

Save the Children®

CLOSING THE GAP

OUR 2030 AMBITION AND
2019-2021 GLOBAL WORK PLAN

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 marginalized 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 programs, 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 organization in the past three years: we've better defined which children are the most deprived and marginalized across our work; we have responded to major humanitarian crises; we've recognized 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 maximize 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.

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.

OUR THEORY OF CHANGE



Be the Innovator

Develop and prove evidence-based, replicable breakthrough solutions to problems facing children

BUILD PARTNERSHIPS

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



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 marginalized or those living in poverty



Achieve Results at Scale

Support effective implementation of best practices, programs and policies for children, leveraging our knowledge to ensure sustainable impact at scale

OUR 2030 AMBITION FOR CHILDREN

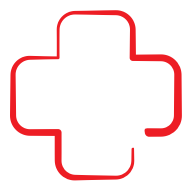
We are working to achieve our three global breakthroughs – to ensure that all children survive, learn and are protected by 2030.

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 marginalized children.

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.



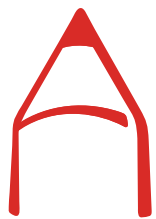
SURVIVE

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 behaviors, so children can survive and thrive. We will reduce childhood pneumonia for children under five and support adolescent sexual and reproductive health and rights.



Photo: Mik Goverde



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.



Photo: Znara Ahmad



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 behaviors that expose children to violence in homes, schools and society.



Photo: Nour Wahid

THE MOST DEPRIVED AND MARGINALIZED CHILDREN

We will only achieve our breakthroughs for every last child if we focus on the most deprived and marginalized 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 marginalized 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 programs 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

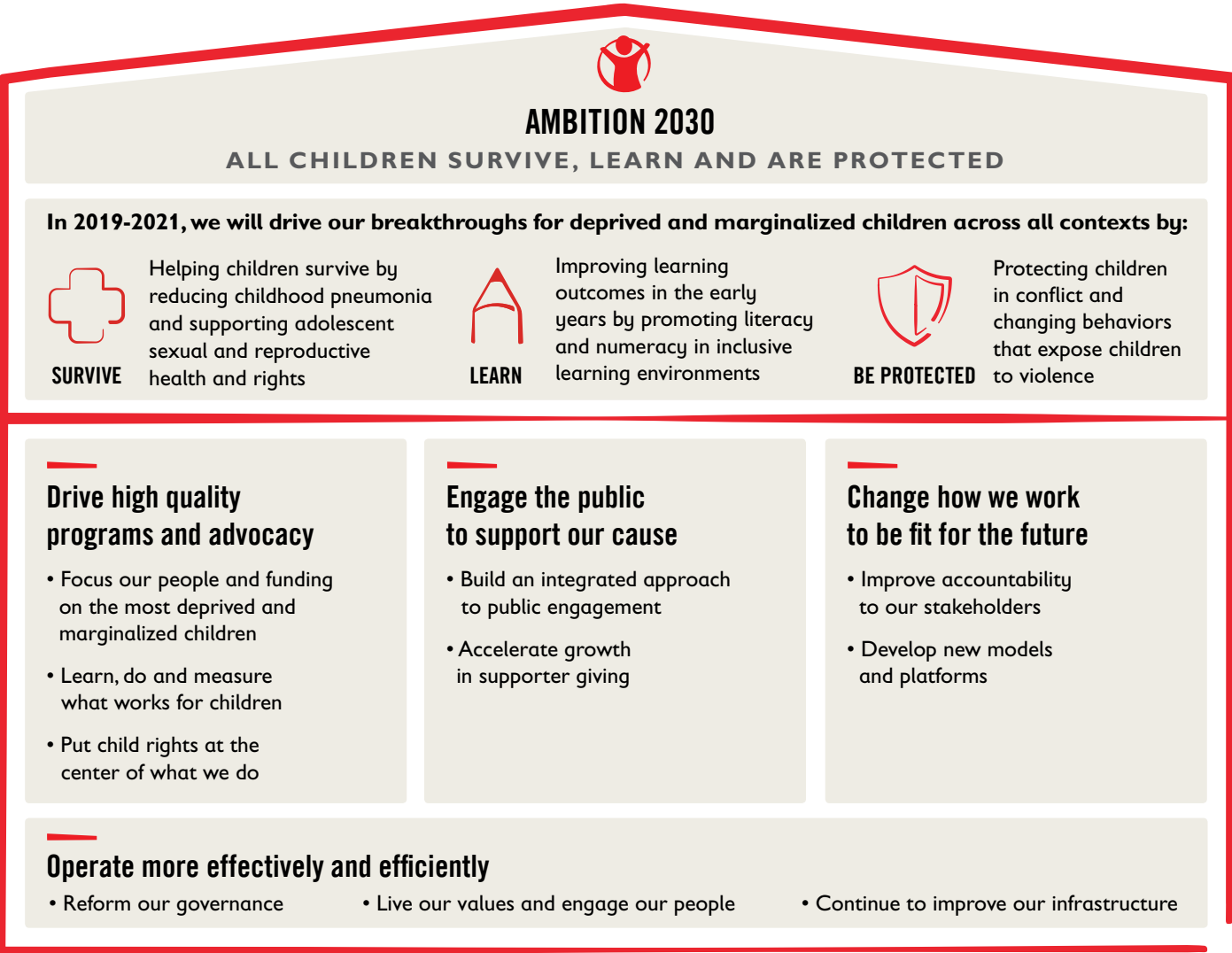
We will drive an integrated public-facing campaign on protecting children in conflict called Stop the War on Children. We will invite our supporters and partners to join us in our call for governments to better protect children caught in the middle of conflict – giving them the protection, justice and 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.



