SAVE THE CHILDREN INTERNATIONAL

England & Wales · Charity number 1076822

Details

Other names	THE INTERNATIONAL SAVE THE CHILDREN ALLIANCE CHARITY
Status	Registered
Legal form	Charitable company
Company number	03732267
Registered	1999-07-30
Register	View on the Charity Commission register

Contact

Address	Save the Children International 1 St John's Lane London EC1M 4BL
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Website	www.savethechildren.net

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Activities

Objects: THE OBJECTS (THE “OBJECTS”) OF THE CHARITY ARE, FOR THE PUBLIC BENEFIT:1.1 - TO PROMOTE THE HUMAN RIGHTS OF CHILDREN (AS DEFINED IN ARTICLE 4.2);1.2 - TO PREVENT OR RELIEVE POVERTY, FINANCIAL HARDSHIP AND SUFFERING OF CHILDREN;1.3 - TO PRESERVE LIFE, AND PROMOTE THE HEALTH AND WELFARE, OF CHILDREN INCLUDING BY PROTECTING CHILDREN WHO HAVE SUFFERED HARM OR WHOSE LIVES AND SECURITY ARE AT RISK;1.4 - TO ADVANCE THE DEVELOPMENT AND EDUCATION OF CHILDREN; AND1.5 - TO PROMOTE THE EFFICIENCY AND EFFECTIVENESS OF CHARITIES WHO ARE MEMBERS OF SAVE THE CHILDREN, THROUGH THE PROVISION OF ADVICE, CO-ORDINATION, EDUCATION AND TRAINING,IN ALL CASES WORKING ANYWHERE IN THE WORLD.2 - IN THESE OBJECTS THE “HUMAN RIGHTS” OF CHILDREN MEANS ANY OR ALL OF THOSE RIGHTS AND FREEDOMS AS DEFINED IN THE UNIVERSAL DECLARATION OF HUMAN RIGHTS AND THE UNITED NATIONS CONVENTION ON THE RIGHTS OF THE CHILD, INCLUDING THE RIGHTS TO SURVIVAL, PROTECTION, DEVELOPMENT AND PARTICIPATION, AND WILL BE PROMOTED IN PARTICULAR BY:2.1 - ADVANCING UNDERSTANDING AND RAISING AWARENESS ABOUT THE HUMAN RIGHTS OF CHILDREN;2.2 - ENABLING CHILDREN TO ACHIEVE THEIR HUMAN RIGHTS;2.3 - INTERNATIONAL ADVOCACY OF THE HUMAN RIGHTS OF CHILDREN;2.4 - PROMOTING RESPECT FOR THE HUMAN RIGHTS OF CHILDREN; AND2.5 - CONTRIBUTING TO THE SOUND ADMINISTRATION OF HUMAN RIGHTS LAW IN SO FAR AS IT APPLIES TO CHILDREN.

Activities: Save the Children works in around 120 countries to deliver immediate and lasting change to children's lives. We program across all contexts to ensure all children survive, learn and are protected. Save the Children International and 29 member organisations make up Save the Children Association. Together in 2015 we reached 62 million children directly through our and our partners' work.

Classification

- **How:** Makes Grants To Organisations, Provides Human Resources, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty, Overseas Aid/famine Relief, Economic/community Development/employment, Other Charitable Purposes
- **Who:** Children/young People, Other Charities Or Voluntary Bodies

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Geography

- **Area of benefit:** WORLDWIDE
- Afghanistan
- Bangladesh
- Bhutan
- Bolivia
- Bosnia And Herzegovina
- Burkina Faso
- Burma
- Cambodia
- Central African Republic
- China
- Colombia
- Congo (Democratic Republic)
- Ecuador
- Egypt
- El Salvador
- Ethiopia
- Georgia
- Guatemala
- Haiti
- Iraq
- Ivory Coast
- Jordan
- Kenya
- Laos
- Lebanon
- Liberia
- Malawi
- Mali
- Mozambique
- Nepal
- Nicaragua
- Niger
- Nigeria

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- Occupied Palestinian Territories
- Panama
- Peru
- Poland
- Rwanda
- Senegal
- Serbia
- Sierra Leone
- Singapore
- Somalia
- South Africa
- South Sudan
- Sri Lanka
- Sudan
- Switzerland
- Syria
- Tanzania
- Thailand
- Tunisia
- Turkey
- Uganda
- Ukraine
- United States
- Venezuela
- Vietnam
- Yemen
- Zambia
- Zimbabwe
- Throughout London

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Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£1,103,536,563	£1,180,817,504	£87,404,020	16153
2023-12-31	£1,216,342,610	£1,222,576,350	£165,429,160	19548
2022-12-31	£1,309,489,397	£1,240,159,902	£178,183,839	18409
2021-12-31	£988,001,224	£956,387,109	£98,233,325	16358
2020-12-31	£876,468,492	£860,421,478	£67,687,426	15920

Trustees

Name	Role	Appointed
Angela Jean Ahrendts	Chair	2021-01-05
Abhishek Agrawal		2024-09-12
Anne Gates		2023-02-22
Bradley Chapman Irwin		2018-01-01
Dr Lars Johan Heikensten		2022-11-01
Dr Raffaele Salinari		2024-09-12
Dr Tsitsi Chawatama-Kwambana		2024-10-16
Jon Karleiv Andreas Lomoy		2021-01-01
Joon Oh		2025-01-01
Larry Kamener		2022-02-01
Margaret Ann McGetrick		2020-01-01
Morolake Akinkugbe		2022-02-01
Richard Thomas George WINTER		2023-08-01
Roy Leonard Caple Hernandez		2018-01-01
Teresa Mbagaya		2022-02-01
WINNIE MPANJU-SHUMBUSHO		2024-09-12

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SAVE THE CHILDREN INTERNATIONAL

England & Wales - Charity number 1076822

Accounts

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2024

OUR PROGRESS AND IMPACT

Save the Children

TRUSTEES' REPORT, STRATEGIC REVIEW & FINANCIAL STATEMENTS

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SAVE THE CHILDREN INTERNATIONAL TRUSTEES' REPORT, STRATEGIC REVIEW AND FINANCIAL STATEMENTS FOR 2024

The Save the Children International Board of trustees (herein referred to as the 'Trustees') are pleased to present their annual report, strategic review and the audited consolidated financial statements of Save the Children International and its trading subsidiaries for the year ended 31 December 2024.

Cover photo: Angela Ponce / Save the Children

Dleth and Yolibeth, dance the "Yonna", an ancient dance of the Wayuú community in La Guajira, Colombia.

*Some names in this report have been changed to protect identities.

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5 and Yara*, 6, two friends who met at a collective shelter in Mount Lebanon.

Photo: Baraa Shkeir/Save the Children

REFLECTIONS FROM THE CHAIR OF THE BOARD

This past year, we made meaningful progress against our global strategy, navigating a world marked by profound change and considerable operational and resourcing challenges. Together, we reached more than 41.2 million children across 113 countries.

Our emergency response efforts supported over 30.7 million people, including 16.9 million children, across more than 75 countries. Our advocacy contributed to policy advancements by governments worldwide, strengthening our voice on behalf of children.

Recognising the increasing volatility of the global landscape, we took time last year to refresh our strategy for the next three years. This ensures we remain agile, responsive, and firmly positioned to pursue our enduring vision for children.

Significant internal changes were also necessary to prepare us for the future. After several years of income growth, we recalibrated to a more constrained funding environment while advancing our commitment to become more locally led and globally connected. Aligning our structure and resources to our strategic priorities remains critical to maximising our impact for children, especially today, in 2025, when some of the world's wealthiest countries are cutting their aid budgets.

Throughout, we have remained focused on collaboration — with our local and national partners, and with our donors and supporters. Our collective knowledge and experience are helping us design and deliver innovative solutions that meet the evolving needs of children.

On behalf of the Board, I would like to extend our heartfelt thanks to Anne Fahy, Debra Fine, Robert Good, Elizabeth Lule, and Claudio Tesauro, whose terms on the Save the Children International and Save the Children Association Global Board concluded in 2024. Their leadership and dedication have left a lasting mark.

We are also pleased to welcome Abhishek Agrawal, Dr. Winnie Mpanju-Shumbusho, Raffaele Salinari, Tsitsi Chawatama-Kwambana, and Joon Oh to the Board, confident that their insights and experience will strengthen our governance and impact.

To all our Board members, our teams around the world, and our partners, thank you for your unwavering commitment. Your compassion and resolve are vital as we continue working to protect and advance children's rights in an increasingly complex world.

Thank you.

Angela Ahrendts DBE
Chair of the Board of Trustees

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LETTER FROM THE CEO

In 2024, children once again faced significant challenges, crises, and threats to their rights.

The global trends of the last few years continued, with escalating conflicts, record levels of forced migration, and dire climate emergencies impacting children across the world.

This Trustees' Strategic Report sets out the progress and challenges we experienced in 2024 in our work to respond to those threats and champion children's rights worldwide.

In times of crisis, we continued to deliver life-saving support for children and their families. We partnered with local organisations to ensure our responses met the needs of communities and we stood side by side with children in the world's toughest places.

As a global Movement, Save the Children International and our 30 members all working together, we were able to respond effectively to humanitarian crises such as the conflicts in Ukraine, Gaza, and Sudan and the displacement of millions of people these have caused.

Through our advocacy and campaigning work, we contributed to 122 policy, legislative, budgetary, and service/system changes, with children actively involved in influencing at least 45% of these achievements. Notably, our advocacy efforts contributed to Sierra Leone banning child marriage. This is a landmark moment for a country where one-third of girls are married before the age of 18.

Last year also saw us do more to realise our commitment to child participation. We supported children to participate in G20 for the first time in its 25-year history, when three adolescents from Brazil represented over 50,000 children from 60 countries. We also supported a teen climate activist from Vanuatu to appear at the International Court of Justice. 16-year-old Vepaia attended the historic hearings to advocate for the inclusion of children's rights in the climate justice debate.

Our Global Children's Advisory Board once again provided me with valuable insights and shared their experiences and the change they want to make happen. I am always inspired by their resilience and their hope. While at least 50% of all Save the Children offices have child advisory structures, we need and are working towards more across our Movement.

I am very proud of the difference we made for and with children and their communities last year and I thank you for your support.

With fewer resources and dramatic cuts to global aid budgets at the start of this year, including significant cuts in funding from the US government, we've had to make heart-breaking decisions, including being forced to suspend or terminate more than 140 programmes, impacting approximately 10.3 million people. To protect our financial sustainability as our income declines, we have made substantial staff reductions in country offices and global teams.

When aid is cut, it doesn't just take away immediate lifesaving help – it deepens global insecurity, fuelling displacement, economic shocks, and conflict. Now, more than ever, we must work together with children, communities, and our local, national, and international partners, to protect children's rights. Their lives, safety, well-being, and futures depend on it.

Inger Ashing
CEO, Save the Children International

"At a refugee transit centre on the border of Sudan and South Sudan last year, I met a 13-year-old boy who had fled the war. He spoke of the heart-breaking loss of both his parents and how he struggled with ongoing nightmares. It would be easy to feel overwhelmed by these stories, but switching off is not the answer. I am eternally proud that we, as an organisation, will always show up for children."

Inger Ashing, CEO, Save the Children International

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10 POSITIVE OUTCOMES FOR CHILDREN WE CONTRIBUTED TO IN 2024

1 Sierra Leone banned child marriage following a campaign by girls and Save the Children

2 The Gambia upheld a ban on Female Genital Mutliation (FGM)

3 Children participated in G20 for the first time in its 25-year history

4 Education catch-up clubs helped prevent children from working in cobalt mines in the Democratic Republic of Congo

5 Community health workers reduced cases of malaria by up to 70% in some areas of in Côte d'Ivoire by cycling to remote communities

6 Laos became the first country in Southeast Asia to ban corporal punishment

7 A teen climate activist from Vanuatu appeared at the International Court of Justice

8 A world record was set for the most countries attending a conference to end violence against children

9 Children in southern Malawi became better equipped against climate-aggravated health risks

10 Deliveries of blood and medical supplies by drone made childbirth safer for refugees in Rwanda

Photos: 1. Shona Hamilton/Save the Children, 4. Save the Children, 7. Tom Maguire/Save the Children, 9. Daniel Nyirenda/Save the Children, 10. Yagazie Emezi/Save the Children

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Cousins Atika and Dwi, both 12, laughing in their village in drought-affected East Sumba, Indonesia.

WHO WE ARE

Save the Children is a global, independent child rights organisation. Standing up for children's rights is our history, present, and future. Around the world, we give children a healthy start in life, the opportunity to learn, and protection from harm. We are always among the first to respond to humanitarian emergencies and we do whatever it takes for children – every day and in times of crisis – to rebuild and transform their lives and the future we share.

The Save the Children Association is a global movement made up of Save the Children International and 30 member organisations around the world. All these member organisations engage supporters and donors in their national context and deliver programmes and advocacy work to support children in their countries.

100 YEARS OF CHILD RIGHTS

We're proud that our founder, Eglantyne Jebb, was among the first to articulate that children are people, not the possessions of adults, and therefore deserve to have their own fundamental rights. She shared her vision with the world when she drafted the historic Geneva Declaration of the Rights of the Child, which was endorsed by world leaders in 1924. In 2024, therefore, we marked 100 years of child rights.

We've been helping children realise their rights for 100 years, and we will not stop until children's rights are respected, supported, and protected worldwide.

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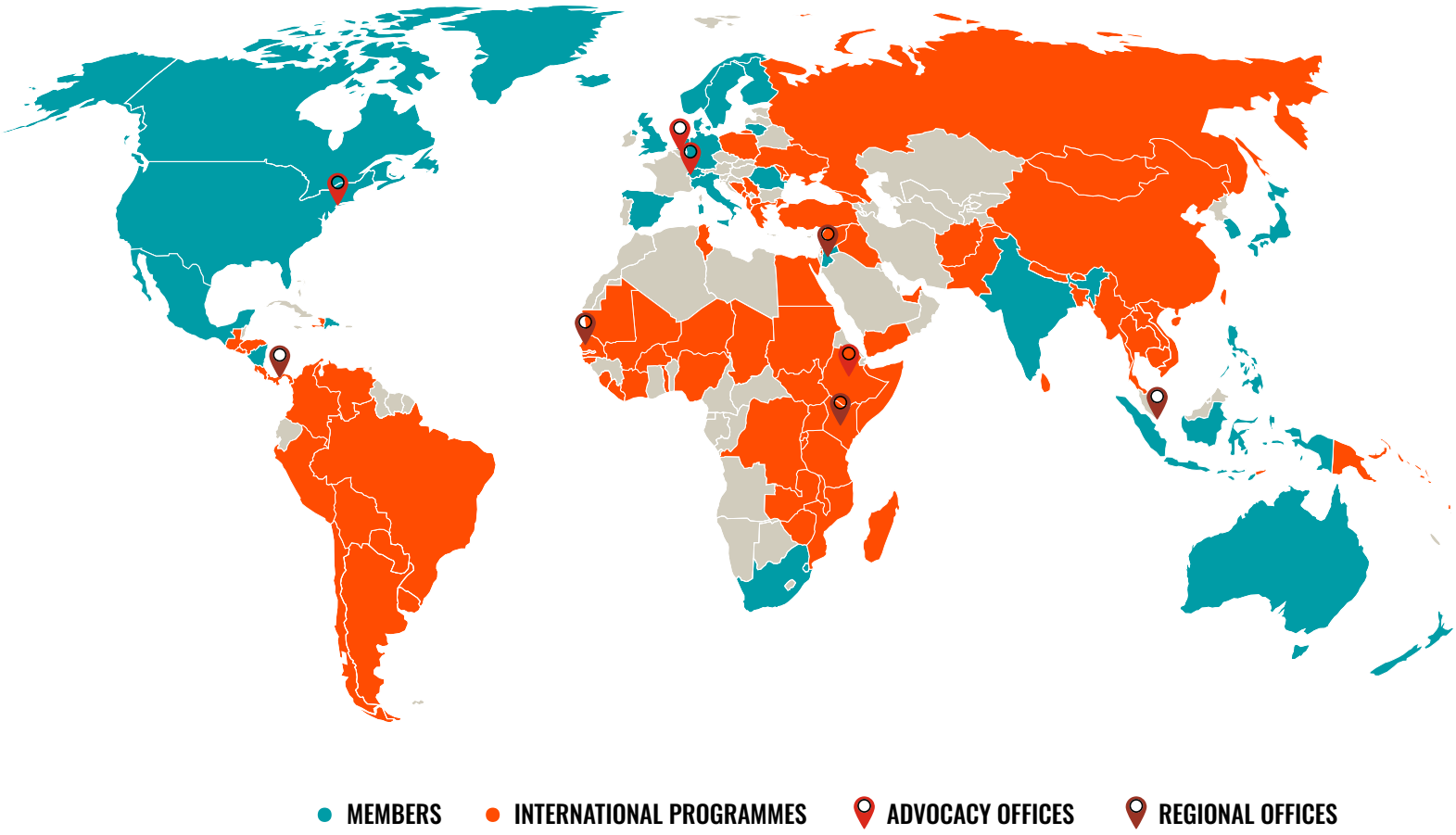

WHERE WE WORK

As a global movement, Save the Children Association operated in 113 countries in 2024. Save the Children International delivers international programmes and humanitarian responses and coordinates campaigns and advocacy for the movement.

In 2024, Save the Children International was made up of 54 country offices, five regional offices, two humanitarian response offices, three advocacy offices, 13 partner-led programmes and a global team working on behalf of the whole movement. In some countries, we have more than one office type.

In 2024, the decision was made to merge our regional offices with the Global Team to create one truly global team. In early 2025, the decision was made to close several country offices. At the time of publishing, Save the Children in Brazil has closed.

This report largely covers the work and results of Save the Children International. However, when reporting whether we met the targets of our global 2022–2024 strategy, we have included examples of the programming and advocacy work of the whole movement.

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Soraya Ali/Save the Children

Three young girls dressed in red look out towards the sea in Rafah, Gaza.

THE WORLD IN 2024

2024 saw children caught up in crises throughout the world, with conflicts impacting children in many countries including the occupied Palestinian territory, Ukraine, Haiti, Sudan, and the Democratic Republic of Congo. Humanitarian emergencies caused or exacerbated by the climate crisis disrupted the lives of children in countries including Bangladesh, Mozambique, and Pakistan.

Children are disproportionately suffering from the consequences of these events.

There are an estimated 2.4 billion children around the world. Of these:

- One billion children are at extreme risk from the impacts of climate change.
- About one billion children are missing out on basic rights such as to nutritious food, clean water, or quality education.
- An estimated 4.8 million children die needlessly before their fifth birthday each year. Nearly half of deaths among children aged under five are linked to undernutrition.
- Nearly one billion children every year are living with violence in the home, at school, and now increasingly online.
- 774 million children – a third of all children in the world – face the dual threat of poverty and high climate risk.

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Belinda Goldsmith / Save the Children

Save the Children staff assisting women and children board truck bound for Transit Centre 2 in Renk, South Sudan.

OUR WORLD TODAY

In 2025, the rising number of conflicts, the adverse effects of the climate crisis, and growing inequality and gender injustice continue to prevent children from realising their rights. We live in a world in which there is increasing disrespect for international law and the concept of human rights. Children are migrating and being displaced in record numbers.

Meanwhile, funding cuts are putting our lifesaving work under threat. Governments across the world are reducing international development budgets at a time when millions of children are facing the toughest challenges. This is a betrayal of the world's most vulnerable children. It is creating critical funding gaps at a time when 1 in 11 children globally need lifesaving assistance.

While the challenges we're now facing are huge, so is our determination to continue to work with and for all children – no matter what – to help them survive, learn, be protected, and enjoy their full rights.

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OUR STRATEGY AT A GLANCE

OUR AMBITION FOR 2030 IS TO INSPIRE PROGRESS AND ACHIEVE THREE BREAKTHROUGHS, CREATING A WORLD IN WHICH ALL CHILDREN:

SURVIVE: No child dies from preventable causes before their fifth birthday.

LEARN: All children learn from a quality basic education.

ARE PROTECTED: Violence against children is no longer tolerated.

Our bold ambition builds on 100 years' experience of bringing together children, communities, civil society, governments, businesses, and donors to achieve lasting, positive change for children.

We drive impact by focusing on four strategic goals and we use six enablers to strengthen and accelerate our progress towards those goals. All our goals work together to empower children and make their rights a reality. In every country we work in, we also have a context-specific strategy that is aligned to our global strategy.

A CHANGING GLOBAL CONTEXT

4 STRATEGIC GOALS
OUR IMPACT FOR AND WITH CHILDREN

HEALTHY START IN LIFE

SAFE BACK IN SCHOOL & LEARNING

LIVE FREE FROM VIOLENCE

SAFETY NETS & RESILIENT FAMILIES

6 ENABLERS
HOW WE ACCELERATE THAT IMPACT

ADVOCATE, CAMPAIGN & MOBILISE

DIGITAL & DATA

STRATEGIC PARTNERSHIPS

SHIFT POWER

AGILE & INCLUSIVE ORGANISATION

GROW & OPTIMISE RESOURCES

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OUR GLOBAL SNAPSHOT FOR THE MOVEMENT 2024

113.6M
CHILDREN REACHED DIRECTLY & INDIRECTLY

APPROX.
26,000
STAFF

$2.7B
TOTAL INCOME

WORKED IN 113 COUNTRIES

122 POLICY CHANGES

112 EMERGENCIES RESPONDED TO

29.9M
CHILDREN REACHED THROUGH HEALTH AND NUTRITION PROGRAMMING

7.6M
CHILDREN REACHED THROUGH EDUCATION PROGRAMMING

2.9M
CHILDREN REACHED THROUGH CHILD PROTECTION PROGRAMMING

3.2M
CHILDREN REACHED LIVING IN POVERTY

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Nadia and friends looking at photos, Egypt.

OUR RESULTS AND IMPACT

HOW WE CURRENTLY TRACK PROGRESS TOWARDS OUR STRATEGIC GOALS

We monitor our strategic performance by measuring how well we are meeting our global goal indicators. These reflect key areas of work that should lead to the achievement of our global goal outcomes.

For example, the more healthcare workers we train (a goal indicator) is one of several factors which should lead to more children gaining access to essential health services (a global goal outcome).

We also track our progress towards our global goal outcomes by measuring the number of people we reached through our programming and the number of policy changes we influenced and contributed to.

In this report, we look primarily at progress towards our global goal outcomes (to which the global goal indicators contribute).

EVOLVING OUR REPORTING

During our next strategic period, 2025–2027, we will transition to a more systematic approach to measuring the **outcomes** of our work with and for children.

In 2024, we introduced **outcome indicators** into country strategies for 2025–27 and rolled out the Project Reporting, Information Management, and Evidence (PRIME) project management information system in all our country offices, setting the foundation for this transition. PRIME allows our staff to manage projects and be informed in real time about project performance, level of achievement or actions, risks, and issues.

It will take time to fully achieve this change in reporting emphasis across our strategic portfolio, so we will continue to also monitor outputs (called 'indicators' in 2022–24) to support this transition and provide continuity.

For example, we will continue to measure the number of children we supported through our education programmes (the **output**), such as support with foundational literacy or maths. Over 2025–27, we will also start to measure the **outcome**, such as the percentage of children who complete the grade or level, showing the benefit to children's learning as a result of our work.

Once in place, outcome indicators will provide a consistent measurement structure across our programmes and advocacy work, helping us better manage our strategic portfolio and better understand the collective impact of our work.

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STRATEGY PROGRESS – OVERVIEW

Our 2022–24 strategy was successful in bringing the movement together, with our partners, behind common priorities.

2024, the final year of the strategic period, was another good year of progress for Save the Children, despite operating in increasingly challenging, uncertain contexts.

- **Our country offices continued to drive impact by focusing on our four strategic goals,** reaching 41.2 million children directly across 113 countries with innovative and evidenced support.
- **Our 2024 results show strong performance against the indicators tracking the quality of the work that we do.**
- **Working effectively alongside children and our partners, we successfully advocated for 122 significant policy, legislative, budgetary, and system changes in 2024.** This work has seen us strengthen children's participation by supporting and enabling children around the world to campaign for their rights and hold decision-makers to account.
- **We responded to 112 humanitarian emergencies across 75 countries.** We delivered immediate help to families caught up in devastating humanitarian crises such as the conflicts in Ukraine, Gaza, Haiti, and Sudan and responded to 57 climate/weather-related events, including flooding in Afghanistan and Myanmar.
- **We posted a total Movement-wide income of $2.7 billion in 2024**. Over 2022–24, we have raised more than $8 billion, including a significant amount of unrestricted funding which has allowed us to respond quickly and effectively to children's needs.
- **We continued to make good progress on shifting power to children, local organisations, and communities.** We increased our flexible funding to local groups and children's organisations, and we strengthened our relationships with partners across all regions.

Against eight of our 12 outcome targets, we did not fully achieve our ambitions, including six targets for the number of children to be reached in our different breakthrough areas. This reflects challenges faced across the international development sector, linked to economic consequences from Covid-19, and a downturn in funding, despite escalating crises and increasing needs.

There are various specific factors affecting progress towards our outcome (reach-based) targets set out in the sections below focusing on global goals, such as closure of some large-scale projects and specific access challenges. But some common factors across all goals are that:

- We have experienced significant operating environment and delivery challenges, including increasing numbers and intensity of conflicts, insecurity, government regulations, accessibility challenges, and implementation delays. In some localities, data collection and reporting were a challenge.
- Our income growth has not been as strong as expected when we set our targets in 2021. We saw a modest increase in the number of individual donors that give regularly to us, and saw our highest income yet from legacy donations, but our income from institutional donors fell slightly in 2024, and we did not achieve our ambitious $3 billion income goal. The funding and operating landscape has changed significantly in the time since our original targets were set. The devastating institutional aid cuts at the start of 2025 are already having a significant impact on our organisation and it will be more critical than ever to grow income from diverse alternative sources in the future.
- Our global targets also reflected an expectation of increased impact per dollar driven by greater use of our strategic enablers. Progress on our enablers has been encouraging, but we now expect the impact of our work on localisation, digital, and data to be realised over a longer period as we continue to collaborate with more local and national actors and as we strengthen our data collection, management, and reporting.

Our direct reach targets are a measure of the breadth rather than depth of our impact. As explained on page 12, we intend to focus on outcomes, quality, and integration of service delivery alongside reach targets in the future. Our global strategy, and many of the country strategies which support it, set out an intention to shift away from mostly direct implementation towards empowering local partners, organisations, and governments to embed best practice and our expertise in their policies and budgets. This is already happening in some areas of work, such as in our Live Free from Violence global goal.

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PROGRESS TOWARDS OUR GLOBAL GOALS

HEALTHY START IN LIFE

Every day, our teams are saving lives and delivering healthcare in some of the toughest and hardest-to-reach places.

We are working with governments and our partners to keep children and their mothers healthy and safe throughout pregnancy and birth, with the nutrition and medical care children need to survive past their fifth birthday and thrive into adulthood.

Read about how we ensure more children survive.

We set ourselves the following targets to achieve as a global movement by 2024:

1. **Essential health services**: Annually, by 2024, at least 22.5 million children and women have increased vaccination coverage, skilled birth attendance, and use of modern contraceptive methods. We will focus on closing equity gaps.
2. **Child nutrition**: Annually, by 2024, at least 17.2 million children in 50+ countries receive support to prevent and treat under nutrition.
3. **Accountable institutions**: Over three years, 40 governments and global actors make policy, legal, system, or public investment changes to meet children's right to health and nutrition.

Outcome	2022 Results	2023 Results	2024 results	2022–2024 Target
Essential health services	15.5* million	12.7 million	15.0 million	22.5 million annually
Child nutrition	16.0 million	15.4 million	12.1 million	17.2 million annually
Accountable institutions	10	(+5) 15	(+4) 19	40

**Save the Children's total direct reach used as a proxy for actual progress towards our targets on essential service delivery.*
**Figures have been rounded to the nearest 0.1 million*

Mussab Hassona / Save the Children

Save the Children staff member holds newborn baby Sara* at mobile clinic, Sudan.

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OUR 2022–24 GLOBAL GOAL OUTCOMES

In 2024, we supported 15 million children and women to have increased vaccination coverage, skilled birth attendance, and use of modern contraceptive methods.

With our partners, we supported 12.1 million children to receive lifesaving prevention of or treatment for under nutrition, including 773,000 children who received treatment for acute malnutrition in 2024, more than our target of 750,000 children.

We experienced difficulties in reaching some communities due to ongoing conflicts, and the volatile security situation in Afghanistan prevented us from using our mobile clinics, limiting us to mostly static units which affected our reach. Against the background of income that was lower than expected, and conflict and instability affecting programme delivery in a number of countries, including DRC and Yemen, we consider it to be a strong achievement to have made this progress towards our ambitious targets.

Whilst increasingly difficult operational challenges prevented us from meeting our stretch outcome target for essential health services across the three-year strategic period, the number of children we were able to reach with essential health services programming in 2024 increased from 2023.

Whilst we did not meet our ambitious goal of influencing 40 individual governments or global actors to policy, budgetary, or legislative changes over 2022–24, our work successfully held 19 governments accountable over the strategic period, including 49 significant changes made by governments to meet children's right to health and nutrition. We are proud to have gained momentum in climate and health advocacy, securing key World Health Assembly resolutions focused on maternal and child health, climate-health, and universal health coverage.

These policies, acts, and amendments will ensure millions of children receive their rights to health and nutrition. We will continue to work closely with governments and Ministries of Health to strengthen their health systems and governance surrounding them in our next strategy period.

Significant achievements in 2024 include:

- We played a crucial role in the response in Gaza with the Emergency Health Unit setting up a maternity and newborn unit and two integrated primary health care centres. These facilities ensured that more than 40,000 patients received treatment, 186 babies were delivered, and more than 50 health and support staff could be trained.
- We renovated the medical centre at Mahama Refugee Camp in eastern Rwanda and partnered with a drone company to enable quick delivery of lifesaving blood and other medical supplies. This innovation ensures that women giving birth no longer need to travel for hours to receive specialist care.
- We secured significant investment for climate-resilient health systems and expanded essential health services, including $120 million from the Green Climate Fund.
- We strengthened our partnerships and scaled up innovative digital health solutions, including piloting a digital platform to enhance assessment, diagnosis, and treatment of pneumonia and diarrhoea among children under five years old in urban slums in Kenya, and improving maternal and newborn health by scaling up a digital quality of care tool in Uganda, Rwanda, and Zambia.

Yagazie Emezi / Save the Children

Midwife Anne with Claire* and her daughter Aimé* at a medical facility run by Save the Children in Mahama Refugee Camp, Rwanda.

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SPOTLIGHT:

TRANSFORMING LIVES THROUGH PEER SUPPORT IN CAMBODIA

Our Eliminating Violence against Children in Schools project ran in 43 primary schools in Cambodia to equip children with skills to support their peers' mental wellbeing.

Nimol, aged 10, was among those who learned how to recognise signs of distress in others, offer a safe space for them to express their feelings, and connect them with the right support.

During a break at school, Nimol approached a classmate, Senghouy, who was experiencing a difficult time. "I just patiently listened to her problems without any judgment."

Senghouy said: "I expressed my sadness and challenges at home with her, and she actively listened to what I shared. I felt relief and happiness when she kindly listened to my problems, and it changed my thoughts and life."

Nimol's kindness has made her a role model for Senghouy and other students, who are eager to learn the Psychological First Aid approach so they can support others.

The project is co-funded by the Japanese Ministry of Foreign Affairs JMoFA and Temasek Holdings (Private) Limited and run in cooperation with the Provincial Office of Education, Youth, and Sport.

Ratha Yous/ Save the Children

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SAFE IN SCHOOL AND LEARNING

Education can change a child's world and transform their future. We work to ensure all children get the support and care they need before they start school, and make sure children are happy and safe at school and get a quality education, supported by well-equipped teachers.

Read about how we ensure more children learn.

We set ourselves the following targets to achieve as a global movement by 2024:

1. **Access to quality learning**: Annually, by 2024, at least 17.6 million children globally enrol and consistently attend safe, inclusive, and quality learning, including early childhood development. We focused on closing equity gaps.
2. **Wellbeing and learning**: Annually, by 2024, at least 14.1 million children accelerate learning towards age and grade appropriate levels.
3. **Accountable institutions**: Over three years, 30 governments and global actors make policy, legal, system or public investment changes to meet children's right to education and development.

Outcome	2022 Results	2023 Results	2024 results	2022–2024 Target
Access to quality learning	9.2* million	8.5 million	7.6 million	17.6 million annually
Wellbeing and learning	7.3 million	6.8 million	6.0 million	14.1 million annually
Accountable institutions	18	(+7) 25	(+6) 31	30

**Save the Children's total direct reach used as a proxy for actual progress towards our targets on essential service delivery.*
**Figures have been rounded to the nearest 0.1 million*

Kelvin Mulenga/Save the Children

Thando walking home from school with her friends Vanessa, Grace, and Lindiwe, Zambia.

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OUR 2022–24 GLOBAL GOAL OUTCOMES

Over the three-year period, we were successful in advocating for 31 governments and global actors to make significant changes that will ensure children receive their rights to education and development, exceeding our target of 30. These changes will give millions of children access to life-changing education and development opportunities and have a profound impact on their lives.

We are disappointed not to have met our target of at least 17.6 million children globally enrolling in safe, inclusive, and quality learning. This can be partly attributed to funding constraints, a large project in Sierra Leone being paused that was expected to contribute to this milestone, and the delayed start of another large education project in Ethiopia.

We are disappointed also that our goal for at least 14.1 million children per year to accelerate their learning towards age and grade appropriate levels was not met. This was due in part to a delayed baseline survey and learning assessment in many provinces of Vietnam, the migration context changing in Colombia, and delayed reporting from the education sector in Somalia, all of which could have affected our overall reach figures.

Whilst we did not meet all global outcome targets, we achieved many successes at national level, and are proud of our strong performance against indicators such as the number of teachers we supported in 2024 (42,400 teachers, above our target of 42,000).

Significant achievements in 2024 include:

- Our Safe Back to School and Learning Fund disbursed $9.2 million to 48 projects in 26 countries reaching more than 475,000 people. This funding helped accelerate literacy, numeracy, and social-emotional learning through Catch-up Clubs, and enabled remote assessment of learning for the hardest to reach children, in partnership with Yale University.
- Our 4,000 Catch-up Clubs, mentioned above, reached 94,000 children worldwide. In DRC, for example, catch-up clubs are tackling the issue of child labour in cobalt mines, helping children stay in school or successfully return to the classroom.
- We launched a new Education in Emergencies Rapid Response Fund (RRF), with initial funding from the Lego Foundation. This provides fast and flexible funding that is specifically earmarked for education, allowing us to better meet children's needs in the event of an acute humanitarian crisis. The RRF's first allocation was to Gaza, and further allocations were made to five other responses in 2024.
- Our Literate Village project in Egypt made rapid and measurable progress developing a tested, sustainable model to improve women's literacy and increase primary school-aged children's literacy skills.

Save the Children in Ethiopia

Alemitu, 10, doing homework with her friends, Ethiopia.

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SPOTLIGHT:

A NEW CLIMATE-RESILIENT SCHOOL OPENS IN PAKISTAN

When catastrophic floods hit Pakistan in 2022, Sindh province was one of the hardest hit areas. About 19,800 schools were damaged or destroyed, disrupting learning for 2.9 million children.

One student, Arsalan, 13, lost his home in the 2022 floods after the water level reached the roof, submerging his village.

"When we came back after three months, we saw our homes destroyed and in bad condition. We went to school, but our teacher told us 'The building is not safe, so you cannot continue education here'. We were disappointed… [and] we were crying [about] how we can continue our education."

We constructed a new climate-resilient school, built to withstand extreme weather, and with solar panels to provide sustainable, uninterrupted electricity.

Our hope is that the new school, which we have now handed over to the Sindh Ministry of Education and Literacy, will pave the way for future similar projects.

Save the Children

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LIVE FREE FROM VIOLENCE

Our child protection teams are working to keep children safe around the world. We work with children, their communities, and our partners to protect children, especially girls and those in conflict situations, from physical and emotional violence both online and offline, and support survivors to grow into healthy, nurturing adults.

Read about how we ensure more children are protected.

We set ourselves the following targets to achieve as a global movement by 2024:

1. **Child protection services**: Annually, by 2024, at least 3.6 million children affected by conflict and gender-based violence, including child marriage, access inclusive and gender sensitive child protection and mental health and psychosocial support services (MHPSS).
2. **Accountability for grave violations**: Over three years, 10 countries see state and non-state actors held to account for grave and other serious violations of child rights in conflict and crisis.
3. **Accountable institutions**: Over three years, 25 governments and global actors make policy, legal, system or public investment changes to ensure children's right to protection from violence.

Outcome	2022 Results	2023 Results	2024 results	2022–2024 Target
Access to child protection services	3.2* million	2.7 million	2.6 million	3.6 million annually
Accountability for grave violations	4 countries	7 countries	14 countries	10 countries over 3 years
Accountable institutions	19	(+6) 25	(+4) 29	25

**Save the Children's total direct reach used as a proxy for actual progress towards our targets on essential service delivery.*
**Figures have been rounded to the nearest 0.1 million*

Delil Souleiman / Save the Children

Amal*, sits in the entrance of their family tent, Syria.

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OUR 2022–24 GLOBAL GOAL OUTCOMES

Our work over the last three years saw us exceed two of our overarching goals for 2022-24. Our three-year target for 25 governments and global actors to make policy or investment changes to ensure children's right to protection from violence had already been met by the end of 2023 and, in 2024, we secured four more significant changes. These achievements will have a lasting impact and ensure more children live free from violence.

We also surpassed our goal for state and non-state actors in 10 countries to be held to account for grave and other serious violations of child rights in conflict and crisis. In 2024, several country offices (Colombia, Mali, Burkina Faso, Nigeria, Niger, Mozambique, and Iraq) continued to identify, respond, monitor, and report on grave and other serious child rights violations, while Myanmar, Ukraine, the occupied Palestinian territories, Syria, Afghanistan, DRC, and Sudan continued to advocate with authorities and armed actors on grave violations of children's rights in conflict.

Whilst we did not quite achieve our stretch target of enabling 3.6 million children globally to have access to child protection services, we are not overly concerned, having focused on the quality-of-service provision in this strategy period, beyond only total reach figures. Operational constraints and logistical challenges, including staff shortages and difficult access to intervention areas, made it challenging to register children for child protection services in DRC. This partly contributed to the shortfall, as did a lack of data from one project in Iraq. (It will be collected in 2025.)

Significant achievements in 2024 include:

- We supported unaccompanied and separated children in Gaza, provided mental health and psychosocial support, and campaigned for a ceasefire.
- Our learning event with 20 countries on Monitoring and Reporting Mechanisms for Grave Violations led to our country offices scaling up their work on this area considerably. They contributed to several significant successes during the year including identifying 61 children impacted by grave violations in Mozambique and the reintegration and rehabilitation of approximately 400 children formerly associated with fighting forces in Afghanistan. It also led to the enactment of national laws criminalising the recruitment and use of children in armed conflicts and in sexual violence.
- Our advocacy work ahead of the first ever Ministerial Conference to End Violence Against Children last year contributed to over 102 governments submitting pledges against corporal punishment and child marriage and committing to safer schools, parenting, and better online safety. This work received more than $153 million in financing from donors and domestic budgets. We supported 12 children from Latin America, Africa, and Asia to participate in the event and share their call to action with government leaders.
- We coordinated the advocacy for an EU regulation to legally require digital platforms to detect and remove child sexual abuse materials online.

Save the Children

Alina*, 36, hugs daughter Anna*, 10, in a Child Friendly Space in Zaporizhzhia, Ukraine.

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SPOTLIGHT:

PROTECTING CHILDREN AND YOUNG PEOPLE FROM DIGITAL HARM

Around the world, digital technologies are transforming the way children play, learn, work, interact, communicate, and access information and services. Despite the numerous educational, professional development, and accessibility opportunities these technologies offer, greater access to these spaces also increase the risk of exposing children and youth to harm.

In 2024, we launched a global effort to support digital inclusion and empower the next generation of resilient digital citizens, creating a Safe Digital Childhood for all.

We are already making progress. In **Bolivia**, for example, we have engaged 2,097 caregivers, reached 2,348 children and adolescents and trained 1,324 public servants to advance digital safety and literacy.

BOLIVIA: DIGITAL ACTIVISTS IN ACTION

Also in Bolivia, our Protected, Safe and Empowered: Changing the World Online and Offline (PROSEM) project saw 30 young people aged 12 to 18 act as digital activists. They received training and created their own materials, training, and advocacy actions to promote and defend their rights in the digital sphere. Their work has focused on supporting vulnerable populations, such as migrant children, indigenous communities, people with disabilities, and adolescents in conflict with the law.

Maria Olguin

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SAFETY NETS AND RESILIENT FAMILIES

We are working to make sure children and their families have access to strong welfare systems, cash assistance, and climate-smart livelihoods, so they and future generations can cope with shocks, adapt to climate change, and break out of poverty.

Read about how we ensure more children grow up protected from economic and climate shocks.

We set ourselves the following targets to achieve as a global movement by 2024:

1. **Resilient livelihoods**: Annually, by 2024, at least 13.8 million children and their families receive livelihoods support and/ or cash and voucher assistance (CVA).
2. **Climate policies**: Over three years, 10 governments implement resourced child-sensitive climate policies.
3. **Accountable institutions**: Over three years, 20 governments and global actors make policy, legal, systems or public investment changes to meet children's right to social protection.

Outcome	2022 Results	2023 Results	2024 results	2022–2024 Target
Resilient livelihoods	9.3* million	8.2 million	7.0 million	13.8 million annually
Climate policies	6	(+7) 13*	(+21) 34	10 over 3 years
Accountable institutions	5	(+3) 8*	(+1) 9	20 over 3 years

**In 2023, we incorrectly reported a cumulative total of 8 governments implementing resourced child-sensitive climate policies (instead of 13) and 9 governments/global actors making policy/investment changes to meet children's right to social protection (instead of 8) by 2023. The figures above have been corrected.*

Emily Garthwaite/ Save the Children

Zalal*, 40 sits for a portrait with her family, Luna* 12, and Aram* 7, northern Iraq.

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OUR 2022–24 GLOBAL GOAL OUTCOMES

Whilst we did not meet our goal for 20 governments and global actors to make policy, legal, systems or public investment changes to meet children's right to social protection, our work over the last three years saw us far exceed our goal on child-sensitive climate policies.

We are incredibly proud to have influenced a total of 34 governments to implement resourced child-sensitive climate policies over the three-year strategic period, ensuring children are properly considered in plans to respond to the impacts of climate change.

We supported 1.6 million children and adults with cash and voucher assistance (above our target of 1.3 million) and supported 1.1 million children and adults to improve and protect their livelihoods and their investments in children (meeting our target of 1.1 million) but this did not quite translate to meeting our global outcome goal for at least 13.8 million children and their families worldwide to receive livelihoods support and/ or cash and voucher assistance. Factors contributing to this shortfall include the suspension of two major projects in Myanmar due to conflict and suspension of a project in Yemen, delayed implementation of a Green Climate Fund project in Sierra Leone, and funding challenges in countries including the North-West Balkans, South Sudan, Colombia, and Peru.

Significant achievements in 2024 include:

- Seven million children and their families received livelihoods and/or cash and voucher support as we delivered more than $130 million directly to children and families in humanitarian and development contexts.
- We piloted an innovative cash app in Ethiopia to digitise the management of cash programmes and distribute assistance more efficiently, and we strengthened the capacity of more than ten countries in the Sahel region, Ethiopia, and Malawi to enhance shock-responsive social protection systems.
- We launched a child benefits tracker with UNICEF and the International Labour Organisation to track countries' progress on child benefits. The tracker will help advocates and child campaigners to influence policy and public investments to reduce child poverty through universal child and family benefits.
- We completed three research initiatives in Kenya and Somalia on the impact of anticipatory actions to protect livelihoods in protracted crises. This work will be used to inform future approaches to our livelihoods programming.

Save the Children in Ethiopia

Alemitu, 10, feeding the chickens, Ethiopia.

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SPOTLIGHT:

IMPROVING LIVELIHOODS IN DROUGHT AND CONFLICT-AFFECTED COMMUNITIES IN ETHIOPIA

The conflict which erupted in Tigray, Ethiopia, in 2020 had a profound impact on agriculture, leading to the devastation of agricultural production and loss of resources, leaving millions of people vulnerable. The integrated approach of our Swiss Solidarity-funded project in Tigray helped improve livelihoods and social services for communities affected by conflict and drought.

The project which ran from May 2023 to January 2024, was comprised of three related elements:

- cash assistance to address people's immediate needs,
- seeds, farm tools and training on agronomic practices, and
- long-term solutions such as irrigation support.

The project reached more than 5,000 households (around 19,500 individuals), with more than 15,200 individuals benefiting from agricultural assistance and almost 4,300 benefiting from the Multi-Purpose Cash Assistance (MPCA) programme.

By adopting an integrated approach, the project successfully helped communities to revive agricultural practices and significantly boosted agricultural production, food security, and income for farmers.

This blended intervention has paved the way for long-term recovery and sustainable livelihoods among the conflict-affected farming communities.

Seifu Asseged / Save the Children

Rukia*, a mother of ten, is an agropastoral in a rural Somali region of Ethiopia.

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FOCUS ON OUR HUMANITARIAN WORK

At the end of 2024, over 325 million people needed humanitarian support globally, due to violent conflict, extreme climate events, and economic instability. It was a record-breaking year for children — for all the wrong reasons.

The war in Gaza has killed a record number of children. It is estimated that 15 children were left with potentially lifelong disabilities every day of the conflict. Attacks on children's education facilities in Ukraine more than doubled compared to 2023. The violence of armed groups made 2024 the deadliest year for children and families in Haiti. Conflict raged on in Sudan, driving the largest child displacement crisis in the world. And across nearly 70 other countries, children were not just harmed collaterally by armed conflict, they were stripped of their rights to be protected, and in the direst cases, they were targeted.

2024 was also the hottest year on record. More frequent and intense weather events caused by the accelerating climate crisis, continued to destroy children's homes and communities, trigger public health crises and decimate food security, putting millions in danger.

Our work to protect children from these crises also became more dangerous than ever, with 2024 marking the deadliest year on record for humanitarian workers. We also saw funding decrease over the year, while needs continued to increase.

Despite these challenges, working in partnership with local and global partners, governments, donors, children and their communities, we responded to 112 emergencies and crises across 58 countries. We provided life-saving support for children, as well as safe spaces, learning opportunities, essential healthcare, and the financial help to rebuild their lives.

Our 2024 Humanitarian Plan, stated our ambition at the start of the year to reach 27.4 million people, including 15.9 million children, across 46 countries, with $1.3 billion of humanitarian funding.

By the end of 2024, we secured $629 million[1], spent $759 million on humanitarian programming, and reached 30.7 million people, including 16.9 million children, across 75* countries.

