key stakeholders**
- **Engaging with stakeholders**

The barometer represents the average weighting of all questions asked under this topic.

68%

Approximately three quarters of Save the Children's members and Save the Children International fully or partly describe to the public who their key stakeholders are, and approximately 70% offer examples of how they interact with and engage with stakeholders through channels such as formal reports, newsletters, websites and social media such as Facebook, Twitter and LinkedIn.

Member organisations engaging regularly with the children and communities with whom they work report that they have regular community meetings and focus groups, whilst others use WhatsApp and suggestion boxes at schools and other programme sites.

Within our international programmes, we have mechanisms for listening and providing information to children and communities with whom we work. This is described in our Programme Accountability Guidance Pack, which includes a comprehensive set of tools, guidance and other resources to support country programmes in developing accountability mechanisms, and embedding these approaches into programme design, implementation and learning.

A key learning for us in the survey design is to ask questions around how transparent we are with our key stakeholders, and to identify the channels and evaluate the quality of content through which we are transparent.

A great example of thorough stakeholder analysis and engagement can be found in [Analysis of the children's sector in South Africa](#).

Looking ahead, Save the Children expects to roll out an update to our Partnership Framework to leverage our global capacity to bring consistency to the way we enter and manage our partnerships.

7 Child safeguarding

Save the Children has a zero tolerance policy towards the abuse and exploitation of children by our representatives. We are equally committed to preventing any unintended harm to children caused either directly or indirectly by our activities. Child Safeguarding is not always easy – especially when working in some of the world's most hostile environments – but we remain committed to ensuring our measures are comprehensive to protect any children with whom our staff and partners may be in contact.

All Save the Children members and Save the Children International have signed up to a global child safeguarding policy, through which they follow procedures and carry out training. Across our organisations, we are committed to keeping Save the Children safe for children.

In 2015 an external independent child safeguarding audit was completed among all our member organisations. The results showed the need for improvement for several global entities within our organisation. The outcomes of the audit have informed our organisation's strategy for the next 3 years, a proposed global child safeguarding strategy and identified priority areas for member strengthening efforts.



Guatemala: Save the Children / Alex Webb
Children queue up as part of a feeding programme that Save the Children supports following the coffee crisis that left many families without money.

Through our child safeguarding policy, procedures and training, we are committed to keeping Save the Children, safe for children. These state that:

- Save the Children aims to be a child safe organisation.
- Everyone associated with Save the Children must be made aware of the problem and risks of child abuse and sexual exploitation for children.
- Save the Children is to recruit only representatives who are suited to work with children and to apply strict child safe recruitment practices
- Everyone associated with the organisation has signed the Code of Conduct, read the Child Safeguarding Policy and has attended Child Safeguarding training.
- Anyone who represents our organisation behaves appropriately towards children and never abuses the position of trust that comes with being a member of the Save the Children family. This applies to both the private and professional lives of all staff and representatives
- Everyone who represents the organisation must actively create a safe environment for children who come into contact with the organisation.
- All activities and programmes of work, including during the response to humanitarian emergencies, are assessed for risks to children and these risks are reduced or removed by all means within our control.
- Central, regional and country offices establish and maintain robust systems which promote awareness of Child Safeguarding, enable the prevention of harm, facilitate the reporting of and responding to safeguarding concerns.

Incidents and actions

Figure 3
Reported cases of child safeguarding incidents



During 2015, Save the Children International's child safeguarding procedures identified a total of 80 internal concerns, involving those raised against staff members or representatives of our partner organisations. This is an increase from 63 reported cases in 2014 and 31 reported cases in 2013. The increase of incidents is a result of our efforts to raise awareness of child safeguarding issues across the organisation and to create a culture of openness and reporting.

In 2015, the incidents reported occurred in all but one of our operational regions. Each complaint was thoroughly investigated.

The outcomes of the investigations were as follows:

- 58 cases were found not to be child safeguarding breaches.
- 22 cases were proven to be breaches of our policy, leading to:
 - 3 cases being referred to the national authorities or police as they involved or potentially involved an illegal act. These individuals were also dismissed.
 - 6 cases were dealt with internally under disciplinary procedures resulting in a formal warning.
 - 13 cases were dealt with internally under disciplinary procedures resulting in a dismissal.