Photo: Mohammed Awadh

OUR 2019-2021 GLOBAL WORK PLAN

Our 2019-2021 global work plan charts the next steps that we must take to achieve our 2030 Ambition. To have the greatest impact, we will integrate across our priorities as we implement our plan and we will measure specific goals in a dashboard that tracks our progress.



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 mobilize 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, while 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 prioritize 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.

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 catalyze greater impact for children, while holding ourselves and our partners accountable.

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 program 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 while 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 programs 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 optimize 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 #4

OPERATE MORE EFFECTIVELY AND EFFICIENTLY

A strong foundation is crucial for our organization 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 center of all we do and empowers our staff to be the best they can be.

Reform our Governance

Our global organization 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.

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 behaviors that reflect those values every day. We will build a stronger organizational 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 organization.

In 2019-2021, we will enhance our engagement and reward behaviors 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.

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 while 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.

SAVE THE CHILDREN US

As part of our global movement for children, Save the Children US partners with our colleagues around the world to move our shared goals forward with our unique areas of leadership and expertise in 2019-2021.

Globally, Save the Children US will work to expand our innovation initiative across the organization, strengthen country office capacity to manage large bilateral donors, enhance how we measure the quality and impact of our global programs and advocacy, and provide resources to build strong platforms and systems that deliver our work for children. To mark our 100th year, we join our global colleagues to drive worldwide awareness and support for our work. In 2019-2021, we will pursue our breakthroughs by engaging the public in the Stop the War on Children campaign, focusing on new and proven approaches to fighting pneumonia, and ensuring early learning outcomes that set children up for success as they grow.

As the largest Save the Children member organization, we will continue to be a strong voice for and with children with

the American public and policymakers and build deeper relationships with our supporters through our digital and social platforms. We will explore more opportunities to match our ability to deliver at scale with donors eager to make large investments with potential for outsized impact. We will expand our work on gender-transformative programming and reaching children who are excluded due to disability. We will be ready to respond when disaster strikes as the leading organization for children in emergencies. And, importantly, we will focus with renewed energy on our people – cultivating the culture of inclusion and collaboration that makes Save the Children special. We will continue to be a leader in our global movement and commit people and resources to our global efforts for children, especially the most deprived in core countries of focus.

OUR WORK IN THE UNITED STATES

Save the Children will continue to work and advocate for children in the United States – addressing critical unmet needs, activating partners and communities and holding public officials accountable for improving the lives of their youngest and most vulnerable constituents. Our focus is on children living in poverty in the United States, especially in rural areas, who do not have the opportunities they deserve.

Our goals for children in the United States are:

- Children in rural communities where we work are prepared – socially, emotionally and cognitively – to enter kindergarten ready to learn and to achieve at least basic proficiency in math and reading by the end of third grade
- Children and families receive the support they need to cope with and recover from a major disaster anywhere in the U.S., and from all disasters – big and small – in the communities where we work every day
- Local, state and federal policies are enacted to increase and sustain access to high-quality early childhood education





Save the Children®

CLOSING THE GAP

"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