Table 1: Number of crises we responded to in 2024, by region:

Region	Number of Responses	Number of Countries	Cat 1	Cat 2	Cat 3	Cat 4
Asia	50	15	7	7	0	36
East & Southern Africa	21	14	4	0	6	11
Latin America & Carribean	14	10	0	3	2	9
Middle East, North Africa & Eastern Europe	14	9	1	8	0	5
West & Central Africa	7	6	1	4	1	1
North America	1	1	0	0	0	1
Oceania	4	2	0	0	3	1
West Europe	1	1	0	0	0	1
TOTAL	**112**	**58**				

**The number of countries in which children were reached directly through our humanitarian work (75) is greater than the number of countries in which we had categorised responses (58) because many countries have small, uncategorised responses, often as result of smaller scale disasters, and these are included in the total direct reach figures.*

1. Total amount secured in contracts in 2024; the contracts could be across multiple years. 38% of this funding ($239 million) was from US government awards which have since been terminated.

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Table 2: Types of crises we responded to in 2024:

Type of Crisis	Number of responses	Notes
Climate/weather-related events	57	Includes cold waves (3), cyclones (20), drought (6) floods (25), heatwaves (1), landslides (2)
Complex Crisis	29	Defined as contexts facing multiple crises at once (e.g. prolonged conflict, food insecurity, mass displacement, frequent climate crises etc.)
Conflict	12	
Seismic-related events	10	Includes earthquakes (9) and volcanic eruptions (1).
Epidemics	4	

**Save the Children's country Humanitarian Categorisation (CHC) framework consists of four categories on a scale from 1 to 4, where a category 1 CHC is designated as 'extraordinary' and is the largest and most severe; category 2 is 'large'; category 3 is 'medium'; and category 4 is 'small'. Categorisation is determined by the scale and severity of the humanitarian need, the complexity of the context and its impact on the delivery of humanitarian assistance.*

EMERGENCY HEALTH UNIT

Save the Children's Emergency Health Unit (EHU) is a team of expert doctors, nurses, midwives, water, sanitation and hygiene specialists, and supply-chain specialists who travel at a moment's notice to the heart of a crisis. The team has decades of experience and provides children in some of the hardest-to-reach places with the lifesaving physical and mental healthcare they need.

In 2024, we deployed the EHU six times to five countries:

- to the MPox outbreak in the Democratic Republic of Congo and Rwanda;
- to cholera and measles outbreaks in Zambia;
- to respond to the conflict in Sudan;
- to set up health facilities to support those caught up in the conflict in the occupied Palestinian territory.

The EHU also deployed 11 individual team members to nine countries in 2024.

Overall, the EHU directly reached more than 481,000 people, including 135,000 children. They also trained 1,805 health personnel, to help build stronger, better prepared and more resilient health systems for the future.

GLOBAL EXPERTISE AND HUMANITARIAN SURGE PLATFORM

In 2024, our Global Expertise and Humanitarian Surge Platform deployed 827 staff members and 244 former staff members to support humanitarian responses across the globe. 1 in 3 deployments were to our responses in the occupied Palestinian territory, Ukraine, Lebanon, and Sudan. Overall, we fulfilled 95% of requests for humanitarian surge support.

We also carried out our 'Save the Children Humanitarian Intermediate Training Programme' – also known as the SHIP – to help build the next generation of humanitarian workers.

Anastasiia Zahoskina / Save the Children

Kateryna* and Yevhenii*, both 5, are playing on the playground next to their damaged house in Dnipro, Ukraine.

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SAVE THE CHILDREN'S HUMANITARIAN FUND

Our Humanitarian Fund pools funding from across our movement into a flexible, central fund, so we don't have to wait for money to be raised before we can reach children when a crisis hits. It also helps us prepare communities in advance of an emergency to reduce the impact of predictable crises.

In 2024, the Humanitarian Fund received $65.9 million. In total, $47.4 million of this was fully flexible funding, and the remaining $18.5 million was earmarked to specific crises, including our responses in the occupied Palestinian territory, Lebanon and Egypt, the conflict in Ukraine, our work to support Ukrainian refugees, and support in Türkiye and Syria following the 2023 earthquakes.

We allocated $73.4 million to 71 country offices, regional offices, national offices, and members in 2024. This includes $33.2 million rolled over from 2023.

Humanitarian Fund Income:

2024 FUNDING TARGET

$80 M

FUNDING ACTUAL

$65.9 M

of which fully flexible funding

$47.4 M

% OF 2024 FUNDING TARGET MET*

59%

** Funding target is measured against the amount of fully flexible or general earmarked funding raised in 2024 only, as this is the priority funding type for the Fund.*

**Figures have been rounded to the nearest 0.1 million*

TOTAL AMOUNT ALLOCATED IN 2024

$73.4 M

TOTAL AMOUNT SPENT IN 2024

$137.7 M**

***Spend figures are higher than allocations due to the use of funds carried over from non-exhausted awards in the previous year.*

80%
OF HUMANITARIAN FUND SPEND WENT ON HUMANITARIAN DELIVERY

12%
ON HUMANITARIAN STRATEGY AND DESIGN

8%
PROGRAMME SUPPORT COSTS

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ANTICIPATING CRISES AND BUILDING RESILIENCE

Our humanitarian work also focuses on working with communities to take protective action ahead of a crisis. Through better planning, forecasting, resilience building, and pre-allocated funding, we made sure communities were prepared for anticipated emergencies, so they could limit the impact of disasters on children's lives and futures.

16% of funds allocated from the Humanitarian Fund went towards anticipatory action and emergency preparedness activities in 2024, with more than $6.9 million allocated to 47 countries.

CHAMPIONING LOCAL RESPONDERS AND CHILDREN'S VOICES

As part of our commitment to shift power and better support locally-led humanitarian action, 16% of allocations made from the Humanitarian Fund in 2024 ($11.8 million) were channelled to 106 local and national partners. We know that by supporting local partners already working within communities – drawing on their understanding, expertise, and access – we can act more quickly and effectively in a crisis.

We also continued to speak out for and with children, listening and amplifying their insights and demands when their rights were threatened, to hold adults and institutions accountable. For example, in June 2024, we supported Janvier*, a 15-year-old child, formerly associated with an armed group in the Democratic Republic of Congo, to address the United Nations Security Council in their debate on Children and Armed Conflict. And in all our responses, we continued to implement inclusive and child-friendly feedback and reporting mechanisms.

Hugh Kinsella Cunningham/ Save the Children

At just 13, Louis* became one of the armed recruits working as a commander guard. Not only was he exposed to weapons, firearms, and violence, Louis* had to also loot homes and steal from others in order to eat.

"That was life there, we only ate at night and if you didn't search, you couldn't eat."

Louis*.

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Kate Stanworth / Save the Children

Lina*, 12, and friends at a self-defence class at a Girls Empowerment Centre, run by Save the Children, in Zaatari Refugee Camp, Jordan.

UPHOLDING CHILD RIGHTS

We have been supporting children to demand and claim their rights for over 100 years. Our founder drafted the Declaration of the Rights of the Child, the first international declaration promoting child rights, which many years later, evolved into the United Nations Convention on the Rights of the Child (UNCRC).

Our work today aims to realise our founding ambition for every child, everywhere, to secure their rights. We do this by driving:

- **Social accountability** – Supporting children to organise with their communities to hold decision makers accountable for their public service commitments to children.
- **Public investment in children** – Advocating for and supporting governments to raise and spend more money, more fairly, and more transparently to fulfil children's rights.
- Child rights reporting – Supporting diverse children to organise with civil society to monitor and report on child rights in their countries, and to secure a recognised space for child activists and human rights defenders.

Significant achievements in 2024, working with children and our partners include:

- We helped to strengthen Child Rights Reporting in 25 countries including Iraq, Côte d'Ivoire, and Albania. They all submitted or prepared child rights reports to ensure children's demands were included in human rights mechanisms.
- We supported Ethiopia to submit its first Convention on the Rights of the Child report in 18 years and engaged Ethiopia's Ministry of Finance, Ministry of Women and Social Affairs, and Parliament to prioritise child rights in budgeting. This resulted in the child protection budget increasing by 69% in 2024/25.
- We influenced the UN Human Rights Council to adopt a resolution strengthening child rights mainstreaming, increasing references to children's participation and ensuring greater accountability for integrating child rights into UN mechanisms.
- Honduras established the Secretariat for Children, Adolescents, and Families, ensuring dedicated leadership and resources to protect and promote child rights.

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EQUALITY & NON-DISCRIMINATION

Children have the right to live free from discrimination and inequality. Yet they often face discrimination because of their age, and many children face additional discrimination based on other aspects of their identity such as gender, disability, socio-economic status, race, religious practice, sexual orientation.

Last year we continued our work to tackle the systems that are the root causes of inequality and discrimination.

Significant achievements in 2024, working with children and our partners include:

- In Iraq, our strong relationship and close coordination with the parliament and the Ministry of Education in Iraq helped secure the passing of a law to protect the rights of people with disabilities and special needs to make schools more inclusive.
- In the Philippines, we supported meaningful participation of children with disabilities, and helped those children, their parents, and organisations of persons with disabilities to hold local governments accountable. This led to the establishment of a dedicated disability focal person, and a children's welfare code being developed in the municipality of Pateros.
- We published the Global Girlhood Report 2024, sharing stories of resilient girls in fragile states who are advocating for their rights and calling for stronger protections, despite being at increased vulnerability to early marriage and other rights violations.

Ayşe Nur Gençalp / Save the Children Türkiye

Huma*, 10, born with albinism, had not only struggled with her visual impairment but also faced bullying due to her appearance, Türkiye.

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WORKING WITH CHILDREN TO ACHIEVE CLIMATE JUSTICE

We're working with children to transform their lives and futures through new, climate-smart solutions, across all our work.

We're supporting children to hold their leaders accountable – locally, nationally and globally – and speaking out together for fairer climate policies, greater financing, and faster emissions cuts.

We're already seeing our solutions changing children's lives, and we'll keep on listening to children and innovating to discover more.

GENERATION HOPE

The third year of our Generation Hope campaign, for and with children, called for urgent action on the climate and inequality crisis to create a safe, happy, green, and healthy future for all children.

We worked with children to advocate for governments to adopt global, regional, and national child-responsive and inclusive climate policies and financing. We also called for governments to provide better support for children, phase out the use and subsidy of fossil fuels and other environmentally destructive practices, and create meaningful and safe opportunities for children to participate in climate decision-making.

In 2024, we supported over 16,600 children across 35 countries to lead and participate in campaigns demanding political action to tackle climate change, an increase in public investment in children and for children to be meaningfully included in climate policy discussions and decision making.

Read more stories of children who are speaking out for a greener and just future: https://www.savethechildren.net/stories/meet-generation-who-will-change-world

Nicole (17), Child Campaigner from. Zimbabwe at the UN for the Summit of the Future.

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GLOBAL ACHIEVEMENTS

Working alongside UNICEF, we secured an expert dialogue on children and climate change at the Bonn Climate Change Conference. This was the first time in the 33-year history of the United Nations Framework Convention on Climate Change that children's unique vulnerabilities in relation to climate change and the disproportionate impacts of climate change on children have been considered.

Following this, at the 29th Conference of Parties (COP29) in November 2024, the final text of the New Collective Quantified Goal on Climate Finance included provisions to extend benefits to children in climate finance efforts. This follows two years of intensive advocacy led by Save the Children and our partners. The Global Goal on Adaptation recommended that adaptation indicators capture the unique position of children in the climate context.

NATIONAL ACHIEVEMENTS

2024 also saw us ensure the inclusion of the needs of children into Nationally Determined Contributions (NDCs) and National Adaptation Plans (NAPs) in Pakistan, Somalia, Colombia, Laos, Vanuatu and Zimbabwe.

In Pakistan, we signed an agreement with the Ministry of Climate Change to ensure children's engagement in key national-level policies, and the government recognised the right to a clean and healthy environment.

We also influenced climate policies in Peru, Bolivia, Colombia, Indonesia, Senegal, Niger, Nigeria, and Zambia, ensuring an enhanced focus on children and young people's needs, voices, equity and rights.

In Côte d'Ivoire, our advocacy contributed to the passing of a groundbreaking environmental law giving children a formal voice in climate action. Children now have the right to be consulted on environmental issues and hold decision-makers accountable for protecting their future.

SPOTLIGHT:

YOUNG CLIMATE ACTIVIST APPEARS AT THE INTERNATIONAL COURT OF JUSTICE

We supported Vepaiamele, a young climate activist from Vanuatu, to advocate for the inclusion of children's rights at the International Court of Justice in a landmark case last year.

Inspired by her mother – the first female Ni-Vanuatu judge – and her grandmother – a poet and gender equality advocate – Vepaia is campaigning for gender equality and climate justice.

Supported and trained by the Save the Children's NextGen programme – which provides participants with the skills to research, communicate, and meaningfully engage in discussions on climate resilience from a child rights perspective – Vepaia and lawyers from Vanuatu testified at the International Court of Justice in the Netherlands in December.

Tom Maguire / Save the Children

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We secured three awards from The Green Climate Fund for our work in Sierra Leone, Mozambique, and Malawi totalling US$92.26 million. We are the only development focused international NGO accredited to The Green Climate Fund (GCF), the world's largest multi-lateral climate fund. These projects will improve the climate resilience of communities and reach 2.4 million people.

CHAMPIONING CHILDREN

Many of the above achievements included child participation as a critical component, ensuring children were able to engage with policymakers at all levels.

Country office colleagues successfully lobbied 11 governments to include children in their COP delegations. We then supported them to speak policymakers, give media interviews, and participate in events and workshops.

In the run-up to COP29, we supported children in 27 countries to engage in strategic dialogues with their COP delegations through national Generation Hope 'COP simulations', ensuring the meaningful inclusion of their views in COP29 climate discussions. A compilation of their demands was shared with national COP delegations and negotiators.

Ahead of the Summit of the Future held in September 2024, thousands of children united to share their hopes for the future during a UN Civil Society Conference in Nairobi, Kenya, and during national Weeks of Action. Through impactful child-led initiatives, including a symbolic Climate Caravan in some countries, children voiced their commitment to climate justice and a fairer, greener world, connecting with communities and engaging local and national leaders. Their messages, gathered into a Children's Pact for the Future was widely shared, ensuring that their concerns and demands are recognised and acted upon by leaders worldwide.

We facilitated the first-ever meeting between children and the UN Special Rapporteur on Human Rights and Climate Change. This landmark event elevated children's climate concerns to a high-level UN platform, amplifying their voices in global climate discourse.

Our youth-led Green Innovation Labs empower young people to address environmental challenges by developing green businesses and solutions. Last year these labs supported the creation of 160 green solutions across nine countries, fostering collaboration among youth innovators, private sector actors, donors, and government agencies. By producing green services, products, and processes, the initiative contributes to sustainable livelihoods while driving systemic change toward greener economies.

SPOTLIGHT:

CHILDREN IN COLOMBIA SING A SONG OF THE EARTH

Children from Colombia's Indigenous Wayuu community composed a powerful song to draw attention to the drought and water scarcity affecting their homeland. They want immediate action on climate change from policymakers.

The song, *We Are Asking for Water*, debuted as part of our new campaign ahead of COP16, a UN-backed summit on biodiversity in Colombia.

The song captures the children's resilience and their hopes for a sustainable future.

"I swear it's not too late to start raising awareness... Let's take care of water. Let's take care of the earth."

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CLIMATE AND ANTICIPATORY ACTION

At least half of all humanitarian crises are predictable, meaning that there is often opportunity for action before families are impacted.

The earlier we act, the more we can save lives and offset the economic impacts of a disaster to improve longer-term outcomes for communities.

In 2024, we launched the first child-centred anticipatory action guide, emphasising the importance of the involvement of children, communities and key partners, such as national meteorological agencies, when putting together anticipatory action plans.

Fifteen countries now have action plans for a variety of hazards including flooding, heat- and cold-waves, landslides, drought and dry spells, tropical cyclones, disease outbreaks, and crop pests.

In 2024, eleven countries activated early action protocols to protect approximately 362,700 people, including more than 160,500 children, ahead of shocks including droughts in Mozambique, Pakistan, and Ethiopia, a cold wave in Nepal, and El Niño hazards in Bangladesh.

SPOTLIGHT:

BANGLADESH: EARLY WARNING IN ACTION

Bangladesh is becoming increasingly vulnerable to climate change. The 2023–2024 El Niño event brought record high temperatures, reduced rainfall, prolonged dry spells, and intensified cyclone activity.

In response, Save the Children's Bangladesh team activated early action protocols for a heat wave/ drought in April, Cyclone Remal in May, and landslides in August 2024.

These protocols were developed and tested collaboratively with children, communities, I/NGOs, and disaster management authorities. They integrated tailored early warnings and triggers based on data from the Bangladesh Meteorology Department and the Regional Multi-Hazard Early Warning System for Asia.

Thousands of families received timely early warning messages and support for safe evacuation, shelter, and clean water after disasters struck. Early action enabled children to continue their education, ensured the uninterrupted livelihoods of their caregivers, and supported people to stay healthy despite extreme weather — underscoring the success of anticipatory action in protecting vulnerable populations.

Roksana,34, carrying daughter Rumi, 5, crossing land during a heatwave.

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OUR STRATEGIC ENABLERS

Our strategy enablers help us to be more effective in *how* we deliver our four strategic goals. They emphasise where we will work smarter and faster, together, strengthening our organisation into the future.

ADVOCATE, CAMPAIGN, AND MOBILISE

Key progress in 2024:

- We built further on our evidence-informed, analysis-led approach to prioritise children's perspectives and champion meaningful child participation. We worked with children to achieve more than 45% of the changes we achieved in 2024, almost reaching our target of 50%. We supported nearly 58,000 children to engage in campaigning, including more than 4,500 children who led campaigns themselves. Over 16,600 children engaged in our Generation Hope campaign (more information on page 32).
- We continued to build our strong partnerships with allies at local, global, and national level, and to recognise the role local and national actors play at the forefront of driving change. We worked alongside non-governmental organisations and civil society organisations, government ministries, as well as local stakeholders and children, to secure significant advocacy achievements. In the Gambia, we worked with the Child Protection Alliance, Girls Not Brides, and our allies in the Joining Forces coalition to prevent the passing of a bill that sought to repeal the 2015 ban on female genital mutilation. Similarly, in the Philippines, we secured support for the passing of the proposed Adolescent Pregnancy Prevention Bill alongside the Department of Education, Commission on the Welfare of Children, and several civil society organisations. And in Mali, we worked with the Ministry of Education on the drafting of a law on the protection of schools during armed conflict.

SHIFT POWER TO CHILDREN, COMMUNITIES, AND LOCAL ACTORS

Key progress in 2024:

- We set out our shared localisation vision for our movement, Local to Global for Impact, committing to a forward-thinking and ambitious direction that will reshape our operating models and governance to be more locally led. To accelerate this shift, we conducted research across nine countries at the forefront of our localisation transition, sharing key insights internally and with partners and peers to drive the progress of this ambition.
- 36% of country offices have now established child advisory boards and there are several more that are developing child advisory structures in test or pilot forms in Asia Pacific and West and Central Africa. At least 50% of all our offices across the Movement now have child advisory structures. We need and are working towards more children's voices to support and influence senior leadership decision making across our Movement.
- We increased our spend through partners by 25%, growing from 16% in 2023 to 20% in 2024. In development programming, this increased from 20% to 25%, and in humanitarian contexts, from 14% to 16%. We expanded our flexible funding to local groups and children's organisations, passing an additional $57.5 million to local actors in 2024 compared to 2022.
- We significantly simplified our Partner Assessment process, making it more equitable and accessible. These improvements aim to strengthen our collaborations with local and national actors and ensure a fairer approach to partnership engagement, reinforcing our commitment to shifting power to children, communities, and local organisations.

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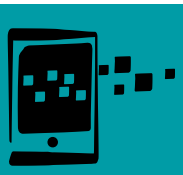
STRATEGIC PARTNERSHIPS FOR DELIVERY OF PROGRAMMES AND ADVOCACY

Key progress in 2024:

- We worked with more than 1,200 local and national partners throughout the year, demonstrating our commitment to our localisation approach, which recognises the critical role that local and national actors have in making an impact for children and communities. We ensured that local and national communities were involved in our work wherever possible.
- We embarked on new global partnerships with UN-Habitat, World Mosquito Program, and HundrED during the year. Our work with UN Habitat saw us make a significant contribution to their World Urban Forum in Cairo to advocate for children's rights in urban development. It also saw Save the Children in Bolivia work with children to design a safe, inclusive public spaces with the popular building game Minecraft.
- We further deepened our relationships with our existing portfolio of global strategic partners by setting standards and guidance on child protection and interagency advocacy. These included Joining Forces, World Wide Fund for Nature, and Alliance for Child Protection in Humanitarian Action.
- We strengthened our relationships, with partners across all regions reporting a more positive relationship. There was notable progress in risk management, financial transparency, and in how we work with youth and women-led groups.

USE DIGITAL AND DATA



Key progress in 2024:

- We improved our ability to measure and manage the impact of our work. Three key initiatives strengthened our data collection, management and reporting:
  - > We launched global indicators to improve how we manage and measure the success of our programmes and achieve intended outcomes across our portfolio. (More information on page 12.)
  - > We completed deployment of the PRIME system across all Save the Children International country offices and seven members. PRIME is our solution for robust project management and capturing the results of our work.
  - > We further rolled out Kobo, a digital data collection tool, to strengthen the quality, security, and availability of critical field data. Approximately 5 million pieces of data are submitted via Kobo per year – data which otherwise might have been collected manually.
- We developed and are piloting a generative AI tool to help our staff learn from past programmes, identify relevant internal experience, and support our experts to write the first drafts of programme proposals.
- We developed and piloted two apps to better facilitate cash and voucher assistance to those in need of support in Ukraine and Ethiopia. CashApp helps us digitally collect and quickly analyse data to better identify those who most need our support faster.
- We increased the digital literacy of our staff through the DigiGuide initiative. This online resource helps staff identify and use appropriate digital tools in our programming.

AGILE AND INCLUSIVE ORGANISATION

Key progress in 2024:

- Our Fit for Future global and regional restructure process saw us restructure our teams to become more agile and efficient.
- We exceeded the majority of our engagement and inclusion milestones. More members are undertaking pay gap assessments; 60% did so in 2024, up from 42% in 2022. Half of members in 2024 (of those who submitted data) have dedicated DEI resources or are planning to hire them, while 58% report having a DEI strategy or action plan. The gender diversity of our leadership improved and our gender pay gap has narrowed further, almost halving compared to our 2022 figures.
- We made progress on our work to grow and shift our technical expertise to the right places to accelerate impact for children. Half of all senior technical experts (580 staff) are now based in country offices, so they can better represent and collaborate with the children and communities we work with.

GROW AND OPTIMISE RESOURCES

Key progress in 2024:

- Despite challenging political environments and a changing funding landscape, 2024 was our second-best year on record when it came to securing income from institutional donors. We also secured a modest increase in the number of individual donors that give regularly to us. And 2024 saw our highest income yet from donations in legacy.
- Our match funding portfolio grew further in value last year, exceeding $1 billion for the first time, compared to $682 million in 2021. These co-financing arrangements enable our donors to take collective action by joining with others to deliver larger, more impactful projects. By identifying match requirements early, we have reduced the need for members and country offices to use unrestricted funds to plug funding gaps in awards.

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SAFE AND ETHICAL PROGRAMMING

CHILD AND COMMUNITY SAFEGUARDING

Safeguarding the children and communities we serve remains a key area of focus for our organisation. We have a zero-tolerance approach to abuse or exploitation by our staff, partners, volunteers, and representatives. We are committed to preventing any harm to children or adults in communities where we work – whether accidental or intentional, caused either directly or indirectly by our activities.

We foster a strong culture of reporting, encouraging all those we work for and with to report any safeguarding concerns to us. We respond to every concern, prioritising survivors, quick outcomes, and proportionality.

Save the Children International reports all allegations of criminal conduct to local authorities unless there is a justifiable reason not to do so, for example if reporting poses an additional risk to the child or adult, they do not consent to Save the Children making the report, or if the context means it isn't possible to do so. These decisions are guided by our safeguarding teams in countries where we work, the specific circumstances and context of each case, and, where relevant, consultation with our legal team and local lawyers.

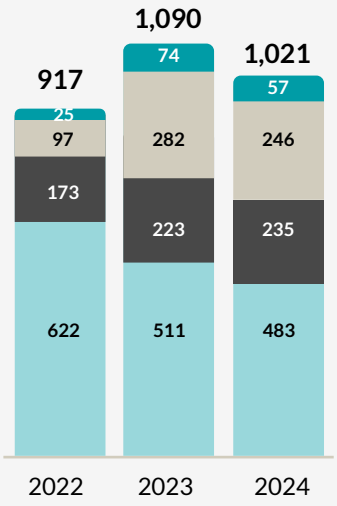
REPORTING

Reported concerns decreased in 2024 by 6% to 1,021. This represented 69 fewer reports than in 2023. The least serious type of concern continued to make up the majority of reported incidents (64%). These included reports of early warnings where there was a potential risk of harm that was subsequently mitigated.

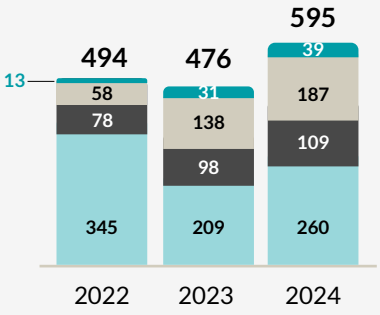
The most serious substantiated concerns represented a small percentage (11%) of total closed substantiated cases, as it has done for four consecutive years. Of the 42 closed substantiated cases of sexual abuse and exploitation reported across 16 countries in 2024, 28 involved children. This will be a focus of our prevention efforts in 2025, so we can better understand and address any common root causes across these cases.

Concerns relating to children specifically decreased in 2024 for the second year in a row (down 5% from 2023 and down 22% from 2022). Concerns related to adults in the community were up 5% from 2023 (235 concerns).

All Safeguarding concerns broken down by category type



All substantiated Safeguarding concerns



TOTAL NUMBER OF REPORTED INCIDENTS
1,021

NUMBER OF CASES CLOSED
1,029

NUMBER OF SUBSTANTIATED CASES
595

Child Adult Unsafe Programme Both (Child & Adult)

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In 2025, we plan to deepen our insights into the way survivors engage with our safeguarding systems, so we can provide a truly survivor-centred approach – including analysing what reporting mechanisms survivors are using and getting their feedback on the investigation process.

In 2024, partner-related reports increased by 40% globally, to 193 (compared to 138 cases in 2023). We attribute this increase to awareness raising initiatives, such as trainings and strengthening partner investigation capabilities. In 2025, we will continue to strengthen our 'safe partnership' approaches to actively support Save the Children's localisation ambition.

RESPONSE

We aim to close all safeguarding cases within 60 days of the incident report date. In 2024, we closed 1,029 cases, with an average case closure time of 64 days – just slightly above the 60-day target.

To learn more about our safeguarding and prevention work, please contact sepa@savethechildren.org.

COUNTER FRAUD

Our donors place a great deal of trust in us to manage and safeguard our resources responsibly. We take this very seriously.

We are committed to the highest standards of integrity, transparency, and accountability in all our operations. We have a zero-tolerance approach to fraud, corruption, and financial misconduct carried out by staff, partners, volunteers, suppliers, contractors, and community members.

We take proactive steps to mitigate the risk of fraud and we foster a strong culture of reporting by encouraging all those we work with and for to report any fraud or theft-related concerns to us as soon they arise. We take all concerns reported to us seriously and respond with appropriate disciplinary action to protect our resources and uphold trust in our organisation.

REPORTING

Reports of fraud concerns decreased in 2024 by 12% to 881 reported concerns. This is 125 fewer reports than in 2023. As in previous years, the majority of reported concerns (65%) were of the least serious type.

The most serious concerns reported in 2024 continued to represent a small percentage (7%) of the total closed substantiated cases. Of the 53 most serious cases reported in 2024, 19 were HR related, and were primarily concerned with bias and preferential treatment and undisclosed conflicts of interest.

The most reported type of fraud in 2024 was that perpetrated at the programming stage of a project. These reports accounted for 43% of all reported concerns (386 cases).

Of the 882 closed cases in 2024, the three main subjects reported were Save the Children Staff, the staff of our partner organisations, and adults supported by our work. Our total unrecoverable losses decreased by 52% in 2024 to USD 211,504 (from USD 441,236 in 2023). This represents 0.01% of our total spend.

RESPONSE

At Save the Children International, we aim to close all fraud-related cases within 90 days of the investigation start date. In 2024, our average case closure time increased by 69% to 107 days, though the most serious cases were closed within 93 days.

In 2024, we closed 882 fraud-related cases.*This 1:1 target ratio of case intake and closure for the second consecutive year has helped address a case backlog, though further work is needed in 2025 to reduce case closure times.

** This includes cases reported before 2024, which were closed in 2024.*

To learn more about our counter fraud priorities for 2025 and beyond, please contact casemanagementri@savethechildren.org.

TOTAL NUMBER OF REPORTED INCIDENTS
881

NUMBER OF CASES CLOSED
882

NUMBER OF SUBSTANTIATED CASES
387

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SUSTAINABILITY

NON-FINANCIAL AND SUSTAINABILITY INFORMATION STATEMENT

Our mission for children is inextricably linked with the climate crisis, as the intense and frequent weather events it causes continue to destroy children's homes and communities, trigger public health crises and impact learning, livelihoods, and food security outcomes. To continue our vital development and humanitarian work, we must manage the impacts climate risks pose on our global operations.

This section sets out our approach to climate-related risks,[1] as mandated by the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022[2] and our disclosures are aligned with the requirements of the Task Force on Climate-related Financial Disclosures ('TCFD').

GOVERNANCE

Board oversight of climate-related risks and opportunities	
Board of Trustees (the Board)	• Accountable for oversight of climate-related impacts, and for ensuring material climate risks which could impact the delivery of our strategy are accounted for, and adequate mitigation and adaptive measures are in place. • Supported by the Audit and Risk Committee (ARC), which provides assurance that our processes for managing risks are effective (page 54 for governance structure).
Management of climate-related risks and opportunities	
Senior Leadership Team (SLT)	• Responsible for the adoption and implementation of our Environmental and Climate Change Policy and the management of climate-related risks and opportunities.
Strategy and Risk Leadership Group (SRLG)	• Accountable to the Senior Leadership Team (SLT) for the Save the Children Association Risk Framework (SCARF). • Meets periodically to assess cross-functional risks as well as those to our country offices. • Tasked with ensuring that the SLT (and in turn the ARC, and the Board) are sufficiently informed and supported on climate-related issues.
Programme delivery	• Our climate and anticipatory action teams monitor and help develop early action protocols to warn countries of climate-related risks and help to mitigate risks before these materialise. • The Humanitarian Fund provides funding for emergency responses and helps steer resources to support early action to mitigate and adapt to climate risks. • The Climate Resilience and Environmental Sustainability Working Group is responsible for climate-related knowledge sharing and capacity development and meets on a bi-monthly basis to take stock of programme delivery efforts.
Operations	• Our Environmental Sustainability and Climate Change (ESCC) Policy sets out Save the Children Association's (SCA's) commitment to reduce carbon dioxide equivalent (CO_2e) emissions by more than 50% by 2030 at the latest (against a 2019 baseline).[3] • Supported by a dedicated Environmental Sustainability Manager, the Operations Team chairs a monthly cross-functional steering group to manage decarbonisation initiatives, report progress, and participates in a wider Global Climate Crisis Taskforce to meet with representatives from across the movement. • An Environmental Sustainability Network/employee forum builds staff engagement, garnering feedback on the sustainability strategy, initiatives, and promotes positive climate action.

1. Climate risk is the potential for climate change to create adverse consequences for human or ecological systems which undermine financial stability.
2. Climate-related financial disclosures for companies and limited liability partnerships (LLPs) - GOV.UK
3. As a global movement, Save the Children Association (SCA) operated in 113 countries in 2024, made up of Save the Children International, Save the Children Europe (funding and advocacy office), and 30 member organisations (including two associate members working towards full member status) around the world.

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STRATEGY AND CLIMATE RISK MANAGEMENT

Our response to the climate crisis is a key element of our global strategy. Climate risks are analysed when our strategy is developed, and countries consider climate risks and opportunities when setting and analysing their country strategies and funding ambitions.

In terms of managing climate-related impacts, our focus is on the associated transition and physical climate-related risks, and opportunities which are material to our organisation.

Physical risks – are both acute and chronic. Acute physical risks represent more extreme weather or climate events, and chronic physical risks represent longer-term shifts in the climate, such as temperature increases, precipitation changes, or a sea level rise.

Transition risks – arise amid the transition to a low-carbon and sustainable economy that may manifest across existing risk types, including heightened regulatory, reputational, policy and legal, technology and market risks.

We understand that our best strategy to mitigate our main physical and transition climate risks is to decarbonise our operations and our supply chains, and also take action to capitalise on our climate-related opportunities. Our ESCC Policy sets out Save the Children Association's commitment to reduce its CO_2e emissions by more than 50% by 2030 at the latest (from our 2019 baseline).[4] A comprehensive corporate-level carbon management plan is underway, driving decarbonisation efforts across our country offices and member organisations.

Our Global Environmental Sustainability Report outlines our global approach to decarbonisation.

Integrating climate risks into our global risk framework

The Save the Children Association Risk Framework (SCARF) pursues an objective-centric risk management approach (see page 54 for details of our risk management process). The process is pragmatic, principally considering key and emerging risks to our organisation. We continue to track emerging climate regulations (including any requirements for the reporting and disclosure of climate risks in a timely and adequate manner).

The assessment and management of climate-related risks is integrated into our SCARF and follows the same governance and risk processes as other material risks and uncertainties.

Risk rating timing criteria

Risks are classified as short, medium, or long-term based on the timing of their potential impact. We considered the following timings to assess our exposure to physical and transition risks, aligned with estimated long-term climate impacts, industry, and policy milestones:[5]

- Short-term: up to 2030 (to align with our carbon reduction target and our 2030 ambition for children)
- Medium-term: 2031–2040
- Long-term: 2041–2050

RESILIENCE TO CLIMATE-RELATED SCENARIOS

We have recently introduced climate-related scenario analysis. We believe this will help us sharpen our understanding of the resilience of our strategy across different scenarios. The approach, assumptions and limitations of this scenario analysis exercise are outlined in the Addendum to Save the Children International Trustees' Strategic Report 2024.

MATERIAL CLIMATE-RELATED RISKS AND OPPORTUNITIES

Material risks are those which could potentially threaten our financial and operational performance, and the achievement of our strategy.

Our material climate-related risks include: **acute and chronic physical risks, policy and legal, and reputational risks (transition risks)**.

Our material climate-related opportunities include: **green and climate finance, transitioning to renewable energy, and our Fleet Transformation Programme**.

Further information on our material climate-related risks, opportunities, and management actions are disclosed in the Addendum to Save the Children International Trustees' Strategic Report 2024. Mitigating and adaptation actions are already in place to reduce any expected potential impact, particularly in the short-term.

RESULTS AND IMPACT ON STRATEGY

The results of our climate risk and opportunities assessment highlight the importance of safeguarding our operations and programming from physical risks and reducing our carbon emissions to reduce transition risks. Considering the material risks identified and the mitigation and adaptation actions we have implemented, alongside our work to leverage our material opportunities, our initial qualitative assessment is that we are becoming increasingly resilient to climate-related risks. We intend to build on this resilience and have made the climate crisis a global focus in our programming, advocacy, and campaigning, as well as in our own operations.

4. Target includes Scopes 1 and 2 and elements of Scope 3 (Fuel- and energy-related activities, Upstream freight, and Business travel)

5. Time horizons are applicable to SCI's scenario analysis (pre-scenario analysis shorter time frames were disclosed by SCI). We acknowledge that scientific literature could consider medium- to long-term time horizons under longer timeframes.

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CLIMATE-RELATED METRICS AND TARGETS

In 2020, the Save the Children Association established a global greenhouse gas (GHG) emissions footprint base year and committed to measuring this metric annually, set targets and develop plans to meet this ambition. Across the Save the Children Association, we are committed to the following target:

In line with our commitment to children's rights, Save the Children commits to a CO_2e emissions reduction of greater than 50% from our 2019 base year[6] by 2030 at the latest.

By the end of 2023, the Association reduced its GHG emissions against the 2019 base year by 24%,[7] and we remain focused on achieving our 50% reduction target by 2030. Save the Children International's GHG emissions represent a significant proportion towards this 50% carbon reduction target, together with GHG emissions from all our members.[8]

(Our global approach to decarbonisation can be found in our Global Environmental Sustainability Report.)

Across the Association, we have seen reductions in our Scope 1 and 2 emissions. We remain vigilant in addressing our Scope 3 emissions, with a focus on managing business travel while delivering our programmes and humanitarian responses. Our focus is on emissions reduction that realistically can be achieved while maintaining, or increasing, activities that contribute to our 2030 mission for children.

SAVE THE CHILDREN INTERNATIONAL'S GHG EMISSIONS

Save the Children International reports its GHG emissions in accordance with the GHG Protocol and the Streamlined Energy and Carbon Reporting ('SECR') regulations. Save the Children International's Scope 1, Scope 2, and Scope 3[9] emissions and energy consumption for the reporting year are detailed in our SECR disclosures on page 44.

TCFD aligned cross-industry metrics

Table 3 below sets out our metrics aligned to the TCFD's recommended cross-industry metrics (where these are applicable to Save the Children International).

Table 3: Save the Children's TCFD aligned cross-industry metrics[10]

Metric category	Description	2024 Metrics
GHG emissions	Absolute Scope 1, Scope 2 and Scope 3 GHG emissions, and GHG emissions intensity.	SCI's GHG emissions, together with our emissions intensity, are disclosed in our SECR disclosures on page 44.
Climate-related opportunities	Proportion of revenue aligned with climate-related opportunities – annual green and climate finance (e.g. the Green Climate Fund portfolio size).	We are the only humanitarian and development international NGO accredited to the Green Climate Fund (GCF), the world's largest multi-lateral climate fund. In 2024, our total portfolio with GCF is USD $185 million (counting co-financing). Projects financed by GCF will improve the climate resilience of communities and reach 2.4 million direct/ indirect beneficiaries.
Capital deployment	Investment in climate mitigation/adaptation measures.	We established a Renewable Energy Unit in 2023. This is a valuable resource for our country offices in implementing renewable energy projects and transitioning our offices to solar energy. Our spend on procured solar equipment is reviewed annually and USD $76k was capitalised as fixed assets in 2024.

6. Target includes Scopes 1 and 2 and elements of Scope 3 (Fuel- and energy-related activities, Upstream freight, and Business Travel)
7. SCA's emissions in 2019 totalled 99,203 tCO2e (location-based), which reduced to 75,127 tCO2e (location-based) in 2023 (24% reduction).
8. As a global movement, Save the Children Association (SCA) is made up of Save the Children International, Save the Children Europe (our funding and advocacy office), and 30 member organisations (including two associate members working towards full member status) around the world.
9. Scope 3 reported emissions include (Fuel- and energy-related activities, Upstream freight, and Business Travel)
10. We have not set an internal carbon price, and executive management remuneration is not linked to climate considerations at Save the Children International.

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NEXT STEPS

Our future priorities include:

- Reviewing our metrics and targets, with a focus on disclosing recognised cross-industry metrics where these align to our risks and opportunities.
- Developing and refining our approach to transition planning, taking into consideration evolving guidance from the UK's Transition Plan Taskforce, and developing a net-zero strategy. Certain elements of our transition plan are already underway (as set out in our *Global Environmental Sustainability Report*).
- Further developing our understanding and quantification of climate-related risks, opportunities, mitigations and adaptations to integrate these into our financial planning.
- Reviewing our climate scenario analysis at least every three years to ensure it is in line with up-to-date publicly available scenarios and relevant information.

Cynthia Chimbunde/ Save the Children

Best friends Zinhle (14) and Lindokuhle (14) playing in a dry school ground, Zimbabwe.

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STREAMLINED ENERGY AND CARBON REPORTING ('SECR')

We are aware of our reporting requirements under *The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018* ('the Regulations'). We continue to go beyond the requirement of the Regulations by reporting on all material greenhouse gas (GHG) emissions in Scope 1 and 2, plus selected Scope 3 categories.[11]

2024 GHG EMISSIONS PERFORMANCE

In 2024, our global GHG emissions reduced by 3% to 52,622 tCO2e (location-based) from 54,178 tCO_2e (location-based) in 2023. This reduction was primarily driven by a 26% decrease in our Scope 1 emissions compared to 2023. This improvement is attributed to the successful implementation of our Fleet Transformation Programme, adjustments in our calculation methodology,[12] and security concerns in certain countries that mandated air travel to field offices instead of using fleet vehicles. Additionally, our business flight emissions (Scope 3.6) decreased by 21% and upstream freight emissions (Scope 3.4) decreased by 2.4% compared to 2023. These reductions are driven by adjustments in our calculation methodology,[13] a reduction in travel for our global programming activities and changing our ways of working to become more sustainable.

The 3% reduction in our global GHG emissions was offset by a rise in Scope 3 emissions from employee rental cars used for business travel (Scope 3.6). Although we've seen a 17% reduction in car rental spend from 2023 ($20.6m) to 2024 ($17.2m) due to the efforts of the Fleet Transformation Programme, our emissions from employee rental cars increased due to a change in our calculation methodology to improve our data accuracy.[14] We also saw a 12% increase in Scope 2 (location-based) emissions from purchased electricity, driven by the opening of 33 new facilities[15] and improved calculation methodologies.[16]

Our emissions intensity is calculated globally on a per-employee basis and totals 3.26 tCO_2e/FTE for the reporting period, compared to 2.77 tCO_2e/FTE in 2023, which reflects a reduction in headcount by 17% compared to 2023.

ENERGY EFFICIENCY ACTIONS

Overall, our global energy consumption has decreased by 12% from prior year. We are continuing our transition to renewable energy and have also continued our Fleet Transformation Programme and made improvements in transport route planning, which resulted in a reduction in the overall fuel consumed by our fleet from 2023 to 2024 by 31%.

In the UK, we prepared our Energy Savings Opportunities Scheme Phase 3 Report and action plan for our London office to comply with the Energy Savings Opportunity Scheme (ESOS). The ESOS audit recommended that immediate energy savings could be achieved by implementing measures associated with optimisation of existing controls. These recommendations have been implemented.

Table 4 presents our CO_2e emissions footprint from 2019 to 2024, broken down by GHG scope.[17]

11. Scope 3 reporting includes: fuel- and energy-related activities (Scope 3.3), upstream freight (Scope 3.4), and business travel (Scope 3.6)

12. See methodology in the Addendum to Save the Children International Trustees' Strategic Report 2024. A new carbon emissions reporting tool has been used to calculate our emissions in 2024. Scope 1 emissions for fleet calculated using only fuel data (previously used a mix of fuel and spend data).

13. See methodology in the Addendum to Save the Children International Trustees' Strategic Report 2024. A new carbon emissions reporting tool has been used to calculate our emissions in 2024. Scope 3.6 emissions for flights calculated using distance data (previously used a mix of distance and spend data).

14. See methodology in the Addendum to Save the Children International Trustees' Strategic Report 2024. A new carbon emissions reporting tool has been used to calculate our emissions in 2024. Scope 3.6 emissions for employee rental cars calculated using spend data from SCI's central finance system (as opposed to county offices uploading their own spend data) and using country specific emissions factors (from a global library of emissions factors using data from 149 different countries) to improve our data accuracy.

15. 64 new facilities were opened across 21 different countries, and 31 facilities were closed.

16. See methodology in the Addendum to Save the Children International Trustees' Strategic Report 2024. A new carbon emissions reporting tool has been used to calculate our emissions in 2024. Scope 2 emissions calculated using consumption data and by estimating emissions using building floor area and building type (previously used a mix of consumption and spend data).

17. Our 50% carbon reduction target by 2030 relates to the Save the Children Association. The data presented below represents only Save the Children International's GHG emissions.

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Table 4: SCI's energy and carbon disclosures for reporting period 1st January – 31st December[18]

	2019[19]		2020		2021		2022		2023		2024[20]		
Scope	**UK emissions**	**Global emissions (ex UK)**	**UK emissions**	**Global emissions (ex UK)**	**UK emissions**	**Global emissions (ex UK)**	**UK emissions**	**Global emissions (ex UK)**	**UK emissions**	**Global emissions (ex UK)**	**UK emissions**	**Global emissions (ex UK)**	**Global % change (23-24)**
Total Scope 1	-	12,592	-	8,158	-	11,785	-	13,808	-	13,597	5[21]	10,114	-26%
Total Scope 2 (LB)[22]	44	5,990	28	4,378	17	5,409	16	5,718	16	3,761	14	4,211	12%[23]
Total Scope 2 (MB)[22]	44	5,990	36	4,473	25	5,451	30	5,721	29	3,779	27	4,199	11%
Total Scope 1 and 2 (LB)[24]	44	18,582	28	12,536	17	17,194	16	19,526	16	17,358	19	14,325	-17%
Total Scope 1 and 2 (MB)[24]	44	18,582	36	12,631	25	17,236	30	19,529	29	17,376	32	14,313	-18%
Total Scope 3[25]	3,138	37,596	557	18,803	288	25,874	2,035	31,712[26]	3,779	33,025	3,048	35,229	4%[27]
Total Scope 1, 2, and 3 (LB)	**3,182**	**56,178**	**585**	**31,339**	**305**	**43,068**	**2,051**	**51,238**	**3,795**	**50,383**	**3,067**	**49,554**	**-3%**
Total Scope 1, 2, and 3 (MB)	**3,182**	**56,178**	**593**	**31,434**	**313**	**43,110**	**2,065**	**51,241**	**3,808**	**50,401**	**3,080**	**49,543**	**-3%**
Carbon intensity (tCO_2e/FTE) (LB)	-	3.48		2.01	-	2.65	-	2.89	-	2.77	-	3.26	18%
Total energy use (MWh)[28]	171	100,377	122	68,085	83	94,328	121	91,424	105	89,405	**68**	**78,630**	-12%

18. Total emissions have been calculated based on non-rounded figures and data shown is in units of tCO2e. Any discrepancy in totals is driven by the rounding of reported figures to zero decimal places. Historical Scope 2 and Scope 3 emissions have been restated for the following years due to the inaccurate classification of our Geneva office as non-SCI. The overall impact of these adjustments is to increase our emissions by a total of 764 tCO_2e (location-based) for 2019, 2021, 2022 and 2023 (emissions intensity also restated).

19. 2019 has been included as the baseline year for Save the Children International.

20. A new carbon emissions reporting tool has been used to calculate our emissions in 2024. This platform uses different global emission factors to our previous system. See methodology in the Addendum to Save the Children International Trustees' Strategic Report 2024.

21. UK Scope 1 emissions increased in 2024 due to the addition of refrigerants (new category in 2024). Our emissions from refrigerants total 3% (less than 5%) of our total GHG emissions so we have not performed a re-baselining or recalculation of our emissions data in prior years due to this expansion of our reporting boundary.

22. LB is location-based and MB is market-based emissions.

23. The increase in Scope 2 emissions is a result of us opening 33 additional facilities in 2024 and changing our methodology to improve data accuracy. See methodology in the Addendum to Save the Children International Trustees' Strategic Report 2024.

24. Scope 1 includes emissions from fuel from company-owned vehicles, refrigerants (new category in 2024), natural gas and other fuels. Scope 2 includes purchased electricity, district heat, steam, and cooling.