Transparency barometer

Sharing and communicating on child safeguarding

Save the Children members and Save the Children International were asked to what extent they report on and make public information about:

- **Internal controls on child safeguarding, and**
- **Confirmed incidents and actions taken**

The barometer represents the average weighting of all questions asked under this topic.

50%

While two-thirds of Save the Children members and Save the Children International report on policies around child safeguarding, only one-third report on confirmed incidents and subsequent actions.

Save the Children International reports its internal controls, number of incidents and subsequent actions in its Trustees' Report, which covers the 56 countries where we work.

We are committed to becoming an organisation that is 100% safe for children, be that in our staff, our programmes or through our voice. We have a team of child safeguarding experts whose role it is to establish and implement best practice across the organisation and train others in the highest standards of child safeguarding. As we review and improve our child safeguarding standards, we will look at how we report this work to our donors, supporters and the children we seek to keep safe.

An example of a member with a high level of transparency is the UK who publish a child safeguarding incident report, alongside processes, policies and pilot accountability mechanisms in their [Accountability and Transparency Report](#).

8 Financial management

Save the Children's member organisations and Save the Children International 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 Annual Review presents global expenditure geographically, per sector and per programme area. Save the Children International's Trustees' Report for 2015 as well as member organisation annual reports present more detailed financial accounts for individual Save the Children entities.

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

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. Information provided should be relevant, reliable, comparable and understandable.

Spending and income

Save the Children's Annual Review 2015 reports a revenue across the organisation of over \$2.1 billion USD. Save the Children International and member organisations together spend 81% on global programming, 13% on marketing and fundraising and 6% on administration and governance. The largest sources of revenue are institutions (including government partners) and individuals.

The table below lists the five biggest donors for Save the Children International.

		2015 (\$413 million USD)		2014 (\$411 million USD)
	Donor		Donor	
1	USAID	13%	USAID	12%
2	DFID	9%	DFID	10%
3	ECHO	5%	World Food Program	7%
4	Global Fund	5%	ECHO	6%
5	World Food Program	4%	Global Fund	4%

Save the Children International is funded primarily by member organisations. The five largest Save the Children members by revenue are:

	2015	2014
Save the Children US	US \$678,3 million	\$689,4 million
Save the Children UK	US \$588,6 million	\$576,1 million
Save the Children Sweden	US \$166,2 million	\$ 142,2 million
Save the Children Australia	US \$99 million	US \$ 118,8 million
Save the Children Italy	US \$89,1 million	US \$82,2 million

Compliance and controls: Fraud, bribery and corruption

Preventing and tackling fraud (including corruption, theft, criminal damage and negligent loss) is one of Save the Children International's operational priorities. We have zero tolerance of fraud and take any allegation of fraudulent behaviour extremely seriously. Our fraud management team tackles fraud through training staff and managing policies and reporting systems, including confidential whistleblowing. 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 best practice.

In 2015 we strengthened our Fraud Management team with additional counter-fraud specialists covering Africa in particular. We developed a more transparent fraud reporting system during the year and began to catalogue our data in ways that will facilitate detailed analysis in 2016.

The number of reported incidents across Save the Children International increased – particularly in West and Central Africa – largely as a result of improved awareness of our policy and procedures. Of 329 reported incidents in 2015, 12 involved significant sums (greater than \$20,000). Many of these incidents are still under investigation. From 2013–2015, 37% of reported cases were unsubstantiated. More than two-thirds of allegations relate to theft or forgeries and 44 involved bribery or conflicts of interest.

The table opposite shows the number of incidents reported for different types of fraudulent activities as recognised by the Association of Certified Fraud Examiners (ACFE). As a number of investigations are still in progress, these numbers only account for those incidents where the type of fraud has been confirmed.

	2013	2014	2015
Corruption – Bribery	4	7	9
Corruption – Conflicts of Interest	0	5	11
Corruption – Economic Extortion	0	0	0
Corruption – Illegal Gratuities	0	0	0
Asset Misappropriation – Theft of Cash	3	17	39
Asset Misappropriation – Fraudulent Disbursements	8	47	55
Asset Misappropriation – Inventory & Other Asset Misappropriation	0	2	9
Asset Misappropriation – Theft of Cash Receipts	0	0	0
Other – Arson	0	0	0
Other – Brand Fraud	0	4	9
Other – Various	0	0	6
Financial Statement Fraud – Asset / Revenue Overstatements	2	4	2
Financial Statement Fraud – Asset / Revenue Understatements	0	0	0
	17	86	140

77%

Transparency barometer

Sharing and communicating our financial management

Save the Children members and Save the Children International were asked to what extent they report on and make public information about:

- Expenditure by country, region and programmatic area
- Funding and income by category
- Five largest donors
- Anti-corruption policy
- Percentage of how resources are spent across the organisation

The barometer represents the average weighting of all questions asked under this topic.

Save the Children members and Save the Children International to a large extent report to the public on how we spend our money by region and thematic area, as well as how resources are spent across the organisation (fundraising, programmes, administration and governance).

The recent peer review by Accountability Now stated that Save the Children's administrative and accounting policies and standards are up-to-date and in line with best practices.

Save the Children reports on its funding sources across the organisation. We are taking significant steps to report on internal controls and incidents relating to fraud, bribery and corruption. In this report, we include the number of incidents from Save the Children International related to fraud, bribery and corruption. We have a responsibility to those who give us money to show where that money is spent and how it is managed.

A good example of reporting on anti-corruption and fraud can be found in Save the Children Norway's [anti-corruption policy document](#).



Bangladesh: Save the Children / CJ Clarke
Mina reads to her two-year-old son. Through our early childhood development programme, Save the Children provides teaching materials and encourages parents to play with their children every day to stimulate their young minds.

9 Staff and diversity

Delivering our mission for children is completely dependent on the quality and commitment of our staff. With teams working in 120 different countries, our people embrace the truly global nature of our work. We build on the cultural and contextual differences among us, while driving forward a shared commitment to achieve breakthroughs in the way the world treats children. Our global workforce is made up of around 25,000 staff, of which approximately 17,000 are employed by Save the Children International and 8,000 by members.

Within Save the Children International, 97% of our staff live and work in the country where we deliver our international programmes. In addition, these programmes are supported by administrative, governance, advocacy, fundraising and marketing roles at the global centre, member and regional offices.

Save the Children is committed to being an increasingly diverse and inclusive organisation that can better attract and develop the strongest global talent; nurture world class creativity and innovation; and understand and relate to our beneficiaries and their communities.

Save the Children International is committed to the principles and practice of equal opportunities and aims to be an equal opportunities employer. Its employment policy seeks to ensure that no job applicant or employee receives less favourable treatment on the grounds of sex, marital status, ethnic origin, disability, age, class, colour, HIV and AIDS status, personal circumstances, sexual orientation, or any other grounds that are unjustifiable in terms of equality of opportunities for all. Member organisations have similar principles and practices in place.

In terms of staff diversity, we strive to reach the appropriate balance. We are proud of what has been accomplished, but recognise more is to be done.

Diversity of workforce	2014		2015	
Save the Children International leadership in total (Gender) ²	61% male	39% female	60% male	40% female
Save the Children International leadership in total (OECD status) ³	OECD 81%	Non-OECD 19%	OECD 69%	Non-OECD 31%
Country leadership (Gender)	71% male	29% female	69% male	31% female
Country leadership (OECD status)	OECD 73%	Non-OECD 27%	OECD 58%	Non-OECD 42%



India: Save the Children / Jamie Baker
Rinku* was married at 17 years old, but her in-laws allowed her to continue her studies. Save the Children is campaigning for the end of child marriage and for all girls to access education.

*Name changed to protect identity.

² Country Directors and Save the Children International Extended Leadership Team members.