25. Scope 3 includes fuel and energy-related activities, upstream freight, and business travel (flights, rail, hotels, public transport, and employee rental cars/mileage claims).

26. Non-company car mileage in 2022 restated due to a change in reported figures by sites in Colombia. This resulted in a change in reported Scope 3 emissions in 2022.

27. The increase in Scope 3 emissions is primarily a result of increased emissions for employee rental cars due to us changing our methodology to improve data accuracy. See methodology in the Addendum to Save the Children International Trustees' Strategic Report 2024.

28. Energy reporting includes MWh from Scope 1, Scope 2, and Scope 3 employee rental cars only (as required by the Regulations).

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OUR PEOPLE

Our people are the heart of our organisation. Our dedicated staff and volunteers, working together with children, communities, our partners, and supporters, make change possible. We are especially grateful to our staff who work in the most challenging circumstances, for their unwavering dedication and resilience.

BECOMING FIT FOR THE FUTURE

Last year saw us undertake significant changes across the organisation to ensure we are fit for the future.

These changes involved restructuring our regional and global teams in Save the Children International to create one truly global team. This will enable us to work more effectively and efficiently and ensure we are in a sustainable financial position going forwards so we can continue to have the greatest possible impact for children.

We undertook an inclusive consultation process, including a collective consultation process for all affected staff, and we used transparent role profiles and selection criteria when redesigning teams. Our interview panels were diverse with representation from both regional and centre offices. All our interview panellists received training and guidance on how to comply with the Equality Act.

We worked hard to ensure the restructure process recognised and maintained the diversity of our workforce. Our intention was to create a truly inclusive global team representative of the communities we serve.

We helped support colleagues who had been made redundant (161 people, 9% of all staff in scope) by offering coaching, group facilitation and making useful resources available from a specialist platform. We also offered a series of change management, wellbeing, and stress management workshops for staff who remained.

DIVERSITY, EQUITY, AND INCLUSION

We want all our staff to experience a safe and inclusive work environment where diverse teams are able to thrive.

This is core to our values in how we collaborate and work with one another. Our mission depends on us ensuring that every employee feels safe, respected, and empowered to contribute to the important work we do.

Our DEI policy prohibits any form of discrimination against our staff based on protected characteristics including sex/gender, disability, race, sexual orientation, gender identity and expression reassignment, religion or belief, marital or civil partner status, and pregnancy and maternity.

We work hard to ensure all our staff, including our employees with disabilities, can access opportunities through training, growth, and career planning. We seek to remove unnecessary barriers in our recruitment processes, including for prospective staff with disabilities.

We know that great teams are made up of people from a wide range of backgrounds. We believe that if we want to better reflect and represent the children and communities we serve, then we must continue to diversify the make-up of our organisation, including our leadership teams.

We continue to aim for the majority of our leaders at all levels to share their nationality with the countries in which we work.

OUR GENDER PAY GAP

Organisations registered in the UK with more than 250 employees are required to publish information on any potential pay gap between their male and female employees. There are two different ways of calculating the gender pay gap which are:

Mean: Calculated by adding the hourly rates up for all men, dividing by the number of men and comparing to the same calculation for women

Median: Sorting all hourly rates for men from high to low, taking the mid-point figure and comparing to the same calculation for women

A gender pay gap can result from several factors including differences in the types of jobs performed by men and women and the hours they work. The gender pay gap calculation looks at differences in the average earnings of men and women regardless of their role or seniority (grade).

Table 1: Save the Children International's Mean and Median Gender Pay Gap from 2020 to 2024.

	2024	2023	2022	2021	2020
Mean Gender Pay Gap	7.0%	11.8%	13.9%	11.7%	19.0%
Median Gender Pay Gap	6.8%	13.0%	11.1%	10.7%	17.5%

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Table 2: Save the Children International percentage of males and females by pay quartile.

Group	% of Males	% of Females	Description
Lower quartile	23.8%	76.2%	Includes all employees whose standard hourly rate places them at or below the lower quartile
Lower middle quartile	30.3%	69.7%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
Upper middle quartile	33.1%	66.9%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
Upper quartile	40.5%	59.5%	Includes all employees whose standard hourly rate places them above the upper quartile

These figures represent all UK employees of Save the Children International and any International employees who report and are paid through the UK office as of April 2024. The data is calculated by taking the pay for each employee in scope and calculating the percentage of males and females who are paid in the four bands. If there are a greater number of males or females working in certain roles or grades then this will impact the figures.

We are an equal pay and living wage employer. We review our pay to ensure our staff are paid equally for similar work.

Save the Children International does not pay bonuses, so there are no bonus figures to be published.

We have reduced our gender pay gap significantly over the last five years. Between 2023 and 2024 the mean gap has reduced from 11.8% to 6.97% and the median gap is now 6.75% compared to 13.0% in 2023. These improvements are a result of the various actions and initiatives we have undertaken. Last year these included:

An equity pay review – was undertaken, as in previous years, to ensure all employees are paid equitably, irrespective of their gender and other diversity characteristics. All UK employees are included in the exercise and an 'exceptional pay increase' is offered to any impacted employees to close any pay gaps.

A gender pay gap root cause analysis – to explore the underlying causes of the gender pay gap and deliver recommendations to help us close it. Several important recommendations were outlined and incorporated as part of our fit for the future restructure, including improved flexible working measures and a new global grading framework for roles to ensure transparency.

A global maternity leave policy – extended to ensure all staff now receive 26-week maternity leave on full pay (or more, where local legislation requires it).

Unconscious bias training – was rolled out to staff, prioritising senior management teams and extended leadership teams to minimise the impact of bias on recruitment and people-related decisions.

Talent development and succession planning – prioritising succession planning for our senior leaders to ensure we have a diverse pipeline of successors, including female successors, for our Extended Leadership Team.

WORKING TOWARDS GENDER EQUITY

In April 2024, Save the Children International had a total of 15,259 staff. Of these, 7.66% (1168) staff reported to Save the Children International's headquarters in the UK, 40.67% (485) of whom were based in the UK.

Of the 485 UK-based staff, 68% (330) were female. More than 54% of those employed at our most senior grades were female in 2024.

In 2024, 53% of staff participating in our talent development work were women.

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FINANCIAL PERFORMANCE

In 2024, our income fell from $1,540 million in 2023 to $1,410 million, a decrease of 8% ($130 million). Our expenditure slightly decreased from our record level of spend in 2023 of $1,548 million to $1,509 million in 2024.

In 2024, we responded to 112 global emergencies compared to 121 in 2023. Our total humanitarian expenditure was $847 million, compared to $885 million in 2023. This now represents 56% of our SCI portfolio. Our largest country-specific expenditure increases for the year were in Sudan, an increase of $27 million, the occupied Palestinian territory, an increase of $21 million, and Afghanistan, an increase of $17 million. We saw a $36 million decrease in expenditure in Somalia caused by major reductions in humanitarian funding.

INCOME

Save the Children International's income in 2024 was $1,410 million.

In both 2023 and 2024, 93% of our income was received directly from Save the Children member organisations or through grants from the Save the Children Association. 5% of our income was received in direct grants and donations by our country offices. This decreased from $75 million in 2023 to $65 million in 2024.

In 2024, Save the Children US contributed the majority of our funding. The largest donor supporting Save the Children International programmes last year was the United States Agency for International Development (USAID), with a total portfolio of $333 million.

Income from gifts-in-kind was $70 million, decreasing from $91 million in 2023. Investment income was $10 million compared to $12 million in 2023 resulting from lower interest rates and lower available investment balances.

EXPENDITURE

Save the Children International's expenditure in 2024 was $1,509 million.

Our expenditure on programming and advocacy was similar to 2023. Our work to ensure children have a Healthy Start in Life continued to receive the largest proportion of our expenditure on charitable activities at 33% but reduced by 12% from last year due to the reasons set out on page 15.

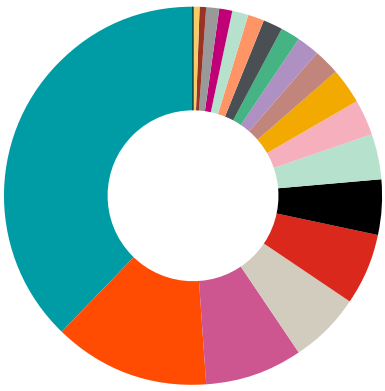
Expenditure on our Safe Back to School and Learning work was 28% of our total spend our charitable activities and expenditure on both Live Free from Violence and Safety Nets and Resilient Families was 19% and 20% respectively, all of which have slightly increased from 2023 spend in these areas.

More detailed descriptions of the four pillars in our strategy can be found in our strategy section on page 10. A detailed analysis of expenditure is given in Note 3 to the accounts.

CHALLENGES

Transferring funding to country offices relies on a complex network of banking arrangements. During 2024, we faced ongoing disruption in our normal bank transfer arrangements to a number of countries affected by conflicts or other crises.

Income from donations: $1,395 M



New Zealand	$2.3	Germany	$40.4
Hong Kong	$7.2	Denmark	$42.7
Japan	$8.7	Save the Children Association	$55.8
Switzerland	$15.2	Direct grants and donations	$64.8
Other grants and donations	$17.6	Italy	$85.0
Spain	$18.2	Sweden	$87.0
Korea	$21.2	Norway	$116.6
Australia	$23.1	United Kingdom	$184.0
Canada	$23.5	United States	$522.5
Netherlands	$26.7		
Finland	$32.8		

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Working with trusted partners in the financial sector, we were able to find safe and cost-effective alternative methods of transferring funds.

EXPENDITURE BY REGION

Total programme expenditure in our regions was $1,364 million, with decreased expenditure in all regions apart from Asia. 51% of programme expenditure was in our 10 countries with the highest expenditure portfolios.

Our total **Asia** portfolio increased by $10 million from $266 million in 2023 to $276 million in 2024. This increase was primarily driven by **Afghanistan** which received an additional $17 million due to two key awards for our education and livelihoods work. This increase was offset by a decrease in spending in **Myanmar** of $7 million due to the deteriorating security situation.

Our **East and Southern Africa** portfolio dropped by 4%, from $468 million in 2023 to $448 million in 2024. This was mainly caused by major reductions in humanitarian funding in **Somalia** and **Ethiopia**. These drops were compensated somewhat by new humanitarian funding for **Sudan** and **South Sudan**. Sudan saw increased funding from multi-lateral donors, particularly for education projects. The operating environment remains extremely challenging in Sudan due to the ongoing conflict.

Spending in **West and Central Africa** declined by 6% from $223 million in 2023 to $209 million in 2024, driven by significant falls in spending in **Nigeria, Niger** and **Mali** but compensated by a rise in **Democratic Republic of Congo (DRC)**. The $16 million reduction in our Nigeria portfolio was due to the continued downscaling of US cash transfer programmes in the north of the country, following US Government humanitarian funding cuts. The portfolio in DRC increased by $18 million (56%), due the scaling up of education projects. Portfolios in the Sahel countries have continued to drop due to the decline in acceptance of Western INGOs and a fall in foreign investment.

In 2024, expenditure in **Middle East, North Africa, and Eastern Europe** also experienced a decline of 6%, decreasing from $370 million in 2023 to $349 million in 2024. Escalating conflict in the **occupied Palestinian territory** led to a significant increase in expenditure, more than doubling in portfolio size to $35 million. For similar reasons, **Egypt**'s funding grew by 28% to $17 million. **Yemen's** spending reduced by $14 million due to reduced partnership work with the World Food Programme and **Ukraine** saw a $12 million reduction as various projects came to an end.

Our expenditure in Latin America and Caribbean decreased by 7% from $87 million in 2023 to $81 million 2024. **Our spend in El Salvador** increased by 29%, primarily driven by new projects to enhance the quality of education. **Venezuela** also experienced significant portfolio growth with a 25% increase compared to 2023, primarily boosted by UNICEF funding for activities on the promotion of healthy practices, access to safe water and hygiene.

SUPPORT COSTS

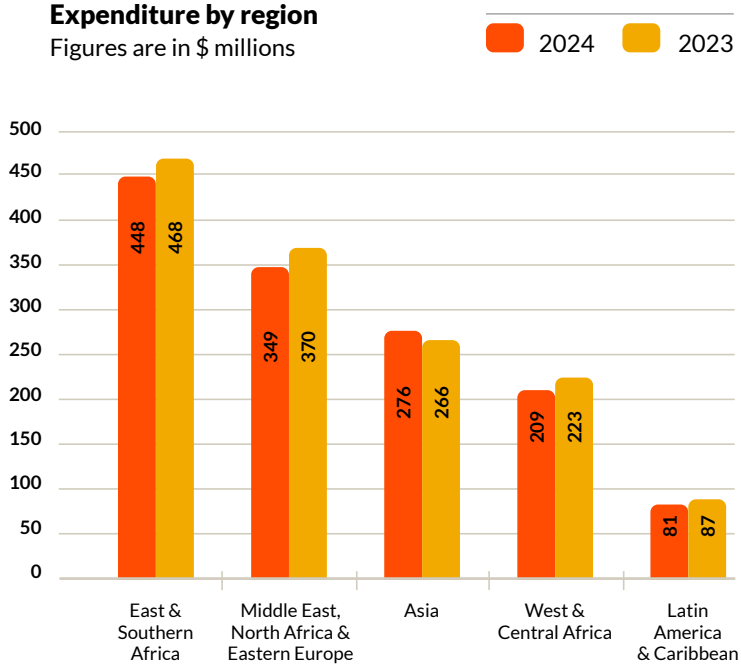
In 2024, our management and administration costs were $44 million or 2.9% of our total expenditure compared to $40 million and 2.6% in 2023. Our organisational restructure cost Save the Children International $3.0 million in redundancy payouts and $550k in project costs.

Expenditure by our strategy: $1,507 M

Healthy start in life	**$502m**
Safe back to school and learning	**$427m**
Live free from violence	**$280m**
Safety nets and resilient families	**$298m**

Expenditure by region

Figures are in $ millions



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GRANT-MAKING POLICY

Collaboration with others to achieve shared goals is a key part of our 2030 strategy. The grants we make to partners enable them to contribute to our 2030 breakthroughs and strengthen their organisational capacity. We carefully consider the experience, reach, and governance of potential partners, as well as the value they will add to help us reach the most deprived and marginalised children. We carefully monitor and advise on the spending of all our grants. In 2024, 25% of our expenditure was through our partners, which is a similar proportion to 2023. Please see page 77 in the financial statements where we list 50 of the key partners we worked with in 2024.

BALANCE SHEET

Our net assets dropped by just under half from $209 million in 2023 to $111 million in 2024. This is mainly driven by a reduction in our cash, stock, and debtors as well as an increase in creditors.

Cash held was $202 million, a decrease of $82 million compared to 2023. This mainly reflects that spent on humanitarian programming in 2024 money raised in 2023 – reducing by $61 million the balance of humanitarian pooled funding carried forward at the end of the year.

Stocks have decreased by $5 million as a result of $2 million less purchased and gift in kind stocks received in Mozambique and gift in kind stock dropping by $3 million in Cote D'Ivoire and the Democratic Republic of Congo.

Creditors' and debtors' movements are due to timing differences for invoices due for payment around the yearend 2024, where invoices were due for payment after the balance sheet date.

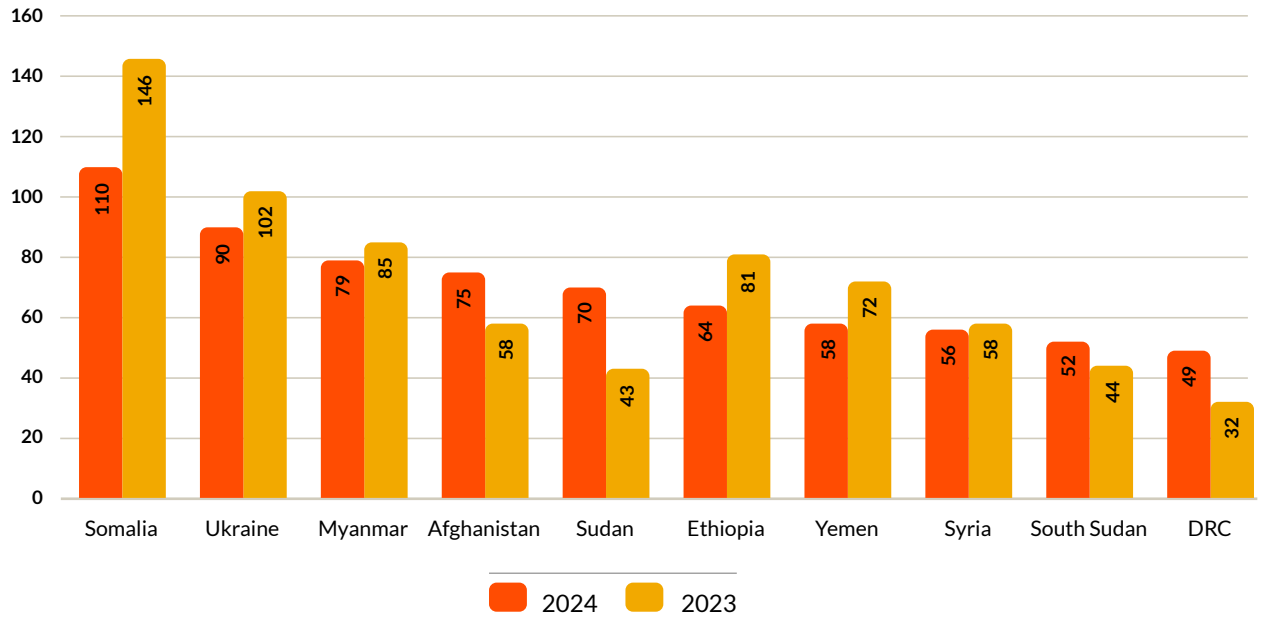
HOW WE MONITOR OUR FINANCIAL PERFORMANCE

Our finance department is responsible for ensuring strong financial planning, budgeting, reporting and compliance with key controls. Our key financial controls include adherence to the scheme of delegation and reconciliation and review of accounts throughout and at the end of the year. We also monitor and report on key balance sheet items such as liquidity and foreign exchange exposures. We hold ourselves responsible and accountable through monthly reporting against our country office Financial Key Performance Indicators which are designed to monitor our key controls, to ensure these are working effectively. Our management team reviews detailed income and expenditure reports throughout the year and conducts two in-year reforecast processes, which are then shared with our Trustees for approval.

RESERVES POLICY

The level of reserves is reviewed on an annual basis and where appropriate adjusted to reflect changes in either the likelihood or impact of an identified risk. At the time of approving this report, the Trustees believe the reserves levels continue to remain appropriate. Trustees have set an International Programming Reserves target of $15 million to cover any

Country expenditure
Figures are in $ millions



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material foreseen or unforeseen programming liabilities and a Closure Reserve target of $6.2 million to cover the associated costs in the event of closure or wind-down of our core operations. Costs associated with the closure and/or wind-down of International Programming work are covered separately by member indemnities up to a target of $20 million.

Total funds held as at December 2024 stands at $111 million (2023: $209 million), of which $54 million (2023: $67 million) is unrestricted.

GENERAL FUNDS

General funds comprises investment and other income arising through Save the Children International's activities, and foreign exchange gains and losses. The balance of $1.5 million has fallen by $7 million as a result of utilising brought forward funds from previously generated investment income and foreign exchange gains.

INTERNATIONAL PROGRAMMING DESIGNATED FUNDS

Trustees have designated funds to our Country Office Non-Award Funding (NAF), annual leave yearend accounting costs and tax reserves. This designated fund has reduced by $7 million, around half of which is due to the draw down on our NAF funds to cover critical unfunded programme spending across our country offices in the year.

INTERNATIONAL PROGRAMMING RESERVE

Of the $15 million available in reserves as of 31 December 2023, $8.8 million was held by Save the Children International. A further $6.2 million of the International Programming Reserve was in the form of letters of credit from Save the Children members (shown as contingent assets in Note 18 to the accounts). These letters of credit allow Save the Children International unconditional and irrevocable access to funds on demand in the event of reserves being required.

CLOSURE RESERVE

This represents funds to cover the salary and personnel costs of closure or wind-down of our non-international programming activities. The reserve currently stands at $6.2 million, an increase on our 2023 closing balance of $5.1 million, reflecting a decision to include closure costs related to a wider set of employees under the new Global Team structure. The Trustees have re-evaluated these funds and confirmed that this is an appropriate target level for these purposes at the date of signing this report.

INTERNATIONAL PROGRAMME GRANTS

International programme grants represent funds received from members for development projects. The fund balance increases or decreases in line with programme activity.

HUMANITARIAN FUND

Our Humanitarian Fund pools funding from across our movement into a flexible, central fund, so we don't have to wait for money to be raised before we can reach children when a crisis hits. The fund closed in 2023 with a $103m surplus as we received income in advance of our expenditure which was then incurred in 2024. (Read more about the Humanitarian Fund and payments allocated in 2024 on page 28.)

INTERNATIONAL PROGRAMME OPERATIONAL FUND

The international programme operational fund represents contributions received from members for the running costs of Save the Children International's international programme work that is not directly attributable to projects. The decrease of $3 million is mainly due to a reduction in our pre-positioned stock as these are released for our humanitarian work.

STRATEGIC INVESTMENT FUND

The Strategic Investment Fund has been used to pre-finance capital spending on a range of transformation projects. The use of reserves to fund system developments was agreed with Save the Children members and the reserve will be replenished over the coming years in accordance with that agreement.

Consequently, the Strategic Investment Fund has been in a negative position since the end of 2021. The closing balance of $21 million represents the net book value of the capitalised assets which will depreciated over the next four years, and as stated in the replenishment plan, members provide funds on an annual basis to Save the Children International for an amount equivalent to the annual depreciation of capital costs. The replenishment plan in place with all Save the Children members gives Save the Children International a reasonable expectation of receiving income in the future.

GOING CONCERN

The Trustees have prepared cash flow forecasts for a period of at least 12 months from the date of approval of these financial statements which indicate that, considering reasonably possible downsides on our operations and its financial resources, the Group and Charitable Company will have sufficient funds to meet its liabilities as they fall due for that period.

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Based on the financial performance to date, the reserve position at the date of approval, together with the financial modelling and cash flow forecasts that have been prepared to the end of 2026, and the formal confirmation of continued support from members, the Trustees have a reasonable expectation that SCI will have the necessary resources to continue operating for the foreseeable future.

Therefore, they are satisfied, at the time of approving the financial statements, that SCI has adequate resources to continue to operate for the foreseeable future and are not aware of any material uncertainties that call this into doubt. The financial statements have therefore been prepared on the basis that the charity is a going concern. Note 1(b) of the financial statements (page 72) provides more detail on the Trustees' going concern assessment.

Reserves and funds

	2024 $millions	2023 $millions
General funds	**1.5**	8.5
Fixed asset funds	**33.0**	32.8
International programming designated funds	**4.5**	11.9
International programming reserve	**8.8**	8.8
Closure reserve	**6.2**	5.1
Total unrestricted	**54.0**	67.1
International programme grants	**24.1**	46.5
Humanitarian fund	**41.5**	102.5
International programme operational fund	**9.0**	11.9
Strategic investment fund	**(21.4)**	(22.0)
Member growth fund	**3.4**	3.4
Total Restricted funds	**56.6**	142.3
Total funds	**110.6**	209.4

Patou Dombi/Save the Children

Marie-Claire*, a community mobiliser, is raising awareness among pregnant and breastfeeding women about techniques for preparing nutritious foods using locally sourced products, Democratic Republic of Congo.

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TRUSTEES' RISK STATEMENT

Our ambition to reach the most deprived and marginalised children requires us to take significant risks. We always balance this with our responsibility to protect the communities we serve, our staff, our reputation, and our assets.

It is therefore vital that we build a shared understanding of our risks across the Save the Children Movement if we are to innovate, take advantage of new opportunities, and manage current and emerging risks.

The Save the Children Association Risk Framework (SCARF) has enabled us to move away from 'risk lists' to more meaningful dialogue to enable us to execute our strategy effectively.

The SCARF contains 12 key risk areas of focus:

DRIVING CONTINUOUS IMPROVEMENT IN OUR RISK CULTURE

In 2024, we refined our 'second line of defence' structures under a Global Risk and Ethics Unit to better align our work on preventing and responding to incidents and drive an organisational culture of risk-informed decision-making, ethical leadership, safeguarding and resilience.

RISK AND INCIDENT MANAGEMENT

In 2024, we continued to further embed the SCA Risk Framework and our objective-centric approach to risk management by driving clearer alignment between business and risk performance. We also enhanced our incident management efforts by:

- Integrating prevention, detection and awareness effort for fraud and child & community safeguarding, with a view to embedding preventive controls at the core of our programming and advocacy work;
- Launching a global Code of Ethics for all staff;
- Ensuring a sharper focus on the management of fraud, and child and community safeguarding incidents, through the creation of a Case Management, Response & Investigations team.

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Our risk management governance

- Accountable for managing and controlling risks (including climate-related risks)
- Set the tone on risk culture
- Set and review the organisation's risk appetite, and take decisions on key risks escalated by management

- Advise the Board on financial control and risk management, assurance and control effectiveness

- Responsible for risk management quality and effectiveness
- Accountable for risk management strategies and mitigation
- Oversees incident response and crisis management
- Drives for continuous improvement in integrated risk management

The 'Three lines' model

- Line 1: risk ownership and control: maintaining an effective risk management and control environment as part of day-to-day operations
- Line 2: central monitoring of key risks by subject-matter experts and divisional functions. Further subject-matter expertise and tools to help drive integrated risk management.
- Line 3: independent internal and external audits to test design and operating effectiveness of systems and controls, including the risk management framework

- Risk process: all employees, partners and volunteers* contribute to managing risk within their division or area of subject-matter expertise and highlight climate-related risks

**Save the Children International uses the definition of volunteer to mean: 'anyone who is part of or supports delivery of our programmes but is not a staff member, partner, supplier or contractor'. Our volunteers project aims to implement standards, systems and tools by which to manage volunteers uniformly across Save the Children International, thereby mitigating safeguarding risks. Volunteers directly managed by Save the Children International fall within three categories (incentive volunteer, community volunteer and casual work), and they must abide by our standards and processes.*

OUR WORK TO MANAGE RISKS IN 2024 AND KEY AREAS OF EXPOSURE IN 2025

There are five key areas of the SCARF where – despite existing controls and several remediations underway – we know we have more to do to ensure we meet our objectives. This work has become particularly salient in light of the changed financial environment in 2025, following decisions taken by the incoming US Administration on international development funding.

The table below summarises our approaches to managing these risks, as part of our overall risk framework. Other areas of the SCARF are regularly reviewed by subject matter experts and acted upon when appropriate. This is escalated to the Senior Leadership Team, and the Board where relevant.

In addition to the areas outlined below, the Trustees have agreed with management a set of organisational uplift priorities (covering other SCARF areas such as leadership, culture, and people) reflecting learnings from the Fit-For-Future programme in 2024, as well as a review of governance and oversight prompted by concerns in one of our country offices.

These priorities include workstreams on

- Ethics, risk and compliance culture and practices, and the design of a comprehensive and meaningful organisational compliance framework
- Our incident and crisis management mechanisms
- Recruitment, onboarding, and performance management
- Management oversight structures and a focus on integrity and ethical leadership.

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VOLATILITY, BUSINESS CONTINUITY & RESILIENCE

Objectives

- Anticipate external shocks (including climate events) that may impact vulnerable communities and our operations, by using external risk and threat monitoring.
- Build systems for anticipatory action (AA), strengthen adaptive responses and agility and continuity of our operations. And manage crises effectively in volatile contexts – building on lessons learnt.

RISK: *Failure to effectively respond to humanitarian crises, failure to deliver programmes in complex contexts, etc.*

Actions taken in 2024 to achieve our objectives and reduce our exposure to risk

- We supported our country offices (particularly those in high-risk areas) to regularly update and use emergency preparedness plans.
- We maintained our focus on building our AA capabilities by developing an online hub with all our guidance, building staff capability, and pursuing efforts to secure funding to pursue this work further.
- Our Context Analysis and Foresight Unit provided regular analyses to inform our emergency preparedness work and business continuity planning, particularly in highly volatile contexts.
- We regularly monitored contextual changes to inform day-to-day operational adaptations, including the development and implementation of access strategies in most volatile environments such as Sahel and Afghanistan.
- We provided crisis management training to relevant staff and activated Crisis Management Teams at a global level to manage responses to the highest threats to our operations.

FUNDING OUR STRATEGY AND FINANCIAL SUSTAINABILITY

Objectives

- Build a diverse and resilient funding portfolio that enables our strategy and ambitions for children.
- Be a trusted, accountable and preferred partner to our funders and the broader donor community.
- Members and Save the Children International to develop multi-year investment and funding strategies aligned to the global funding framework and maintain affordable cost structures to ensure long term organisational financial resilience.

RISK: *Loss of funding, inadequate coverage of core costs, etc.*

Actions taken in 2024 to achieve our objectives and reduce our exposure to risk

- To achieve diversification in funding and long-term sustainability, all our country offices refreshed their Funding Strategies and donor engagement plans as part of the 2025–27 strategy refresh process.
- We revised our global funding framework for the 2025–27 strategy and prioritised individual giving as an area for growth.
- We took steps to drive our funding growth by focusing on foundations and the private sector.
- We embarked on a 'Fit for the Future' programme to ensure our longer-term financial sustainability and optimise the impact we have for children.

PARTNERSHIPS AND SHIFTING POWER

Objectives

- Identify and build equitable and diverse partnerships in all contexts and co-create sustainable solutions to achieve strategic goals.
- Transform our global mindset, systems, structures and processes to enable the movement to make decisions and work in a locally led way.
- Enable and promote the leadership of child and local actors, by strengthening and supporting them to achieve their strategic goals and access more resources directly.

RISK: *Failure to meet our commitment to the Grand Bargain (to get more means into the hands of people in need and to improve the effectiveness and efficiency of the humanitarian action), failure to deliver quality programming with and through local partners, etc.*

Actions taken in 2024 to achieve our objectives and reduce our exposure to risk

- During our refresh of the 2025-27 strategy, we increased our efforts to embed our partnerships and localisation ambitions in the plans of our country offices. We set up partnership priorities and Localisation strategies across a number of country offices, with the direct involvement of partners.
- We undertook several actions to build our partners' capabilities, as well as encouraging their engagement in key coordination fora at country level.
- We developed a joint partnership risk assessment tool to ensure contextual risks and mitigations are identified with partners during the design and implementation of programmes.
- We continued to strengthen our partners' safeguarding, counter-fraud, and compliance systems.

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SAFEGUARDING AND THE SAFETY AND SECURITY OF CHILDREN, COMMUNITIES AND STAFF

Objectives

- Prevent systemic harm to children, communities, and staff by building, embedding and maintaining effective safeguarding processes and systems across all our activities - enabling us to take informed risks by proactively implementing and monitoring key mitigations.
- Build, embed and maintain effective Safety and security management processes and systems (including strict road safety protocols) across all our activities - enabling us to take informed risks by proactively implementing and monitoring key mitigations.
- Ensure the health and wellbeing of staff, recognising their critical role in the organisation's overall safety, effectiveness, and safeguarding.
- Prioritise support to survivors, focusing on their rights, safety and health.

RISK: *Harm to children, communities and staff, etc.*

Actions taken in 2024 to achieve our objectives and reduce our exposure to risk

- We saw a 13% decrease in the most serious category of safety and security incidents. This was, partly attributable to a 50% reduction in serious road traffic incidents thanks to our road safety initiatives.
- We conducted Hostile Environment Awareness Training (HEAT) courses for 220 staff working in very high-risk countries.
- We continuously assessed local context changes, conducted risk assessments and trained staff to monitor and mitigate safety and security issues and child and community safeguarding risks.
- Following significant efforts in recent years, all our country offices now have a safeguarding focal point, and many have dedicated safeguarding leads.
- We revised our Child Safeguarding Protocol, and extended our safeguarding commitments to children, communities and staff.

MINIMISING AND COMBATING FRAUD

Objectives

- Proactively monitor business activities (including new systems, ways of working and programmatic innovations) that are susceptible to fraud and mismanagement.
- Work with staff, partners and third parties, to put in place a strong set of controls to minimise losses, disallowances, and legal/regulatory action across all our activities.
- Build effective counter-fraud processes to detect, report, respond to, and learn from fraud incidents. And leverage data analytics to identify red flags and trends.

RISK: *Reputational and/or financial losses, breaches of policies and local/donor regulations, etc.*

Actions taken in 2024 to achieve our objectives and reduce our exposure to risk

- All our country offices now have trained counter-fraud focal points. We delivered 12 counter-fraud investigations training sessions globally last year.
- The most serious cases represented 7-11% of our total case load – giving us some comfort on the absence of systemic control failures.
- We made progress on our work to investigate allegations of fraud. This will remain a priority in 2025 for our newly created Case Intake and Triage Unit, with a focus on timely allocation of cases to relevant business units to improve investigation timelines.
- We put together a plan for implementation in 2025, to increase country offices' awareness of, and ensure timely completion of, fraud Risk Assessments.

MANAGING THE IMMEDIATE IMPACTS OF US GOVERNMENT DECISIONS ON INTERNATIONAL DEVELOPMENT FUNDING IN EARLY 2025

The decisions taken by the US Government on international development funding in early 2025 are having a significant impact on our funding landscape, and consequently on our ability to programme effectively for children. We have established a comprehensive response programme to monitor and manage the risks resulting from these. With regards to the key areas of risk outlined above, we are undertaking several actions to manage these specific risks, including:

- Mapping our most critical life-saving interventions and assessing alternative funding opportunities and operational adjustments to maintain essential services wherever possible.
- Closely managing our liquidity and costs to remain financially viable and solvent.
- Identifying the country offices with the most significant financial sustainability risks, agreeing closure plans for offices which are no longer viable, while prioritising those who need immediate funding diversification, and proactively engaging donors to help with this.
- Engaging our partners impacted by the orders and maintaining an open and active dialogue on current and emerging risks. We are also undertaking an assessment of the impact this will have on our localisation commitments.

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Girls playing outside during a Save the Children child rights event.

Maria Olguin - Save the Children Bolivia

LOOKING AHEAD

2025 is the first year of our new three-year strategic period. We engaged staff and leaders across the movement, as well as our Global Children's Advisory Board, to refresh our strategy during 2024. We remain committed to working towards our Ambition for Children 2030 and working towards our 2030 breakthroughs – a world in which every child will survive, learn, and be protected.

Our global strategy is supported by country strategies in every country we work in and is designed to accelerate our progress towards the breakthroughs we want to see for children.

With only five years remaining, the world is not on track to meet those breakthroughs. At the current rate of progress, by 2030:

- More than 30 million children born will not survive to celebrate their fifth birthday.
- Two in five children will not be able to read and understand a simple sentence by the age of ten.
- 67 million girls will marry as children.

As a child rights organisation, we must meet this moment. In 2025–2027, we will strengthen our role in addressing the root causes of child rights violations.

Our work will urgently focus on children whose rights are being eroded by conflict and the climate crisis and in all that we do we will advance equality and gender justice toward all children realising their full and equal rights.

We will do this by building partnerships, being innovative, being the voice for children and amplifying their voices, and achieving results at scale.

We have updated our five enablers to reflect our ambition to become fit for the future by being more effective in how we work, accelerating our shift to a more locally led and globally connected movement, and securing our financial resilience.

> *Read more about our refreshed 2025–27 Global Strategy*

> *Complementing our Global Strategy, our 2025 Humanitarian Plan sets out our ambition to protect the lives, rights, and futures of children from the profound impacts caused by humanitarian emergencies worldwide over 2025.*

Our sector is currently facing significant challenges. Funding cuts are already having an impact, not just on what we are able to achieve in humanitarian contexts but across all our work. This is an incredibly difficult time. We must adapt rapidly to ensure we are able to respond to the significant threats children are facing.

We have stood alongside children for more than 100 years, delivering vital support and aid to help them survive, learn, be protected, and gain their full rights. We are determined to continue this lifesaving work. Children must be able to count on us to be there for them, whatever challenges we face.

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STRUCTURE, GOVERNANCE, AND MANAGEMENT

ORGANISATIONAL STRUCTURE

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 7 July 2020. 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, a Swiss Association formed pursuant to articles 60–79 of the Swiss Civil Code.

Save the Children International had seven wholly owned subsidiaries at 31 December 2024, details of which are given in the financial statements.

SAVE THE CHILDREN INTERNATIONAL BOARD

Save the Children International's Board of Trustees (Board) mirrors the board of Save the Children Association. It comprises:

- Nine Trustees appointed by the five member organisations of Save the Children Association who contribute the most income to the Save the Children movement (the *Appointed Trustees*)
- Three Trustees elected by the members who have not appointed Trustees (the *Member Elected Trustees*)
- Four Trustees elected by all members, who are connected to, or represent, communities where Save the Children International undertakes substantial programming work (the *Member Elected External Trustees*)
- One Trustee who is elected by the Appointed Trustees (*Board Selected Trustee*)

The Board provides strategic leadership to the charity and exercises, directly or through delegation, all the powers of the charity, ensuring our work is within our charitable purpose. It oversees the day-to-day management of the business of the charity by the Chief Executive Officer and Senior Leadership Team who are responsible for different functions of the charity. The Chief Executive Officer reports to the Chair of the Board.

The members of the Board and Senior Leadership Team are listed on page 63).

BOARD COMMITTEES

The Board delegates some of its responsibilities to four standing committees which meet quarterly and whose members are appointed by the Board:

- **Audit and Risk Committee**
  Chair: Margaret McGetrick

  This Committee scrutinises the integrity of our financial reporting, oversees the operation of our internal and independent audit processes, and ensures that we have effective systems for internal financial controls, compliance, and risk management.

- **Finance Committee**
  Chair: Deepak Kapoor

  This Committee oversees our strategic financial performance and ensures there are effective systems for financial management.

- **People & Organisation Committee**
  Chair: Roy Caple

  This Committee oversees the implementation of our policies for staff and beneficiary safeguarding, and our organisational development and people strategy, including leadership talent development and executive-level compensation.

- **Governance Committee**
  Chair: Robert Good (to December 2024); Jon Lomoy (from January 2025)

  This Committee ensures that our governance is effective and in line with regulatory requirements and good governance practice. It works closely with the SCA Nominations Committee.

- **SCA Nominations Committee**
  Chair: Claudio Tesauro (to August 2024); Jon Lomoy (from September 2024)

  This Committee meets as required to oversee Board recruitment, selection, and appointment processes. It has three members who are Trustees and members of the Governance Committee and three independent members elected by Save the Children Members.

  Committee activity is reported to the full Board at each quarterly meeting.

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BOARD INDUCTION

On appointment to the Board, Trustees are provided with an induction pack including information on the structure and governance of Save the Children International, Save the Children Association, the roles and responsibilities of Trustees, guidance from the Charity Commission, and ways of working, strategic documents, and key policies.

Trustees also undertake an induction programme which includes meetings with Senior Leadership Team members, a range of mandatory training programmes, including child safeguarding and, where possible, visits to our programmes.

CHARITY GOVERNANCE CODE

The principles of good governance in the Charity Governance Code underpin Save the Children International's governance framework.

In 2024, in line with the Code's recommended practice, the Board engaged governance consultants, Campbell Tickell to carry out an independent review of the effectiveness of the Board and its committees. The review considered the performance of the Board and individual Trustees and reflected on overall adherence to the principles of good governance. Organisational governance documents were considered, and individual interviews were held with each Trustee, the Chief Executive Officer, and Company Secretary.

Work was completed in early 2025; the headlines and recommendations from the review were presented to the full Board at their first quarterly meeting and will be implemented during 2025. We are committed to ensuring that our governance continues to evolve to best support us in delivering impact for children. Initiatives underway include improvements to our risk reporting and the implementation of a new quarterly strategic and financial performance report including a new global outcomes scorecard.

TRUSTEES' DUTY TO PROMOTE THE SUCCESS OF THE CHARITY *s172 of the Companies Act 2006*

Our Trustees have a duty to promote the success of the charity for the public benefit and to achieve its charitable aims and objectives.

In considering public benefit, the Trustees take into account the Charity Commission's general guidance on public benefit in relation to the prevention and relief of poverty, the advancement of education and health and the relief of those in need. The Trustees believe there is clear public benefit derived from the activities of the charity.

In considering the promotion of the success of the charity to achieve its charitable aims and objectives, the Trustees take into account the specific factors outlined in s172 of the Companies Act 2006: (1) the likely consequences of any decision in the long term, (2) the interests of our employees, (3) the need to foster business relationships with our suppliers and others, (4) the impact of our operations on the community and environment, (5) the desirability of the charity maintaining a reputation for high standards of business conduct, and (6) the need to act fairly as between members of the company[29].

In the table on pages 60–61 we have illustrated how these factors have been considered and how we have engaged with our main stakeholders to understand the context and priorities of children and build and sustain our business relationships with our wider group of stakeholders.

VENTURE PARTNERS AND VOLUNTEER INVOLVEMENT

Last year we continued to benefit from ongoing strategic partnerships, including with:

- **Boston Consulting Group** for donated professional services of $4.63 million
- **Freshfields Bruckhaus Deringer LLP** for donated legal services of $3.58 million
- **Baker & McKenzie LLP** for donated legal services of $1.32 million
- **Latham & Watkins LLP** for donated legal services of $0.43 million

We would like to thank all our partners, volunteers, staff, interns, secondees and supporters for their continuing contributions, which are invaluable in realising our ambitions for children.

AUDITOR

KPMG LLP has been appointed for the next financial year in accordance with Section 487(2) of the Companies Act 2006 unless the company receives notice under Section 488(1) of the Act.

The Audit and Risk Committee oversees the charity's monitoring of external auditor objectivity and independence in relation to non-audit services. The auditor is excluded from undertaking a range of work on behalf of the charity to ensure that the nature of non-audit services performed or fee income relative to the audit fees does not compromise, or is not seen to compromise, the auditor's independence, objectivity or integrity.

29. As noted on page 58, SCA is the sole member of SCI; we have reported here on SCI's role as the facilitator of/ supporting the participation of all Save the Children member organisations in our movement.

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FACTORS OUR TRUSTEES CONSIDER WHEN MAKING DECISIONS	Examples for 2024
The likely consequences of any decision in the long-term Our global strategy is designed to achieve long-lasting, positive change for children. Our Trustees oversee performance against our strategy and during the year have received quarterly reports on operational and financial performance and outlook, supplemented by global trend data from our internal Context Analysis and Foresight Unit. 2024 was the final year of our 2022–24 strategy period. In the context of a challenging operating environment, we carried out movement-wide consultation on how we should refresh our global strategy. The Board participated in focused discussions to consider our response to emerging geo-political trends and the changing global context, in collaboration with external global humanitarian experts, and through deep-dive sessions with our international programme teams in each of their quarterly meetings. The Board approved the refreshed strategy. . At the end of 2024, Board discussions focused on the anticipated impacts of potential policy changes due to the change in US administration. These discussions have continued into 2025 as policy changes were announced. Since January 2025, a specially convened working group, and the Board as a whole, have been meeting frequently to consider the strategic and financial impact of the US Government's Executive Orders which affect our work. This work is ongoing.	Our results and impact (page 12) Looking ahead (page 57)
The interests of our people We want our people to feel valued, empowered, and motivated to achieve change for children. As an organisation, we have established various channels to ensure our staff are supported in their roles and consulted on issues that affect them, including: • Our Employee Forum, DEI Staff Council, a range of staff networks such as the Women's Network, and, from October 2024, Unite as the recognised union for staff working in the UK. • Regular 'Share your view' surveys for all staff. • Confidential systems for escalating concerns, which were externally reviewed and strengthened this year. • Formal systems to encourage learning and develop performance. • A confidential staff helpline and a Mental Health Champions programme. *The People and Organisation Committee oversees our people-related policies and initiatives.*	Our People (page 46)
The need to foster relationships with our key stakeholders Our key stakeholders are children and their communities, the donors who enable our vital work, our partners, suppliers, and the members of the Save the Children movement. **Children and their communities** We are a child rights organisation, and through our work we are shifting power to children to ensure their voices are heard. During this year, the Board received quarterly reports on our programming and advocacy work with children and young people. The Board met with youth advocates from Italy and visited child welfare centres in Italy and Mexico City. Our Global Children's Advisory Board also provided valuable insight to to help shape our work. **Partners and donors** We collaborate strategically with diverse non-governmental organisations, governments, private sector organisations, and others to advocate for children's rights and to raise and spend more money, fairly and transparently, for children. In 2024, in addition to receiving quarterly reports on our income and global partnerships, the Board heard from one of our global corporate partners about the value of working together to co-create programmes for children.	Our Accountability web pages 10 positive outcomes for children (page 5) Upholding child rights (page 30) Shifting Power to Children, Communities, and Local Actors (page 36); Strategic partnerships (page 37)

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Suppliers

Our Supplier Sustainability Policy, which has been adopted by the Inter-Agency Procurement Group as the industry's standard, articulates our values and the ways in which we ask our suppliers to work with us to realise them. Our procurement and supplier management system and central procurement team ensures we manage our relationships with suppliers efficiently and effectively, and ensures we are a good organisation to do business with.

Members of the Save the Children movement

Save the Children International (SCI) operates as part of a global Save the Children movement, united by a shared strategy for children. We have governance structures in place to ensure Board decision-making is informed by the global movement, to share knowledge and to promote the effective use of our resources.

The Board Chair leads the community of all Save the Children Member Board Chairs, and chairs quarterly meetings to consult with them on movement issues and initiatives. This year, the Board also participated in a workshop with the Member Board Chairs to consider how the movement should evolve to be more effective and financially resilient, with involvement from country leaders, corporate partners, and young people.

Our CEO leads the Management Committee, a group of senior movement leaders that meets monthly to provide strategic executive leadership to the movement, supported by the global community of all Save the Children Member CEOs who also meet each month.

We conduct a full movement-wide self-assessment of compliance with our global Mutual Accountability Protocol every two years, with lighter reviews in the interim years. We use these to benchmark adherence to mutually agreed minimum standards on strategy, governance, safeguarding, people and organisation, financial management, resource mobilisation, brand, and cyber security. Movement results are shared and used to drive continuous improvement in our impact for children through transparency and mutual accountability.

The Governance Committee oversees our movement governance and the implementation of the mutual accountability protocol.

Sustainability (page 40)

Modern Slavery statement

The impact of our operations on the community and environment

Supporting children to anticipate and respond to threats from climate change is a key component of our strategy. We are supporting children to hold their leaders accountable and speak out together for fairer climate policies, greater financing, and faster emissions cuts.

In 2024, we supported more than 16,600 children across 35 countries to lead and participate in campaigns demanding political action to tackle climate change, and we worked with our partners and peers to secure historic recognition of children's unique vulnerabilities in relation to climate change.

We also launched the first child-centred anticipatory action guide, which emphasises the importance of the involvement of children, communities and key partners in the preparation of anticipatory action plans.

Our Global Environmental Sustainability Report

Working with children to achieve climate justice (page 32)

Streamlined energy and carbon reporting ('SECR') (page 44)

The desirability of maintaining a reputation for high standards of business conduct

We are committed to holding ourselves accountable for the promises we make to our supporters, partners, staff, and most of all, children. We have mechanisms to encourage feedback and share our progress directly and through our work in the governance reports on our website.