³ OECD: Organisation for Economic Co-operation and Development (dedicated to economic development). Member countries mostly include high-income economies with a very high Human Development Index (HDI) and are regarded as developed countries.

Transparency barometer

Sharing and communicating about our staff

Save the Children members and Save the Children International were asked to what extent they report on and make public information about:

- **Employees by gender, age, ethnicity**
- **Salary by gender**
- **Top level employee salaries**

The barometer represents the average weighting of all questions asked under this topic.

Some challenges for reporting staff diversity and salaries relate to national cultures and regulations. For example, two Save the Children members do not publish salary information to protect the safety of their staff, while others believe salaries are confidential and it wouldn't be socially appropriate to publish them. One Save the Children member is in a country that has human rights policies that do not allow employers to ask employees about their age and ethnic or religious background etc., therefore making it difficult to report on diversity. Five Save the Children members indicate no difference between the salaries of male and female staff and therefore did not see the need to publish salaries on this basis.

25%

Transparency barometer

Sharing and communicating about our code of conduct

Save the Children members and Save the Children International were asked to what extent they report on and make public information about:

- **Code of conduct**
- **Policy breach procedure**

The barometer represents the average weighting of all questions asked under this topic.

Save the Children International publicly shares the salary levels of key employees. The salary level of its CEO is made public on its website, and the Save the Children International Trustee's Report includes a table outlining number of staff (including secondees from members) with emoluments falling in different ranges⁴. We will continue to provide this level of information moving forward, as well as looking at what other information may be valuable to share.

With regards reporting on our code of conduct, ethics and principles, [Save the Children Australia](#) and [Save the Children Mexico](#) publish relevant information on their websites.

62%

⁴ Include salary, taxable benefits in kind and other payments to employees but not employer pension contributions.

10 Advocacy

Save the Children utilises the whole spectrum of advocacy to achieve the maximum impact for children, drawing from a history of different advocacy approaches. These include:

Programmatic advocacy

- We innovate and develop evidence directly from our programming activities, and then persuade others to adopt what we have proven and/or fund us to take it to scale. Our influence is based mainly on our technical expertise.

Empowered civil society advocacy

- We mobilise communities and individuals and work with partners to leverage change, either at local, national or international level – often as part of an explicit rights-based strategy to achieve impact.

Public policy advocacy

- Often focused on national level budgetary, policy and legislative change and reinforced with global level advocacy done in collaboration with other countries and members.

We are unflinching in standing up for the rights of children, no matter the issue or the place. But we make sure that our voice is based on the best available evidence and informed by our experience delivering support to children in the real world.

In forming our public awareness and advocacy campaigns, we work with our own experts and advisers to ensure that our public positions are evidence-based and reflective of our programmatic experience and research findings, as well as high-quality evidence from credible outside sources. In addition to this, we work with external parties, such as academics, think tanks, parliamentarians, partners and representatives from other organisations, to obtain external feedback and review. Our policies are analysed using a child rights framework and a broader human rights lens.

Where possible, we engage and consult with children to ensure our policy positions are reflective of the priorities they see as most urgent.

Currently, we demonstrate our accountability to children, governments and our staff by implementing the lessons we learn from each previous campaign into the next. In 2015, we came to the end of our three year campaign EVERY ONE, in which we pledged to reduce child mortality rates. We commissioned a large-scale evaluation to learn from the three year campaign, and will present the findings not only within our organisation, but to the wider sector.

We have invited our peers, as well as key donors of our campaign, to hear from our learnings around campaigning and advocacy in 2016. We are being transparent about our successes and mistakes, so that we don't just improve as an organisation, but we lift the sector as a whole.

Transparency barometer

Sharing and communicating our advocacy work

Save the Children members and Save the Children International were asked to what extent they report on and make public information about:

- **Arriving at public policy and advocacy positions**
- **Adjusting our advocacy positions**

The barometer represents the average weighting of all questions asked under this topic.

Over the next three years, Save the Children has committed to becoming *the* campaigning organisation for and with children. This means not just presenting advocacy reports on behalf of children, but consulting with them to design our advocacy asks and embedding their voice within our policies. Our global strategy pushes us as an organisation to put the mechanisms and processes in place, so that we consult with children and allow for their feedback before, during and after campaigning on their behalf.