Our Accountability web pages

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Statement of responsibilities of the trustees of Save the Children International in respect of the trustees' annual report and the financial statements.

The trustees are responsible for preparing the trustees' report (incorporating the strategic review and the directors' report) and the financial statements in accordance with applicable law and regulations. Company law requires the trustees to prepare financial statements for each financial year. Under that law they are required to prepare the group and parent company financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charitable company and of the group's excess of expenditure over income for that period. In preparing each of the group and charitable company financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- assess the group's and the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern
- use the going concern basis of accounting unless they either intend to liquidate the group or the charitable company or to cease operations or have no realistic alternative but to do so

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that its financial statements comply with the Companies Act 2006. They are responsible for such internal controls as they decide are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the trustees are aware:

- There is no relevant audit information of which the charity's auditor is unaware
- The trustees have taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

The trustees, in their capacity both as trustees and company directors, have reviewed and approved the trustees' report, which incorporates the directors' report and the requirements of the strategic review as set out in the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013.

APPROVAL OF THE TRUSTEES' REPORT

The Trustees' Report was approved by the Board of Trustees on 17 September 2025 and signed on its behalf by:

DocuSigned by:
Angela Ahrendts
BB52A5B6B5E646F...

Angela Ahrendts
Chair of the Board of Trustees

17/9/2025

Save the Children International

St Vincent House
30 Orange Street
London
WC2H 7HH
UK

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ADMINISTRATIVE DETAILS

TRUSTEES DURING 2024 AND AS AT DATE OF APPROVAL OF THE REPORT

Abhishek Agrawal *(from 12 September 2024)*
Angela Ahrendts (Chair)
Rolake Akinkugbe-Filani
Roy Caple (Vice Chair)
Tsitsi Chawatama-Kwambana *(from 16 October 2024)*
Anne Fahy *(until 16 October 2024)*
Debra Fine (Vice Chair) *(until 27 June 2024)*
Anne Gates
Robert Good *(until 31 December 2024)*
Lars Heikensten
Bradley Irwin
Larry Kamener
Deepak Kapoor
Jon Lomoy
Elizabeth Lule *(until 1 March 2024)*
Teresa Mbagaya
Margaret McGetrick *(Vice Chair from July 2024)*
Winnie Mpanju-Shumbusho *(from 12 September 2024)*
Joon Oh *(from 1 January 2025)*
Raffaele Salinari *(from 12 September 2024)*
Claudio Tesauro *(until 12 September 2024)*
Richard Winter

BOARD COMMITTEES

Audit and Risk Committee

Rolake Akinkugbe-Filani
Debra Fine *(until 27 June 2024)*
Anne Gates
Margaret McGetrick (Chair)
Richard Winter

Finance Committee

Abhishek Agrawal *(from 12 September 2024)*
Debra Fine *(until 27 June 2024)*
Bradley Irwin
Larry Kamener
Deepak Kapoor (Chair)
Richard Winter

Governance Committee

Roy Caple
Anne Gates
Robert Good *(Chair to 6 November 2024)*
Lars Heikensten
Jon Lomoy *(Chair from 6 November 2024)*
Joon Oh *(from 4 June 2025)*
Raffaele Salinari *(from 4 June 2025)*
Claudio Tesauro *(until 12 September 2024)*

People and Organisation Committee

Rolake Akinkugbe-Filani
Roy Caple (Chair)
Tsitsi Chawatama-Kwambana *(from 28 May 2025)*
Bradley Irwin
Elizabeth Lule *(until 1 March 2024)*
Teresa Mbagaya
Raffaele Salinari *(from 28 May 2025)*
Winnie Mpanju-Shumbusho *(from 28 May 2025)*

SENIOR LEADERSHIP TEAM DURING 2024

Inger Ashing	Chief Executive Officer
Kate Brown	Chief People Officer
Clare Canning	General Counsel
Rotimy Djossaya	Executive Director, Global Policy Advocacy and Campaigns *(until August 2024);* Chief Impact and Influence Officer *(from August 2024)*
Greg Ferrante	Interim Chief Financial Officer *(from 1 July 2025)*
Patrick Hayden	Deputy CEO, Chief Strategy Officer
Michael Koutstaal	Chief Transformation Officer
Clare Rodger	Executive Director, Resource Mobilisation, Communications and Engagement
Ebrima Saidy	Chief Impact Officer *(to August 2024)*
Sam Sharpe	Chief Financial Officer *(until 30 June 2025)*
Gabriella Waaijman	Chief Operating Officer, Programme Delivery *(from June 2024)*
David Wright	Chief Operating Officer, Programme Delivery *(to June 2024)*

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Company Secretary
Tricia Owens *(until 19 June 2025)*
Clare Canning *(from 19 June 2025)*

Registered office
St Vincent House
30 Orange Street
London WC2H 7HH

Registered number
3732267

Registered charity number
1076822

Principal bankers
Barclays Bank PLC
1 Churchill Place
Canary Wharf
London E14 5HP

EcoBank
EBI SA, Representative Office
2nd Floor, 20 Old Broad Street
London EC2N 1DP

Standard Bank Plc
20 Gresham Street
London EC2V 7JE

Standard Chartered Bank
1 Basinghall Avenue
London EC2V 5DD

Citibank N.A
388 Greenwich Street, New York, NY 10013

JP Morgan Chase Bank N.A
New York, NY 10017

Auditor
KPMG LLP
15 Canada Square
Canary Wharf
London, E14 5GL

Tax Advisors
Crowe U.K. LLP
55 Ludgate Hill
London EC4M 7JW

Legal Advisors
Freshfields Bruckhaus Deringer
100 Bishopsgate
London EC2P 2SR

Coupa Treasury system Quality Assurance Advisors
Deloitte GmbH
Wirtschaftsprüfungsgesellschaft Rosenheimer Platz 4 81669
München Germany

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SAVE THE CHILDREN INTERNATIONAL

Opinion

We have audited the financial statements of Save the Children International ("the charitable company") for the year ended 31 December 2024 which comprise the consolidated statement of financial activities, consolidated cashflow statement and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the charitable company's affairs as at 31 December 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the group in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The trustees have prepared the financial statements on the going concern basis as they do not intend to liquidate the group or the charitable company or to cease their operations, and as they have concluded that the group and the charitable company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the trustees' conclusions, we considered the inherent risks to the group's business model and analysed how those risks might affect the group and charitable company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate; and
- we have not identified, and concur with the trustees' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the group or the charitable company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the group or the charitable company will continue in operation.

Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of trustees, the Audit and Risk Committee, internal audit, and management and inspection of policy documentation as to the Group's high-level policies and procedures to prevent and detect fraud, including the internal audit function, the Group's channel for "whistleblowing" and fraud reporting, as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Board and Audit and Risk Committee minutes.
- Using analytical procedures to identify any usual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit. This included communication from the lead to participating audit teams of relevant fraud risks identified at the Group level and request to participating audit teams to report to the lead audit team any instances of fraud that could give rise to a material misstatement at group.

As required by auditing standards, and taking into account possible pressures to meet internal key performance indicators and our knowledge of the control environment, we perform procedures to address the risk of management

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override of controls, in particular the risk that Group (Centre, Regional and Country Office) may be in a position to make inappropriate accounting entries. On this audit, we do not believe there is a fraud risk related to revenue recognition as the majority of income is received from Save the Children Members in line with the all-Member agreement.

We also identified fraud risks related to cash and inventory management in response to the environment in which the Group operates, which increases the risks surrounding the control of assets. In addition, we identified a fraud risk related to working with partners and working in a decentralized control environment, as it makes monitoring and oversight of activities and controls more challenging.

We performed procedures including:

- Identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted to unusual account combinations;
- Obtaining third party bank confirmations and inspecting bank signatories;
- Inspecting stock count sheets and attending inventory counts at specific warehouses;
- Inspecting partnership agreements and authorisation of partner payments; and
- Engaging participating auditors to perform specified audit procedures in high risk or financially significant Country Offices; and
- Inspecting the annual letters of assurance, fraud reporting register and significant incident reporting to the Charity Commission

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience through discussion with the Trustees and other management (as required by auditing standards). We discussed with the Trustees and other management the policies and procedures in place regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. This included communication from the lead to participating audit teams of relevant laws and regulations identified at the Group level, and a request for participating auditors to report to the lead audit team any instances of non-compliance with laws and regulations that could give rise to a material misstatement at group.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Group is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies' legislation and the charity SORP) and local tax regulations. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Group is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, anti-bribery, data protection laws, employment law, and certain aspects of charitable company legislation, recognising the nature of the Group's activities and its legal form. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remains a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

Other information

The trustees are responsible for the other information, which comprises the Trustees' Report and Strategic Review. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or

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inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the other information;
- in our opinion the information given in the Trustees' Report and Strategic Review, which constitutes the strategic report and the directors' report for the financial year, is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- the charitable company has not kept adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

Trustees' responsibilities

As explained more fully in their statement set out on page 62, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the group's and the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the group or the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Joanne Lees (Senior Statutory Auditor)

for and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants
15 Canada Square
London, E14 5GL

23 September 2025

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Justo, 10, poses for a portrait after taking part in a theatre play during the Generation Hope Week of Action in Quiché, Guatemala.

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FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2024
(INCLUDING AN INCOME AND EXPENDITURE ACCOUNT)

	Notes	**2024 Unrestricted USD 000s**	**2024 Restricted USD 000s**	**2024 Total USD 000s**	2023 Unrestricted USD 000s	2023 Restricted USD 000s	2023 Total USD 000s
Income from donations							
Grants and other donations		**51,521**	**1,273,745**	**1,325,266**	43,793	1,388,765	1,432,558
Gifts in kind	2 (c)	**66**	**70,032**	**70,098**	2	91,167	91,169
Total income from donations	2 (a)	**51,587**	**1,343,777**	**1,395,364**	43,795	1,479,932	1,523,727
Income from investments	2 (d)	**10,087**	**279**	**10,366**	12,235	93	12,328
Other income	2 (e)	**1,118**	**3,484**	**4,602**	2,010	1,609	3,619
Total incoming resources		**62,792**	**1,347,540**	**1,410,332**	58,040	1,481,634	1,539,674
Expenditure on raising funds		**27**	**2,222**	**2,249**	50	1,843	1,893
Expenditure on charitable activities							
Healthy start in life		**15,725**	**486,589**	**502,314**	14,975	557,595	572,570
Safe back to school and learning		**15,802**	**410,715**	**426,517**	13,672	397,242	410,914
Live free from violence		**15,374**	**264,226**	**279,600**	17,169	260,771	277,940
Safety nets and resilient families		**8,738**	**289,680**	**298,418**	3,795	280,453	284,248
Total expenditure on charitable activities	3 (a)	**55,639**	**1,451,210**	**1,506,849**	49,611	1,496,061	1,545,672
Total outgoing resources	3 (a)	**55,666**	**1,453,432**	**1,509,098**	49,661	1,497,904	1,547,565
Net (outgoing)/incoming resources for the year		**7,126**	**(105,892)**	**(98,766)**	8,379	(16,270)	(7,891)
Transfers between funds	15	**(20,192)**	**20,192**	-	(22,640)	22,640	-
Funds brought forward	15	**67,051**	**142,353**	**209,404**	81,312	135,983	217,295
Total funds carried forward	15	**53,985**	**56,653**	**110,638**	67,051	142,353	209,404

All gains and losses recognised in the financial year are included above. There is no difference between the net incoming resources before other recognised gains and losses above and the historical cost equivalent. All activities are continuing. The charity uses the exemption conferred by section 408 of the Companies Act 2006 in not preparing a separate income and expenditure account for the charity as a separate entity. The group structure is explained in note 16 and net outgoing resources for the charity alone for the year ended 31 December 2024 were USD 14,089,492 (2023: net incoming resources of USD 6,279,492). The notes on pages 72–93 form part of these financial statements.

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CONSOLIDATED AND CHARITY BALANCE SHEET AS AT 31 DECEMBER 2024

	Notes	**2024 Group USD 000s**	**2024 Charity USD 000s**	2023 Group USD 000s	2023 Charity USD 000s
Fixed Assets					
Tangible fixed assets	5a	**10,451**	**9,978**	8,882	8,370
Intangible fixed assets	5b	**24,768**	**24,769**	23,903	23,903
		35,219	**34,747**	32,785	32,273
Current assets					
Stock	6	**24,670**	**23,957**	29,405	28,448
Debtors	7	**177,296**	**176,629**	187,082	188,602
Investments	8	**305**	**305**	563	563
Cash at bank and in hand	9	**202,312**	**200,851**	284,363	282,242
		404,583	**401,742**	501,413	499,855
Current liabilities					
Creditors: amounts falling due within one year	10	**(275,944)**	**(273,138)**	(265,634)	(263,624)
Net current assets		**128,639**	**128,604**	235,779	236,231
Provisions	11	**(53,220)**	**(51,171)**	(59,160)	(57,133)
Provisions and long term liabilities		**(53,220)**	**(51,171)**	(59,160)	(57,133)
Total net assets		**110,638**	**112,180**	**209,404**	**211,371**
Unrestricted funds					
General funds		1,540	1,540	8,509	8,509
Designated funds		52,445	51,973	58,542	58,031
Total unrestricted funds	15	53,985	53,513	67,051	66,540
Restricted funds	15	56,653	58,667	142,353	144,831
Total funds	**15**	**110,638**	**112,180**	**209,404**	**211,371**

The notes on pages 72–93 form part of these financial statements.

The financial statements were approved by the Board of Trustees on 17 September 2025 and signed on its behalf by:

DocuSigned by:
Angela Ahrendts
BB52A5B6B5E646F...

Angela Ahrendts
Chair, Save The Children International
17/9/2025

DocuSigned by:
Margaret McGetrick
9256ABF40B854E2...

Margaret McGetrick
Vice Chair, Save The Children International
17/9/2025

Company registration number: 3732267

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CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2024

	2024 USD 000s	2023 USD 000s
Cash flows from operating activities		
Net outgoing resources for the year	**(98,766)**	(7,891)
Depreciation	**11,049**	7,881
Interest receivable and similar income	**(10,366)**	(12,328)
Gains on disposal of tangible fixed assets	**(636)**	(1,330)
Decrease in stocks of gifts in kind	**1,385**	3,010
Total cash flows from operating activities	**(97,334)**	(10,658)
Decrease in debtors	**9,786**	34,656
Decrease/(increase) in stocks of purchased goods	**3,350**	(2,461)
Decrease/(increase) in carrying value of associated companies	**82**	(157)
Increase/(decrease) in creditors	**10,310**	(40,500)
(Decrease)/increase in provisions	**(5,940)**	701
Net cash from operating activities	**(79,746)**	(18,419)
Cash flows from investing activities		
Payments to acquire fixed assets	**(13,530)**	(11,685)
Net disposal/maturity of short term investments	**176**	49,350
Proceeds from the sale of assets	**683**	1,932
Interest received	**10,366**	12,328
Net cash from investing activities	**(2,305)**	51,925
Net cash flows for the year ended 31 December	**(82,051)**	33,506
Change in cash and cash equivalents in the financial year		
Cash and cash equivalents at the beginning of the financial year	**284,363**	250,857
Net cash flows for the financial year	**(82,051)**	33,506
Cash and cash equivalents at the end of the financial year	**202,312**	284,363
represented by:		
Cash at bank and in hand	**202,312**	284,363
Total cash and cash equivalents	**202,312**	284,363

Save the Children International uses the exemption conferred by section 1.12 of FRS 102 in not preparing a separate cash flow statement for the charity as a separate entity. The accompanying notes on pages 72–93 form part of these financial statements.

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2024

1. ACCOUNTING POLICIES

(a) Basis of accounting

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard (FRS 102) applicable in the UK and Republic of Ireland published in October 2019. All income and expenditure relates to continuing operations. The financial statements have been prepared on a going concern basis. The financial statements have been prepared under the historical cost convention unless otherwise stated in the relevant accounting policy note. The presentation currency of these financial statements is US Dollars. All amounts in the financial statements have been rounded to the nearest $1,000.

(b) The financial statements have been prepared on a going concern basis, which the trustees consider to be appropriate for the following reasons. The trustees have prepared cash flow forecasts for a period of at least 12 months from the date of approval of these financial statements which indicate that, considering severe but plausible downsides on our operations and its financial resources, the Group and Charitable Company will have sufficient funds to meet its liabilities as they fall due for that period.

SCI is principally funded by contributions from the members to finance international programming and operational costs in line with the arrangements entered at SCI's inception. SCI's Board approved a budget in November 2024 based on expected income projections for 2025. Following decisions taken by the incoming US administration to review its foreign assistance policy, and reduce US government funding, SCI has prepared a revised income and expenditure forecast for the year. Based on the revised forecast, 90 awards were terminated as a result of US government communications with a further 30 US government awards affected by a change in scope. The overall decrease in budgeted US government funding for financial year 2025 based on the revised forecast is $167 million.

The Board expects that SCI's expenditure will be covered by its income. In the event that expenditure exceeds income, SCI and member organisations carry reserves which the Trustees consider to be more than sufficient to meet any funding requirements of SCI in the going concern review period.

In response to the reduction in US government funding and subsequent termination of USG awards, Save the Children International has:

- Modelled its financial exposure based on 2025 budget assumptions.
- Considered a worst case scenario for 2025 & 2026 based on country teams' latest income and expenditure forecasts.
- Considered a most likely scenario for 2025 & 2026 based on secured and pipeline funding to date along with a more likely assessment of the above-mentioned risks.
- Reviewed its liquidity and cash flow forecasts, our analysis shows that even under the worst-case scenario, Save the Children International's cash balance is not expected to go below required levels within 12 months of year-end accounts signing date.
- Using the modelling above, SCI profiled the free unrestricted reserves position using both a reasonable and worst case scenario. Free unrestricted reserves are expected to remain adequate in either scenario within 12 months of year-end accounts signing date.

Worst case assumptions used are as follows:

- Impact of immediate reduction in government funding. This would include rejection of costs on current awards as well as potential irrecoverability of amounts outstanding from partner organisations.
- SCI also considered the risks of unfunded costs through disallowances by donors as well as lost funding opportunities.
- SCI restructuring costs.

Under these scenarios, Save the Children International expects to match expected shortfalls of income with a significant reduction in costs and to have sufficient liquidity at all times. But if this is not possible, as detailed in our Reserves Policy and based on the liquidity and unrestricted free reserves modelling, we have unrestricted reserves and member indemnities to provide cover for unexpected changes in income and expenditure to allow us time to adjust our cost base, seek alternative funding and continue activities.

Further to the above, in the event that SCI does forecast free reserves requiring replenishment, letters of assurance are in place with SC members to restore the international programming reserves in accordance with the Member Contribution Agreement. SC members have agreed to a commitment to provide additional funds, if and when necessary, for a period of at least 12 months from the date of approval of the financial statements of SCI to enable it to meet its financial liabilities as they fall due and continue to trade.

The Trustees have considered the risks of the impacts of the reduction in US government funding and the significant impact on the financial position, giving consideration to severe but plausible downside scenarios. Based on the financial performance to date, the reserve position at the date of approval, together with the financial modelling and cash flow forecasts that have been prepared to the end of 2026, and the formal confirmation of continued support from members as discussed, the Trustees have a reasonable expectation that SCI will have the necessary resources to continue operating for a period of at least 12 months from the date of signing the accounts and are not aware of any material uncertainties that call this into doubt. The financial statements have therefore been prepared on the basis that the charity is a going concern.

(c) Basis of consolidation

The group accounts incorporate those of the wholly owned subsidiaries and associate of the charity as detailed in note 16 to the financial statements. The results of each subsidiary are consolidated on a line by line basis. The associate is valued as Save the Children International's shareholding of the value of the net assets of the company as at 31 December 2024 and is included in the investments on the consolidated and charity balance sheet.

Three former Country Offices which have transitioned to National Offices are now seperately managed and controlled entities and as such these three entities are not consolidated into the financial statements.

Save the Children Global Ventures was incorporated in 2023. Save the Children International holds 20% of the voting rights of the board and therefore deems to hold significant influence over the activities and direction of the company and in turn has been recognised as an associate.

Fintech for International Development Ltd was dissolved in the year ended 2023 and therefore Save the Children International has derecognised the related investment on its balance sheet in the year. Save the Children International held 11% of the equity.

(d) Company status

The charity is a company limited by guarantee, not having share capital. Save the Children International's sole member is Save the Children Association, a Swiss Association formed pursuant to articles 60-79 of the Swiss Civil Code. The trustees of Save the Children International are named on page 63. The Charity is a Public Benefit Entity as defined in FRS 102.

(e) Income recognition

Income is recognised in the financial year in which Save the Children International is legally entitled to the income, receipt of funds is probable and the amount can be measured with sufficient reliability. For grant income and other donations, entitlement has been deemed triggered at the point Save the Children International raises a claim to the funder, where there are not specific performance conditions. Where there are specific performance conditions, income is recognised when those conditions have been met. The member contribution agreement does not have any performance conditions and therefore income received from members is recognised upon claim.

In cases where, by agreement with the Save the Children member, funds are received in advance of programme activity, income is recognised upon receipt of the funds. All other grant income from Save the Children Association is recognised when entitlement falls due, at the point this is mutually agreed between both entities and is communicated. All other sources of income are recognised as entitlement falls due in accordance with contractual agreements.

(f) Gifts in kind

Gifts in kind donated for distribution by country programmes (such as food, clothing and medical supplies) are recognised at fair value on receipt based on external donor valuation. Income is recognised when gifts in kind are received. Any donated delivery costs are recognised as income and expenditure on receipt of the goods where the valuation from the donor is available. Expenditure is recognised when gifts in kind are released from the warehouse to be distributed to the projects and any undistributed amounts are recognised on the balance sheet as stock. Gifts in kind for pro bono services are valued either at market value or, where this is not available, an appropriate estimate of the value to the charity is made. Services donated by members are valued at cost. In preparing these accounts no value has been attributed to the work performed by volunteers in accordance with the SORP.

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(g) Stock

Undistributed balances of goods donated for distribution and goods acquired for distribution are recognised as stock. Stock is held lower of cost (for purchased stock) / fair value (for donated stock) and the net realisable value. When goods or services are provided as part of a charitable activity, then net realisable value should be based on the service potential provided by the items of stock. Stock is considered for impairment/net realisable value only when damaged or obsolete.

(h) Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Expenditure is charged inclusive of any irrecoverable taxation.

A sizable proportion of the programme work of Save the Children International is undertaken by making grants to operational partners who perform the work on the ground and report back to Save the Children International on the work they have done. Save the Children International recognises the expenditure on these grants when payment is due to the partner organisation in accordance with the terms of the agreement. Standard partner agreements are typically for a year's duration but can span several years.

Support costs which include the central and regional office functions such as general management, payroll administration, budgeting and accounting, human resources, information technology, legal compliance and trustees costs are allocated across the categories of charitable activities. The basis for the cost allocation is explained in note 3c to the accounts.

(i) Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK Corporation Tax purposes. Accordingly the charity is exempt from taxation in respect of income and capital grants received within categories covered by Chapter 3 part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. The charity and its subsidiary, The Save the Children Alliance Trading Limited, have a group registration for VAT. Country offices are subject to local tax legislation.

Irrecoverable VAT is not separately analysed and is charged to the Statement of Financial Activity when the expenditure to which it relates is incurred, and is allocated as part of the expenditure to which it relates.

(j) Foreign currencies

The functional currency of Save the Children International is US Dollars. The exchange rate to Sterling at 31 December 2024 was 1.27 (31 December 2023: 1.27).
Where Save the Children International has entered into forward contracts for the purchase of foreign currencies, expenditure in those currencies covered by the forward contract are translated into US Dollars at the forward contracted rate. Transactions denominated in other currencies are translated at the rate of exchange at the time of the transaction.

Material foreign currency balances are translated at the rate of exchange prevailing at the balance sheet date. Foreign currency gains and losses are included in the SOFA against the expenditure for the financial year in which they are incurred.

(k) Financial instruments

Financial assets and financial liabilities are recognised when the group becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs).

Financial instruments including forward currency contracts and currency swap arrangements are included in the financial statements at a fair value at the balance sheet date and are recognised at their un-hedged amounts. As the contracts manage general exchange risk, hedge accounting is not used and the contracts are included in the balance sheet at fair value (as either debtors or creditors), with gains/losses recognised in the statement of financial activities. The value is included within current assets or current liabilities unless the financial instrument is for a period of greater than 1 year. All financial instruments at the 31st December 2024 were for a maturity date of less than one year.

(l) Debtors

Trade and other debtors are recognised at the settlement amount due.

(m) Fixed assets

Fixed assets are stated at cost less depreciation. Depreciation is provided on a straight line basis on all tangible fixed assets at rates calculated to write off the cost, less estimated residual value, of each asset over its expected useful life. Intangible assets are held on the balance sheet at cost less accumulated amortisation and impairment losses. Computer software, including development costs, is capitalised as an intangible asset and amortised on a straight-line basis over the expected useful life of five years. Useful life of assets are as follows:

Motor vehicles	5 years
Computer software	5 years
Furniture, equipment and fixtures	5 years
Freehold property	25-50 years
Leasehold property	Shorter of 10 years and lease term

The charity does not capitalise assets purchased as part of international programme grant expenditure, nor individual expenditure items below USD 5,000.

Impairment reviews are conducted when events and changes in circumstances indicate that an impairment may have occurred. If any asset is found to have a carrying value materially higher than its recoverable amount, it is written down accordingly.

(n) Leased assets and obligations

Where assets are financed by operating lease agreements, the lease rentals are charged to the income and expenditure account over the life of the lease on a straight line basis.

(o) Pensions

The pension costs charged in the financial statements represent the contributions payable by the company to the defined contribution schemes during the financial year.

(p) Provisions

Provisions for future liabilities are recognised when the charity has a legal or constructive financial obligation, that can be reliably estimated, and for which there is an expectation that payment will be made.

(q) Fund accounting

General funds are unrestricted funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is explained in the notes to the financial statements. Please see note 15 for details. Restricted funds are funds that are to be used in accordance with the specific restrictions imposed by donors. The costs of administering such funds are charged against the specific fund in line with the donor agreements. The aim and use of each restricted fund is set out in note 15.

(r) Investments

Short term deposits maturing in less than one year are recorded within current assets. Where they mature in less than 3 months, they are considered cash equivalents within the Cash Flow Statement as they are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value. The expected maturity of these investments is shown in note 8. Other investments are recorded at a fair market value where such a value can be reliably measured, otherwise they are recorded at cost.

(s) Creditors

A liability is recognised for the amount that the group anticipates it will pay to settle the debt or the amount it has received as an advance payment for goods or services it must provide.

(t) Accounting estimates and key judgements

No critical accounting estimates or judgements have been made as at the balance sheet date 31 December 2024.

(u) Contigent assets

A contingent asset is a possible asset that arises from a past event but is not recognised in the balance sheet as its existence can only be confirmed by future events which are not within the charity's control. Contingent assets are disclosed when their existence is probable.

(v) Contigent liabilities

A contingent liability is either a possible but uncertain obligation or a present obligation that is not recognised because a transfer of economic benefit to settle the possible obligation is not probable; or the amount of the obligation cannot be estimated reliably. Contingent liabilities are disclosed unless the possibility of their existence is remote.

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2. INCOME

(a) *Income from donations*

	2024 Grants and other donations USD 000s	2024 Gifts in Kind donated services USD 000s	2024 Gifts in kind donated goods USD 000s	**2024 Total USD 000s**	2023 Total USD 000s
Amounts received directly from Save the Children member organisations					
Australia	21,358	692	1,034	**23,084**	17,865
Canada	21,113	1,736	653	**23,502**	36,173
Denmark	41,446	931	328	**42,705**	48,600
European Union	-	431	-	**431**	329
Finland	32,785	-	-	**32,785**	24,880
Germany	40,435	3	-	**40,438**	58,187
Hong Kong	7,021	137	-	**7,158**	9,120
Indonesia	-	139	-	**139**	133
Italy	84,542	20	407	**84,969**	79,484
Japan	8,745	-	-	**8,745**	11,610
Korea	21,249	-	-	**21,249**	27,811
Netherlands	26,173	504	-	**26,677**	40,633
New Zealand	2,309	26	-	**2,335**	2,350
Norway	115,751	869	-	**116,620**	106,106
Philippines	-	363	-	**363**	531
Spain	17,871	51	287	**18,209**	23,555
Sweden	86,482	539	-	**87,021**	91,026
Switzerland	14,836	339	-	**15,175**	15,305
United Kingdom	178,889	1,438	3,668	**183,995**	185,771
United States	500,737	7,718	14,044	**522,499**	602,265
Total amounts received directly from members	1,221,742	15,936	20,421	**1,258,099**	1,381,734
Other amounts					
Save the Children Association - Core fund	27,771	-	-	**27,771**	23,239
Save the Children Association - Strategic Investment Fund	11,004	-	-	**11,004**	16,745
Save the Children Association - other funds	17,066	-	-	**17,066**	11,636
Donated services received from National offices	-	531	-	**531**	371
Professional services directly provided to Save the Children International	-	10,906	-	**10,906**	10,400
Direct grants and donations in Save the Children International country programmes	44,027	-	20,759	**64,786**	74,735
Transport of goods provided by donors	-	1,346	-	**1,346**	2,383
Other grants and donations	3,656	70	129	**3,855**	2,484
Total other amounts	103,524	12,853	20,888	**137,265**	141,993
Total income from donations	1,325,266	28,789	41,309	**1,395,364**	1,523,727

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(b) *Income from major institutional donors*

Income received directly from members includes amounts originating in grants (including gifts in kind) from the following major institutional donors, including governments and multi-national agencies.

	2024 USD 000s	2023 USD 000s
United States Agency for International Development / Bureau of Humanitarian Assistance	**333,214**	350,877
European Civil Protection and Humanitarian Aid Operations (European Commission)	**58,430**	40,194
Global Fund to Fight AIDS, TB and Malaria	**55,540**	49,965
Global Partnership for Education Fund - World Bank	**45,111**	21,832
Education Cannot Wait	**43,718**	28,319
United Nations Office for the Coordination of Humanitarian Affairs	**43,519**	19,930
Swedish International Development Cooperation Agency	**32,538**	35,709
World Food Programme	**31,792**	37,206
Norwegian Agency for Development Cooperation / Norway Ministry of Foreign Affairs	**27,050**	17,822
UK Foreign, Commonwealth and Development Office	**26,814**	9,457
International Cooperation and Development (European Commission)	**26,089**	25,767
United Nations Children's Fund	**24,155**	18,730
Ministry of Foreign Affairs of Denmark	**19,534**	14,180

In addition to these amounts, Save the Children members receive income from these donors for national programming and to fund other costs incurred. Total income received by Save the Children members from these donors is shown in the relevant members' financial statements. Income recorded in Save the Children International's financial statements and those of Save the Children members is subject to differences in the timing of income recognition.

(c) *Gifts in kind*	**2024 USD 000s**	2023 USD 000s
Donated services		
Professional services	**10,906**	10,400
Services donated by members	**16,537**	19,253
Transport of goods provided by donors	**1,346**	2,383
Total donated services	**28,789**	32,036
Donated goods		
Food aid	**21,636**	28,921
Pharmaceutical supplies	**14,998**	24,099
Other supplies	**4,675**	6,113
Total donated goods	**41,309**	59,133
Total gifts in kind	**70,098**	91,169

Save the Children International received benefits in the form of volunteers during 2024. The income from gifts in kind does not include a valuation for these benefits.

(d) *Income from investments and short term deposits*	**2024 USD 000s**	2023 USD 000s
Bank interest	**2,231**	5,659
Interest and gains on short term deposits	**7,868**	6,553
Other interest	**267**	116
Total income from investments	**10,366**	12,328

(e) Other income	**2024 USD 000s**	2023 USD 000s
Sales of assets	**683**	1,932
Rental income	**120**	202
Other income	**3,799**	1,485
Total other income	**4,602**	3,619

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3. EXPENDITURE

(a) *Analysis of total expenditure*

	Staff costs USD 000s	Grants and payments to partners USD 000s	Gifts in kind USD 000s	Other direct costs USD 000s	Apportionment of support costs USD 000s	**2024 Total USD 000s**	2023 Total USD 000s
Expenditure on raising funds	2,053	-	-	151	45	**2,249**	1,893
Charitable activities							
Healthy start in life	125,713	109,563	36,120	202,847	28,071	**502,314**	572,570
Safe back to school and learning	111,788	148,694	10,117	135,695	20,223	**426,517**	410,914
Live free from violence	98,416	75,459	923	91,515	13,287	**279,600**	277,940
Safety nets and resilient families	70,718	38,606	1,686	165,169	22,239	**298,418**	284,248
Support costs (c)	46,035	561	8,196	29,073	(83,865)	**-**	-
Total expenditure on charitable activities	452,670	372,883	57,042	624,299	(45)	**1,506,849**	1,545,672
Total expenditure	**454,723**	**372,883**	**57,042**	**624,450**	**-**	**1,509,098**	**1,547,565**
2023 total expenditure	444,930	333,264	81,341	688,030	-	1,547,565	

(b) *Contextual analysis of expenditure*

	2024 USD 000s	**2024 % of costs**	2023 USD 000s	2023 % of costs
Development programmes	**662,226**	**44%**	662,198	43%
Humanitarian response	**846,872**	**56%**	885,367	57%
	1,509,098	**100%**	1,547,565	100%

(c) *Support costs and the basis of their allocation*

Support category:	**2024 USD 000s**	2023 USD 000s
Leadership and governance	**9,460**	6,566
Financial management	**9,720**	9,816
Information systems	**11,548**	11,155
Human resources	**9,764**	8,115
Facilities and administration	**3,555**	4,344
Total management and administration expenditure	**44,047**	39,996
Investment in system improvements	**25,719**	25,897
Members' donated services	**3,958**	5,280
Pro-bono professional services	**8,196**	13,670
Loss/(gains) on foreign exchange attributed to support costs	**1,945**	719
Total support costs	**83,865**	85,562

All of the above support cost categories have been allocated to the chartiable activities and the expenditure on raising funds on a pro-rata basis of allocation by thematic programme expenditure.

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(d) *Expenditure through partners*

	2024 USD 000s	2023 USD 000s
Partner Organisation		
Danish Refugee Council – Ukraine	**8,680**	7,141
International Medical Corps	**6,472**	4,762
Karen Teacher Working Group	**6,239**	3,634
International Medical Corps – DRC	**5,565**	258
Ministry of Education Culture and Higher Education Somalia	**5,133**	633
Syria Relief	**4,927**	3,254
Shafak	**4,805**	3,248
Charity Foundation Development Center	**4,553**	3,668
Alight Horn of Africa	**4,519**	676
WARDI Relief & Development Initiative	**4,368**	1,216
Concern Worldwide	**4,135**	1,306
Asian Harm Reduction Network	**4,078**	4,871
Charitable Foundation The Right to Protection	**3,730**	1,519
Population Service International	**3,645**	5,278
COOPI Cooperazione Internazionale	**3,318**	2,151
Norwegian Refugee Council-Afghanistan	**3,300**	1,300
Ong la Grace Divine Eternelle	**3,291**	1,553
Middle East Council of Churches	**3,280**	1,550
MEDAIR - DRC	**3,180**	-
Organization for Community Coordination Development	**2,901**	-
Gargaar relief and development organisation	**2,882**	5,079
ASAPSU Cote D´Ivoire	**2,823**	948
Ihsan for Relief and Development (Ihsan Insani Yardim Ve Dayanisma Dernegi)	**2,821**	2,094
Young Power In Social Action	**2,819**	1,311
Charity fund Posmishka UA	**2,782**	2,684
World Vision UK	**2,672**	1,817
BONYAN Youth and Development Association	**2,631**	2,000
Association Ivoirienne pour le Progres	**2,549**	796
Ministry of Health - Puntland	**2,525**	2,454
Ataa for Relief & Development	**2,443**	2,055
NCBA CLUSA	**2,406**	1,285
Ong Tassaght	**2,389**	1,775
Groupe de Formation Consultation et Etude	**2,333**	1,518
INTERSOS International NGO	**2,270**	839
Association pour le Développement des Initiatives Communautaires	**2,242**	1,091
Seh Theh Foundation	**2,140**	1,751
International Organization for Migration	**2,132**	2,881
Humanitarian Aid And Development Center	**2,099**	504
Mercy Corps	**1,973**	1,387
NADA Elazhar for Disaster Prevention and Sustainable Development	**1,973**	344
Association pour la Promotion de la Santé de la Femme, de la mère, de l´enfant et de la Famille	**1,937**	276
Nyein (Shalom) Foundation	**1,927**	1,784
Fondazione Terre Des Hommes Italia Onlus	**1,924**	828
ONG Service d'Assistance Pharmaceutique et Médicale	**1,904**	1,821
Istok	**1,893**	1,951
Development & Empowerment for Humanity	**1,881**	543
Defence for Children International (DCI Uganda)	**1,871**	-
Association Nabad for Development	**1,755**	1,573
National Association of PLWHA in Nepal	**1,708**	1,636
Adventist Development and Relief Agency (ADRA)	**1,701**	73
Expenditure through other partners	**215,359**	240,148
Total expenditure	**372,883**	333,264

Please refer to Note 20(a) for subsequent events. Included in the figures above, partner advances of $5,700,000 were issued as at balance sheet date and therefore expensed at that time and are related to awards subsequently terminated or partially terminated.

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(e) *Geographical analysis of expenditure*

	2024 USD 000s	2023 USD 000s
Afghanistan	**74,748**	57,563
Bangladesh	**36,316**	38,671
Cambodia	**6,169**	6,885
China	**6,704**	6,250
Laos	**7,974**	7,094
Myanmar	**78,931**	85,482
Nepal and Bhutan	**37,614**	34,822
Sri Lanka	**8,484**	11,363
Thailand	**16**	-
Vietnam	**9,178**	7,687
Asia regional office - programme expenditure	**2,274**	2,302
Asia regional office - oversight and support	**7,912**	7,739
Asia	**276,320**	265,858
Egypt	**17,386**	13,595
Northwest Balkans	**2,522**	2,749
Georgia	**988**	979
Occupied Palestinian Territory	**35,328**	14,471
Iraq	**11,277**	16,261
Lebanon	**27,621**	31,351
Poland	**12,634**	18,922
Syria	**55,951**	58,390
Türkiye	**26,386**	28,396
Ukraine	**90,038**	102,246
Yemen	**58,052**	71,695
Middle East, North Africa and Eastern Europe regional office – programme expenditure	**7,202**	6,078
Middle East, North Africa and Eastern Europe regional office – oversight and support	**3,452**	5,106
Middle East, North Africa and Eastern Europe	**348,837**	370,239
Bolivia	**5,608**	6,297
Brazil	**663**	-
Colombia	**16,422**	22,583
El Salvador	**9,086**	7,066
Guatemala	**11,586**	11,404
Haiti	**9,813**	9,516
Nicaragua	**1,088**	1,318
Peru	**7,517**	12,249
Venezuela	**11,712**	9,366
Latin America and Caribbean regional office - programme expenditure	**4,599**	4,749
Latin America and Caribbean regional office - oversight and support	**3,036**	2,296
Latin America and Caribbean	**81,130**	86,844
Burkina Faso	**12,811**	13,715
Cote d'Ivoire	**28,386**	24,593
Democratic Republic of the Congo	**49,188**	31,536
Liberia	**7,627**	6,838
Mali	**25,248**	34,217
Niger	**30,590**	36,570
Nigeria	**37,255**	52,883
Senegal	**2,705**	4,387
Sierra Leone	**6,600**	7,135
West and Central Africa regional office- programme expenditure	**4,661**	5,693
West and Central Africa regional office- oversight and support	**4,275**	5,210
West and Central Africa	**209,346**	222,777

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Ethiopia	**63,641**	80,840
Kenya	**28,011**	29,357
Malawi	**16,544**	17,685
Mozambique	**34,477**	31,241
Rwanda	**13,091**	11,145
Somalia	**109,724**	145,685
South Sudan	**51,799**	43,791
Sudan	**70,001**	43,043
Tanzania	**7,530**	6,688
Uganda	**30,882**	37,136
Zambia	**9,107**	7,820
Zimbabwe	**4,046**	3,025
East and Southern Africa regional office – programme support	**5,030**	5,657
East and Southern Africa regional office – oversight and support	**4,394**	4,734
East and Southern Africa	**448,277**	467,847
Addis Ababa	**635**	487
Geneva	**1,480**	1,689
New York	**828**	946
Save the Children advocacy offices	**2,943**	3,122
Save the Children International centre	**69,739**	63,852
Centrally managed international programmes	**42,407**	34,604
Business transformation	**30,099**	32,422
Total expenditure	**1,509,098**	1,547,565

(f) *Net income for the year is stated after charging:*	**2024 USD 000s**	2023 USD 000s
Auditor's remuneration:		
Audit of these financial statements	**988**	1,119
Amounts receivable by the charity's auditor and its associates in respect of:		
Audit of financial statements of subsidiaries of the charity	**78**	53
Audit of financial statements of branches of the charity	**130**	140
Other assurance services	**556**	462
Non-audit services	**5**	25
Tax services	**2**	18
Lease rental payments	**19,230**	19,920
Depreciation	**11,049**	7,881

Other assurance services comprise mainly of project and donor audits as and when projects come to an end.

(g) *Trustees' remuneration*

None of the trustees received any remuneration from the charity during 2024 (2023: nil). None of the trustees received any other benefits in kind during 2024 (2023: nil)

Expenses, including travel and subsistence were reimbursed to trustees or paid to third parties on behalf of trustees as follows: 17 trustees totalling USD51,164 (2023: 14 trustees totalling USD 56,760).

Save the Children International purchased trustee indemnity insurance to the value of GBP 10 million (USD 13 million) which covers the trustees or other officers of the charity. These insurances provide cover:

- to protect the charity from loss arising from the neglect or defaults of its trustees, employees or agents
- to indemnify the trustees or other officers against legal liability for inadvertent errors or omissions on their part.

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4. STAFF COSTS

(a) *Staff costs*	**2024 USD 000s**	2023 USD 000s
Wages and salaries	**356,087**	345,280
Social security costs and payroll taxes	**14,635**	11,350
Pension contributions	**13,903**	11,922
Terminal grants	**15,006**	18,688
Benefits in kind	**34,894**	33,546
Other staff costs	**3,661**	4,891
Total direct staff costs	**438,186**	425,677
Donated staff costs from members	**16,537**	19,253
Total staff costs	**454,723**	444,930

Save the Children International contributes to a defined contribution scheme for staff at the centre, a group personal pension (GPP) operated on a salary sacrifice basis. Included in the pension costs above are employers' contributions to this scheme of USD 3,060,689 (2023: USD 2,436,445).

Save the Children International contributes to a long term savings plan for programme staff on international contracts. Employers' contributions charged to the consolidated statement of financial activities were USD 4,439,295 (2023: USD 5,174,297).

Donated staff costs from members represents secondees from members provided for no consideration. The value of these secondees is included within gifts in kind in note 2 (c).

Save the Children International has made USD 3,229,000 termination payments which were either paid during the year or had been communicated before 31 December 2024 (2023: USD 394,967).

(b) *Average headcount of Save the Children International employees.*

	Country offices	Regional offices	Advocacy offices	Centre	**2024 Total**	2023 Total
Charitable activities	14,621	285	35	1,200	**16,141**	19,537
Fundraising	12	-	-	-	**12**	11
	14,633	285	35	1,200	**16,153**	19,548

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(c) The table below shows the number of staff (including secondees from members) with emoluments falling in the following ranges, starting from USD 60,000. Emoluments include salary, taxable benefits in kind and other payments to employees but not employer pension contributions.

For members of staff working in our international programmes, emoluments may include accommodation and other benefits, which allow us to be appropriately competitive in recruiting and retaining staff in the International Non-Governmental Organisation market. Employees based in Save the Children International's centre office receive salary amounts in GBP and therefore foreign exchange movements between GBP and USD will impact comparisons between financial years.

	2024 Gross salaries	2024 Total Emoluments (including other benefits)	2023 Gross salaries	2023 Total Emoluments (including other benefits)
USD 60,001 - USD 75,000	412	424	411	399
USD 75,001 - USD 90,000	234	275	197	234
USD 90,001 - USD 105,000	98	167	98	156
USD 105,001 - USD 120,000	53	89	42	80
USD 120,001 - USD 135,000	25	47	14	35
USD 135,001 - USD 150,000	6	17	6	18
USD 150,001 - USD 165,000	5	15	4	10
USD 165,001 - USD 180,000	2	16	3	11
USD 180,001 - USD 195,000	3	8	4	10
USD 195,001 - USD 210,000	4	9	5	8
USD 210,001 - USD 225,000	5	5	2	4
USD 225,001 - USD 240,000	-	1	-	1
USD 240,001 - USD 255,000	1	1	-	-
USD 255,001 - USD 270,000	-	2	-	1
USD 270,001 - USD 285,000	-	-	-	-
USD 285,001 - USD 300,000	-	-	1	-
USD 300,001 - USD 315,000	1	-	-	-
USD 315,001 - USD 330,000	-	1	-	1
USD 330,001 - USD 345,000	-	-	-	1
USD 345,001 - USD 360,000	1	1	-	-
USD 360,001 - USD 375,000	-	1	-	-

(d) *Remuneration of key management personnel*

The trustees delegate the day to day running of the organisation to the Senior Leadership Team who are considered to be the key management personnel. Remuneration for members of the Senior Leadership Team for the year ended 31 December 2024 are detailed below.

Position	**No of Senior Leadership Team roles 2024**	**Actual gross remuneration 2024 USD**	**Full time equivalent remuneration 2024 USD**	**No of Senior Leadership Team roles 2023**	**Actual gross remuneration 2023 USD**
Chief Executive Officer		371,235	371,235		344,571
Chief Operating Officer (Current)		134,520	245,519		-
Chief Operating Officer (Previous)		347,793	216,914		210,097
Chief Financial Officer		201,828	201,828		196,256
Chief Strategic Officer and Deputy Chief Executive Officer		222,950	222,950		93,342
Other Senior Leadership Team members	6	1,420,679	1,416,187	6	1,273,114
Total remuneration for key management personnel		2,699,005			2,117,380

In addition to the gross salaries, USD 329,235 (2023: USD 236,156) was paid for employer's national insurance, social security and pension contributions in respect of the above individuals. The gross remuneration includes some overlap in transition of key management personnel. SCI also made a once-off remunerative leaving payment to the departing COO as well as a redundancy amount for the Chief Impact Officer, included in the figures above.

The majority of SLT accepted a salary increment in 2024. When converting non-US Dollar denominated salaries the reported figure above has increased in line with general strengthening against the US Dollar in 2024, a partial reversal to the previous year.