To achieve this we are aware that we must be able to demonstrate to all stakeholders that we have transparent processes for arriving at legitimate and evidence-based public awareness and advocacy positions. This initial Transparency Barometer indicates that we have some work to do to ensure that we are publicly communicating our approach.

As evidence of best practice, [Save the Children Australia's](#) annual report includes information on how it decides advocacy positions and creates policies (including when and how it will change them), the way it conducts public advocacy and private advocacy, and processes for exiting a campaign.

43%



Syria: Save the Children / Ahmad Baroudi

Twelve-year-old Omar* works in a fuel market in northern Syria in order to help look after his family after his father was killed in conflict. Save the Children together with UNICEF produced Syria Child Labour Report to bring attention to the impact that conflict has on children.

*Name changed to protect identity.

11 Environmental impact

Children have the most to lose from the effects of environmental degradation. They are more vulnerable to extreme weather events, may experience greater disruption to schooling from disasters and are at risk from population displacement that will increase with climate disruption.

The Global Goals for Sustainable Development developed in 2015 have helped reiterate this – with seven of the 17 Goals involving an aspect of environmental sustainability.

Save the Children Australia and Save the Children UK have reviewed their carbon footprint annually and reported on the changes they intend to make to improve their environmental impact, recognising that travel, recycling, paper use and waste are manageable factors. Save the Children Sweden takes active steps to mitigate its environmental footprint and annually reports on travel, purchases and use of electricity.

Transparency barometer

Sharing and communicating our environmental impact

Save the Children members and Save the Children International were asked to what extent they report on and make public information about:

- **Mitigation against our environmental impact of our activities or operations**

The barometer represents the average weighting of this question.

We recognise that up until now, neither monitoring our environmental impact, nor reporting on it, has been set as a priority across the organisation. Whilst there is an appetite in the organisation to learn more about how to reduce our environmental impact, it has not yet been institutionalised. Only six Save the Children member organisations report on our environmental impact in their annual reports, including [Save the Children Australia](#) and [Save the Children UK](#).



Mexico: Save the Children / Jonathan Hyams
Geyvi is from the Mayan community and is a health and nutrition ambassador for Save the Children, helping to promote good practice among her peers.

13%

12 Looking ahead

Our global strategy, which was agreed in 2015, is the first time all 29 Save the Children member organisations and Save the Children International have come together to agree a common strategy and strategic plan. Consequently, many of the objectives of our strategy focus on building a common platform between member organisations and Save the Children International to make it easier to share resources and work in a more efficient and aligned manner. In building our common platform our ambition is to strengthen our work on accountability and transparency across various departments and global objectives.

As a result, we will see benefits in a number of areas that have been discussed in this report. For example, the development of a new Global Results Framework, which is referenced in the section on programme quality, will allow us to measure and track our progress consistently across the organisation and in line with the global goals set by world leaders.

At the same time, we have committed to building a culture of knowledge sharing across Save the Children. Recognising that we have around 100 years of experience and expertise, we are looking for efficient and effective ways to harness that knowledge so that others, both inside and outside our organisation, can learn from our successes and mistakes. Furthermore, in response to feedback received from the peer review commissioned by Accountability Now, we commit to publishing details around our approach to feedback and complaints on Save the Children International's website by the end of 2016.

With regards our own governance, we are asking the boards of all our 29 member organisations to sign up to a Global Board Charter. The Board Charter is a proposed way of working between SCA/SCI and member boards to ensure they communicate and work together more effectively, recognising that they are interdependent and accountable to each other. It will act as a reminder of the governance framework in which all boards operate, and their dual accountability to both their local organisations and our global objectives.