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5. FIXED ASSETS

(a) *Group tangible fixed assets*

	Furniture, fittings and equipment USD 000s	Motor vehicles USD 000s	Leasehold property USD 000s	Freehold property USD 000s	**Total USD 000s**
Cost					
Brought forward at 1 January 2024	1,157	14,194	2,003	3,382	**20,736**
Additions	70	3,623	164	20	**3,877**
Disposals	(4)	(205)	(36)	-	**(245)**
Carried forward at 31 December 2024	1,223	17,612	2,131	3,402	**24,368**
Depreciation					
Brought forward at 1 January 2024	969	8,710	1,252	923	**11,854**
Charge for the financial year	49	1,835	284	93	**2,261**
Disposals	-	(198)	-	-	**(198)**
Carried forward at 31 December 2024	1,018	10,347	1,536	1,016	**13,917**
Net book value					
31 December 2024	**205**	**7,265**	**595**	**2,386**	**10,451**
31 December 2023	188	5,484	751	2,459	**8,882**

Leasehold property amounts all relate to long-term leases.

(b) *Group intangible fixed assets*

	Assets under construction USD 000s	Computer software systems USD 000s	**Total USD 000s**
Cost			
Brought forward at 1 January 2024	-	50,419	**50,419**
Additions	6,733	2,920	**9,653**
Disposals	-	-	**-**
Carried forward at 31 December 2024	6,733	53,339	**60,072**
Depreciation			
Brought forward at 1 January 2024	-	26,516	**26,516**
Charge for the financial year	-	8,788	**8,788**
Disposals	-	-	**-**
Carried forward at 31 December 2024	-	35,304	**35,304**
Net book value			
31 December 2024	**6,733**	**18,035**	**24,768**
31 December 2023	-	23,903	**23,903**

All fixed assets are held for direct charitable purposes.

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6. STOCK

	2024 USD 000s Group	2024 USD 000s Charity	2023 USD 000s Group	2023 USD 000s Charity
Undistributed gifts in kind				
Food aid	**6,738**	**6,611**	7,062	7,186
Pharmaceutical and medical goods	**786**	**798**	1,625	1,611
Other goods	**426**	**162**	648	873
Total undistributed gifts in kind	**7,950**	**7,571**	9,335	9,670
Other Stocks				
Food aid	**601**	**601**	640	640
Pharmaceutical and medical goods	**8,236**	**8,163**	10,214	10,185
Other goods	**7,883**	**7,622**	9,216	7,953
Total other stocks	**16,720**	**16,386**	20,070	18,778
Total stock	**24,670**	**23,957**	29,405	28,448

Please refer to Note 20(a) for subsequent events. Stock balances of $728,608 related to awards subsequently terminated or partially terminated have been identified as potentially obsolete.

7. DEBTORS

	2024 USD 000s Group	2024 USD 000s Charity	2023 USD 000s Group	2023 USD 000s Charity
Amounts due from Save the Children members	**157,028**	**157,028**	162,205	162,205
Amounts due from subsidiary undertakings	**-**	**537**	-	3,708
Other debtors	**6,475**	**6,103**	11,148	10,190
Prepayments and accrued income	**13,793**	**12,961**	13,729	12,499
	177,296	**176,629**	187,082	188,602

8. INVESTMENTS

	2024 USD 000s Group	2024 USD 000s Charity	2023 USD 000s Group	2023 USD 000s Charity
Financial Instrument Asset	**-**	**-**	176	176
Associated company	**305**	**305**	387	387
	305	**305**	563	563

9. CASH AT BANK AND IN HAND

	2024 USD 000s Group	2024 USD 000s Charity	2023 USD 000s Group	2023 USD 000s Charity
Cash held at centre	**123,294**	**123,294**	244,136	244,136
Cash held in overseas offices	**79,018**	**77,557**	40,227	38,106
	202,312	**200,851**	284,363	282,242

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10. CREDITORS DUE WITHIN ONE YEAR

	2024 USD 000s Group	**2024 USD 000s Charity**	2023 USD 000s Group	2023 USD 000s Charity
Amounts due to Save the Children Association	**2,287**	**2,287**	4,194	**4,194**
Amounts payable to Save the Children members	**196,688**	**196,688**	187,844	**187,844**
Amounts payable to Save the Children national offices	**2,216**	**2,216**	2,894	**2,894**
Trade creditors	**20,467**	**20,023**	13,264	**12,761**
Financial instrument liability	**537**	**537**	-	**-**
Other short term liabilities	**8,245**	**8,274**	7,808	**8,786**
Accruals and deferred income	**45,504**	**43,113**	49,630	**47,145**
	275,944	**273,138**	265,634	**263,624**

Amounts payable to Save the Children members include amounts advanced to Save the Children International to fund working capital.

11. PROVISIONS

	Balance as at 1 January 2024 USD 000s	Arising in the financial year USD 000s	Utilised in the financial year USD 000s	Provisions released USD 000s	**Balance as at 31 December 2024 USD 000s**
Terminal grant provisions	49,107	6,528	(5,138)	(3,412)	**47,085**
Property dilapidations	742	55	-	(17)	**780**
Operating lease provision	476	8	(182)	-	**302**
Provision for tax liability	6,094	662	(35)	(3,919)	**2,802**
Other provisions	2,741	608	(790)	(308)	**2,251**
	59,160	7,861	(6,145)	(7,656)	**53,220**

Total provisions held within the Save the Children International charity only were $51,171k (2023: $57,133k)

Terminal grant provisions are contractual amounts due to employees in country and regional offices when leaving employment with Save the Children International.

Property dilapidations represent the estimated costs of payments required to make good the condition of properties on the termination of leases.

The operating lease provision represents the value of lease inducements (rent free period) received by Save the Children International. It will be utilised over the term of the lease.

The tax provision represents estimates of the amounts of liabilities for various taxes in country and regional offices.

Other provisions represent provisions for pending legal cases or provisions required to be recognised which do not fit into the specific categories listed above.

12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	2024 Unrestricted USD 000s	2024 Restricted USD 000s	**2024 Total USD 000s**
Fixed assets	35,219	-	**35,219**
Current assets	347,930	56,653	**404,583**
Current liabilities	(275,944)	-	**(275,944)**
Provisions	(53,220)	-	**(53,220)**
	53,985	56,653	**110,638**

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13. COMMITMENTS UNDER OPERATING LEASES

The total future minimum lease payments and current year expenditure on non-cancellable operating leases:

	2024 Land and buildings USD 000s	**2024 Other leases USD 000s**	2023 Land and buildings USD 000s	2023 Other leases USD 000s
Lease payments recognised as current year expense	**17,952**	**1,278**	17,853	2,067
Lease payments due within one year	**4,180**	**25**	7,298	73
Lease payments due between one and five years	**574**	**48**	4,722	4
Lease payments due after five years	**-**	**-**	41	4
	4,754	**73**	12,061	81

14. FINANCIAL COMMITMENTS

(a) At 31 December 2024, Save the Children International has committed the following amounts in grants to partners subject to satisfactory performance. These amounts will form part of the grants allocated in future years. Please refer to Note 20(a) for subsequent events. Commitments to partners to a value of $39,220,000 for grants planned to be allocated in future years existed as at balance sheet date and are related to awards subsequently terminated or partially terminated.

	Balance as at 1 January 2024 USD 000s	Charged to SOFA in 2024 USD 000s	New commitments USD 000s	**Balance as at 31 December 2024 USD 000s**
Commitments to partner organisations	341,615	(372,883)	303,056	**271,788**

Commitments to partner organisations consist of amounts falling due:	**2024 USD 000s**	**2023 USD 000s**
within one year	**184,200**	**231,856**
after one year	**87,588**	**109,759**
	271,788	**341,615**

(b) Save the Children International has entered into a number of long-term contracts for the supply of services all of which are cancellable.

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15. CONSOLIDATED STATEMENT OF FUNDS

	Balance as at 1 January 2024 USD 000s	Income USD 000s	Expenditure USD 000s	Transfers USD 000s	**Balance as at 31 December 2024 USD 000s**
Unrestricted funds					
General funds	**8,509**	37,815	(28,159)	(16,625)	**1,540**
Fixed asset funds	**32,785**	221	(1,545)	1,553	**33,014**
International programming designated funds	**11,837**	24,756	(25,962)	(6,154)	**4,477**
International programming reserve	**8,800**	-	-	-	**8,800**
Closure reserve	**5,120**	-	-	1,034	**6,154**
Designated funds	**58,542**	24,977	(27,507)	(3,567)	**52,445**
Total unrestricted funds	**67,051**	62,792	(55,666)	(20,192)	**53,985**
Restricted funds					
International programme grants	**46,487**	1,208,550	(1,233,239)	2,279	**24,077**
Humanitarian Fund	**102,546**	62,808	(124,847)	1,027	**41,534**
International programme operational fund	**11,917**	47,483	(64,353)	13,951	**8,998**
Strategic investment funds	**(21,972)**	14,839	(17,739)	3,516	**(21,356)**
Donated professional services	**-**	12,822	(12,822)	-	**-**
Member growth fund	**3,375**	1,038	(432)	(581)	**3,400**
Total restricted funds	**142,353**	1,347,540	(1,453,432)	20,192	**56,653**
Total funds	**209,404**	1,410,332	(1,509,098)	-	**110,638**

General funds represent the amounts that trustees are free to use in accordance with Save the Children International's charitable objectives.

The fixed asset fund represents the net book value of fixed assets and proceeds from the sale of fixed assets to be used for the replacement of fixed assets in 2024. The value of fixed assets acquired out of general funds, the international programme operational fund, the international programme investment fund and the fixed asset replacement fund are transferred to the fixed asset fund.

International Programming designated funds represents Non-Award funds, disallowance reserve and funded provisions and assets.

The closure reserve represents the funds set aside to provide for the costs in the event of the closure of the non-programming functions of the charity.

International programme grants represent funds received from members for development and humanitarian projects.

The international programme operational fund represents contributions received from members for the running costs of Save the Children International's international programme work, not directly attributable to projects.

The Strategic Investment Fund has been used to pre-finance capital spending on a range of transformation projects. This ensures the organisation can deliver on its strategic plan, with an emphasis on investing in the portfolio of global transformation projects aimed at improving our efficiency and effectiveness.
The use of reserves to fund system developments was agreed with Save the Children members and the reserve will be replenished over the coming years in accordance with that agreement. As a consequence, the Strategic Investment Fund has been in a negative position since the end of 2021 and this deficit will initially increase to allow Save the Children International to fund its system developments over the coming years and then will be fully replenished on a rolling basis. The replenishment plan in place with all Save the Children members gives Save the Children International a reasonable expectation of receiving income in the future. As stated in the replenishment plan, members are providing funds on an annual basis to Save the Children International for an amount equivalent to the annual depreciation of the High Performing Organisation capital costs over the next four years.

Donated professional services represents the value of services provided directly to Save the Children International free of charge.

The member growth fund represents funds received to support the continued growth and development of members.

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16. SUBSIDIARY AND ASSOCIATED COMPANIES

Save the Children International had nine wholly-owned subsidiary entities and one associate at 31 December 2024:

(a) The Save the Children Alliance Trading Limited is incorporated in England and Wales with registered company number 3744223; registered address: St Vincent House, 30 Orange Street, London WC2H 7HH) as a company limited by shares. It was made a dormant company in 2007; its principal activities were the provision of consultancy services to Save the Children International and commercial use of the Save the Children name and logo. The charity holds the entire issued share capital. The cost of this investment is £1.

(b) Save the Children Asia Regional Office Limited is a Singapore incorporated public company limited by guarantee with registered Company No: 201024335C; registered as a charity under the Singapore Charities Act and registered address is 352 Tanglin Road, Tanglin International Centre, #03-01 Strathmore Building, Singapore 247671. Save the Children International is the sole member of Save the Children Asia Regional Office Limited. The company's net assets, liabilities, income and expenditure for the year ended 31 December 2024 were as follows:

	2024 USD 000s	2023 USD 000s
Assets	**504**	553
Liabilities	**(396)**	(435)
Total net assets	**108**	118
Income	**9,815**	10,420
Expenditure	**(9,829)**	(10,106)
Net outgoing resources	**(14)**	314

(c) Save the Children International (Kenya) is incorporated in Kenya under the Non-Governmental Organizations Co-ordination Act with registered address as Kenya & Madagascar Country Office, 1st Floor, Merchant Square Block C, Riverside Drive P.O. Box 27679-00506, Nairobi, Kenya. Save the Children International is the sole corporate member of Save the Children International (Kenya). The company's net assets, liabilities, income and expenditure for the year ended 31 December 2024 were as follows:

	2024 USD 000s	2023 USD 000s
Assets	**3,260**	2,613
Liabilities	**(2,759)**	(2,486)
Total net assets	**501**	127
Income	**28,386**	28,980
Expenditure	**(28,010)**	(29,357)
Net incoming resources	**376**	(377)

(d) Save the Children International (Zambia) is incorporated in Zambia under the Societies Act with registered no. ORS/102/35/3906 and registered address as Plot 4E, Warthog Way, Off Warthog Road, Kabulonga, Post net Box 487, Private Edge Bag E891, Lusaka, Zambia. The members of Save the Children (Zambia) are Save the Children International and the International Programming Director of Save the Children International. The company's net assets, liabilities, income and expenditure for the year ended 31 December 2024 were as follows:

	2024 USD 000s	2023 USD 000s
Assets	**733**	636
Liabilities	**(709)**	(635)
Total net assets	**24**	1
Income	**9,103**	7,818
Expenditure	**(9,108)**	(7,819)
Net outgoing resources	**(5)**	(1)

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(e) Save the Children International (US Global Advocacy Office), Inc. was incorporated in 777 United Nations Plaza #3A, New York, NY 10017, United States as an exempt non-profit organisation. Save the Children International is sole member with right to remove and appoint director / officer(s). The company's net assets, liabilities, income and expenditure for the year ended 31 December 2024 were as follows:

	2024 USD 000s	2023 USD 000s
Assets	**146**	130
Liabilities	**(146)**	(130)
Total net assets	**0**	-
Income	**827**	945
Expenditure	**(828)**	(946)
Net outgoing resources	**(1)**	(1)

(f) Fundación Save the Children Colombia (registration number S0046070 and registered address as Calle 77 N° 11-19 Piso 5. Bogotá D.C. and was incorporated in Colombia as a Foundation (a type of private, not-for-profit entity). Save the Children International is the sole member (a corporate member). The company's net assets, liabilities, income and expenditure for the year ended 31 December 2024 were as follows:

	2024 USD 000s	2023 USD 000s
Assets	**1,595**	1,897
Liabilities	**(1,469)**	(2,128)
Total net assets	**126**	(231)
Income	**16,620**	21,889
Expenditure	**(16,421)**	(22,583)
Net incoming resources	**199**	(694)

(g) Asociacion Civil Save the Children International Venezuela was registered at the Public Registry of the First Circuit of the Baruta Municipality, Miranda State under number 15 folio 86 of Volume 24 of the Transcription Protocol incorporated on 8th October 2019 with registered address as Quinta La Colina, Calle Agualinda, Urbanizacion Prados del Este, Municipio Baruta del Estado Miranda, Caracas.

	2024 USD 000s	2023 USD 000s
Assets	**443**	489
Liabilities	**(385)**	(99)
Total net assets	**58**	390
Income	**11,356**	9,645
Expenditure	**(11,712)**	(9,366)
Net outgoing resources	**(356)**	279

(h) Fundacja Save the Children International (Poland) was registered in the National Court Register in the country on 14 April 2021 with registered address as Save the Children, ul. Skierniewicka 10A, 01-230 Warsaw,Poland. Please refer to note 20(b) for subsequent events. In February 2025, due to reduced funding the decision was made by Save the Children International to close a subsidiary Save The Children International (Poland). Save the Children International is in the process of deregistering this subsidiary and plans to complete this by the end of 2025. The organisation's net assets, liabilities, income and expenditure for the year ended 31 December 2024 were as follows:

	2024 USD 000s	2023 USD 000s
Assets	**97**	1,268
Liabilities	**(2,613)**	(3,746)
Total net assets	**(2,516)**	(2,478)
Income	**12,594**	17,788
Expenditure	**(12,633)**	(18,922)
Net outgoing resources	**(39)**	(1,134)

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(i) Save the Children Brasil was registered in the country on 1st November 2023 with registered address of Av Paulista, 352, 9o Andar, Conj 95, Sala S, Brazil. Please refer to note 20(c) for subsequent events. In February 2025, due to reduced funding the decision was made by Save the Children International to close a subsidiary Save The Children Brasil. Save the Children International is in the process of deregistering this subsidiary and plans to complete this by the end of 2025. The organisation's net assets, liabilities, income and expenditure for the year ended 31 December 2024 were as follows:

	2024 USD 000s	2023 USD 000s
Assets	**-**	-
Liabilities	**-**	-
Total net assets	**-**	-
Income	**662**	-
Expenditure	**(663)**	-
Net outgoing resources	**(1)**	-

(j) Save the Children Global Ventures was incorporated in 2023. Save the Children International holds 20% of the voting rights of the board and therefore deems to hold significant influence over the activities and direction of the company and in turn has been recognised as an associate. It's registered address is 3 Rue due Mont Blanc, 1201 Geneva, Switzerland.

	2024 USD 000s	2023 USD 000s
Assets	**2,556**	2,147
Liabilities	**(1,029)**	(210)
Total net assets	**1,527**	**1,937**
Save the Children International's share of net assets	**305**	**387**

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17. RELATED PARTY TRANSACTIONS

In accordance with the provisions of section 33 of the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), Related Party Disclosures, the related party transactions entered into by Save the Children International are detailed below. All transactions were in the normal course of business.

(a) *Save the Children Association*

Save the Children International has been controlled throughout the financial year by its ultimate parent undertaking Save the Children Association, a Swiss association formed pursuant to Articles 60-79 of the Swiss Civil Code. No other group financial statements include the results of the charity.

At the end of 2024 Save the Children Association comprised 28 members and 2 associate members. Members and associate members are each separate and independent legal entities incorporated under laws of their home country and are bound together as members through: Save the Children Association Bylaws, a Trademark Licence Agreement between Save the Children Association and each member, and an All Member Agreement, entered into in the first quarter of 2011 to implement an international programming strategy.

The boards of Save the Children Association and Save the Children International have identical membership and both are managed on a day-to-day basis by the same leadership team employed by Save the Children International. During the financial year, the following types of transactions took place between Save the Children International and Save the Children Association: grants of USD 55,841,942 (2023: USD 51,619,644) were received by Save the Children International from Save the Children Association.

At the year end, the group balances with Save the Children Association were:

	2024 USD 000s	2023 USD 000s
Amounts payable to the Save the Children Association	**(2,287)**	(4,194)

(b) *Save the Children members*

During the financial year the following types of transactions took place between Save the Children International and members (primarily the 17 international programming members):

i Grant income of USD 1,222,742,000 (2023: USD 1,333,880,000) was received from the members for international programming activities.

ii Donated services of USD 15,936,000 (2023: USD 18,844,000) were received from members.

iii Donated goods of USD 20,421,000 (2023: USD 29,010,000) were received from members.

iv Contributions to the charity's working capital of USD 35,619,000 (2023: USD 36,328,000) have been made by, and are repayable to, members.

v Donations were received by Save the Children International on behalf of Save the Children members. The sums received are remitted to the relevant member.

vi Additional commitments have been made by the members to Save the Children International as set out in note 18.

No profit or loss has arisen on these transactions.

The income received from each member is set out in note 2.

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At the year end, the group's balances with members were:

	2024 Amounts receivable USD 000s	2024 Amounts payable USD 000s	**2024 Net balance USD 000s**	2023 Net balance USD 000s
Save the Children member organisation				
Australia	2,467	(4,479)	**(2,012)**	(2,814)
Canada	1,907	(3,473)	**(1,566)**	(1,185)
Denmark	6,814	(4,704)	**2,110**	2,446
Dominican Republic	3	-	**3**	2
European Union	-	(160)	**(160)**	(55)
Finland	2,857	(3,805)	**(948)**	(1,847)
Germany	4,896	(7,459)	**(2,563)**	(1,612)
Honduras	2	-	**2**	-
Hong Kong	578	(879)	**(301)**	(514)
Iceland	6	-	**6**	26
India	126	-	**126**	156
Indonesia	-	(150)	**(150)**	(194)
Italy	3,519	(6,080)	**(2,561)**	(5,632)
Japan	2,228	(1,004)	**1,224**	1,035
Jordan	-	(1)	**(1)**	(2)
Korea	-	(1,795)	**(1,795)**	(601)
Lithuania	1	-	**1**	1
Mexico	-	(110)	**(110)**	(365)
Netherlands	2,852	(6,817)	**(3,965)**	(2,395)
New Zealand	243	(241)	**2**	(15)
Norway	11,359	(22,399)	**(11,040)**	(8,469)
Philippines	-	(316)	**(316)**	(427)
Romania	1	-	**1**	29
Spain	511	(2,248)	**(1,737)**	(2,982)
South Africa	-	(20)	**(20)**	(43)
Sweden	7,192	(8,846)	**(1,654)**	(5,134)
Switzerland	1,640	(2,848)	**(1,208)**	(2,485)
United Kingdom	27,368	(36,125)	**(8,757)**	(21,721)
United States	80,389	(82,729)	**(2,340)**	29,158
Total Save the Children members	156,959	(196,688)	**(39,729)**	(25,639)

(c) *National Offices*

On January 1, 2022, our Kosovo country office transitioned to an independent Save the Children National Office; also on January 1, 2022 Sheptoni Fermijet (Save the Children), registered in Albania, transitioned from being a subsidiary of Save the Children International to an independent Save the Children National Office. On 1st May 2022 our Thailand country office transitioned to an independent Save the Children National Office. All three entities were previously controlled by Save the Children International but are now seperately managed and controlled entities. Although Save the Children Inernational does not have direct significant influence over the National Offices there are persons directly connected with Save the Children International that have significant influence with the National Offices and accordingly we believe that they should be treated as related parties and therefore. The following related party transactions occured within the year:

	2024 Amounts receivable USD 000s	2024 Amounts payable USD 000s	**2024 Net balance USD 000s**	2023 Net balance USD 000s
Albania	69	(403)	**(334)**	(315)
Kosovo	-	(681)	**(681)**	(592)
Thailand	-	(1,132)	**(1,132)**	(1,987)
Total National Offices	69	(2,216)	**(2,147)**	(2,894)

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18. CONTINGENT ASSETS

	2024 International programming reserve commitments (a) USD 000s	2024 International programming closure indemnity (b) USD 000s	**2024 Total contingent assets USD 000s**	2023 Total contingent assets USD 000s
Save the Children member organisation				
Australia	-	375	**375**	252
Canada	-	339	**339**	535
Denmark	-	623	**623**	748
Finland	-	549	**549**	350
Germany	-	678	**678**	871
Hong Kong	-	121	**121**	129
Italy	-	1,534	**1,534**	1,183
Japan	-	147	**147**	156
Korea	-	380	**380**	412
Netherlands	-	437	**437**	640
New Zealand	-	36	**36**	39
Norway	-	1,826	**1,826**	1,596
Spain	-	338	**338**	314
Sweden	-	1,369	**1,369**	1,437
Switzerland	-	261	**261**	258
United Kingdom	3,112	2,873	**5,985**	5,812
United States	3,100	8,114	**11,214**	11,480
	6,212	20,000	**26,212**	26,212

(a) Members have made cash contributions in previous years of USD 8,800,000 which comprises the International Programming reserve (see note 15) to enable Save the Children International to meet its requirements to hold free reserves in accordance with the reserves policy agreed by the trustees. In addition, members provided a further USD 6,212,000 during 2016 in the form of standby letters of credit which give the charity unconditional and irrevocable access on demand to funds in the event of the use of reserves being required as reflected in the contingent asset table.

(b) The costs associated with the closure / wind-down of the charity's international programming work are covered by member indemnities up to a maximum of USD 20 million.

19. CONTINGENT LIABILITIES

Save the Children International is involved in various legal proceedings and claims arising in the normal course of business. Management does not expect the ultimate resolution of these actions to have a material adverse effect on Save the Children International's financial position, changes in net assets, or cash flow, as the possibility is remote or the estimate of the financial effect is not practical with the information available. As at 31 December 2024, Save the Children International has multiple ongoing legal cases in various jurisdictions, amounting to $31,176,611 (2023: $27,750,030). However, the legal advice indicated that the actual amount of economic outflow is either considered to be not probable or cannot be estimated reliably, therefore no provision has been recognised.

Save the Children International receives funding from members for various activities, which are subject to audit. Although such audits may result in disallowance of certain expenditures, which would be absorbed by Save the Children International, in management's opinion the ultimate outcome of such audits would not have a significant effect on the financial position, changes in net assets, or cash flows of Save the Children International.

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20. SUBSEQUENT EVENTS

(a) On 20 January 2025, the US government issued an Executive Order that directed US government departments and agencies to conduct a review of all foreign aid programs to assess programmatic efficiencies and consistency with US foreign policy. Subsequent to this review, a significant number of US government awards were terminated. The financial statements have been assessed for any adjusting events and can confirm no material impacts have been identified which require any adjustment on the financial statements of 31 December 2024.

Partner advances of $5,700,000 were issued as at balance sheet date and therefore expensed at that time and are related to awards subsequently terminated or partially terminated. These amounts have since been liquidated. An immaterial amount of these advances have been returned to SCI as unspent advances. SCI has not identified any element of this amount to be deemed irrecoverable from its partners. Please refer to Note 3(d) for overall expenditure through partners.

Stock balances of $728,608 related to awards subsequently terminated or partially terminated have been identified as potentially obsolete. Please refer to Note 6 for overall stock balances at balance sheet date.

Commitments to partners to a value of $39,220,000 for grants planned to be allocated in future years existed as at balance sheet date and are related to awards subsequently terminated or partially terminated. Please refer to note 14(a) for financial commitments to partner organisations.

(b) In February 2025, due to reduced funding the decision was made by Save the Children International to close a subsidiary Save the Children International (Poland). Save the Children International is in the process of deregistering this subsidiary and plans to complete this by the end of 2025. Please refer to note 16. (h)

(c) In February 2025, due to reduced funding the decision was made by Save the Children International to close a subsidiary Save the Children Brasil. Save the Children International is in the process of deregistering this subsidiary and plans to complete this by the end of 2025. Please refer to note 16. (i)

(d) Due to a challenging funding environment, Save the Children International has already communicated and will implement a restructuring initiative in 2025. The scope of the restructure will impact both the global teams support services as well as in-country operations.

(e) In light of the increased financial pressures Save the Children International is facing and the severe challenges to effectively carry out our work, Save the Children International made the difficult decision to cease operations in northern Yemen.

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Charity registration number 1076822

SAVE THE CHILDREN INTERNATIONAL

England & Wales - Charity number 1076822

Accounts

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2023 IN REVIEW

Save the Children

TRUSTEES' REPORT, STRATEGIC REVIEW & FINANCIAL STATEMENTS

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SAVE THE CHILDREN INTERNATIONAL TRUSTEES' REPORT, STRATEGIC REVIEW AND FINANCIAL STATEMENTS FOR 2023

The Save the Children International Board of trustees (herein referred to as the 'Trustees') are pleased to present their annual report, strategic review and the audited consolidated financial statements of Save the Children International and its trading subsidiaries for the year ended 31 December 2023.

Cover photo: Mustafa Saeed / Save the Children
Faisa*, 12, playing outside at a Displaced person camp, in the Bari region, Somalia.
This page: Fabeha Monir/Save The Children
Munni, 18, and her sister Tanni, 12, laugh by Munni's fish pond at their home in Bangladesh.

*Some names in this report have been changed to protect identities.

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REFLECTIONS FROM THE CHAIR OF THE BOARD

In today's turbulent world, children face increasingly complex challenges.

Last year, we made significant progress against our global strategy, reaching over 105 million children in 94 countries. Our emergency response work supported over 31 million people including 16 million children, across 78 countries. Our advocacy efforts have led to significant policy changes by governments worldwide.

As we reach the final year of our current strategy, we recognise the need to further adapt to our evolving world. It is imperative to ensure we are strategically positioned to achieve our ambitious vision for children by 2030. By working collaboratively with our local and national partners, and through ongoing engagement with our donors and supporters, we remain steadfast in leveraging our knowledge and expertise to develop innovative and impactful solutions for children.

The Board and I would like to take this opportunity to extend our heartfelt appreciation to Dona Young, whose tenure on the Save the Children International & Save the Children Association Global Board concluded in 2023, and a warm welcome to Anne Gates and Richard Winter, who have recently joined us.

To our Board members and teams worldwide involved in our historic mission, we thank you for your unwavering dedication and compassion. The life-altering programmes you continue to tirelessly deliver for children are needed now more than ever in recent history.

Thank you,

Angela Ahrendts DBE
Chair of the Board of Trustees

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LETTER FROM THE CEO

In 2023, children worldwide faced countless challenges, crises, and threats to their rights. They are intersecting and compounding one another, leading to a polycrisis with cascading effects across social, economic, and environmental systems.

Conflicts are proliferating and intensifying at the same time as disaster risks are increasing. From ongoing conflicts and insecurity to horrific new conflicts, and emergencies triggered by the severe climate crisis, the situation for children in humanitarian emergencies in 2023 was dire and unacceptable.

This Trustees' Strategic Report sets out the progress and challenges we experienced in 2023 in our work to respond to those threats and champion children's rights worldwide.

We are doing our utmost to respond in a situation with erosion of children's rights worldwide, declining institutional and social trust, widespread polarisation and fragility, as well as growing inequality. In times of crisis, we are always among the first organisations to deliver life-saving support for children and their families. In 2023, we had to dramatically increase our humanitarian work as detailed in our Humanitarian Plan 2023. We partnered with local organisations to ensure our responses were locally driven, allowing us to build trust and gain access to hard-to-reach communities. We stood side by side with children in the world's toughest places.

We continued our work to reach and influence government institutions responsible for safeguarding children's rights. Through our advocacy and campaigning work, we contributed to 99 significant policy, legislative, budgetary, and service/system changes, with children actively involved in at least 43 of these achievements. Notably, our advocacy efforts contributed to the development of NATO's inaugural policy on protecting children in armed conflict.

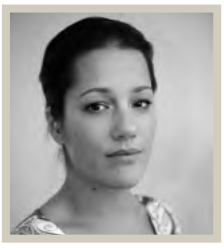
We promoted child participation. Children's voices shape our priorities, and we provided platforms for their advocacy. We've seen inspiring examples of children and youth engaging in key events like the UN General Assembly and COP28. Our Global Children's Advisory Board provided valuable insights on issues such as the climate crisis and inequality. Through Generation Hope, our global campaign for and with children, we supported more than 14,200 children to call for urgent action on the issues that matter most to them.

As a global Movement, Save the Children International and our 30 members all working together, we were able to mount rapid, extensive, and impactful responses to crises such as the continued war in Ukraine and the earthquakes in Türkiye and Syria. The success of our internally managed Global Humanitarian Fund, which ensures that Save the Children country offices and local and national actors have the resources to rapidly respond to escalating humanitarian needs, underscores the importance of the trust and collaboration within our movement.

Conflicts, hunger, climate-related disasters, poverty, and inequality are on the rise at an alarming pace. We worked extremely hard last year to rise to these challenges and I feel an overwhelming sense of pride in the difference we are making. But the work is not without challenges as children's lives, safety, well-being, and futures are under attack in an increasingly dangerous and unequal world.

Working together with children, local communities, and our local, national, and international partners, we will continue to amplify our collective impact to create lasting, positive change for children worldwide.

Inger Ashing
CEO, Save the Children International



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FIVESCOPES / Save the Children

Yaira*, 11, wearing 'Panchito', the huggable backpack, Peru.

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Esther Ruth Mbabazi / Save the Children

Sandra, Health Specialist, with baby Priscilla and her mother, Evelyn, in the high dependency unit, Uganda.

OVERVIEW

WHO WE ARE

SAVE THE CHILDREN IS THE WORLD'S LARGEST INDEPENDENT CHILDREN'S RIGHTS ORGANISATION. WE'VE PROTECTED CHILDREN'S RIGHTS FOR MORE THAN 100 YEARS. TODAY, WE'RE PROUDLY WORKING WITH CHILDREN, THEIR COMMUNITIES, AND OUR PARTNERS WORLDWIDE, DISCOVERING NEW SOLUTIONS AND CREATING LASTING CHANGE, TOGETHER.

The Save the Children Association is a global movement made up of Save the Children International and 30 member organisations (including three associate members working towards full member status in 2023*) around the world. All these member organisations engage supporters and donors in their national context and deliver programmes and advocacy work to help children in their countries.

*The Philippines became a full member in 2024.

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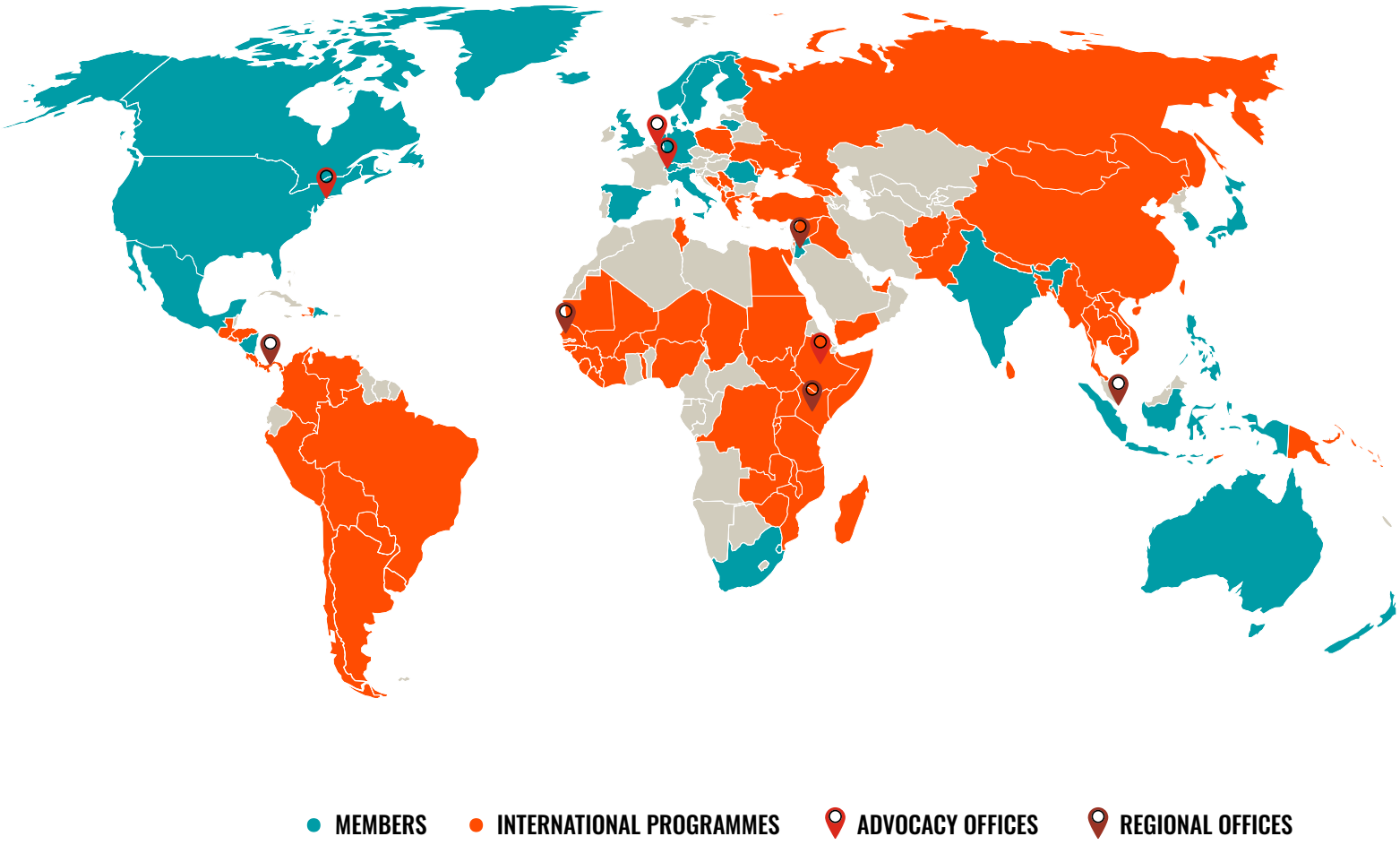

WHERE WE WORK

As a global movement, Save the Children Association operated in 115 countries in 2023. Save the Children International delivers international programmes and humanitarian responses and coordinates campaigns and advocacy for the movement. In 2023, Save the Children International was made up of 55 country offices, five regional offices, two humanitarian response offices, three advocacy offices, 11 partner-led programmes and a global team working on behalf of the whole movement. In some countries, we have more than one office type.

Save the Children International is responsible for implementing around 70% of the whole movement's total expenditure on programming and advocacy work around the world, with the further 30% implemented through Save the Children Association member organisations.

This report largely covers the work and results of Save the Children International. However, when reporting progress towards the targets of our global 2022–2024 strategy, we have included examples of the programming and advocacy work of the whole movement.

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THE WORLD IN 2023

In 2023, millions of children suffered the consequences of floods, storms and droughts linked to climate change, struggled to access essential services amidst violent conflict, or continued to feel the socio-economic impacts of the COVID-19 pandemic.

2023 saw an unprecedented number of crises with conflicts impacting children in many countries including Israel and the occupied Palestinian territory, Ukraine, Myanmar, Haiti, Sudan, and the Democratic Republic of the Congo. Major humanitarian emergencies caused or exacerbated by the climate crisis disrupted the lives of children in countries including Türkiye, Syria, Morocco, and Libya.

Children, who bear minimal responsibility for these crises, are disproportionately suffering from their consequences.

There are an estimated 2.4 billion children around the world. Of these:

- About **one billion children** are missing out on basic rights such as to **nutritious food**, **clean water**, or **quality education**[1].
- An estimated **4.9 million children die** needlessly before their fifth birthday each year.[2] Nearly **half of deaths among children** aged under five are linked to **undernutrition**[3].
- Nearly **one billion children** every year are living with violence in the home, at school, and now increasingly online[4].

In a rapidly changing global context, our movement-wide strategy aims to respond to and anticipate these threats and the erosion of children's rights. We work in partnership to build resilient, equitable, and fully financed systems to support children and communities, and identify new solutions, for and with children.

1. https://www.unicef.org/social-policy/child-poverty
2. https://www.unicef.org/press-releases/global-child-deaths-reach-historic- low-2022-un-report
3. https://www.who.int/news-room/fact-sheets/detail/malnutrition/
4. https://www.cdc.gov/violenceprevention/childabuseandneglect/vacs/onebillion-children.html

Said, 4 and Samuel, 3, practice balancing on one leg, outside an early years centre, Bolivia.

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Lucia Zoro / Save the Children

OUR 2022–2024 GLOBAL STRATEGY

OUR WHOLE MOVEMENT – SAVE THE CHILDREN INTERNATIONAL AND SAVE THE CHILDREN MEMBER ORGANISATIONS – IS WORKING TOGETHER TO ACHIEVE OUR 2022–2024 GLOBAL STRATEGY.

IT IS GROUNDED IN OUR 2030 AMBITION, VISION, MISSION, VALUES, AND THEORY OF CHANGE AND GUIDED BY OUR 2030 AMBITION.

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

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

OUR VALUES are Creativity, Accountability, Integrity, Collaboration, and Ambition.

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OUR 2030 AMBITION

TO SAFEGUARD CHILDREN'S FUTURES AND CREATE LASTING, POSITIVE CHANGE, WE'RE PUSHING FOR ALL COUNTRIES TO MAKE THESE THREE KEY BREAKTHROUGHS FOR CHILDREN BY 2030.

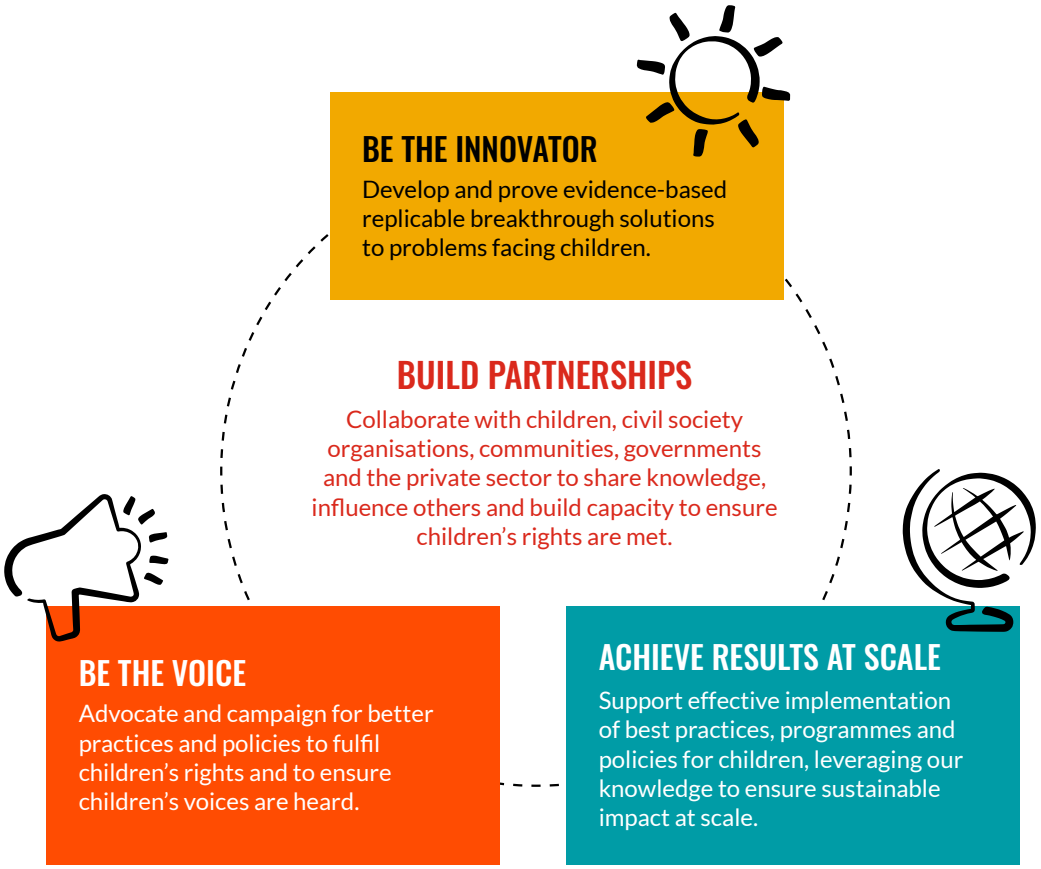
SURVIVE: No child dies from preventable causes before their fifth birthday.

LEARN: All children learn from a quality basic education.

BE PROTECTED: Violence against children is no longer tolerated.

OUR THEORY OF CHANGE

WE FOCUS ON DRIVING CHANGE FOR CHILDREN MOST IMPACTED BY INEQUALITY AND DISCRIMINATION.



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OUR STRATEGY AT A GLANCE

We drive impact by focusing on four strategic goals and we use six enablers to strengthen and accelerate our progress towards those goals. All our goals work together to empower children and make their rights a reality in climate-smart ways.

Our strategy is relevant in every country and every context we work in, from low-income to high-income countries, and those dealing with humanitarian emergencies. In every country we work in, we also have a context-specific strategy that is aligned to our global strategy.

A CHANGING GLOBAL CONTEXT

4 STRATEGIC GOALS
OUR IMPACT FOR AND WITH CHILDREN

HEALTHY START IN LIFE

SAFE BACK TO SCHOOL & LEARNING

LIVE FREE FROM VIOLENCE

SAFETY NETS & RESILIENT FAMILIES

6 ENABLERS
HOW WE ACCELERATE THAT IMPACT

ADVOCATE, CAMPAIGN & MOBILISE

DIGITAL & DATA

STRATEGIC PARTNERSHIPS

SHIFT POWER

AGILE & INCLUSIVE ORGANISATION

GROW & OPTIMISE RESOURCES

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OUR GLOBAL SNAPSHOT FOR THE MOVEMENT 2023

105.4M
CHILDREN REACHED DIRECTLY & INDIRECTLY

26,134
STAFF

$2.7B
TOTAL INCOME

WORKED IN **115** COUNTRIES

99
POLICY CHANGES

121
EMERGENCIES RESPONDED TO

33.7M
CHILDREN REACHED THROUGH HEALTH AND NUTRITION PROGRAMMING

8.5M
CHILDREN REACHED THROUGH EDUCATION PROGRAMMING

3.8M
CHILDREN REACHED THROUGH CHILD PROTECTION PROGRAMMING

3.3M
CHILDREN REACHED LIVING IN POVERTY

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OUR RESULTS AND IMPACT

THE IMPACT THAT WE SEEK

We are committed to creating changes for children, achieved in partnership, that realise children's rights at scale, improve equality, and support children's power.

We always strive to effect changes for children that are lasting and not reliant on our ongoing involvement. And we recognise that what is more important than our reach or activities is what happens to children as a result of our work – the true impact of our work. We continue to improve how we track, understand, and learn from what is working to achieve impact for children.

HOW WE TRACK PROGRESS TOWARDS OUR STRATEGIC GOALS

We have four global strategic goals and we also track progress towards better social accountability, public investment in children, and child rights reporting around the world.

We monitor our strategic performance by measuring how well we are meeting our global goal outcomes and our global goal indicators:

- We track our progress towards our global goal outcomes by measuring the total number of people we have reached through our programming and the number of policy changes we have influenced and contributed to through our evidence, campaigning, advocacy, and technical support work.
- Our global goal indicators reflect key areas of work that should lead to the achievement of our global goal outcomes. For example, the more teachers we train (one indicator) is one of several factors which should lead to more children learning at age and grade appropriate levels (an outcome we seek).

EVOLVING OUR REPORTING

For our 2023 reporting, we have revised our outcome-level targets to exclude the numbers of children reached indirectly, such as through mass communication work like information campaigns on vaccinations and personal safety. While this type of communication work remains important, the indirect reach figures can change substantially from year to year based on a handful of projects, so measurements can be unhelpful when interpreting our strategic performance (for example, this type of work spiked during the COVID-19 pandemic). We believe it is more meaningful to instead focus on the children reached by our direct work and through the service providers we supported, alongside our existing indicators on the number of institutions we have influenced to increase their accountability for children's rights.

More broadly, when it comes to understanding outcomes, we see the need to shift away from measuring outputs, like reach and deliverables, to using measures that will more consistently assess long-term changes in children's lives. We are in the process of building the systems and capacity to help us make this shift in our next strategic period (2025-27). Our reporting from 2025 onwards will reflect these new measures.

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STRATEGY PROGRESS IN 2023 – OVERVIEW

2023 was another very strong year for Save the Children in a challenging context.

- Our countries continued to deliver good progress towards our four strategic goals.
- Our 2023 results show a mixed performance against the outcome targets for the number of children we reach, but strong performance against the indicators tracking the quality of the work we do.
- We responded to 121 new and ongoing humanitarian emergencies in 63 countries.
- We've secured 228 policy changes since the start of 2022 and are on track for our target of 250 policy changes by 2024.
- We raised a record amount of new income from institutional donors, although overall income went down driven by a fall in private funding.
- We are making progress on shifting power to local organisations and communities, although recent feedback from partners shows there is more work to be done to establish more equitable relationships.
- We've improved our digital and data capability, laying the groundwork to accelerate progress in using technology in our work with and for children in the future.

There are various specific factors affecting progress towards our outcome (reach-based) targets and these are set out below in sections addressing each global goal. However, common factors across all goals are that:

- Our income growth has not been as strong as expected when we set our ambitious targets in 2021.
- The cost of delivering our work has increased linked to inflation, which means that for a given amount of expenditure, we are reaching fewer children.
- We have not yet seen the full effect of our six enablers in strengthening and accelerating progress.