Aside from our strategic objectives, we recognise there is more we need to do to improve the way we report our accountability and transparency. The peer review on accountability provided some recommendations for a way forward. For example, it highlighted the lack of an open information policy and challenges in understanding how our complaints process, grievance policy and whistleblower policy works. While it commends Save the Children for our effort to provide aggregated information around incidents of policy breach in areas such as child safeguarding and fraud, it brought out our need to increase our transparency in regard to the total number of incidents and policy breaches and in being more harmonized across the organisation on how we are reporting this for different entities within our organisation.

We will work to fill in some of these gaps around data collection and the areas we choose to talk about for the next year.

Annex: GRI index

In framing the content for this report, we were guided primarily by the Global Reporting Initiative's G4 reporting framework, including the NGO Sector Disclosures. The Global Reporting Initiative (GRI) is the world's most widely used standard on sustainability reporting and disclosure.

This index identifies which of the GRI indicators we have reported on and provides references to the matters disclosed in the report and other relevant documents.

GRI Indicator	Reference
Organisational profile	
G4 – 3 Name of the organisation	Save the Children Association
G4 – 4 Primary activities (e.g., advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organisation's mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.)	See Section 2 – Organisational profile
G4 – 5 Location of the organisation's headquarters.	Geneva, Switzerland
G4 – 6 Number of countries where the organisation operates, and names of countries with major operations.	Approximately 120. See Annual Review – Where we work for details.
G4 – 7 Nature of ownership and legal form, including: <ul style="list-style-type: none"> ● details and current status of not-for-profit registration; ● operational structure of the organisation, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures. 	See Section 3 – How Save the Children is organised globally – Governance and operational structure
G4 – 8 Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	See Section 2 – Organisational profile See – Annual Review
G4 – NGO Sector Disclosure Target audience and affected stakeholders.	Not reported

GRI Indicator	Reference
<p>G4 – 9 Scale of the organisation. G4 – NGO Sector Disclosure Number of members and/or supporters. Number of employees. Number of volunteers. Total income. Capitalisation may be reported as net assets broken down in terms of debt and equity or in terms of assets and liabilities. Scope and scale of activities.</p>	<p>See Section 2 – Organisational profile and Section 8 – Financial Management See Annual Review – Finance</p>
<p>G4 – 13 Significant changes during the reporting period regarding the organisation’s size, structure, ownership, or its supply chain.</p>	<p>See Section 2 – Organisational profile</p>
<p>G4 – 15 List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.</p>	<p>Partly reported. See Section 4 – Adherence to standards and regulations</p>
<p>G4 – 16 List memberships of key associations (such as industry associations) and national or international advocacy organisations.</p>	<p>Partly reported. See Section 6 – Cooperation and partnership</p>
<p>Scope of report</p>	
<p>G4 – 17 List all entities included in the organisation’s consolidated financial statements or equivalent documents. Indicate whether any entity included in the organisation’s consolidated financial statements or equivalent documents is not covered by the report. G4 – NGO Sector Disclosure Entities include national offices, sections, branches and field offices.</p>	<p>See Section 3 – How Save the Children is organised globally – Governance and operational structure and Section 1 – About this report</p>
<p>G4 – 18 Explain the process for defining the report content.</p>	<p>This report was sponsored by the CEO Steering Group. The report was collated by a working group consisting of representatives from the following Member offices: Sweden; Australia, UK and US. Report content was reviewed by the Senior Leadership Team of Save the Children International. The report was reviewed and approved by the CEO Steering Group and finally by the Save the Children Association Board.</p>

GRI Indicator	Reference
Stakeholder engagement	
G4 – 24 Provide a list of stakeholder groups engaged by the organisation.	Not reported
G4 – 25 Basis for identification and selection of stakeholders with whom to engage.	Not reported
G4 – 26 Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was under taken specifically as part of the report preparation process.	Partly reported. See Section 5 – Programme quality
G4 – 27 Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	Key topics of feedback or complaints have not yet been centrally tracked.
Report Profile	
G4 – 28 Reporting period for information provided.	1 January 2015 – 31 December 2015
G4 – 29 Date of most recent previous report.	This is the organisation's second report
G4 – 30 Reporting cycle (such as annual, biennial).	Annual
G4 – 31 Contact point for questions regarding the report or its contents.	Janti Soeripto Chief Operating Officer Save the Children International
G4 – 33 Practice with regard to seeking external assurance for the report.	External assurance has not been sought for the content of this report. Statistics and information included in this report are obtained through Save the Children's global annual reporting process, including the audited financial statements of Save the Children International and members.