Our global goal indicators reflect selected key areas of work rather than a comprehensive coverage of all we do (see Our Results and Impact), so performance against these does not precisely mirror outcome-level performance. In 2023, we saw more positive results at the global goal indicator level than is reflected in outcomes relating to reach. This is mainly because the indicators we track capture more of the qualitative aspects of our work, where we have generally performed well, rather than the quantitative areas where we have not fully achieved the scale we aimed for.

Olga Shults, Save the Children's programme manager, supports a girl with learning and play at a Child Friendly Space in Ukraine.

Oleksandr Khomenko

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Mustafa Saeed / Save the Children

Wassan, 9, holding her baby sibling in the land that her family used to cultivate before the drought in Iraq.

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HEALTHY START IN LIFE

A healthy world for all children is possible. Working with governments and our partners, we want to build solid, sustainable health systems and services that guarantee every child a good start in life, alongside their families and communities.

We have set ourselves the following targets to achieve as a global movement by 2024:

1. **Essential health services:** Annually, by 2024, at least 22.5 million children and women have increased vaccination coverage, skilled birth attendance, and use of modern contraceptive methods. We will focus on closing equity gaps.
2. **Child nutrition:** Annually, by 2024, at least 17.2 million children in 50+ countries receive support to prevent and treat under nutrition.
3. **Accountable institutions:** Over three years, 40 governments and global actors make policy, legal, system, or public investment changes to meet children's right to health and nutrition.

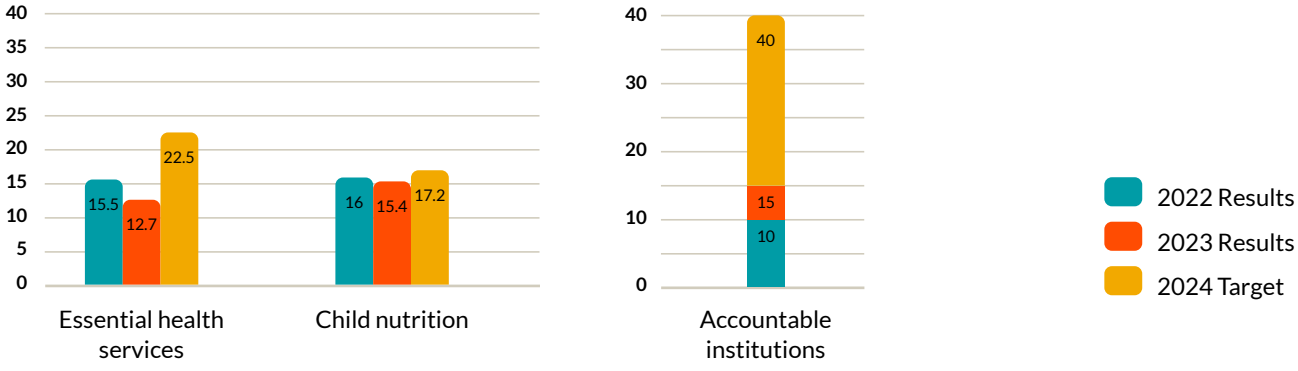
Global Goal Outcome Results

Outcome	2022 Results	2023 Results	2024 Target
Essential Health Services	15.5* million	12.7 million	22.5 million annually
Child Nutrition	16.0 million	15.4 million	17.2 million annually
Accountable institutions	10	15	40 over 3 years

**Save the Children's total direct reach used as a proxy for actual progress towards our targets on essential service delivery.*

**Figures have been rounded to the nearest 0.1 million*

Progress towards Global Goal targets: Healthy Start in Life



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PROGRESS TOWARDS THE GLOBAL GOAL

Overall progress towards our Healthy Start in Life goal is strong. We have seen gains in our work to ensure institutions are accountable for children's rights and we have seen significant financial commitments to our global health work. We are on target to meet most of our other measures of progress, our global indicators, for 2024 and, in some cases, we have surpassed our target already. For example:

- In 2023, we trained 45,000 community health workers and health care providers. This represents 129% of the target we aimed to reach by 2024.

In humanitarian contexts:

- We ensured children and their families living in or fleeing crises could continue to access life-saving health and nutrition services, by helping to treat and prevent injuries, illnesses, diseases, and malnutrition.
- We supported the continuation of essential services, such as maternal and newborn care, childhood vaccination campaigns, and sexual and reproductive healthcare, including specialist services for gender-based violence survivors.
- We made sure children could access drinking water, toilets and washing facilities to help protect them from deadly illnesses and diseases, and to preserve their dignity.
- We accelerated our impact by shifting power to local actors wherever possible, by supporting and scaling up community-based approaches and investing in services led by local and national health authorities.

Our progress against our essential health services target fell slightly from 2022. This was due to the planned conclusion in early 2023 of our MaMoni project. This was a large, and very successful, ten-year maternal health project in Bangladesh, which reached more than four million women. We will adapt our 2024 target to reflect the end of the MaMoni project. Progress against our target for nutrition fell slightly.

7-month-old Priscilla with her mother, Evelyn, smiles and looks healthier after recovering from severe pneumonia, Uganda.

Esther Ruth Mbabazi / Save the Children

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Our work on child nutrition last year saw us work with young infants and their mothers in Yemen, Syria, Somalia, Mozambique, Kenya, Nigeria, and Colombia.

Last year, we worked in Yemen, Syria, Somalia, Mozambique, Kenya, Nigeria, and Colombia with partners including the Latter-day Saint Charities, MAC Foundation, UNICEF, and UNHCR to improve the growth and promote proper nutrition and care for vulnerable infants aged under six months.

The Global MAMI (management of acute malnutrition in small and nutritionally at-risk infants under six months and their mothers) project launched in February 2023 to provide nutritional supplementation and mental health support close to the homes of underserved populations.

The project is the latest in a series of MAMI projects we have undertaken since 2016 in numerous countries including Afghanistan, Myanmar, and Bangladesh.

The latest project is making a significant impact in improving growth, preventing and managing wasting, and saving the lives of nutritionally vulnerable newborns and infants living in hard-to-reach communities.

Our teams have developed a screening and referral tool for low literacy audiences to reduce infant deaths and improve the community's capacity to identify danger signs. We have also introduced mental health and psychosocial support training material for front line health workers.

By January 2024, the project with a budget of $5.3 million had:

- Screened more than 18,650 mother-infant pairs
- Enrolled more than 5,800 into MAMI services
- Trained more than 950 health workers and community members.

The team expects to reach another 49,000 mother-infant pairs in the second year of the programme (2024–25) with a budget of USD $8 million.

Mustafa Saeed / Save the Children

Jamila at a stabilisation centre in Somalia with her daughter, Kamila*, who was suffering from malnutrition.

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SAFE BACK TO SCHOOL AND LEARNING

Education has amazing power to protect children from harm and help them grow into healthy adults. By improving and investing in schools, training teachers to nurture pupils' basic skills and wellbeing, and getting all children learning at their level within supportive communities, we can close the global learning gap and transform millions of futures.

We have set ourselves the following targets to achieve as a global movement by 2024:

1. **Access to quality learning:** Annually, by 2024, at least 17.6 million children globally enrol and consistently attend safe, inclusive, and quality learning, including early childhood development. We will focus on closing equity gaps.
2. **Wellbeing and learning:** Annually, by 2024, at least 14.1 million children accelerate learning towards age and grade appropriate levels.
3. **Accountable institutions:** Over three years, 30 governments and global actors make policy, legal, system or public investment changes to meet children's right to education and development.

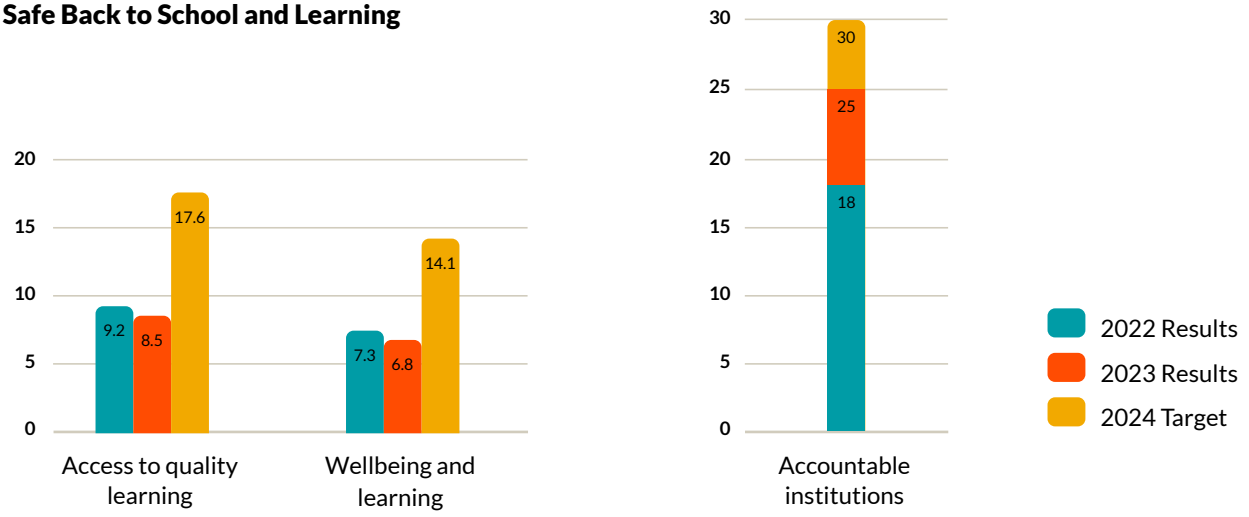
Global Goal Outcome Results

Outcome	2022 Results	2023 Results	2024 Target
Access to quality learning	9.2* million	8.5 million	17.6 million annually
Wellbeing and learning	7.3 million	6.8 million	14.1 million annually
Accountable institutions	18	25	30 over 3 years

**Save the Children's total direct reach used as a proxy for actual progress towards our targets on essential service delivery.*

**Figures have been rounded to the nearest 0.1 million*

Progress towards Global Goal targets: Safe Back to School and Learning



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PROGRESS TOWARDS THE GLOBAL GOAL

Progress towards our Safe Back to School influencing work is on track to meet our 2024 target. The performance of this work to ensure institutions are accountable for children's rights is encouraging. For example:

- We made significant achievements in influencing national governments to support early childhood care and development, especially in Ethiopia, Kosovo, and South Africa.
- In Cote D'Ivoire, we influenced a policy change to provide pre-primary education in primary schools, starting with rural areas.

In our work to ensure children can access quality learning, and to support their wellbeing, the number of children we reached declined compared to 2022.

Our funding for the goal fell below the target for 2023, which impacted our ability to reach our targets.

Two very large education projects we ran in Ethiopia and the Democratic Republic of the Congo during the COVID-19 pandemic in 2020 and 2021, reaching around 3.5 million children, were factored into our targets. However, funding for these projects was not sustained beyond 2021.

In 2023, successes included:

- We far exceeded our target regarding the number of teachers we trained or supported, training 87,500 teachers and facilitators (209% of the target) to provide quality service delivery to children. This was largely due to humanitarian crises in countries such as Mali which caused us to increase the numbers of teachers we supported.
- Our 'Catch-up Clubs' continued to grow and provide children with opportunities for the learning they missed out on due to challenges such as COVID-19. By the end of 2023, among the 58,244 children across 13 countries who attended the Catch-up Clubs, 48% of children reached the highest literacy levels, being able to read and demonstrate comprehension of an age-appropriate story.
- We supported more than 2.7 million children (1.38 million boys and 1.36 million girls) to participate in learning opportunities in humanitarian contexts in 2023. This included 960,000 children in Ethiopia and 561,000 children in Yemen.
- Working with local partners, community stakeholders, governments, and caregivers, we supported or set up temporary or informal learning spaces, replenished lost or damaged learning materials, and provided teachers with training, including on child protection and psychosocial support.
- We continued to champion system-wide impact and effective co-ordination at country, regional, and global levels, as co-leader of the Global Education Cluster. This included running knowledge exchange and best practice workshops, and producing context specific tools, templates, and processes, including the first guidance on education.

In our work to support children's wellbeing and learning last year, we refined and strengthened our 'Tips by Text' programme in the Philippines following an initial trial.

We launched our 'Bounce Back Award' in 2023 to encourage Save the Children entities to critically evaluate their projects, explore the reasons for any failures and bounce back with innovative solutions.

The Bounce Back Award offered a $50,000 USD prize to the office that could identify and create a plan to address a failure in a project. The award was designed to foster innovation, encourage problem solving, and create a culture of learning from setbacks. We are planning to expand further on this in 2024.

The 2023 winner was 'Tips by Text' in the Philippines. This evidence-based parenting intervention was originally developed and implemented by Stanford University in the United States and involved positive parenting messages sent by text. However, the results of a randomised 40-week trial in the Philippines found no difference in children's learning and development.

The team discovered that they had tried to do too much. They had diluted the project's impact by adding texts on COVID-19 prevention alongside positive parenting messages. They had also failed to establish the texts as being from a trustworthy source. Enrolling parents automatically had led some to believe the messages were a scam.

Prior to a re-launch of the programme, the team are re-assessing the message content with local stakeholders and working to proactively identify and enrol parents. They then intend to carry out further small-scale tests before conducting another randomised trial.

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Adrien Bithaly / Save the Children

A temporary school set up by Save the Children in a settlement in Yatenga province, Burkina Faso.

Our work last year to ensure children have access to quality learning opportunities saw us renew our successful RIRE programme to help children in emergencies return safely to learning in Mali, Niger, and Burkina Faso.

Our Rapid Integrated Response for Children or Réponse Intégrée Rapide pour les Enfants (RIRE) programme in Mali, Niger, and Burkina Faso helps children aged between four and 12 to safely return to learning within the first three months of a crisis.

RIRE involves training community facilitators to use play-based educational activities to improve children's socio-emotional learning and foundational skills. Community-based child protection teams are trained to address the child protection needs of children and households. Mobile teams give psychological first aid to children and caregivers and provide referrals for children in need of more specialised mental health and psychosocial support.

RIRE is part of our Pilot Programmatic Partnership (PPP) with the European Civil Protection and Humanitarian Aid Operations (ECHO), which aims to improve the protective environment, wellbeing, and learning of displaced children and their host communities.

Our evaluation found that in a volatile context of expanding crisis, RIRE made it possible to reach significantly larger numbers of children than initially planned for, with a response-time of usually no more than three to seven days.

The programme reached the end of its first three-year phase in 2023 and has been renewed for another three years.

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LIVE FREE FROM VIOLENCE

By pushing for strong local and national child protection systems, backed up by solid government investment, we can protect children's right to live free from violence.

We have set ourselves the following targets to achieve as a global movement by 2024:

1. **Child protection services:** Annually, by 2024, at least 3.6 million children affected by conflict and gender-based violence, including child marriage, access inclusive and gender sensitive child protection and mental health and psychosocial support services (MHPSS).
2. **Accountability for grave violations:** Over three years, 10 countries see state and non-state actors held to account for grave and other serious violations of child rights in conflict and crisis.
3. **Accountable institutions:** Over three years, 25 governments and global actors make policy, legal, system or public investment changes to ensure children's right to protection from violence.

Global Goal Outcome Results

Outcome	2022 Results	2023 Results	2024 Target
Access to child protection services	3.2* million	2.7 million	3.6 million annually
Accountability for grave violations	4 countries	7 countries	10 countries over 3 years
Accountable institutions	19	25	25 over 3 years

**Save the Children's total direct reach used as a proxy for actual progress towards our targets on essential service delivery.*

**Figures have been rounded to the nearest 0.1 million*

Progress towards Global Goal targets: Live Free from Violence

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PROGRESS TOWARDS THE GLOBAL GOAL

Our performance last year against our targets for our Live Free from Violence goal was the strongest of all our goals. During the year, we achieved our 2024 target in relation to our work to ensure institutions are accountable for children's rights.

- Our influencing contributed to 25 governments and institutions being made more accountable. This work is underpinned by our contribution to 57 policy, legislative and budget changes relating to protection.
- While we have hit the target number of institutions for the three-year period, we are looking in 2024 to deepen accountability as we pursue the target of 75 policy, legislative and budget changes in those countries.
- We are on track against our 2024 targets relating to ensuring accountability for grave violations against children.
- We contributed to making sure that four countries saw state and non-state actors held to account for grave and other serious violations of child rights in conflict and crisis. This makes a total of 11 countries held to account in 2022 and 2023 combined – surpassing our target of 10 countries over three years.

On our work to ensure children have access to child protection services, our reach declined slightly between 2022 and 2023. This was due to the conclusion of some large projects.

- Last year saw us achieve or surpass all our targets for mental health and psychosocial support and vastly improve our collection of outcome data on this area from crisis regions. Our work to de-stigmatise and raise awareness of the benefits of mental health and psychosocial support in crisis regions was effective. In Afghanistan, for example, we saw a positive shift in children's perceptions of mental health and psychosocial support.

Further significant achievements in 2023 include:

- In 2023, we supported 9,400 child protection service providers with improved capacity to prevent and respond to cases of violence against children. This far exceeds our 2024 targets.
- Our recommendations significantly shaped the International Criminal Court's revised Policy on Children. We advocated for a child-rights and child-sensitive approach in international justice processes.
- Our influencing work, with our partners, saw the African Union and 15 institutions commit to enhancing financial and political investment in justice access for children affected by armed conflict.
- We contributed to a more evidence-based UN Secretary General's report on Children and Armed Conflict, leading to critical listings and statements at the Security Council, emphasising the enforcement of international law against violators.
- Our advocacy work, with our partners, contributed to the UN General Assembly's resolution to include protection of children in digital spaces.

We put the protection of children at the heart of all our humanitarian interventions, safeguarding them against violence, neglect, exploitation, and abuse, and making sure the most vulnerable children receive tailored support and their rights are protected.

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Our work to reunite families in South Sudan reached a significant milestone last year.

2023 saw us reach a milestone in our family reunification work in South Sudan, with more than 7,000 displaced children now reunited with their families.

One of these is Simon*, 13, who lived with his family in Khartoum before fighting broke out in Sudan in April 2023. Simon escaped with others fleeing the conflict, but without his parents or family members. He travelled alone for three months before arriving at the Joda border point between Sudan and South Sudan where he was identified by the International Organisation for Migration (IOM) as an unaccompanied minor. IOM referred him to our South Sudan Save the Children team who worked with our partners to find his relatives. The team provide child protection services, reunification, referrals, and community-based gender-sensitive preventive and responsive interventions.

Simon is now living with his family in Juba. He says: "Save the Children gave me hope, hospitality and they honoured me. I thanked them from the bottom of my heart".

His brother, Samuel* says: "I thank the organisations who help children in the world... By now, Simon might have been killed, shot, and kidnap or even die of hunger if it wasn't Save the Children's intervention."

**Simon and Samuel are pseudonyms to protect the brothers' identities.*

Cicilia Ade Hillary/Save the Children

Simon* is now home with his family in Juba after spending more than three months traveling alone and thinking about his family members.

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Iman plays with her children Hassan, 4, and Hoor on the rooftop of their home in Egypt.

As part of our child protection work last year, we reviewed our Safe Families programming and found it is effective in reducing physical and humiliating punishments.

A review of our Safe Families approach (previously known as Parenting without Violence) last year found that it was successful in reducing physical and humiliating punishment in the home – the most common form of violence against children around the world.

We have implemented Safe Families in over 40 countries including Bolivia, Colombia, China, Mali, Egypt, Kenya, Nigeria, Syria, Yemen, Somalia, and Papua New Guinea.

The programme involves work with children of all ages, caregivers, and communities to support families to better communicate and solve problems together.

Our approach has four components:

- Sessions supporting parents to better understand child development and see children as rights holders with their own views and perspectives.
- Sessions for children to help them feel safe and valued and know where to seek help.
- Support for communities to address harmful social and gender norms that perpetuate violence against children.
- Strengthening laws and policies to support children and families and ban all forms of violence against children.

Our 2023 review looked at findings from the monitoring and evaluations of projects in 14 countries that implemented Safe Families to assess the effectiveness of the approach.

The review found a reduction in physical punishment and/or psychological aggression by caregivers following their participation in the programme. Caregivers' belief in the necessity of physical and humiliating punishment to raise children was reduced, with an average of 25% of caregivers stating that physical and humiliating punishments were necessary to raise children at the end of a project compared to 53% at the start. They also found more positive caregiver-child relationships with an average of 99% of caregivers reporting more positive relationships at the end of a project compared with 41% at the start.

CAREGIVERS BELIEVING PHYSICAL AND HUMILIATING PUNISHMENTS ARE NECESSARY:

53% ↘ 25%

POSITIVE CAREGIVER-CHILD RELATIONSHIPS:

41% ↘ 99%

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Our work to ensure that policy changes are implemented and resourced and have the intended impact for children saw us evaluate the impact of our advocacy work last year in Nigeria.

We undertook two retrospective impact studies last year to determine the long-term impact of our advocacy work by revisiting past influencing successes and exploring whether the potential impact was achieved.

One of these advocacy wins was our work to ensure Katsina state adopted Nigeria's 2003 federal Child Rights Act, which made provisions for addressing child rights violations such as child marriage, trafficking, and child labour.

Following years of campaigning by Save the Children and our partners, the state adopted the law in 2020. We examined the success of the implementation of this in July 2023. We found that the process to fully realise these changes was slowed by the state not establishing a mechanism to implement the law and by their lack of technical expertise.

The impact study has made several recommendations for future advocacy work.

We also learned the importance of creating a child-friendly version of the translated summary document to promote increased awareness among children themselves.

Savethe Children

Children from Nigeria made some drawings to express their hopes of life in peace, with no conflict.

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SAFETY NETS AND RESILIENT FAMILIES

Evidence shows that providing families with reliable cash assistance is the single best way to break the cycle of poverty. Stronger social protection systems and livelihoods support can see families through the tough times and help secure a better, climate-resilient future for their children.

By 2024 we want to achieve the following as a global movement:

1. **Resilient livelihoods:** Annually, by 2024, at least 13.8 million children and their families receive livelihoods support and/ or cash and voucher assistance (CVA).
2. **Climate policies:** Over three years, 10 governments implement resourced child-sensitive climate policies.
3. **Accountable institutions:** Over three years, 20 governments and global actors make policy, legal, systems or public investment changes to meet children's right to social protection.

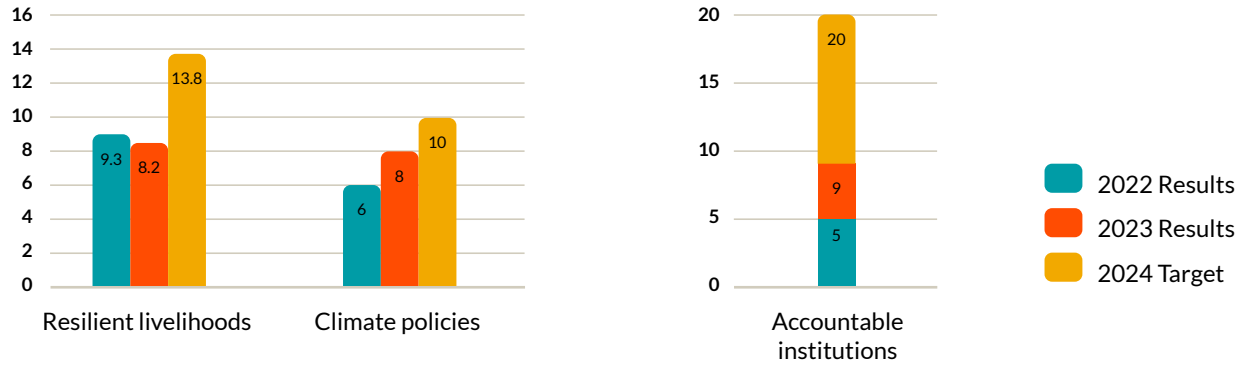
Global Goal Outcome Results

Outcome	2022 Results	2023 Results	2024 Target
Resilient livelihoods	9.3* million	8.2 million	13.8 million annually
Climate policies	6	8	10 over 3 years
Accountable institutions	5	9	20 over 3 years

**Save the Children's total direct reach used as a proxy for actual progress towards our targets on essential service delivery.*

**Figures have been rounded to the nearest 0.1 million*

Progress towards Global Goal targets: Safety Nets and Resilient Families



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PROGRESS TOWARDS THE GLOBAL GOAL

We made significant progress against our objectives in our Safety Nets and Resilient Families advocacy work, contributing to policy changes related to the climate crisis and social protection and a high number of policy wins at country level. We influenced a larger than expected number of policy changes but within fewer countries than initially targeted. For example:

- We successfully influenced the UN Committee on the Rights of the Child's release of General Comment No. 26 on children's rights and climate change, and an agreement at COP28. See more on this on page 38.
- In 2023, we worked with more than 25 organisations through the Global Alliance Cities4Children to raise awareness of the millions of children growing up in slums, so they are considered during the creation of development agendas, and funding and agency priorities.
- Our Green Mindsets work equips adolescents with the environmental knowledge and skills to become more mindful of their present and future impact on the environment and become motivated to create a sustainable world. We expanded this work to another 11 countries across Asia, the Middle East, North Africa, Eastern Europe, and Latin America and the Caribbean in 2023.
- Our Anticipatory Action work, acting ahead of a predicted hazard or weather event, helped communities prepare for El Niño impacts in 14 countries.

You can read more about these climate-related successes in the Climate and Children's Rights section from page 37.

The number of people we reached directly through our Safety Nets and Resilient Families work decreased by one million, widening the gap against our ambition to reach 13.8 million people by 2024. The number of children and families reached by our cash and livelihoods support fell last year compared to 2022. This is mainly attributable to funding challenges, with this goal only achieving approximately 80% of its funding target this year. Despite this, notable achievements in 2023 include:

- We provided 8.2 million people with livelihoods support, including supporting 1.2 million children and adults with cash and voucher assistance. This represents 80% of the target we hope to reach annually with cash and voucher assistance by 2024.
- We conducted wide-ranging research about the impact of our combined cash and voucher assistance plus child protection programmes, looking at a diverse range of humanitarian contexts including children associated with armed forces and armed groups in the DRC, child labour in Egypt, child marriage in the Philippines, and family wellbeing and child labour in Lithuania. The research found that cash plus protection produces better outcomes for children compared to cash alone, including significant reduction in child labour rates, reductions in child stress, improvements in household wellbeing, and increases in perceptions of child safety.

Providing cash to families in humanitarian settings whenever possible remained a priority for us in 2023. We know that in times of crisis, children can be forced to skip meals, they can be pulled out of school and sent to work, pushed into early marriage, or recruited by armed groups. With cash and increased economic resilience, many of these situations can be avoided, ultimately protecting children's health and nutrition, learning, safety, and well-being.

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Case study: Improving food security in Bangladesh.

Our eight-year Suchana project in Bangladesh came to an end in 2023. The project contributed to improving food security for approximately 250,000 of the most vulnerable households in Bangladesh and reached an estimated 1.4 million people.

The project ran in Sylhet and Moulvibazar, two districts in northeastern Bangladesh with very high levels of chronic child malnutrition and poor infant and maternal health outcomes.

It delivered nutrition and livelihoods interventions, including training and behaviour change approaches for nutrition, support for markets-based nutrition-sensitive livelihoods, and work to empower women and girls.

An external evaluation led by the Institute of Development Studies in 2023 found that 'Suchana effectively and sustainably addressed many of the immediate, basic, and underlying drivers of stunting.' The evaluation also found that food secure households rose from 14% at the start of the project to 31% at the end, the percentage of women receiving minimum dietary diversity rose from 26% at the outset of the project to 51% at the end. The prevalence of stunting among children aged 12 to 23 months fell from 50% at the midpoint of the project to 20% at the end.

Chan Vanu enrolled in the Suchana programme where she learnt different vegetable growing techniques and was given everything she needed to set up her own vegetable garden. Thanks to a combination of her hard work and the Suchana training, she's now able to feed her family nutritious meals and sell surplus produce to pay for her children's school fees.

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FOCUS ON OUR HUMANITARIAN WORK

At the beginning of 2023, the number of people around the world estimated to need humanitarian support was a staggering 339 million.

Over the year this increased yet further, as we witnessed horrifying eruptions of violence such as those in Sudan and Gaza which ripped apart millions more children's lives. The outbreak of fighting in Sudan in April uprooted millions from their homes, leaving the country with the highest number of internally displaced people in the world. In Israel and Gaza, more than 10,000 children were killed in the first 100 days of the war alone. Deadly earthquakes in Türkiye, Syria and Afghanistan also underscored the enduring risk of unpredictable natural disasters, impacting millions of children in some of the most challenging parts of the world.

These are just a few of the many humanitarian crises that threatened children's lives, rights, and futures across the world last year. From ongoing conflicts and insecurity in Ukraine, the Democratic Republic of Congo, Myanmar, and Haiti, to new emergencies triggered by the increasingly severe climate crisis and global economic shocks.

By December 2023, some 24 million more people needed support to access food, medical care, shelter, and other humanitarian assistance — bringing the total to an unprecedented 363 million.

Working in partnership with local, national, and international organisations, UN agencies, governments and state authorities, our donors, and supporters, and – above all, with children and their communities – we supported children caught up in crises to survive, stay safe, keep learning, and realise their rights.

Our humanitarian work makes a vital contribution towards our four global goals (see pages 16-29).

Save the Children responded to **121 new and ongoing emergencies** in **63 countries** in 2023.

Table: Number of crises we responded to in 2023, by region

Region	Number of Responses	Number of countries	Cat 1*	Cat 2*	Cat 3*	Cat 4*
Asia	40	13	2	0	2	9
East and Southern Africa	23	14	3	1	3	7
Latin America and Carribean	14	10	0	0	3	7
Middle East, North Africa & Eastern Europe	23	14	2	3	3	6
West & Central Africa	9	7	1	3	1	2
North America	6	2	0	0	0	2
Oceania	4	3	0	0	0	3
Global	2	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*
TOTAL	**121**	**63**	**8**	**7**	**12**	**36**

Table: Types of crises we responded to in 2023

Type of crisis	Number of responses	Notes
Climate/weather-related events	44	Includes droughts, floods, tropical storms, cold waves, and bushfires.
Conflict	17	
Seismic-related events	12	Includes earthquakes (10) and volcanic eruptions (2).
Epidemics	8	Includes outbreaks of dengue, Ebola, and cholera.
Complex Crisis	40	Defined as contexts facing multiple crises at once (e.g. prolonged conflict, food insecurity, mass displacement, frequent climate crises etc.)

**Save the Children's country Humanitarian Categorisation (CHC) framework consists of four categories on a scale from 1 to 4, where a category 1 CHC is designated as 'extraordinary' and is the largest and most severe; category 2 is 'large'; category 3 is 'medium'; and category 4 is 'small'. Categorisation is determined by the scale and severity of the humanitarian need, the complexity of the context and its impact on the delivery of humanitarian assistance.*

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EMERGENCY HEALTH UNIT

Save the Children's Emergency Health Unit (EHU) of doctors, nurses, midwives, water, sanitation and hygiene specialists, and supply-chain specialists travel at a moment's notice to the heart of a crisis.

Our team of experts has decades of experience and provides children in some of the hardest-to-reach places with the lifesaving physical and mental healthcare they need. In 2023, we deployed the EHU as a team **six times** to **five countries**.

This included:

1. Responding to a cholera outbreak in **Malawi**, working with the Ministry of Health and the World Health Organisation to provide case management, infection prevention and control and training to local health workers.
2. Responding to cyclone Freddy in **Malawi**, providing care and treatment to patients with a variety of injuries including trauma, broken limbs, lacerations, head injuries, and hypothermia.
3. Setting up a Therapeutic Feeding Centre in **Afghanistan** to treat and prevent malnutrition and provide breastfeeding support.
4. Responding to a cholera outbreak in **Burundi**, working with the Ministry of Health to provide infection prevention and control, train local health workers, and set up oral rehydration points and community surveillance.
5. Setting up mobile health clinics in **Sudan** to provide primary healthcare to conflict-affected and displaced communities and responding to a subsequent cholera outbreak.
6. Responding to a diphtheria outbreak in **Nigeria**, supporting the Ministry of Health with a vaccination campaign and providing support to track cases and raise awareness among communities on how to prevent infection and recognise symptoms.

The EHU also deployed **11 staff members** to provide support to **12 countries**. Overall, the EHU directly **reached more than 85,500 people**, including more than **24,200 children** in 2023. They also **trained 705 health personnel** and reached more than **345,800 people indirectly**.

Fatima, 9, at a Save the Children clinic in Nigeria, where she's receiving treatment for diphtheria.

Wasiu Ogungbemi / Save the Children

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In our 2023 Humanitarian Plan, released at the start of last year, we planned to reach 30.1 million people, including 17.3 million children across 44 countries, with $1.3 billion of humanitarian funding.

By the end of 2023, we spent more than **$756 million** and reached **31.4 million** people directly, including **16.6 million children** across at least **78** countries.

GLOBAL EXPERTISE & HUMANITARIAN SURGE PLATFORM

Our Global Expertise & Humanitarian Surge Platform enables us to be flexible and agile, placing the right expertise where it is needed most as soon as possible. In 2023, we deployed 901 staff members and 263 former staff members to support humanitarian responses across 66 countries. In total, 55% of staff deployed were female and 37% came from a non-OECD country. Overall, we fulfilled 95% of requests for surge support.

SAVE THE CHILDREN'S HUMANITARIAN FUND

Our Humanitarian Fund pools funding from across our movement into a flexible, central fund, so we don't have to wait for money to be raised before we can reach children when a crisis hits. It also helps us prepare communities in advance and support locally-led humanitarian responses. Allocations from the Humanitarian Fund enable significant flexibility, which allows for adjustments as the impact of an emergency unfolds, multiplies our impact, and enables us to support those in humanitarian crises that aren't in the headlines.

In 2023, the Humanitarian Fund received **$114.7 million**. In total, **$72.8 million** of this was fully flexible and general earmarked funding, and the remaining **$41.8 million** was earmarked to specific crises, including our responses to the Türkiye and Syria earthquakes, the conflict in Ukraine and the resulting regional refugee crisis, and the war in Gaza.

We allocated **$145.2 million** to **69** country offices, regional offices, national offices, and members in 2023.[5] This includes **$50.8 million** rolled over from 2022 which was earmarked for our Ukraine and refugee crisis response.

Within the first days of the earthquakes hitting northern Syria and Türkiye, we released more than $4 million from the Humanitarian Fund to support our response. The speed with which funds were released, coupled with the strong existing links with our partners on the ground, allowed us to launch our first emergency project within 36 hours of the earthquake in Syria. By the end of the first week, we had channelled funds to seven local and national partners to support rescue efforts, distribute food and relief items, and provide emergency medical assistance.

Flexible funding also helps us leverage additional funding and expand the scope of our programming to reach even more children. At the beginning of 2023, an allocation from the Humanitarian Fund supported lifesaving maternal, infant, and young child nutrition interventions in **Colombia**, which helped strengthen Save the Children's expertise and recognition as a trusted provider of health and nutrition services in the country. This, in turn, helped us secure a **further $1.2 million** to maintain and expand our programming in areas heavily impacted by the influx of refugees from Venezuela. Key donors have committed to continued funding for this programming in 2024.

5. The total allocation amount is higher than the total 2023 contributions because over $50m of contributions to our Ukraine and regional refugee response was recognised as income in 2022 but spent in 2023.

Arif and the rest of the mental health and psychosocial support (MHPSS) team play with children in the village, Türkiye.

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Humanitarian Income:

2023 FUNDING TARGET

$120 M

FUNDING ACTUAL

of which fully flexible or general earmarked funding

$114.7 M

of which earmarked to specific crises (excluding 2022 Ukraine rollover)

$72.8 M

% OF 2023 FUNDING TARGET MET*

61%

** Funding target is measured against the amount of fully flexible or general earmarked funding raised in 2023 only, as this is the priority funding type for the Fund.*

**Figures have been rounded to the nearest 0.1 million*

Humanitarian Allocations:

Region	Number of Recipients	Number of Allocations	Allocation amount	%
Asia	15	67	$12.7 million	9%
ESA	16	70	$20.9 million	14%
LAC	10	38	$7.7 million	5%
MENAEE	16	94	$90.7 million	63%
WCA	11	39	$12.1 million	8%
Global	1	131	$1.1 million	1%
Grand Total	**69**	**439**	**$145.2 million**	**100%**

Spend:

TOTAL AMOUNT ALLOCATED TO COUNTRY OFFICES IN 2023

$145.2 M

TOTAL AMOUNT SPENT BY COUNTRY OFFICES IN 2023

$138 M**

***78% spend went on humanitarian delivery, 16% spend on humanitarian strategy and design, 6% programme support costs.*

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ANTICIPATING CRISES AND BUILDING RESILIENCE

Our humanitarian work also focuses on working with communities to take protective action ahead of a crisis. Through better planning, forecasting, resilience building, and pre-allocated funding, we made sure communities were prepared for anticipated emergencies, so they could limit the impact of disasters on children's lives and futures.

19% of funds allocated from the Humanitarian Fund went towards anticipatory action and emergency preparedness activities in 2023, with more than **$12 million** allocated to more than **50 countries**. This included funding to help countries prepare for the anticipated impacts of the El Niño climate pattern.

In **Somalia**, for example, funds were used to strengthen riverbanks and preposition mosquito nets and cholera kits to protect communities at risk of flooding and disease outbreaks following above normal rainfall during the Deyr (second rainy) season. Funding also supported training sessions in schools and communities on emergency preparedness and early warning systems.

CHAMPIONING LOCAL RESPONDERS AND CHILDREN'S VOICES

As part of our commitment to shift power and better support locally-led humanitarian action, we channelled more funding last year directly to national and local organisations. Their local expertise and experience makes them best placed to respond in a crisis. In total, 18% of allocations made from the Humanitarian Fund in 2023 ($26 million) were channelled to 139 local and national partners though our country offices. **This is almost double the amount allocated in 2022**.

In **Mozambique**, part of this funding was used to set up a country-based pooled fund to empower eight local non-government organisations to respond effectively to emergencies and have a greater influence on the direction and implementation of humanitarian action in the country.

We also continued to advocate for increased funding to be directed to local and national organisations across the humanitarian community, through our co-leadership of the Country Based Pooled Funds-NGO Dialogue Platform and our engagement on the Grand Bargain caucus on funding for localisation.

Children's voices, insights, and lived experiences are critical in determining the support we provide and how we influence change to better protect the rights of children in crises. Last year, we continued to implement inclusive and child-friendly information, feedback, and reporting channels in our responses; to drive ethical, child-led storytelling; and to carry out regular consultations with children. We developed new sector-wide guidance on children's consultations in humanitarian contexts and in July we supported Violeta* from Colombia to address the UN Security Council in person at the Children and Armed Conflict annual Open Debate – the first girl ever to do so.

Save the Children staff in Egypt prepare supplies for Gaza

Save the Children

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Hanna Adcock/Save the Children

UPHOLDING CHILDREN'S RIGHTS

Save the Children has been fighting for children's rights for over 100 years. Our founder drafted the Declaration of the Rights of the Child, the first international declaration promoting child rights, adopted by the League of Nations in 1924. Many years later this evolved into the United Nations Convention on the Rights of the Child (UNCRC). Our work continues every day to try to realise our founding ambition for every child, everywhere, to secure their rights.

At the centre of this work is our support to building systems that are resilient and accountable to children. We do this through driving:

- **Social accountability** – Supporting children to organise with their communities to hold decision makers accountable for their public service commitments to children.
- **Public investment in children** – Advocating for and supporting governments to raise and spend more money, more fairly, and more transparently to fulfil children's rights.
- **Child rights reporting** – Supporting diverse children to organise with civil society to monitor and report on child rights in their countries, and to secure a recognised space for child activists and human rights defenders.

This is helping to drive progress across all four of our global strategic goals.

Significant achievements across Save the Children International, working with national and local partners, include:

- Our work with children and partners in Zambia helped ensure that the Children's Code Act incorporated several of our recommendations when enacted.
- In Somalia, our advocacy work helped lead to the development and adoption of a national plan of action for children by the Ministry of Women and Human Rights.
- Our work during the year helped increase public spending for children. In Guatemala, the local government of Jocotán approved the update of the municipal public policy for children, thanks in part to our influencing efforts.
- Our work with children in Cambodia helped persuade the government to increase the budget allocation for social services, hygiene, and the environment.
- And in Malawi, our advocacy worked helped ensure Ntchisi District Council adopted a resolution to incorporate children's views during its district-based budget consultations in preparation for the national public budget.

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EQUALITY AND NON-DISCRIMINATION

Children have the right to survive, learn, be protected, develop, and participate, free from discrimination and inequality. Yet they often face discrimination because of their age, and many children face additional discrimination based on other aspects of their identity such as gender, disability, socio-economic status, race, religious practice, sexual orientation.

We focus on upholding child rights and achieving equality by tackling the systems that are the root causes of inequality and discrimination.

In 2023:

- Our national office in Kosovo supported the professional development and employment of people with disabilities. This included vocational training courses for men and women with disabilities, upskilling teachers and schools on inclusive education, and raising awareness with the general public.
- We engaged communities, including leaders and influential individuals, in four regions of Ethiopia on the issues of female genital mutilation (FGM) and child marriage. We supported women and girls to increase their awareness of the issue, integrated the issue of FGM into bylaws, and improved the referral system for victims. After our intervention, we found that the prevalence of FGM declined by 24% across the four regions.
- We increased our evidence-based programming to reduce child marriages and unions thanks to a global funding 'accelerator'. We conducted 'gender and power' analyses in more than 14 countries looking at how gender intersects with other power differentials such as disability; sexual orientation, gender identity, gender expression, and sex characteristics (SOGIESC); race; and ethnicity to help us work to prevent these harmful practices.

CASE STUDY: Addressing inequality and upholding the rights of children with disabilities in Zambia, Cambodia, Malawi, the Philippines, Ethiopia, Afghanistan*, Sierra Leone, and South Sudan.

Our three-year 'accelerator' project to speed up progress for children with disabilities in eight low-middle income countries came to an end in 2023.

The accelerator involved interactive training sessions in each country, co-facilitated with a national disability rights organisation, following which our country teams implemented specific programmatic and/or advocacy pilot projects to support children with disabilities and their families.

These projects spanned all our global goals and took place in both humanitarian and development contexts.

In **Zambia**, a national hotline was introduced to support parents of children with disabilities. In **Cambodia**, the national directory of social services was overhauled which has improved access to services for children with disabilities.

In **Malawi** and the **Philippines**, we provided guidance on how to include people with disabilities during the immediate aftermath of an emergency. In **Ethiopia** and **South Sudan**, our community awareness campaign urged parents to keep children with disabilities in school. In **Sierra Leone**, staff were trained in disability inclusivity, improving programmes that reach over 10,000 children.

Following this work, our 'accelerator' concept has been recognised as best practice and has been replicated to accelerate our progress on ending child marriage. This work has been made possible thanks to the generous funding of a philanthropist.

** In Afghanistan we undertook training in the spring of 2021, but we have had to pause this work and focus instead on humanitarian assistance.*

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Thoko Chikondi/Save the Children

THE CLIMATE AND CHILDREN'S RIGHTS

Climate change now threatens to destroy much of the progress we've made. Climate change is hurting those least responsible for it most: children. And those already facing hunger and conflict, poverty and discrimination are suffering most of all.

But there's still time to change course.

Those living in places impacted most by climate change – including children – know best what needs to be done. And as the leading experts on children's rights, we are working to increase the climate resilience of children, their communities, and their futures with smart solutions.

We can already see our solutions changing children's lives, and we'll keep on innovating to discover more, hand in hand with children, their communities, our trusted partners, and global supporters.

Our response to the climate crisis is a focus for our global advocacy and campaigning, programming and partnerships, fundraising, also with partners, and our own operations.

ADVOCACY & CAMPAIGNS

Support children who are impacted by inequality and discrimination to be agents of change and influence at all levels, from local communities to the international community, to recognise that the climate crisis is a children's rights crisis.

PROGRAMMES & PARTNERSHIPS

Minimise the impact climate shocks and change have on children by ensuring all our work is climate risk informed. Develop evidence, innovation, and programming at scale for child-centred climate and anticipatory action projects.

FUNDRAISING & PARTNERSHIPS

Access and optimise an estimated $200 million by 2024 in climate finance from institutional donors, corporations, and foundations including the Green Climate Fund.

OPERATIONS

Reduce the environmental impact of our own operations by delivering change for children with the minimum carbon footprint.

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ADVOCACY AND CAMPAIGNS

"If I was the president I would encourage people to plant trees and stop smoke-producing behaviour because these behaviours make the country face a bigger climate crisis." Esther, climate change champion, 17, Malawi.

Last year we continued our work to support children's own campaigning and advocacy and amplify their views and demands to decision-makers and the public. Our Generation Hope campaign, for and with children, called for urgent action on the climate and inequality crisis, to create a safe, happy and healthy future for children.

We are advocating for governments to adopt global, regional, and national child-responsive and inclusive climate policies and financing. We also want governments to provide better support for children, phase out the use and subsidy of fossil fuels and other environmentally destructive practices, and create meaningful and safe opportunities for children to participate in climate decision-making. We are working closely with the Children's Environmental Rights Initiative and the Children in a Changing Climate Coalition among others.

In 2023, our advocacy contributed to:

- **The UN Committee on the Rights of the Child's release of** General Comment No. 26 on children's rights and climate change, marking a major step forward to codify obligations for states concerning climate change and child rights.
- Our ask to convene a **United Nations Framework Convention on Climate Change (UNFCCC) secretariat** on climate change expert dialogue in 2024 being included in the COP28 outcome text. The expert dialogue will help to identify solutions to the impacts of the climate crisis on children.
- **The new Loss and Damage Fund being adopted at COP28 and including specific mentions of children**. We co-organised two loss and damage consultations with 55 children from around the world to submit their demands to the UNFCCC.
- **Building momentum on child participation in climate policy-making.**
  - Six governments included children in their COP delegations.
  - We supported children in 14 countries to engage in strategic dialogues with their COP delegations and to have their views included in climate discussions.
  - We supported over 100 children from across 15 African countries to take part in a children's event where they developed a declaration to hand to African leaders ahead of the Africa Climate Summit.
  - We also supported young people to participate at a key meeting of the Intergovernmental Panel on Climate Change, leading to the development of its first-ever child and youth participation policy.
  - In total, 50 children from Nepal, the Philippines, Thailand, and Vietnam actively participated in the 10th Asia-Pacific Forum on Sustainable Development, securing a commitment from the Philippine government on ensuring children's access to water.
- **National level wins for child rights.** Policy change highlights at a national level include our successful influencing of Norway's new climate adaptation strategy to include specific consideration of children and reaching agreement with the government of Zambia to build more climate-resilient and child-responsive infrastructure and to include children in their national COP28 delegation.

PROGRAMMING & PARTNERSHIPS: SPOTLIGHT ON CLIMATE & EDUCATION

Our changing climate is threatening children's learning, health and wellbeing, and safety. Today, 40 million children are having their education disrupted every year because of disasters exacerbated by climate change and more than one billion children live in countries facing extreme climate risks. Current trends suggest that by 2025, the climate crisis will contribute to 12.5 million girls not completing their education.

Last year, our Climate Resilience in Education task team continued to draw on expertise from across the movement to define and drive our global priorities for education and climate change.

Save the Children is playing a powerful role in the climate and education space, with the following achievements and partnerships in 2023:

- We received approval to start work on our Solomon Islands Knowledge-Action-Sustainability for Resilient Villages (SOLKAS) project. This US$31.8 million project will take a locally-led approach to adaptation and reach over 185,000 people across 170 remote and rural communities, including 100 schools.
- We formally launched the Building Climate Resilience of Children and Communities through the Education Sector (BRACE) project, which is the largest investment of climate finance in the education sector to date. It is co-financed by the Green Climate Fund and the Global Partnership for Education and will be implemented by Save the Children and partners.
- We are working with the Global Partnership for Education and UNESCO to deliver groundbreaking technical assistance to Ministries of Education in more than 20 countries through the Climate Smart Education Systems (CSES) initiative.

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GENERATION HOPE CAMPAIGN

Generation Hope is our campaign for and with children calling for urgent action on the climate crisis and inequality. It calls for political action to tackle climate change, an increase in public investment in children and for children to part of the decision making on this crucial issue.

In 2023, we supported more than 14,200 children across 40 countries to strengthen their skills and meaningfully lead and participate in campaigns for a greener and fairer future. We delivered an impactful and inspiring Week of Action ahead of the UN Sustainable Development Goals summit during which we gave 3,000 children the tools, safe spaces and platforms to share their views and hold their leaders to account. This included holding the first virtual Children's Assembly, with over 50 children from more than 10 countries, ensuring that children's views were heard by world leaders at the summit. We captured the children's powerful messages in a new publication: Listen. And Act. Children's messages to global leaders.

In the run up to the Conference of Parties (COP) 28, we supported children in 14 countries to engage in strategic dialogues with their COP delegations through national Generation Hope 'COP simulations' so their views were included in COP28 climate discussions.

In 2024, our child advisory group will provide a safe and meaningful space for children to influence the campaign's direction. We will continue to put children at the centre of our Generation Hope advocacy and campaigning by enhancing our investment in child participation, strengthening our global campaigning efforts and supporting children to deliver their own initiatives at national, regional, and global levels.

> *"If you say we are the world leaders of the next generation, leave us a world to lead."*
>
> Child from New Zealand

See our stories of children who are speaking out for a greener and more just future: Meet the generation who will change the world

Sara, 15, at the climate march she attended organised by the child-led group Respect Our Rights (ROR) in Prishtina, Kosovo.

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EARLY WARNING, EARLY ACTION

We know that climate-driven crises will increase in number, scale, frequency, and intensity in the coming years and will have the worst impact on the most vulnerable children and communities. Anticipatory Action, acting ahead of a predicted hazard or weather event, can prevent or reduce the impacts on communities before they fully unfold.

In June 2023, in anticipation of the El Niño climate pattern, we launched an initiative with our global, regional, country teams, and with our partners, to prepare for and act in advance of related impacts. Taking lessons learned from past El Niño events, such as the 2015/2016 event which impacted 60 million people across 23 countries, we allocated $2 million to support communities and local partners to build their resilience and capacity to act once defined triggers were met.

We used this moment to test tools, guidance, and support systems for anticipatory action across the organisation. Based on analysis of expected impacts, local capacity to respond, and our readiness for early action, 14 countries were selected to receive funds for risk informed preparedness and anticipatory action.

In total, 25 countries developed plans for El Niño. This work, which is still ongoing, will inform our work to improve systems for community and child-centred risk monitoring and early action in the future.

FUNDRAISING

Save the Children is the only development/humanitarian focused international NGO accredited to the Green Climate Fund (GCF), the world's largest climate fund. We currently have three approved projects: a Community-based Climate Resilience Project in Vanuatu; the GCF's first education focused project in the Solomon Islands; and the GCF's first health focused project in Laos PDR.

We have a further nine projects under development in Africa and Asia, with our total GCF portfolio and pipeline amounting to approximately USD $340 million.

OPERATIONS

Our Environmental Sustainability and Climate Change (ESCC) policy sets out our commitment to reduce CO_2e emissions by more than 50% from our 2019 baseline by 2030 at the latest. Last year, we continued to implement actions to reduce our emissions by reducing flights and switching to renewable energy in the countries in which we work. Approximately 50% of our countries have installed or are in the process of implementing solar panels in buildings where we deliver education, health, and water supplies. We have also created a Renewable Energy Unit to provide technical standards and share best practices for countries implementing renewable energy systems.

We are partnering with Oxford University in a project to test new low-cost wind energy systems. We conducted a joint assessment with the university in May 2023 in Somalia, and Gardo was selected as the pilot site. Work has started to build and ship the components for the system and it is expected to be built by the end of 2024.

Our procurement strategy is for our procurements to originate from national suppliers to reduce our carbon footprint. We are also engaging with our suppliers through a Supplier Sustainability Impact Programme and driving decarbonisation action through knowledge sharing and education. We have a Sustainable Supplier Policy and a >10% weighting to Sustainability is used in sourcing decisions. We understand the importance of supplier/partner engagement activities to advocate them to decarbonise, and we are calculating our emissions from purchased goods and services, and capital goods (Scope 3.1/3.2) in 2024.

Last year, we also created a mechanism to allow us to track and record supply chain sustainability benefits. In 2024, we will be able to identify where supply chain activities or interventions have been able to reduce our environmental impact.

Non-Financial and Sustainability Information Statement

We have included a disclosure of SCI's approach to climate-related risks, as mandated by the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022.

Governance

Board oversight of climate-related risks and opportunities

Board of Trustees (the Board)

The Board is accountable for the oversight of climate-related impacts, ensuring material climate risks which could impact the delivery of SCI's strategy are accounted for and adequate mitigation measures are in place. The Board is supported by the Audit and Risk Committee (ARC), which provides assurance that SCI's processes for managing risks are effective (see page 63 for a full description of our Governance structure).

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Management of climate-related risks and opportunities

Senior Leadership Team (SLT)
The SLT is responsible for the adoption and implementation of SCI's climate strategy measures within functional areas of expertise, including the management of climate-related risks and opportunities.

Strategy & Risk Leadership Group (SRLG)
The Strategy and Risk Leadership Group (SRLG) is accountable to the Senior Leadership Team (SLT) for all 12 areas of the Save the Children Association Risk Framework (SCARF). The SRLG meets periodically to assess cross-functional risks, as well as quarterly to review our regional/country level risks to form a SCI-wide view of risks. The newly constituted SRLG is tasked with ensuring that the SLT (and in turn the ARC, and the Board) are sufficiently informed and supported on climate-related issues.

Programmes
Our Crisis Anticipation and Response team monitors and helps develop early action measures to warn countries of climate-related risks and helps to mitigate these risks before they materialise. The Humanitarian Fund provides funding for our emergency responses and also helps steer resources to support early action to mitigate climate risks.

Operations
Our Environmental Sustainability and Climate Change (ESCC) policy sets out our commitment to reduce CO_2e emissions by more than 50% by 2030 at the latest (2019 baseline). The Operations team monitors and periodically reports progress against this target to our SLT and works across functions to manage decarbonisation initiatives.

Strategy and Climate Risk Management

Our response to the climate crisis is a key element of our global strategy. Therefore, it is important that we identify, assess, monitor and mitigate climate risks and take action to capitalise on our climate-related opportunities. Climate risks are analysed when our strategy is developed, and countries consider climate risks when setting and analysing their strategies and funding ambitions.

In terms of managing climate-related impacts, our focus is on the associated transition and physical climate-related risks, and opportunities which are material to our organisation (see Tables 1 and 2, page 42).

Transition risks

Transition risks arise amid the transition to a low-carbon economy that may manifest across existing risk types, including heightened regulatory, reputational, policy and legal, technology and market risks. Reputational, and policy and legal risks are considered material to Save the Children.

Physical risks

Physical risks are both acute and chronic. Acute physical risks represent more extreme weather or climate events, and chronic physical risks represent longer-term shifts in the climate, such as temperature increases, or sea levels rising. Acute and chronic physical risks are considered material to Save the Children.

Risk management process

Save the Children uses an objective-centric risk management approach called the Save the Children Association Risk Framework (SCARF) (see page 53 for details of SCARF).

Integrating climate risks into our SCARF

The assessment and management of climate-related risks is integrated into our SCARF and follows the same governance and processes as other material risks and uncertainties. We have mapped climate-related risks across the 12 key areas of the SCARF to ensure SCI entities adequately analyse and report climate risks using the framework (see page 54 for details on the risk management process).

Risk rating criteria

We have considered the following time horizons to assess our exposure to physical and transition risks:

- **Short-term:** 0–1 year (alignment with annual planning processes)
- **Medium-term:** 2–3 years (alignment with our three-year strategy time period)
- **Long-term:** 6–7 years (alignment with our carbon reduction target and our ambition for children for 2030)

Material climate-related risks and opportunities

Material risks are those which could potentially threaten Save the Children's financial and operational performance, and the achievement of our strategy. Table 1 below outlines Save the Children's material climate-related risks, and Table 2 outlines our material climate-related opportunities. However, the material climate-related risks disclosed are not expected to be material to SCI's short-term financial outlook in isolation given the mitigations available.

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Table 1: Material climate-related risks faced by Save the Children

SCARF area Risk Category	Impact Time Horizon	Financial Impact	Management Approach
VOLATILITY, BUSINESS CONTINUITY & RESILIENCE **Acute physical risks**	Short-term	SCI could experience financial impacts due to extreme weather events. In our humanitarian work, we responded to 44 climate/weather-related events in 2023. We anticipate that the frequency and severity of such events will increase, potentially resulting in: – Increased maintenance costs for buildings/assets damaged and expenses due to programming disruptions. – Health, safety and wellbeing issues with our employees/beneficiaries increasing costs. – Increased demand for response funding from our Humanitarian Fund (HF) and inadequate funding to scale Anticipatory Action (AA) initiatives to respond to climate hazards, risks, and shocks.	**Mitigation:** To manage exposure to physical risks, our focus is to preserve the continuity of SCI's operations and programming through several mitigation steps: – Each Regional and Country Office regularly monitors the impacts of climate change, which are factored into our Emergency Preparedness Planning Procedures. Lessons learned from past El Niño events are also used to support Country Offices to develop and update El Niño plans. – Safety and Security Management Plans are also to be reflective of climate risks. – There are continued efforts to raise additional funding for the HF and for AA.
Chronic physical risks	Medium- to long-term	In the case of chronic physical risks, such as significant temperature increases and precipitation changes, financial impacts could include: – Increased costs and disruption to our programmes as employees/partners/critical suppliers need to withdraw from specific locations or relocate. – Increased demand for response funding from our HF.	**Mitigation:** SCI employs a range of mitigation strategies, including community-based early warning systems, and collaboration with local governments to enhance climate adaptation and resilience. To mitigate long-term impacts, our focus is to: – Continue building our AA capabilities. – Country Offices maintaining their Emergency Preparedness Planning Plans. – Securing the long-term financial stability of the HF.
REGULATORY AND DONOR INFLUENCE & COMPLIANCE **Transition Risks:** Policy and Legal Reputation	Medium- to long-term	SCI could also experience financial impacts due to transition risks, such as: – Loss of funding from key donors due to ineffective implementation of new environmental requirements. – Litigation costs or increased operating expenses from non-compliance with environmental regulations, changes in climate-related policies (e.g. carbon taxes), or enhanced emissions-reporting obligations. – Additional costs to accelerate our decarbonisation actions due to increasing donor pressures.	**Mitigation:** – We continuously engage with our Members and donors for alignment on their requirements. An Environmental and Social Screening Tool has been developed to ensure our programmes do not harm the environment and mitigation plans are in place. – Our legal department provides advice on relevant laws and regulations and our Environmental Sustainability Manager performs regulatory horizon scanning. – We are engaging with innovative climate finance mechanisms to fund our decarbonisation initiatives (such as a fund to transition to renewable energy).

Table 2: Material climate-related opportunities for Save the Children

Opportunities/ category	Impact Time Horizon	Financial Impact	Management Approach
Green and climate finance Markets	Short-term	The growing interest in climate issues has led to increased availability of finance for projects that address climate change and promote sustainability. We can continue to expand and explore opportunities to access climate finance to support our programmes and initiatives.	Establish SCI as a market leader in programming, advocacy and campaigning on inclusive climate actions and justice by accessing devolved climate finance. Our goal is to raise $200 million by 2024 from climate finance mechanisms (e.g. The Green Climate Fund) and innovative/blended finance sources – see page 40 for more details). The Green Climate Fund portfolio grew from USD $26.2 million in 2022 to USD $76.1 million in 2024 (not counting co-financing).
Energy transition to renewable energy Energy source Resilience	Medium- to long-term	Switching to renewable energy for SCI's Country Offices could reduce operating costs, greenhouse gas emissions, and exposure to future fossil fuel price increases.	Save the Children is engaging with innovative climate financing mechanisms to switch to solar energy and transforming our fleet to reduce our emissions. In 2023, three of Save the Children's Country Offices have successfully transitioned to renewable energy, and the Fleet Transformation Programme was piloted in 3 countries and will be rolled out to 40 countries.
Fleet Transformation Programme Resource efficiency	Medium- to long-term	Transforming SCI's fleet to more fuel-efficient vehicles. Use of more efficient modes of transport should reduce SCI's fuel consumption, greenhouse gas emissions, and operating costs.	

Resilience of our strategy to climate change and our future focus

The results of our climate risk and opportunities assessment highlight the importance of safeguarding our operations and programming from physical risks, as well as protecting our reputation with key stakeholders to minimise exposure to transition risks. Considering the material risks identified and the mitigation actions we have implemented, along with leveraging our material opportunities, our initial qualitative assessment is that Save the Children is adequately resilient to climate-related risks. We intend to build on this resilience and have made the climate crisis a global focus in our programming, advocacy, and campaigning, as well as in our own operations.

We use climate-related scenario-analysis to manage the climate risks in our programming. In 2024, we intend to use climate-related scenario analysis to understand the resilience of our strategy in the long-term. The timing of this scenario analysis aligns with our normal strategy development cycle and enables us to test the resilience of our future three-year strategy for 2025–27.

During 2024, we also plan to:

- Perform a refinement of our risk management process (as well as datasets used) to support reporting of the impact of climate risks.
- Evaluate our metrics and targets, with a view to develop a net-zero target and plan (in line with the Paris Agreement) to ensure long-term resilience and set out a strategic response to the challenges posed by climate change.

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Climate-related Metrics and Targets

Save the Children International measures its Scope 1, 2 and partial Scope 3 greenhouse gas (GHG) emissions. Our data on our Scope 3 emissions is limited to those from the freight and business travel used when conducting our work; however, we have a project underway during 2024 to measure our Scope 3.1 emissions – purchased goods and services (such as laptops and programme supplies) and our 3.2 emissions – capital goods (such as vehicles). We know that Scope 3.1 emissions form a large part of our overall GHG footprint, therefore, as part of this project we will also set out a strategy for reduction initiatives specifically for our purchased goods and services.

This year, for the first time, Save the Children International is reporting our global emissions, including emissions of our regional and country offices, in order to improve our emissions reporting transparency. This change has increased the number of countries covered by our SECR report to 59.

On a location basis our global emissions are 54,256 tCO_2e. Overall, this is an increase of 2% compared to the equivalent period of 2022. This was largely driven by increases in global business flights, which rose by 40% compared with 2022. This increase in our flights reflects a return to regular business travel post-COVID-19. This was partially offset by a decline in electricity emissions, due to the closure of over 40 sites.

Our emissions intensity was calculated globally on a per-employee basis and totals 2.78 tCO_2e for the reporting period. We will continue to calculate this intensity based on our global headcount and emissions, to enable future comparisons to this figure.

Table 3 (below) presents our CO_2e emissions footprint from 2019 to 2023, broken down by GHG scope.

Table 3: Energy and carbon disclosures for reporting period 1st January – 31st December[1]

	2019[5]		2020		2021		2022		2023		
Scope	**UK emissions**	**Global emissions (ex UK)**	**UK emissions**	**Global emissions (ex UK)**	**UK emissions**	**Global emissions (ex UK)**	**UK emissions**	**Global emissions (ex UK)**	**UK emissions**	**Global emissions (ex UK)**	**Global % change (22-23)**
Total Scope 1	-	12,592	-	8,158	-	11,785	-	13,808	-	13,597	*-2%*
Total Scope 2 (LB)[2]	44	5,746	28	4,378	17	5,172	16	5,481	16	3,760	*-31%*
Total Scope 2 (MB)[2]	44	5,746	36	4,473	25	5,214	30	5,510	29	3,765	*-32%*
Total Scope 1 and 2 (LB)[3]	44	18,338	28	12,536	17	16,957	16	19,289	16	17,357	*-10%*
Total Scope 1 and 2 (MB)[3]	44	18,338	36	12,631	25	16,999	30	19,318	29	17,362	*-10%*
Total Scope 3[4]	3,138	37,560	557	18,803	288	25,830	2,035	31,668[7]	3,779[8]	33,104	*9%*
Total Scope 1, 2, and 3 (LB)	**3,182**	**55,898**	**585**	**31,339**	**305**	**42,787**	**2,051**	**50,957**	**3,795**	**50,461**	***2%***
Total Scope 1, 2, and 3 (MB)	**3,182**	**55,898**	**593**	**31,434**	**313**	**42,829**	**2,065**	**50,986**	**3,808**	**50,466**	*2%*
Carbon intensity (tCO_2e/FTE) (LB)	-	3.46	-	2.01	-	2.63	-	2.88	-	2.78	*-3%*
Total energy use (MWh)[6]	171	100,377	122	68,085	83	94,328	121	91,424	105	89,405	*-2%*

1. Total emissions have been calculated based on non-rounded figures. Any discrepancy in totals is driven by the rounding of reported figures to zero decimal places.
2. LB is location-based and MB is market-based emissions.
3. Scope 1 includes natural gas, company cars, and other fuels. Scope 2 includes electricity, and heat and steam.
4. Scope 3 includes employee cars, flights, public transport, fleet, freight, hotel, rail and international rail, and FERA.
5. 2019 has been included as the baseline year for Save the Children International.
6. Energy reporting includes MWh from Scope 1, Scope 2, and Scope 3 employee cars only (as required by the SECR regulation).
7. Non-company car mileage in 2022 restated, due to a change in reported figures by sites in Colombia. This has resulted in a change in reported Scope 3 emissions.
8. The increase in UK Scope 3 emissions is largely a result of our business flights, which have increased by 109% compared to 2022.

Save the Children remains committed to achieving a 50% reduction in emissions by 2030.

Our comprehensive carbon management plan is underway, driving decarbonisation efforts across our operations.

During 2024, we plan to develop a net-zero target, in line with the Paris Agreement, in order to ensure long-term resilience and set out a strategic response to the challenges posed by climate change.

We are aware of our reporting requirements under *The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations* 2018.

We continue to go beyond the requirement of the Regulations by reporting on all material global emissions in Scope 1 and 2, plus selected Scope 3 emissions, using an operational control approach.

The methodology used to compile our Greenhouse Gas (GHG) emissions inventory is in accordance with the requirements of the following standards: the WRI GHG Protocol Corporate Standard (revised version) and Defra's Environmental Reporting Guidelines: Including Streamlined Energy and Carbon Reporting requirements (March 2019). UK office emissions have been calculated using the Defra 2023 issue of the conversion factor repository. Global emissions have been calculated using the Defra 2023 and IEA 2023 issues of the conversion factor repositories.

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OUR STRATEGIC ENABLERS

We have identified six key ways to strengthen our work and drive progress towards our strategic goals. We call these our strategic enablers.

In 2022, we put strong foundations in place for these six strategic enablers to accelerate our progress towards our strategic goals. In 2023, we further strengthened and advanced this work, using our enablers more systematically in our humanitarion response, programming, and advocacy.

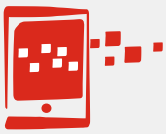
ADVOCATE, CAMPAIGN & MOBILISE

We are working to systematically influence change at scale. We want to use compelling evidence from our programmes; support children to advocate and campaign; mobilise the public to shift political conditions; grow our supporter base; and strengthen and use our brand to help drive this change.

In 2023 we:

- influenced 99 policy, legislative, system, services, and budget changes changes for children, with children involved in 43 of those changes. This takes us to 228 policy changes since the start of the current strategy period, and very close to our 2024 target of 250.
- Continued our Generation Hope campaign, focusing on climate change and inequality, supported more than 14,200 children to engage meaningfully on these issues and share their views with the world. (Read more about our Generation Hope campaign, for and with children, on page 39).

USE DIGITAL & DATA



We want to use digital platforms to reach more people faster with evidence-based approaches; to campaign more effectively; and to enable better supporter experiences. We want to use data and evidence as vital resources to accelerate and measure our impact, and to anticipate and respond to children's needs.

In 2023 we:

- Redesigned and launched our Child Rights Resource Centre as a hub for all our programme evidence, guidance and tools. This platform allows us to share our learning effectively with each other and our wider audiences.
- Strengthened our research work by rolling out a new Ethics and Evidence Generation procedure. This led us to review 226 new studies last year and adapt their designs as necessary to ensure they adhered to the highest ethical standards.
- Continued to explore how data and digital solutions can support preparedness and anticipatory action. With our innovation team, the LIFT Lab, we are creating a predictive model of diet affordability using existing Household Economy Analysis and Cost of Diet tools, along with climate and forecasting data and modelling tools, to enable us to respond sooner to the threat of malnutrition.

PARTNER STRATEGICALLY

We want to collaborate with diverse public and private sector organisations, drive equitable relationships and leverage strategic opportunities to accelerate better outcomes for children.

In 2023 we:

- Continued to advance our approach to strategic partnerships based on co-creation and complementary value, through scoping new partnerships, strengthening existing partnerships and documenting and sharing learning. We continued our work with our key partners including WWF, Joining Forces and UNICEF to advance our strategic goals.
- Rolled out revised partnership tools that centre our principles and ensure our relationships are value-driven, empowering, transparent and accountable, and that they are mutually beneficial and complementary. We analysed barriers and developed potential solutions to enable equitable partnerships with diverse actors, including with children and youth groups.

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SHIFT POWER TO CHILDREN, COMMUNITIES AND LOCAL PARTNERS

We want to be a true ally to children and their local communities. We are formalising our accountability to them in our strategy and programme delivery. We want to elevate their voices and support them to access the knowledge and resources they need to uphold their rights.

In 2023 we:

- Further improved children's participation in Save the Children's own governance with the establishment of children's advisory boards across the movement.
- Started to operationalise our 'local to global for impact' ambition which shifts power to local and national actors, children, and communities. This included simplifying compliance requirements for partners, revising how we partner with children and youth groups, and developing and piloting an inter-agency toolkit to support local actors' access, participation, and leadership in humanitarian co-ordination mechanisms.

To truly shift power, we need to act collectively with other actors and become a sector leader on child-rights focused localisation in all contexts. We have shaped sector commitments and will hold ourselves accountable to them, participating in the Grand Bargain caucus on funding to local actors and co-creating and signing the Pledge for Change, a series of commitments on equitable partnerships, authentic storytelling, and driving wider change within the sector.

BUILD AN AGILE AND INCLUSIVE ORGANISATION

We want to foster a diverse, connected and engaged global workforce and inspire our people to collectively deliver our country and global strategies.

In 2023 we:

- Launched our Global DEI steering group to enable us to improve diversity, equity, and inclusion at a global and local level. We worked with regional and country offices to establish clear action plans and track our progress.
- Continued to strive towards equitable pay by identifying challenges and solutions to help us close the gender pay gap, such as introducing a career advancement programme and strengthening flexible working hours. Read more about this on page 47.
- Simplified our core people processes, evolving our global talent management, and refining our global learning and development model. These will help to foster a more inclusive culture which supports the wellbeing and safety of all our people.

GROW AND OPTIMISE RESOURCES

We want to grow our income while diversifying our global funding portfolio and increasing our strategic alignment. Our three-year whole of movement income and spend plan will drive our strategic goals and cost efficiency.

In 2023 we:

- Posted Save the Children Association income totalling $2.7 billion, 2.5% below the exceptional total we raised in 2022. We raised over $114.7 million for our Humanitarian Fund and allocated more than $145 million for our emergency responses. Read more about this on pages 32-33.
- Achieved a record-breaking year for results from new grants from institutional donors which increased by more than 25% compared to the previous year. We also exceeded our collective funding ambition which totalled $1.2 billion.
- Agreed our Global Top 10 Corporate Framework to help us optimise the impact we make for children when we work in partnership with these corporate organisations.

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OUR PEOPLE

LEVERAGING TALENT

We continued our work last year to develop and increase diversity of our talent, leadership and management pools, and on optimising our learning systems.

We focused on succession planning for mission critical roles and senior leadership roles such as Country Directors and our extended leadership team.

Last year we redeveloped the Global Learning Management System, our online staff training platform, to increase accessibility, provide a more positive user experience, and improve reporting. We also refreshed our leadership and people management curriculum. Last year, women made up 60% of total trainees, up from 55% the previous year. This reflects our commitment to ensuring emerging female leaders have access to the right development opportunities.

OUR REWARD POLICY

Our reward policy helps us to build a competitive, flexible salary and benefits structure and takes into account the variable contexts in which we operate.

In 2023, we undertook an extensive review of economic indicators across various locations, and market trends within the international non-government organisation and broader sectors, to revise our salary ranges. From January 2023, we gave a 5% cost of living uplift to our staff in the UK and Europe, with employees on low salary grades receiving an additional 2% on top of the 5%. Staff in country offices received salary increases following an assessment in each country. The decisions were based on market comparison, affordability, and the rising costs our people are currently facing.

DIVERSITY, EQUITY, AND INCLUSION

We are committed to creating a truly diverse, equitable, and inclusive organisation. Our Diversity, Equity, and Inclusion policy outlines our commitment to fairness in our recruitment, training, promotion, and employment processes for all staff. It also prohibits any form of discrimination against staff from protected characteristics, including sex/gender, disability, race, sexual orientation, gender identity and expression reassignment, religion or belief, marital or civil partner status, and pregnancy and maternity.

Through our policy we seek to remove unnecessary barriers for our existing staff, including our employees with disabilities, to ensure fair opportunities through training, growth, and career planning, and to ensure all positions are recruited in a fair and non-discriminatory manner.

At Save the Children, we know that great teams are made up of people who come from a wide range of backgrounds. We believe that if we want to better reflect and represent the children and communities we serve, then we must continue to diversify the make-up of our organisation, including our leadership teams, and create an inclusive work environment where staff can be themselves.

We are aiming for women to make up 50% of staff in our leadership roles and for at least 60% of our leaders at all levels to share their nationality with the countries in which we work.

Our 2023 DEI data

	% female (% increase or decrease from 2022)	% staff who hold nationality from the countries in which SCI works
SCI/SCAssociation Board composition	47%	18%
SCI Senior Leadership Team and Extended Leadership Team	58% (down 6%***)	10% (up 3%)
SCI Regional Office Senior Management team	53% (up 5%)	56% (up 4%)
SCI Country Directors	54% (down 2%)	42%
SCI Country Office Senior Management Team	49% (down 3%)	78%
All SCI staff**	41%	88%

***Including Save the Children Europe, Save the Children Thailand, Save the Children Kosovo, Save the Children Albania*

****Due to two new hires in 2023 but still above our target of 50%*

As part of our global strategy, we have been working closely with all our regions to develop and implement DEI action plans to take account of local contexts and norms and implement measures to address barriers for underrepresented groups. Going forward we will also be working closely with country offices to strengthen succession planning and ensure a strong pipeline of female colleagues for leadership positions.

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KEY DEI ACHIEVEMENTS IN 2023

Our DEI strategy is centred around four key pillars.

1. Talent Acquisition, Management, and Development

We undertook work to explore the root causes of the gender pay gap, with recommendations expected in 2024. See below for more detail.

We refreshed our 'Passport to Success' induction for new starters to include clearer information about our approach to diversity, equity, and inclusion at Save the Children and how staff can request reasonable adjustments should they wish to.

2. Leadership and culture

We launched a new DEI e-learning module to introduce staff to the importance of DEI and we continued to deliver unconscious bias training. We have trained more than 4,000 staff and leaders globally since we began this in 2022.

We also refreshed our talent review process to equip our staff, especially line managers, to be aware of and mitigate against unconscious bias during talent discussions.

3. People Data

We introduced new DEI people metrics to better reflect our strategic ambitions. We now measure the proportion of staff and leaders who share their nationality with the regions in which we work.

4. Voice and Communication

We launched a new global DEI steering group made up of regional and country representatives and we developed regional and country DEI action plans to support us to achieve our global DEI strategy collectively.

We delivered DEI training to members of the Eastern and Southern Africa region and delivered an engagement session with all senior leaders from around the Movement when they gathered in South Korea in June 2023.

We launched a new diversity calendar to increase awareness of global days of religious, cultural and social importance, and guidance for line managers on how to recognise these.

We provided our employee networks with a budget to support their activities. During the year they ran a women's health series, a Black history panel event, a webinar on homophobia, biphobia, interphobia, and transphobia, and events to raise awareness of Islamophobia and anti-Semitism.

OUR GENDER PAY GAP[6]

As required by UK legislation, we publish data annually on the gender pay gap between male and female UK employees of our Save the Children International global centre. In April 2023, our mean gender pay gap was 11.8%, a reduction of 2.1% compared to the previous year. Our median gender pay gap was 13%. This represents an increase of 1.9% compared to the previous year. We are committed to bringing our gender pay gap down to no more than 5%.

As of April 2023, women occupied 56% of the highest paid jobs and 75% of the lowest paid jobs at Save the Children International. The percentage of women and men in each pay quarter is shown below.

In 2023, we launched a gender pay gap analysis study in conjunction with our Gender Pay Gap Advisory Group to examine the root causes of our gender pay gap. This work is being led by an external consultant who will develop actionable, evidence-based recommendations to inform the basis of an action plan in 2024 on how we can narrow the gap.

	Women (%)	Men (%)
Upper hourly pay quarter (highest paid)	56.4%	43.6%
Upper middle hourly pay quarter	65.5%	34.6%
Lower middle hourly pay quarter	80.0%	20.0%
Lower hourly pay quarter (lowest paid)	74.6%	25.5%

**The gender pay gap is the difference in the average hourly wage of all men and women across a workforce. It is expressed in terms of a mean calculated by adding up the hourly rates of all women working in an organisation, dividing this by the total number of women in the organisation and comparing the result to the same calculation for men, and a median which puts the hourly rates for every women in an organisation into order from lowest to highest, identifies the middle value and compares this to the same figure for men.*

Shiela, a Save the Children staff member, visiting her old neighbourhood in the Philippines.

6. The figures above represent all UK employees of Save the Children International and any International employees who report and are paid through the UK office. This comprises 79% of the total UK employees classed as eligible to report on, or 9.2% of our total global population.

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STAFF SAFEGUARDING

Anti-harassment and employee safeguarding

We have zero tolerance for all forms of harassment, bullying and intimidation. Our Anti-Harassment, Intimidation and Bullying policy reinforces our expectations to ensure we foster a safe and trusted working environment for all our people by explicitly identifying that any form of harassment, intimidation, bullying, physical violence, sexual violence, or exploitation will not be tolerated within our organisation.

Save the Children International expects all our staff and representatives to strive for the highest standards of integrity and accountability, and to conduct themselves in line with this policy and our Code of Conduct. We will continue to build on our awareness, prevention, and reporting work to safeguard our staff.

Last year we transformed our Anti-Harassment training into an online training course and made it available to all staff around the movement. This is an important step to further raise awareness of respect and dignity in the workplace.

We promote a culture of feedback in which staff are encouraged to talk openly, speak up in uncomfortable situations, and raise concerns if they have any. In 2023, the increased number of concerns reported via our incident reporting system, Datix, and the Whistleblowing and Safecall hotlines, indicates the trust staff have in our reporting systems.

Reported concerns

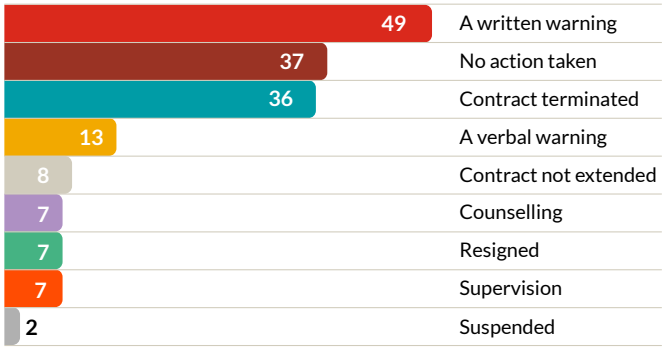
A total of 874 staff safeguarding concerns were reported in 2023, an increase of 31% from the 666 concerns reported in 2022. We believe this increase in the number of cases is the result of improved awareness and confidence that action will be taken.

Included in these 874 cases were:

Staff grievances	350
Bullying, harassment, or intimidation	301
Other safeguarding incidents	86
Sexual harassment and exploitation	68
Physical Abuse	13
Road Traffic Accident	10
Exploitation	4
Unsafe Programming	4
Neglect	2
Emotional Abuse	1
Safeguarding type not listed	4
Case reclassified or rejected (not a staff safeguarding concern)	31
Total concerns reported in the year	**874**
Of all concerns reported – Number of cases closed	520
Of all cases closed – Number of substantiated allegations	166

Substantiated allegations

(Total: 166)



Of the 874 concerns reported during the year, 520 were investigated and the cases were closed. The remaining 354 cases are still under investigation.

No action was taken in 37 cases as they were staff grievances where disciplinary action was not required. However other actions were taken where required.

Information on Safeguarding of children and adults in the community can be found in the Trustees' Risk Statement from page 53.

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FINANCIAL PERFORMANCE

In 2023, Save the Children International spending on our international programmes, humanitarian responses, campaigning, and advocacy matched our record level of spend in 2022. Our expenditure was $1,548 million compared to $1,512 million in 2022. Our income fell from $1,597 million in 2022 to $1,540 million in 2023, a decrease of 4% ($57 million).

Our record expenditure in 2022 and 2023 is primarily due to our expanding humanitarian work. In 2023, we responded to 121 global emergencies compared to 107 in 2022, a rise of 13%. Our total humanitarian expenditure was $885 million, compared to $856 million in 2022. Our expenditure in Syria and Türkiye increased by $50 million following the devastating earthquake in February 2023. Our response in Ukraine was our largest at $102 million, which was $18 million more than the previous year.

CHALLENGES

During 2023, high inflation and the rising cost of living continued to be challenging. Currency volatility eased, with G20 currencies stabilising against the dollar but currencies used in our country offices continued to devalue. While this resulted in increased purchasing power in many country offices (where spending is mostly incurred in local currencies), this was against a context of high local inflation rates and rising living costs.

In 2023, we faced more challenges than before getting funds into the countries we work in, putting our work at risk. We had partial funding suspensions into Sudan due to conflict, in Syria following regulatory restrictions, and in Myanmar with local registration and banking issues. After significant efforts from our Treasury, Legal, and Operational teams, we successfully deployed alternative funding mechanisms to maintain or re-start funding in these countries.

After several years of strong growth in income (which has enabled us to invest in key priorities for our strategy), we are expecting slower growth over the next couple of years. Planning for this, while global inflation continues to increase our costs, requires action. Through our fit for the future change programme in 2024 we will take steps to strengthen our financial sustainability and become a stronger, locally led, globally connected movement.

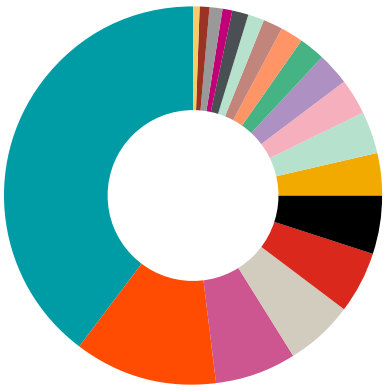
INCOME

Save the Children International's income in 2023 was $1,540 million.

In 2023, 93% of our income was received directly from Save the Children member organisations directly or through grants from Save the Children Association, compared to 98% in 2022. 5% of income was received in direct grants and donations by our country offices, increasing from $25 million to $75 million, largely from UNHCR and World Food Programme funding no longer being received through Save the Children members. Save the Children US continues to contribute the most funding. The largest donor supporting Save the Children International programmes is the United States Agency for International Development (USAID), with a total portfolio of $351 million.

Income from gifts-in-kind was $91 million, similar to 2022. Investment income was $12.3 million compared to $3.9 million in 2022 resulting from higher interest rates.

Income from donations: $1,524 M



New Zealand	$2.4m	Netherlands	$40.6m
Hong Kong	$9.1m	Denmark	$48.6m
Japan	$11.6m	SCA	$52.0m
Switzerland	$15.3m	Germany	$58.2m
Other grants and donations	$16.6m	Direct grants and donation	$74.7m
Australia	$17.9m	Italy	$79.5m
Spain	$23.6m	Sweden	$91.0m
Finland	$24.9m	Norway	$106.1m
Korea	$27.8m	United Kingdom	$185.8m
Canada	$36.2m	United States	$602.3m

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EXPENDITURE

Save the Children International's expenditure in 2023 was $1,548 million.

Our expenditure on programming and advocacy was across the four pillars of our strategy and spending was similar to 2022. Our work to ensure children have a **Healthy Start in Life** continued to see the largest proportion of our expenditure on charitable activities at 37%.

Expenditure on our **Safe Back to School and Learning** work was 27% and expenditure on both **Live Free From Violence** and **Safety Nets and Resilient Families** was 18%. More detailed descriptions of the four pillars in our strategy can be found in our strategy section on page 16. A detailed analysis of expenditure is given in Note 3 to the accounts.

EXPENDITURE BY REGION

Total programme expenditure in our regions was $1,414 million, similar to 2022, with increased expenditure in our **East and Southern Africa** and **Middle East, Northern Africa** and **Eastern Europe** regions offset by reduced expenditure in **Asia**, **West and Central Africa** and **Latin American and Caribbean** regions.

53% of programme expenditure was in our 10 largest countries. Expenditure in **Somalia** continued to increase to meet the immediate needs of children in drought-affected communities. Our response to the conflict in Ukraine also continued to grow in 2023. Following the devastating earthquake in February 2023, our expenditure in **Syria** and **Türkiye** increased by, on average, $25 million in both countries.

However, in **Yemen** expenditure fell due to a decrease in food assistance from the World Food Programme and in **Afghanistan** expenditure fell due to government restrictions on implementing Health and Nutrition activities.

SUPPORT COSTS

In 2023, our expenditure on management and administration costs was $40 million or 2.6% of our total expenditure compared to $30 million and 2% in 2022. IT expenditure increased by $5 million with the deployment of new systems. We spent a further $26 million on our global transformation projects aimed at improving our efficiency and effectiveness.

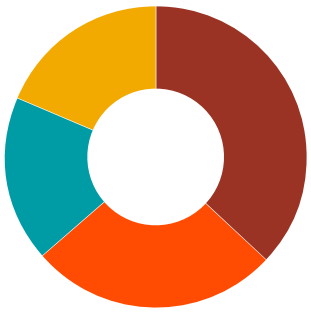
GRANT-MAKING POLICY

Collaboration with others to achieve shared goals is the only way we will achieve the aims of our 2030 strategy. The grants we make to partners enable them to contribute to our 2030 breakthroughs and strengthen their organisational capacity. We carefully consider the experience, reach, and governance of potential partners, as well as the value they will add to help us reach the most deprived and marginalised children. We carefully monitor and advise on the spending of all our grants. In 2023, 22% of our expenditure was through our partners, which is a similar proportion to 2022. Please see page 82 in the financial statements where we list 50 of the key partners we worked with in 2023.

BALANCE SHEET

Our net assets were $209 million, $7.9 million lower than 2022. A fall in amounts owed to Save the Children International by Save the Children members was offset by a reduction in trade creditors and accruals. Cash held was $284 million, an increase of $33.5 million compared to 2022, due to a movement of $49 million from short term deposits. Save the Children International has an investments policy which was approved by the finance committee on 7 June 2022. The objective of the policy is to ensure that Save the Children International maximises interest returns on available funds while minimising risk.

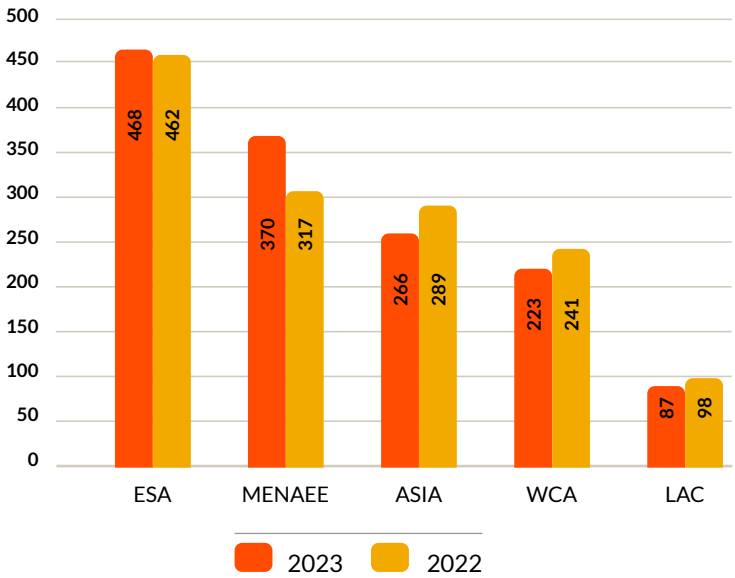
Expenditure by our strategy: $1,546 M



Healthy start in life	$573m
Safe back to school and learning	$411m
Live free from violence	$278m
Safety nets and resilient families	$284m

Expenditure by region

Figures are in $ millions



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HOW WE MONITOR OUR FINANCIAL PERFORMANCE

Our finance department is responsible for ensuring strong financial planning, budgeting, reporting and compliance with key controls. Our key financial controls include adherence to the scheme of delegation and reconciliation and review of accounts throughout and at the end of the year. We also monitor and report on key balance sheet items such as liquidity and foreign exchange exposures. We hold ourselves responsible and accountable through monthly reporting on Country Office financial Key Performance Indicators which are designed to monitor our key controls, to ensure these are working effectively. Our management team reviews detailed income and expenditure reports through the year and conducts two in-year reforecast processes, which are then shared to our trustees for approval.

RESERVES POLICY

The level of reserves is reviewed on an annual basis and where appropriate adjusted to reflect changes in either the likelihood or impact of an identified risk in the event of it materialising. At the time of approving this report, the trustees believe the reserves levels continue to remain appropriate. Trustees have set an International Programming Reserves target of $15 million to cover any material foreseen or unforeseen programming liabilities and a Closure Reserve target of $5.1 million to cover the associated costs in the event of closure or wind-down of our core operations. Costs associated with the closure and/or wind-down of International Programming work are covered separately by member indemnities up to a target of $20 million. Trustees have not set a target for General Funds (i.e. free reserves) which mostly comprises of investment income and foreign exchange gains and losses; however, this will be considered during 2024.

GENERAL FUNDS

General Funds comprises investment and other income arising through Save the Children International's activities, and foreign exchange gains and losses. The balance of $8.5 million has fallen by $0.3 million as funds were transferred to fund international programme operational activity during 2023.

INTERNATIONAL PROGRAMMING RESERVE

Of the $15 million total available reserves as of 31 December 2023, $8.8 million was held by Save the Children International. A further $6.2 million of the International Programming Reserve was in the form of letters of credit from Save the Children members (shown as contingent assets in Note 18 to the accounts). These letters of credit allow Save the Children International unconditional and irrevocable access to funds on demand in the event of reserves being required.

CLOSURE RESERVE

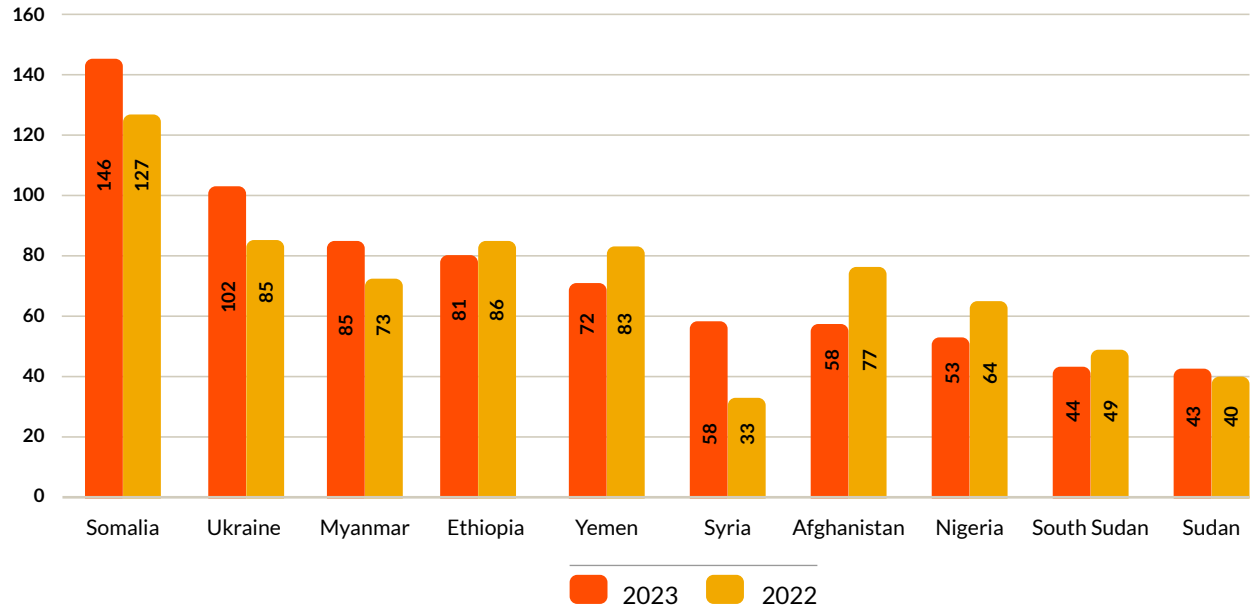
This represents funds to cover the salary and personnel costs of closure or wind-down of our non-international programming activities. The reserve currently stands at $5.1 million, which is a slight increase on our 2022 closing balance of $4.9 million due to a rise in staff numbers. This required a higher provision to cover our potential personnel costs. The trustees have re-evaluated these funds and confirmed that this is an appropriate target level for these purposes at the date of signing this report.

INTERNATIONAL PROGRAMME GRANTS

International programme grants represent funds received from members for development and humanitarian projects. The fund balance increases or decreases in line with programme activity, the reduction of $2 million is within the normal movement range.

Country expenditure

Figures are in $ millions



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INTERNATIONAL PROGRAMME OPERATIONAL FUND

The international programme operational fund represents contributions received from members for the running costs of Save the Children International's international programme work that is not directly attributable to projects. The increase of $8 million is mainly due to additional funds for our fleet replacement project and pre-positioned stock for our humanitarian work.