GRI Indicator	Reference
Governance	
G4 – 34 Governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	See Section 3 – How Save the Children is organised globally – Governance and operational structure
G4 – 37 Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	Not reported
G4 – 38 Composition of the highest governance body and its committees.	See Section 3 – How Save the Children is organised globally – Governance and operational structure
G4 – 40 Nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.	See Section 3 – How Save the Children is organised globally – Governance and operational structure
G4 – 42 Highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	See Section 3 – How Save the Children is organised globally – Governance and operational structure
G4 – NGO Sector Disclosure Procedures for overseeing: <ul style="list-style-type: none"> ● programme effectiveness; and ● adherence or compliance with nationally and internationally agreed standards, codes of conduct, and principles. 	See Section 5 – Programme quality See Section 4 – Adherence to standards and regulations
G4 – 46 Highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics.	See Section 3 – How Save the Children is organised globally – Governance and operational structure
G4 – 48 Highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material aspects are covered.	The report was reviewed and approved by the CEO Steering Group and finally by the Save the Children Association Board.

GRI Indicator	Reference
G4 – 49 Process for communicating critical concerns to the highest governance body.	Not reported
G4 – 50 Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	See Section 7 – Child Safeguarding
G4 – 51 Remuneration policies for the highest governance body and senior executives	Save the Children Association’s trustees serve without remuneration. Save the Children Association has no employees and looks to Save the Children International, its wholly owned operating subsidiary, to employ the staff required to carry out the functional operation roles for which Save the Children Association is responsible. On Save the Children International’s website the salary level of Save the Children’s CEO is made public and the Save the Children International Trustees’ Report includes a table outlining number of staff (including secondees from members) with emoluments falling in different ranges.
G4 – 54 Ratio of the annual total compensation for the organisation’s highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	Partly reported. See Section 9 – Staff and Diversity
Ethics and Integrity	
G4 – 56 Describe the organisation’s values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	Save the Children International and all member organisations have a Code of Conduct which staff and volunteers are required to adhere to. See Section 2 – Organisational Profile
G4 – 57 Report the internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organisational integrity, such as helplines or advice lines.	Not reported
G4 – 58 Report the internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	Partly reported. See Section 8 – Financial management See Section 9 – Staff and Diversity

GRI Indicator	Reference
Financial Management	
<p>G4 – NGO Sector Disclosure</p> <p>Resource allocation</p> <p>Describe resource allocation processes.</p> <p>Describe resource allocation processes.</p> <p>Identify the processes in place to track the use of resources for the purposes intended, including both cash and in-kind contributions (include internal processes of financial controls)</p> <p>Identify the standard(s) that serve as the basis for this tracking system. These standards may include voluntary codes or mandatory requirements that relate to areas such as: internal accounting and bookkeeping systems; auditing of financial records or other systems; external reporting; and calculation of program expenses and/or other overheads.</p>	<p>See Section 8 – Financial management</p> <p>See Annual Review – Finance</p>
<p>G4 – NGO Sector Disclosure</p> <p>Sources of funding by category and five largest donors and monetary value of their contribution</p> <ul style="list-style-type: none"> ● Identify sources of funding by category (e.g., government, corporate, foundation, private, membership fees, in-kind donations, and other). ● Identify the five largest donors in monetary value. For in-kind donations, use estimates of the monetary value of the donation, using standard accounting principles. ● Report aggregated monetary value of funding received by source. ● Report the five largest donors and the monetary value of their contribution. 	<p>See Section 8 – Financial management</p> <p>See Annual Review – Finance</p>
<p>G4 – SO3 and SO5</p> <p>Corruption and fraud</p> <p>Describe anti-corruption policies and procedures, including:</p> <ul style="list-style-type: none"> ● systems and practices to prohibit, prevent, detect and report on corruption and bribery; ● evidence that relevant policies are known and used by staff; ● the greatest risks for the organisation to be exposed to corruption, bribery, nepotism or fraud; ● any systematic and regular analyses of such risks; <p>Any further steps necessary to minimise the risk of fraud or corruption undermining your organisation’s effectiveness and reputation.</p>	<p>See Section 8 – Financial management</p>

GRI Indicator	Reference
<p>G4 – SO5</p> <p>Incidents of corruption and actions taken</p> <ul style="list-style-type: none"> ● Total number and nature of confirmed incidents of corruption. ● Total number of confirmed incidents in which employees were dismissed or disciplined for corruption. ● Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption. ● Legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases. 	<p>See Section 8 – Financial management</p>
Programme quality	
<p>G4 – NGO Sector Disclosure</p> <p>Affected stakeholder engagement</p> <p>Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programmes.</p>	<p>See Section 5 – Programme quality</p>
<p>G4 – NGO Sector Disclosure</p> <p>Monitoring, evaluation and learning</p> <p>System for program monitoring, evaluation and learning (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.</p>	<p>See Section 5 – Programme quality</p>
<p>G4 – NGO Sector Disclosure</p> <p>Gender and diversity</p> <p>Measures to integrate gender and diversity into program design and implementation, and the monitoring, evaluation, and learning cycle.</p>	<p>Not reported.</p> <p>Staff diversity reported by gender but not yet in terms of programme design, implementation and MEAL. This will be reported on next year (See Section 5 – Programme quality)</p>

GRI Indicator	Reference
Advocacy	
<p>G4 – NGO Sector Disclosure</p> <p>Process for arriving at public awareness and advocacy positions (e.g., evidence-based research, stakeholder participation, analysis of gender and diversity issues).</p> <p>How does the organisation ensure that consistency is maintained during implementation of advocacy and public awareness campaigns.</p> <p>How does the organisation ensure that its public criticisms are fair and accurate.</p> <p>Process for corrective adjustment of advocacy positions and public awareness campaigns.</p> <p>Identify where public awareness and advocacy positions are published.</p> <p>Process for exiting a campaign.</p> <p>Process to formulate, communicate and implement advocacy positions and public awareness campaigns.</p>	See Section 10 – Advocacy
Cooperation and partnerships	
<p>G4 – NGO Sector Disclosure</p> <p>Processes to take into account and coordinate with the activities of other actors.</p>	See Section 6 – Cooperation and partnership
Fundraising and marketing	
<p>G4 – NGO Sector Disclosure</p> <p>Adherence to standards for fundraising and marketing communications practices.</p>	Not reported
<p>G4 – LA1 Total number and rates of new employee hired and employee turnover by age group, gender and region.</p>	Not reported
<p>G4 – LA2 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.</p>	Not reported
<p>G4 – LA3 Return to work and retention rates after parental leave, by gender.</p>	Not reported

GRI Indicator	Reference
G4 – LA6 Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender.	Not reported
G4 – LA11 Percentage of employees receiving regular performance and career development reviews, by gender and by employee category.	Not reported
G4 – LA12 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	See Section 3 – How Save the Children is organised globally: Governance and operational structure See Section 9 – Staff and diversity
G4 – LA13 Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Partly reported See Section 9 – Staff and diversity
G4 – LA16 Number of grievances about labour practices filed, addressed, and resolved through formal grievance mechanisms.	Not reported
G4 – EC6 Proportion of senior management hired from the local community at significant locations of operation.	See Section 9 – Staff and diversity
Environmental impact	
G4 – EN27 Report quantitatively the extent to which environmental impacts of activities have been mitigated during the reporting period, including: <ul style="list-style-type: none"> ● initiatives to reduce emissions at organisational level ● environmental impacts of programmes and activities ● initiatives to limit emissions of transporting people and products 	Partly reported

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Save the Children

Burkina Faso: Save the Children / Clement Tardif Beatrice* goes to a day care centre while her mother works. Save the Children helps to provide this much needed childcare for mothers who work in Pissila quarry.

*Name changed to protect identity.