STRATEGIC INVESTMENT FUND

This fund is used to pre-finance our High Performing Organisation project capital spend to ensure the organisation can deliver on its strategic plan with an emphasis on investing in the portfolio of global transformation projects aimed at improving our efficiency and effectiveness. The use of reserves to fund system developments was agreed with Save the Children members and the reserve will be replenished over the coming years in accordance with that agreement. Consequently, the Strategic Investment Fund has been in a negative position since the end of 2021 and will be for the next five years. The replenishment plan in place with all Save the Children members gives Save the Children International a reasonable expectation of receiving income in the future. As stated in the replenishment plan, members provide funds on an annual basis to Save the Children International for an amount equivalent to the annual depreciation of the High Performing Organisation capital costs.

MEMBER GROWTH FUND

The member growth fund represents funds received to support the continued growth and development of our members.

GOING CONCERN

The trustees have prepared cash-flow forecasts for a period of at least 12 months from the date of approval of these financial statements which indicate that, considering reasonably possible downsides on our operations and its financial resources, the Group and Charitable Company will have sufficient funds to meet its liabilities as they fall due for that period.

Consequently, the trustees are confident that the Group and Charitable Company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis. Note 1b of the financial statements (page 77) provides more detail on the trustees' going concern assessment.

Reserves and funds

	2023 $millions	2022 $millions
General funds	**8.5**	8.9
Fixed asset funds	**32.8**	37.1
International programming designated funds	**11.8**	21.6
International programming reserve	**8.8**	8.8
Closure reserve	**5.1**	4.9
Total unrestricted	**67.0**	81.3
International programme grants	**149.0**	151.2
International programme operational fund	**11.9**	4.1
Strategic investment fund	**(21.9)**	(22.0)
Member growth fund	**3.4**	2.7
Total Restricted funds	**142.4**	136.0
Total funds	**209.4**	217.3

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TRUSTEES' RISK STATEMENT

Our teams work in some of the most deprived and hard to reach places in the world.

Risk-taking is necessary if we are to achieve our ambition for children, but it is always balanced with our responsibility to protect the communities we serve, our staff, our brand and reputation, and our assets.

It is therefore vital we have a shared understanding of our risks across the whole of the Save the Children Association if we are to innovate, take advantage of new opportunities, and take on new risks.

Driving change in our risk culture: our new objective-centric risk management approach and framework

In 2023, we made significant progress in embedding the revisions to the organisational risk management framework that we began in 2022. This involved grounding it in modern risk management thinking by centralising risk management around our objectives.

We have developed a Movement-wide Save the Children Association Risk Framework (SCARF), to take the next step in our risk maturity.

In the SCARF, we have identified 12 key risk areas of focus (see 'honeycomb' further below) that are vital to executing and delivering our global strategy and preserving and furthering our brand and reputation. To that effect, we have defined, within each of those areas, objectives we must meet, based on the following principle: if we are meeting our objectives, we are – by definition – managing risk and trade-offs, as well as able to take the 'right' risks, in pursuit of our strategy.

We have worked to ensure that these objectives are:

- interdependent - so that risks and objectives are considered 'in the round' through greater cross-organisational collaboration;
- achieved to a high degree of certainty under each area;
- underpinned by evidence and data; and
- help the organisation better equip itself in the face of extreme volatility, including climate change.

With the SCARF and this objective-centric risk management approach, our goal is to move away from simplistic 'risk lists' of 'all the things that could go wrong', which can sometimes drive an unhealthy degree of risk-aversion, to a conversation focused on objectives and 'the things we must get right' to enable us to execute our strategy effectively. We have therefore focused our discussions on key operational and strategic risks that could impact the achievement of those objectives and thereby the delivery of our strategy.

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Climate change is embedded throughout the SCARF (and does not appear as a stand-alone area), as climate-related risks and opportunities can occur throughout any of the areas of the framework: we have mapped such risks and opportunities across the 12 areas of the SCARF for the 2023 time period, to ensure SCI entities (Country Offices, Regional Offices and Centre) adequately analyse and report those using the framework.

In addition, we have included a disclosure of SCI's approach to climate-related risks, as mandated by the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022. Climate-related scenarios, metrics, and targets can be found on pages 41-42.

CONTINUOUS IMPROVEMENTS TO THE WAY WE MANAGE INCIDENTS

In 2023, we made good progress on the core components of a joint Safeguarding and Counter-Fraud workplan we established in 2022. We are continuing to strengthen our response systems to provide efficient and fair outcomes for survivors of safeguarding incidents and mitigate any identified risks before harm occurs. We investigate concerns proportionately to the risk and level of harm and/or loss so that we can devote more resources to complex cases and resolve simpler cases quickly. This is being achieved through ongoing review of investigation procedures, developing a certified career pathway for investigators, and establishing quality assurance processes to maintain quality investigations.

Our Risk Management Process

Board of Trustees

- Trustees are accountable for managing and controlling risks (including climate-related risks)
- Trustees set and lead on the risk culture
- Trustees set and review the organisation's risk appetite, and take decisions on key risks escalated by management

Country Office, Regional Office and Strategy Risk & Leadership Group

- Advise the Board on financial control and risk management, assurance and control effectiveness

Senior Leadership Team

- Risk management governance, quality and effectiveness
- Accountable for risk management strategies
- Oversees incident response and crisis management
- Drives for continuous improvement in risk management

Identify, Assess, Mitigate, Monitor and Report

Three lines

1	2	3
Day-to-day risk systems and controls	Management assurance	Independent audit and assurence
Management, staff, volunteers, partners	Subject-matter experts and risk team	Internal audit External audit

- Line 1: risk ownership and control: maintaining an effective risk management and control environment as part of day-to-day operations
- Line 2: central monitoring of key risks by subject-matter experts and divisional functions
- Line 3: independent internal and external audits to test design and operating effectiveness of systems and controls, including the risk management framework

Identify risk → Analyse risk → Evaluate risk → Manage risk → Review risk

- Risk process: all employees, partners and volunteers* contribute to managing risk within their division or area of subject-matter expertise and highlight climate-related risks

Risk Facilitation Team

- Provide subject-matter expertise, tools, methodology to facilitate effective risk management

**Save the Children International uses the definition of volunteer to mean: 'anyone who is part of or supports delivery of our programmes but is not a staff member, partner, supplier or contractor'. Our volunteers project aims to implement standards, systems and tools by which to manage volunteers uniformly across Save the Children International, thereby mitigating safeguarding risks. Volunteers directly managed by Save the Children International fall within three categories (incentive volunteer, community volunteer and casual work), and they must abide by our standards and processes.*

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HOW WE MITIGATED RISKS IN 2023: A FOCUS ON FIVE KEY AREAS OF EXPOSURE

This section sets out the five priority areas of the SCARF where – despite some quality work and many actions underway – we still feel we have more to do to ensure we meet our objectives and thereby reduce risk to the execution of our strategy and preservation of our brand and reputation. This will be achieved through action and close monitoring by management in these five areas

The table below summarises our approaches in managing these key areas of risks, including SCI's material climate-related risks, but this is only part of our comprehensive risk framework. Other areas of the SCARF are regularly reviewed by subject matter experts at Country Office, Regional Office, and Centre levels with key risk information and lead to action when needed. This is escalated to the centre (headquarters), Senior Leadership Team, and the Board when relevant. Following a review of oversight and governance in one country office, Trustees have during 2024 approved an action plan to strengthen leadership engagement and messaging on integrity, ethics and risk; management structures and oversight; incident and crisis management; and culture and values.

WORKING TOGETHER TO MANAGE SHARED RISKS WITHIN THE SAVE THE CHILDREN MOVEMENT

The Save the Children Association operates with a networked structure, and Members share exposure to financial, operational, and reputational risks. Following our earlier work on developing a joint Save the Children Association risk appetite, and through our Save the Children Association shared risk leadership group calls, work will be initiated to revise and update our joint risk appetite statements which will enable us to not only determine whether our net risk exposure across the SCARF areas remains acceptable, but also take informed risks in pursuit of our strategy for children.

VOLATILITY, BUSINESS CONTINUITY & RESILIENCE

OBJECTIVES

- **Build strong anticipatory action and response mechanisms by deepening our understanding of global volatility, developing foresight, intelligence, threat and incident monitoring and response capability (analysing and anticipating crises and their consequences).**
- **Ensuring continuity and resilience of operations in volatile contexts (people, treasury, advocacy, safety & security, access, reserves, program continuity, disaster preparedness, organisational crises management et al) – including continuously building on lessons learnt.**

RISK: *Failure to effectively respond to humanitarian crises, failure to deliver programs in complex contexts, etc.*

How we are meeting our objectives and reducing our risk exposure

- Each year, our Context Analysis & Foresight Unit produces an annual outlook on global context and aid sector trends and ad-hoc research on volatility aspects affecting us.
- We establish threat ratings for our countries of operation, and assess and analyse contextual changes and arising risks (including climate risks) to inform adaptations, preparedness, response, and business continuity planning.
- We developed and are piloting a Child-Centred Anticipatory Action (AA) guide.
- Across our countries, we are working to increase our Anticipatory Action capability and programming (including on climate risks, using predictive analysis and Early Warning (EW) systems), and participate in global, regional, and national AA/EW fora.
- We trained half of our countries in crisis/incident management and rolled out seven SCI-specific Hostile Environment Awareness Trainings.

How we will further achieve our objectives and reduce our risk exposure

- We will continue strengthening our countries' capabilities in crisis/incident management and supporting them in developing preparatory plans.
- We will strengthen our emergency preparedness with a stronger focus on early action planning and high-risk countries.
- We will continue building our Child-Centred AA capabilities, including on climate risks, through training key countries on using Weather and Climate Information Services and Early Warning Systems and assessing possibilities to co-produce climate forecasts with global/regional bodies.
- Through partnerships with specialist organisations, we will improve our work to support early action in conflict-affected contexts.

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LEADERSHIP, CULTURE & PEOPLE

OBJECTIVES

- **Setting the right 'tone at the top' on ethical behaviours, a culture of respect and meaningful, demonstrable alignment to organisational values in our work and workforce**
- **Actively seeking insights on organisational culture, and acting on findings**
- **Attracting, developing, and retaining diverse, inclusive talent and the skills needed for the future in a global movement.**
- **Develop and implement the right organisational and workforce design to deliver the strategy**

RISK: *inappropriate behaviours in our work environment, losing or not attracting talented staff, etc.*

How we are meeting our objectives and reducing our risk exposure

- Our Code of Conduct, signed by all employees, outlines our standards of integrity and expected behaviours.
- We have established system-based mechanisms for reporting concerns and managing cases.
- We conduct annual Pulse Surveys, inviting all staff to share their views on working for Save the Children.
- Our global Diversity, Equity & Inclusion (DEI) strategy translates into action planning at all levels.
- We are expanding our climate change expertise in our countries and regions, to better support related programming.

How we will further achieve our objectives and reduce our risk exposure

- In 2024, we are redoubling efforts towards building a culture of ethics, trust, and respect, by furthering awareness on expected behaviours, strengthening compliance, and rolling out our first global ethics programme.
- We will optimise the use of our systems and data to support strategic insights on people management.
- We will strengthen additional opportunities for staff to provide feedback continuously.
- We are launching a review of our global organisational structures to remain fit for the future.
- Funding permitting, we will continue expanding our climate change expertise.

CYBER-SECURITY AND DATA PROTECTION

OBJECTIVES

- **Develop and continually improve our information security program to ensure our infrastructure and digital assets are protected against current and emerging cyber-security threats through the application of risk-based and cost-effective technical and organisational security controls.**
- **Safeguard the confidentiality, integrity and availability of our all-information assets and ensure those with responsibility for sensitive data are committed to the principles of good information security and have appropriate guidance, training, and tools to adhere to them.**

RISK: *cyberattacks on our digital systems, breaches of data protection regulations, etc.*

How we are meeting our objectives and reducing our risk exposure

- We have a strong cybersecurity governance framework and technical controls in place as well as comprehensive data protection policies and an awareness and training programme.
- We have robust cybersecurity/data protection risk identification and management processes (including for third-party suppliers), enabling a good understanding and awareness of such risks at all levels.

How we will further achieve our objectives and reduce our risk exposure

- We plan to further strengthen our in-house IT security architecture expertise, through recruiting a dedicated position.
- We will review and update our information classification/handling policies & procedures.
- We will procure automated IT security testing solutions.
- We will make tangible improvements to our IT incidents recovery planning and testing.

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PARTNERSHIPS AND SHIFTING POWER

OBJECTIVES

- **Proactively identify and build equitable, diverse, and high-quality partnerships in all contexts that co-create sustainable solutions to achieve strategic goals.**
- **In line with the seven dimensions of localisation, strengthen and support a diversity of locally led action working to complement local and national actors to achieve their respective strategic goals, and supporting them to directly access more resources and using our position to elevate their role and voice.**

RISK: *failure to meet our commitment to the Grand Bargain[7], failure to deliver quality programming with and through local partners, etc.*

How we are meeting our objectives and reducing our risk exposure

- In 2023, we conducted a global survey to gather feedback from our partners on their experience with us and initiated an action plan to further simplify our procedures, particularly when partnering with children's groups and government.
- We developed key gender-focused Shifting Power tools: a Gender & Power Analysis tool, a 'Girl-led Movement Building' package, and draft 'Guiding Principles for Partnering with Women's and Girls' Rights Organisations (WGROs)'.
- We are looking at our operating and compliance models, funding mechanisms, and behaviour change to put Localisation into practice at country-level.
- To support our climate change programming and policy influencing, we are working to establish strategic regional and national partnerships.
- Globally, we have a strategic partnership with World Wildlife Fund (WWF) to address climate risks, and our long-term partners BCG and Accenture have supported us on our environmental sustainability efforts.

Planned work to further achieve our objectives and reduce our risk exposure

- We will develop a Gender Equality Strategic Framework, to operationalise a partnership model based on feminist principles and establish strategic partnerships with WGROs and LGBTQI+ organisations.
- We are developing a Responsible Partnering Guidance, to help our countries manage potential transfer of risks.
- We will continue exploring opportunities for partnering with local actors on climate-related issues mainstreaming climate change across our programming with/through partners.

REGULATORY AND DONOR INFLUENCE & COMPLIANCE (IN PARTICULAR SANCTIONS)

OBJECTIVES

- **Analyse requirements across the portfolio and influence donor compliance requirements (workflows and decision-gates) through effective engagement and lobbying.**
- **Adaptation to, and monitoring of, a dynamic, demanding, & often-ambiguous regulatory and donor environment (including sanctions).**
- **Operationalising and delivering on donor requirements to maximise program funding and strengthen donor partnerships that enable current and future programs.**
- **Put in place clear and effective control frameworks that enable the organisation to operate in complex operating environments without breaching relevant laws, sanctions and regulations.**

RISK: *reputational and/or financial losses due to ineffective implementation of donor requirements, breaches of local and international laws and regulations, etc.*

How we are meeting our objectives and reducing our risk exposure

- We continuously engage with donors and advocate for alignment of their requirements with internal compliance processes.
- We continuously work to operationalise new donor requirements when those arise.
- We conduct scenario planning to prepare for potential evolving donor conditions in light of upcoming elections around the world in 2024.
- We developed a Sanctions and Anti-Terrorism Financing compliance framework and started rolling it out.

Planned work to further achieve our objectives and reduce our risk exposure

- We will continue to engage with donors on influencing some of their requirements.
- We will adapt our Counter-Fraud compliance framework to the new UK "failure to prevent fraud" offence once it comes into effect.

7. https://interagencystandingcommittee.org/about-the-grand-bargain

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CHILD AND COMMUNITY SAFEGUARDING

Save the Children exists to make the world a safer place for children and their communities—and that starts with ensuring our own organisation is safe for them.

We have zero-tolerance towards the abuse or exploitation of children or adults in the communities where we work by our staff, partners, and representatives. We are committed to preventing any harm to children or adults, whether intentional or accidental, and caused either directly or indirectly by our activities. We have comprehensive measures in place to prevent children and adults from being harmed and take every safeguarding concern that we receive seriously.

Our safeguarding work is supported by a global team of safeguarding professionals and a pool of trained investigators. Most of these staff are based in the countries we work in to ensure our approach is appropriate for the contexts we work in.

We are also committed to safeguarding our own staff. Staff safeguarding is covered in the People and Organisation section, on page 48.

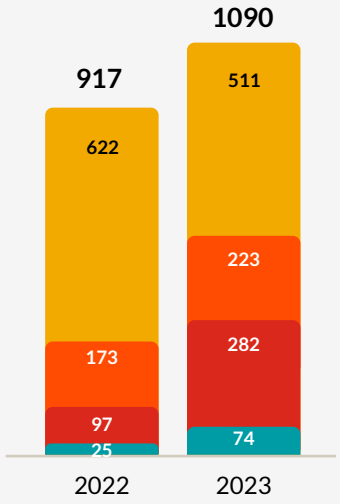
OUR APPROACH

We believe that fostering a culture of open and transparent reporting is vital to keep people safe; and actively encourage our staff, the children, and adults in the communities where we work to report any concerns to us.

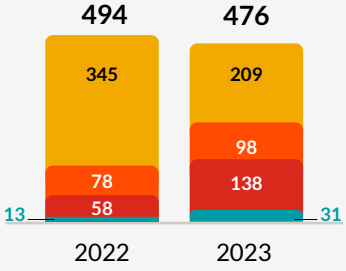
Our Safeguarding approach is built around five pillars: building awareness among our staff, partners, and communities of what harm may look like and that it isn't acceptable; ensuring everyone knows how to report a safeguarding concern and is confident that reporting mechanisms are available, safe, and accessible; responding to cases effectively to ensure appropriate action is taken; preventing harm from happening again or at all; and ensuring our approach is survivor centred.

A reportable safeguarding concern can include a wide range of situations where a person reports that a child or community member was harmed or placed at risk of harm. This includes incidents from a playground accident to a child not wearing a seatbelt, neglect, bullying or harassment of an adult in the community, or a Save the Children representative suspected of engaging in exploitative misconduct.

All Safeguarding concerns broken down by category type



All substantiated Safeguarding concerns



TOTAL NUMBER OF REPORTED INCIDENTS
1,090

NUMBER OF CASES CLOSED
872

NUMBER OF SUBSTANTIATED CASES
476

Child Adult Unsafe Programme Both (Child & Adult)

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Reportable concerns also include those with a potential risk of harm, even if no harm occurs, such as a fence missing between a school and a road, people driving carelessly, or staff, volunteers, or partners left alone with a child.

Overall reporting in 2023 increased by 19% to 1,090 reported concerns (up by 173 compared to 2022) and followed a similar pattern in growth and types of incidents as the previous year – including a rise of 21% in the least serious concerns which represented 63% of overall concerns. These include early warnings where there was a potential risk of harm (but no harm took place) which was subsequently mitigated.

The rise in reported concerns was also driven by an increase in adult safeguarding concerns which was up by 50% (from 198 in 2022 to 297 in 2023). We believe this is due to the increased awareness of adult safeguarding in the communities in which we work. For example, in our Middle East, North Africa and Eastern Europe (MENAEE) region, two working groups tied to adult safeguarding concerns were set up last year – one to raise awareness and another to tackle barriers in reporting. The region reported just over double the adult safeguarding concerns in 2023 (80) as in 2022 (39).

Unsafe programming concerns rose by 18% in 2023. These are concerns regarding programme design or implementation issues such as construction errors or accidents. While this category of reports has increased year on year, we expect this is partly due to targeted efforts to raise awareness of risks that can arise across our programmes, including equipping field teams with tools and checklists to identify issues during programme visits.

Locations with previously low reporting also saw an increase in reports, most notably in our Latin America and Caribbean region (from 113 in 2022 to 219 in 2023 – a 94% increase). We attribute this to several awareness-raising activities carried out in the region, including specialised training for local Safeguarding staff.

Despite the overall increase in the number of reported incidents last year, the number of substantiated cases fell in 2023 to 476 (compared to 494 in 2022).

There were 12 substantiated cases involving child and adult safeguarding concerns of sexual abuse perpetrated by staff last year.[8] One of these cases was subsequently found not to have been a case of sexual misconduct. The remaining 11 cases led to disciplinary action, including five contract terminations, two resignations, one dismissal, and one contract not being extended. It is Save the Children's policy not to provide these former staff members with a letter or any other form of recommendation.

REPORTING INCIDENTS TO AUTHORITIES

It is always our priority to act in the best interests of survivors. SCI's policy is to report allegations of criminal conduct to local authorities unless there is a justifiable reason not to – including if reporting poses an additional risk to the child or adult, the child or adult does not consent to SCI making the report, or if the contexts mean it is not possible to do so (for example, some local police authorities will not accept reports of abuse by third parties). These decisions are taken under the guidance of our safeguarding team based on the specific circumstances of each case and the political, religious, or cultural context in the countries where we work and, where relevant, in consultation with SCI's legal team and local lawyers.

RESPONSE

Reducing case closure times to below 60 days was a key priority in 2023 – a target we surpassed, with an average closure time of 56 days.

PREVENTION & AWARENESS

Continually integrating and embedding safeguarding into our organisational culture, across departments and functions, and across our wider Save the Children movement, remains our key priority in 2024. To achieve this, we will focus on strengthening our safeguarding capabilities, further activating our organisation-wide approach to prevention, implementing innovative approaches, and strengthening co-operation throughout our movement.

8. These figures are based on data extracted on 2 January 2024.

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COUNTER FRAUD

Effective stewardship of the funds entrusted to us by our supporters is of vital importance to us. We require all our staff to protect our resources against fraud and theft by staff, partners, suppliers, volunteers, contractors, and community members. Save the Children International's Counter Fraud Unit investigates breaches of policy through fraudulent behaviour and leads on the delivery of the organisation's four pillared counter fraud strategy: Prevention, Awareness, Reporting, and Response.

PREVENTION

Last year, 25 of our country offices completed fraud risk assessments. 23 of these were due in 2023 and two Country Offices repeated the exercise voluntarily.

Identifying risks and monitoring the completion of mitigating actions contributes toward our 'right first time' approach, decreasing the burden on response functions to investigate high caseloads and the repeat occurrence of similar incidents. Locations rated as very high and high complexity in our 'country complexity data' are required to complete the exercise annually, and medium and low complexity locations complete it biennially.

AWARENESS

Fraud, Bribery and Corruption Awareness e-learning is one of Save the Children international's mandatory induction training modules. All staff must complete the training within three months of joining the organisation. Existing staff are required to take a refresher training course every two years.

REPORTING

In 2023, the total number of cases matched that in 2022, remaining at 1,006. There was, however, a significant change in the overall composition of cases by triage level. There was an 8% decrease in level three cases (deemed the least serious), a 10% increase in level two cases and a 134% increase in level one cases (deemed the most serious because they either involve material monetary sums, or senior staff). Although a significant proportion of these allegations related to poor application of organisational policies, rather than gross misconduct, the increase is a cause for concern. During 2024, we have conducted a full review of level one cases. We have concluded that there is no evidence of systemic weaknesses in controls or oversight, but that work to improve processes for investigations and reporting, as well as broader work to strengthen our leadership and culture, should be intensified. The increase in reporting does however indicate that we have truly embedded a positive culture of speaking up.

While triage level one cases increased significantly in 2023, level three cases remained the largest category at 58% of all cases.

The most common type of fraud was that perpetrated during the programming stage of a project. This was also the case in 2022. In 2023, these represented 41% of all cases.

TOTAL NUMBER OF CASES
1,006

NUMBER OF CASES CLOSED
1,012*

NUMBER OF SUBSTANTIATED CASES
456

RESPONSE

We closed 17% more cases last year and, for the first time, the number of cases closed overtook the number of new cases. This was due to the introduction of an administrative inquiry approach to level three (least serious) cases to streamline responses to low complexity cases, which was adopted across all regions. In addition to closing more cases than the previous year, we also improved our investigation times. Level one investigation times decreased from 84 to 66 days, , and level two investigation times decreased from 66 to 61 days. However, level three investigation times increased from 70 to 81 days , primarily owing to the large numbers of such cases.

Allegations in 45% of cases closed in 2023 were substantiated. This is an increase of 37% compared with 2022 and may be attributed in part to the increase in total cases closed during the year.

The three most common subjects of concern in all substantiated cases were Save the Children International staff, staff employed by our partners, and adult community members. Overall last year, the involvement of Save the Children staff in substantiated cases increased by 65%, underlining the importance of our action plan on integrity, ethics, and risk.

Of the 1,012 cases closed in 2023, 80 cases had an unrecoverable loss identified at the end of the investigation, totalling $441,236. The single highest unrecoverable loss was $93,347 and occurred due to cheque fraud by a staff member in our Syria response office. In 2024, we will continue our counter-fraud efforts and will roll out our first ethics programme. This will help us connect our core values, including integrity, to our day-to-day behaviours, and strengthen our fraud prevention efforts.

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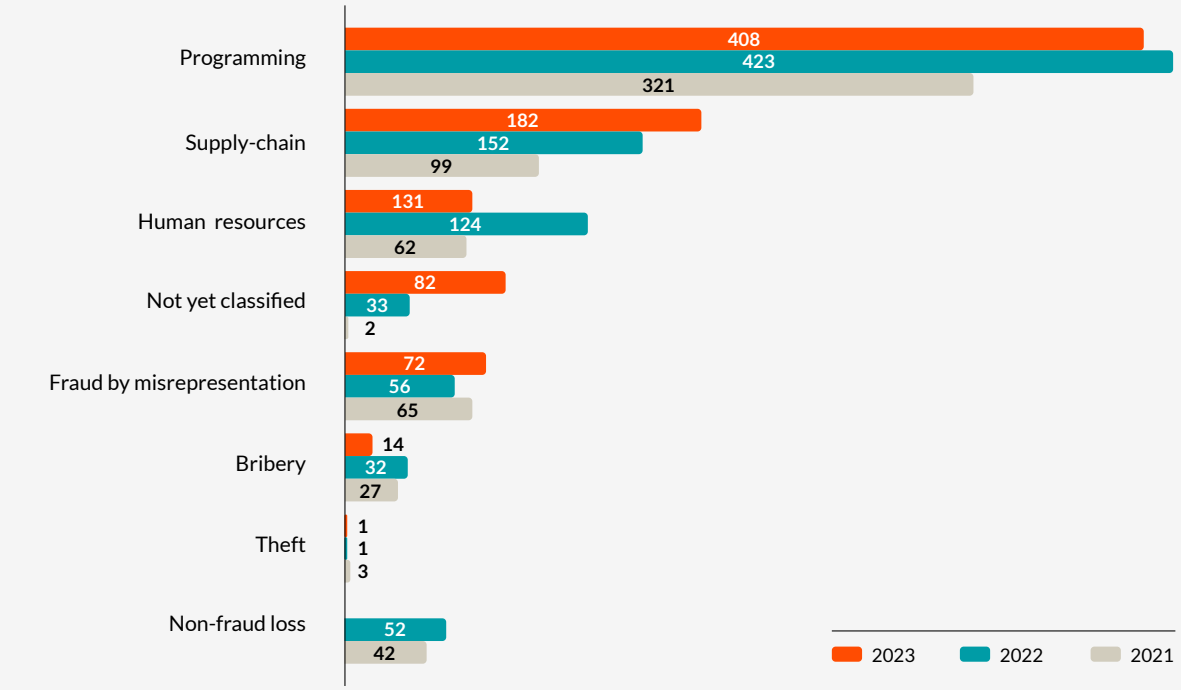
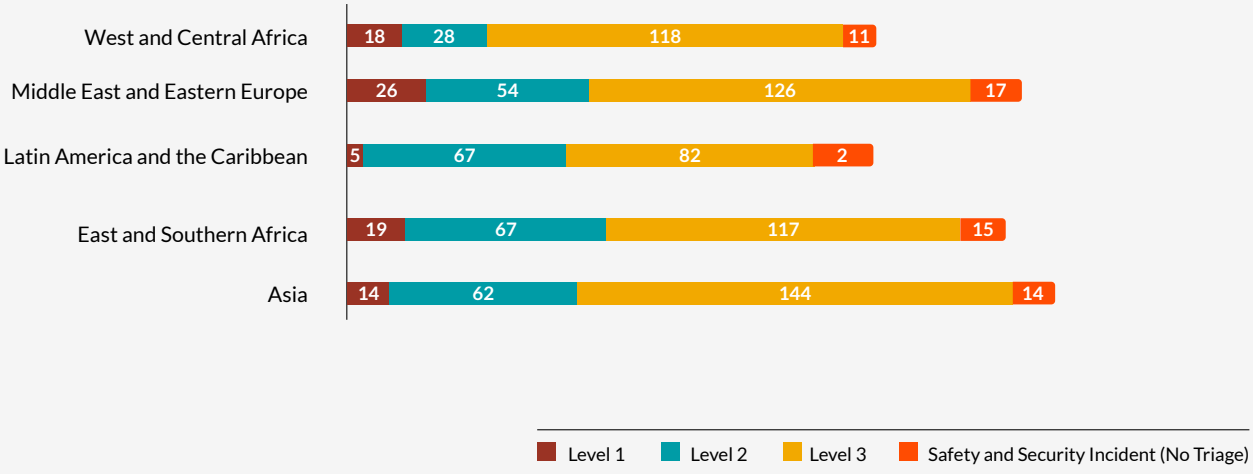
Types of fraud 2021-23



Cases of fraud in 2023 by region



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LOOKING AHEAD

2024 is the third and final year of our three-year strategy that sees us working to achieve the goal targets set out on pages 16-29. Our three-year strategies are designed to accelerate our progress towards the breakthroughs we want to see by 2030.

We know our strategic direction remains relevant but our approach must evolve, so we are in the process of reconfirming our current global strategy and country strategies for another three years, while updating them where necessary.

We will:

- Update our understanding of the trends shaping our world.
- Place a stronger emphasis on some important issues including our role on climate change and advancing equality for children.
- Improve the way we measure progress towards our goals.

These updates reflect the changes we have seen and lessons we have learned over the last three years.

Our collective priorities for 2024 will see us step up our progress in key areas of the strategy.

We will strengthen our focus on children most impacted by inequality and discrimination. We will assert our position that the climate crisis is a child right's crisis and strengthen child participation in support of children's rights, and in promoting accountability to children.

We will embed digital and data to measure impact, drive evidence-based decision making, and support fundraising.

We will continue to realise the equitable partnership approach, through simplifying compliance and strengthening strategic partnerships to amplify impact.

We will also strengthen our focus on people and talent to improve diversity, equity, and inclusion across the organisation, developing our leaders so that they have the skills and confidence to further our agenda and build an inclusive and compassionate culture.

We also intend to grow unrestricted income through long-term investment and by creating a best-in-class experience for our supporters. Through flexible funding mechanisms, we can achieve our best work for and with children, together with our local and national partners.

We will also champion a change programme to make Save the Children fit for future with a focus on reforms to shore up our financial sustainability and become a stronger, locally led, globally connected movement.

Our report next year will summarise progress across the 2022–24 strategy period as well as summarising our plans for 2025–27. Children's rights are being increasingly threatened. We will continue to work relentlessly to respond to those threats and champion children's rights around the world.

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STRUCTURE, GOVERNANCE, AND MANAGEMENT

ORGANISATIONAL STRUCTURE

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 7 July 2020.

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, a Swiss Association formed pursuant to articles 60–79 of the Swiss Civil Code.

Save the Children International had seven wholly owned subsidiaries at 31 December 2023, details of which are given in the financial statements.

BOARD OF TRUSTEES

Save the Children International's Board of trustees mirrors the Board of Save the Children Association.

The Save the Children International Board consists of:

- Nine trustees appointed by the five member organisations who contributed the most income of all members of Save the Children Association (the Appointed Trustees)
- Three trustees elected by the member organisations who have not appointed trustees (as per (i) above) (the Member Elected Trustees)
- Four trustees elected by all members of Save the Children Association who are connected to, or represent, communities where Save the Children International undertakes substantial programming work (the Member Elected External Trustees)
- One trustee who is elected by the Appointed Trustees (Board Selected Trustee)

Details of the Board of Trustees are listed on page 68).

The Save the Children International Board oversees the management of the business of the charity and exercises, directly or through delegation, all the powers of the charity.

The Board seeks to ensure that all activities are within relevant laws and agreed charitable purpose. Its work includes oversight of, and agreeing the financial plan for, international programmes.

The trustees delegate the day-to-day running of the charity to the Chief Executive Officer and the Senior Leadership Team, who are responsible for different functions of the charity.

The Chief Executive Officer reports to the Chair of the Board.

Details of the Senior Leadership Team are listed on page 68).

BOARD COMMITTEES

The Board has four standing committees which meet quarterly and whose members are appointed by the Board. These are:

- The Audit and Risk Committee. This ensures the integrity of our financial reporting and the internal and independent audit process, and that we have effective and sound systems for internal financial controls, compliance, and risk management.
- The Finance Committee. This ensures that there is an effective system of financial management and monitoring, and reviews financial strategy, budgeting, and financial performance.
- The Governance Committee. This ensures that governance is effective and in line with regulatory requirements and good governance practice.
- The People & Organisation Committee. This advises on and monitors the implementation of staff and beneficiary safeguarding policies, leadership talent development and other organisational development and people processes and executive-level compensation, strategy and policies.

In addition, the Board has a Nominations Committee which meets as required and has members appointed by the Board and by members of Save the Children. This Committee oversees Board recruitment, selection, and appointment.

Committee activity is reported to the Board at each formal meeting.

BOARD INDUCTION

On appointment to the Board, trustees are provided with an induction pack including information on the structure and governance of Save the Children International, the roles and responsibilities of trustees, guidance from the Charity Commission, and ways of working, strategic documents, and key policies.

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Trustees also undertake an induction programme which includes meetings with Senior Leadership Team members, a range of mandatory training programmes, including child safeguarding and, where possible, visits to our programmes.

CHARITY GOVERNANCE CODE

Good governance involves continuous improvement. Therefore, we have a number of initiatives underway to ensure Save the Children International's governance continues to evolve to best support us in delivering impact for children.

As previously reported, the principles of good governance contained within the Charity Governance Code underpin Save the Children International's governance framework and form an integral part of the programme of change underway.

In accordance with the Code's recommendation that large charities review their performance annually, the Governance Committee led a Board effectiveness review in Q4 2023, with advice from governance consultants, Campbell Tickell.

The Board effectiveness review considered the performance of the Board and individual trustees and reflected on overall adherence to the principles of good governance. Interviews were held with each trustee. Overall, the review found the Board was working well and was effective in delivering on its fiduciary duties. The review made several recommendations to support continuous improvement which will be implemented in 2024.

In addition, and as recommended by the review in 2022, a review of the remit and membership of the Board committees was carried out. Terms of reference were updated for the Finance Committee, Audit and Risk Committee, and the Governance Committee and membership was refreshed across all five committees.

WORKING WITH OUR STAKEHOLDERS

Our trustees have a duty to promote the success of the charity for the public benefit and to achieve its charitable aims and objectives.

Public Benefit

In considering public benefit, the trustees take into account the Charity Commission's general guidance on public benefit in relation to the prevention and relief of poverty, the advancement of education and health and the relief of those in need.

The trustees believe there is clear public benefit derived from the activities of the charity.

s172 of the Companies Act 2006

In considering the promotion of the success of the charity to achieve its charitable aims and objectives, the trustees take into account the specific factors outlined in s172 of the Companies Act 2006. These include (1) the likely consequences of any decision in the long term, (2) the interests of our employees, (3) the need to foster business relationships with our suppliers and others, (4) the impact of our operations on the community and environment, and (5) the desirability of the charity maintaining a reputation for high standards of business conduct.

In the table on pages 66-67 we have illustrated how these factors have been considered and how we have engaged with our main stakeholders to build and sustain our business relationships.

VENTURE PARTNERS AND VOLUNTEER INVOLVEMENT

Last year we continued to benefit from ongoing strategic partnerships, including with:

- Boston Consulting Group for donated professional services of $5.29 million
- Freshfields Bruckhaus Deringer LLP for donated legal services of $2.12 million
- Latham & Watkins LLP for donated legal services of $1.05 million
- Baker & McKenzie LLP for donated legal services of $0.76 million

We would like to thank all our partners, volunteers, staff, interns, secondees and supporters for their continuing contributions, which are invaluable in realising our ambitions for children.

AUDITOR

KPMG LLP has been appointed for the next financial year in accordance with Section 487(2) of the Companies Act 2006 unless the company receives notice under Section 488(1) of the Act.

The Audit and Risk Committee oversees the charity's monitoring of external auditor objectivity and independence in relation to non-audit services. The auditor is excluded from undertaking a range of work on behalf of the charity to ensure that the nature of non-audit services performed or fee income relative to the audit fees does not compromise, or is not seen to compromise, the auditor's independence, objectivity or integrity.

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Statement of responsibilities of the trustees of Save the Children International in respect of the trustees' annual report and the financial statements.

The trustees are responsible for preparing the trustees' report (incorporating the strategic review and the directors' report) and the financial statements in accordance with applicable law and regulations. Company law requires the trustees to prepare financial statements for each financial year. Under that law they are required to prepare the group and parent company financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charitable company and of the group's excess of expenditure over income for that period. In preparing each of the group and charitable company financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- assess the group's and the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern
- use the going concern basis of accounting unless they either intend to liquidate the group or the charitable company or to cease operations or have no realistic alternative but to do so

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that its financial statements comply with the Companies Act 2006. They are responsible for such internal controls as they decide are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the trustees are aware:

- There is no relevant audit information of which the charity's auditor is unaware
- The trustees have taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

The trustees, in their capacity both as trustees and company directors, have reviewed and approved the trustees' report, which incorporates the directors' report and the requirements of the strategic review as set out in the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013.

APPROVAL OF THE TRUSTEES' REPORT

The Trustee's Report was approved by the Board of Trustees on 19 November 2024

Signed on behalf of the Board of Trustees by:

DocuSigned by:
Angela Ahrendts
BB52A5B6B5E646F...

21/11/2024

Angela Ahrendts
Chair of the Board of Trustees

Save the Children International
St Vincent House
30 Orange Street
London
WC2H 7HH
UK

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Factors our trustees consider when making decisions		More information & examples for 2023
The likely consequences of any decision in the long- term	Our global strategy is designed to achieve long-lasting, positive change for children. Our trustees oversee our performance against the strategy and receive quarterly reports on operational and financial performance and outlook and track our key performance indicators. They consider emerging and known risks and their potential to impact the achievement of our strategic goals. In 2024, our fit for the future change programme will focus on the long-term sustainability of our organisation to ensure we are best set up to achieve our ambition for children	Our movement-wide 2022–2024 Global Strategy (page 9) Our results and impact (from page 13)
The interests of our people	We want our people to feel valued, empowered, and motivated to achieve change for children. We have several initiatives in place to ensure our staff's voices are heard and that they are supported and protected in their roles. • Regular anonymised 'Share your view' all staff surveys. • Our Employee Forum, DEI Staff Council, and a range of staff networks are consulted on staff initiatives and diversity, equity, and inclusion matters. • Formal systems in place to encourage learning and develop performance. • Zero tolerance for harassment and bullying. • Staff wellbeing initiatives including a confidential staff hotline and a Mental Health Champions programme.	Our people (page 46)
The need to foster relationships with our key stakeholders	**Our key stakeholders are children and their communities, the members of the Save the Children movement, our partners and suppliers.** **Children and their communities** We are a children's rights organisation, and through our work we are shifting power to children to ensure their voices are heard. We have systems in place to ensure children's rights are at the centre of our programmes and to mandate our accountability to the children and communities we work with. We consult with children to understand their needs, to support them to hold decision-makers to account, and to organise with civil society to monitor and report on child rights in their countries. Our Global Children's Advisory Board provides direct insight from children and young people to shape our work. • Our trustees met with Generation Hope child campaigners from Nepal, Zambia, and Bangladesh to hear directly from them about the issues important to them. We also have extensive safeguarding systems in place to protect the children and communities we work with. **Save the Children Movement** • SCI operates as part of a global Save the Children movement, united by a shared strategy for children. We have created governance structures to ensure Board decision-making is informed by our global movement. These include: • Our Management Committee - a group of Member CEOs, led by the SCA/ SCI CEO working together to provide strategic executive leadership to the Movement. • All Member CEOs' and 'All Member Board Chairs' groups that are consulted on Movement issues and initiatives. • Functional groups (such as the Humanitarian Steering Group) that work together to align specific areas of our work across the movement. SCI participates in an annual assessment of compliance with our global Mutual Accountability Protocol which sets out commitments expected of the Save the Children Members. This connects the charity to our global movement through transparency and mutual accountability and promotes a shared culture of best practice.	Shifting power to children (page 45) Upholding children's rights (page 35) Please see more on this in our Accountability Report. Advocate, campaign, mobilise (page 44) Our advocacy work (page 38) Our operations (page 41) Safeguarding (pages 58-59) and counter-fraud (pages 60-61)

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Factors our trustees consider when making decisions		More information & examples for 2023
The need to foster relationships with our key stakeholders (*cont.*)	**Partners** We work with non-governmental organisations, governments, and others to advocate for and support governments to raise and spend more money, fairly, and transparently to fulfil children's rights. We collaborate strategically with diverse public and private sector organisations and pursue projects that prioritise co-creation and create complementary value. We strive for equitable relationships with our partners that will lead to better outcomes for children. **Suppliers** Our trustees are mindful of ensuring we maintain good relationships with our suppliers to deliver good value and expertise to enable us to achieve our strategy. Our Sustainability Policy articulates our values and the ways in which we ask our suppliers to work with us in realising them. Our incident reporting mechanisms allow suppliers to communicate directly with us about issues relating to our ethical standards and values. Our procurement and supplier management system and central procurement team ensures we manage our relationships with suppliers efficiently and effectively.	
The impact of our operations on the community and environment	The impact of our work on children and their communities and the environment is central to the decisions taken by our Board. Supporting children to anticipate and respond to threats from climate change is a key component of our strategy. Our climate crisis internal child-centred framework for action helps guide the design and implementation of child-centred climate action across all our strategic goals. Our Environmental Sustainability and Climate Change Policy addresses key aspects of sustainability, including environmentally responsible supply chains, energy and carbon management and -screening our programs to ensure they are not harmful to the environment. Our Renewable Energy Unit provides technical standards and best practices for countries implementing renewable energy systems. We have strengthened our processes to monitor, manage, and report upon our carbon emissions and climate risks and have reported our global carbon emissions as part of this report.	Our Operations (page 41)
The desirability of maintaining a reputation for high standards of business conduct	We are committed to holding ourselves accountable for the promises we make to our supporters, partners, staff, and most of all, children. We are committed to ensuring our work is transparent, as evidenced by the governance and performance reports on our website, and by encouraging others – especially children - to hold us to account. For example, our Modern Slavery Report details our work to ensure our ethical values are adopted throughout our supply chains.	Our Accountability Report. Our Modern Slavery Report.

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ADMINISTRATIVE DETAILS

TRUSTEES DURING 2023 AND AS AT DATE OF APPROVAL OF THE REPORT

Abhishek Agrawal *(from 12 September 2024)*
Angela Ahrendts (Chair)
Rolake Akinkugbe-Filani
Roy Caple (Vice Chair)
Tsitsi Chawatama-Kwambana
(until 1 August 2023, and from 16 October 2024)
Anne Fahy *(until 16 October 2024)*
Debra Fine (Vice Chair) *(until 27 June 2024)*
Anne Gates *(from 22 February 2023)*
Robert Good
Lars Heikensten
Bradley Irwin
Larry Kamener
Deepak Kapoor
Jon Lomoy
Elizabeth Lule *(until 1 March 2024)*
Teresa Mbagaya
Margaret McGetrick
Winnie Mpanju-Shumbusho *(from 12 September 2024)*
Raffaele Salinari *(from 12 September 2024)*
Claudio Tesauro *(until 12 September 2024)*
Richard Winter *(from 1 August 2023)*
Dona Young *(until 22 February 2023)*

BOARD COMMITTEES

Audit and Risk Committee

Rolake Akinkugbe-Filani *(from 1 August 2023)*
Anne Fahy *(until 1 August 2023)*
Debra Fine *(until 27 June 2024)*
Anne Gates *(from 1 May 2023)*
Margaret McGetrick (Chair)
Dona Young *(until 22 February 2023)*
Richard Winter *(from 1 August 2023)*

Finance Committee

Rolake Akinkugbe-Filani *(until 1 August 2023)*
Anne Fahy *(until 1 August 2023)*
Debra Fine *(until 27 June 2024)*
Bradley Irwin
Larry Kamener *(from 1 September 2023)*
Deepak Kapoor (Chair)
Margaret McGetrick *(until 1 August 2023)*
Richard Winter *(from 1 August 2023)*

Governance Committee

Roy Caple
Anne Gates *(from 22 February 2023)*
Robert Good (Chair)
Lars Heikensten *(from 26 May 2023)*
Larry Kamener *(until 1 September 2023)*
Jon Lomoy
Claudio Tesauro *(until 12 September 2024)*
Dona Young *(until 22 February 2023)*

People and Organisation Committee

Rolake Akinkugbe-Filani *(from 1 September)*
Roy Caple (Chair)
Bradley Irwin
Elizabeth Lule *(until 1 March 2024)*
Teresa Mbagaya

SENIOR LEADERSHIP TEAM DURING 2023

Inger Ashing	Chief Executive Officer
Anita Bay	Global Policy, Advocacy & Campaigns Director *(interim until 1 May 2023)*
Kate Brown	Chief People Officer *(from 24 April 2023)*
Clare Canning	General Counsel
Rotimy Djossaya	Executive Director, Global Policy, Advocacy & Campaigns *(from 1 May 2023)*
Patrick Hayden	Deputy CEO, Chief Strategy Officer *(from 24 July 2023)*
Michael Koutstaal	Chief Transformation Officer
Clare Rodger	Executive Director, Resource Mobilisation, Communications and Engagement
Ebrima Saidy	Chief Impact Officer
Sam Sharpe	Chief Financial Officer
David Wright	Chief Operating Officer, Programme Delivery
Senait Zenebe	Chief People Officer *(interim until 24 April 2023)*

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Company Secretary
Tricia Owens

Registered office
St Vincent House
30 Orange Street
London WC2H 7HH

Registered number
3732267

Registered charity number
1076822

Principal bankers
Barclays Bank Plc
1 Churchill Place
Canary Wharf
London E14 5HP

EcoBank
EBI SA, Representative Office
2nd Floor, 20 Old Broad Street
London EC2N 1DP

Standard Bank Plc
20 Gresham Street
London EC2V 7JE

Standard Chartered Bank
1 Basinghall Avenue
London EC2V 5DD

Citibank N.A
388 Greenwich Street, New York, NY 10013

JP Morgan Chase Bank N.A
New York, NY 10017

Auditor
KPMG LLP
15 Canada Square
Canary Wharf
London, E14 5GL

Tax Advisors
Crowe U.K. LLP
55 Ludgate Hill
London EC4M 7JW

Legal Advisors
Freshfields Bruckhaus Deringer
100 Bishopsgate
London EC2P 2SR

Coupa Treasury system Quality Assurance Advisors
Deloitte GmbH
Wirtschaftsprüfungsgesellschaft Rosenheimer Platz 4 81669
München Germany

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SAVE THE CHILDREN INTERNATIONAL

Opinion

We have audited the financial statements of Save the Children International ("the charitable company") for the year ended 31 December 2023 which comprise the consolidated statement of financial activities, consolidated and charity balance sheet, consolidated cash flow statement and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the charitable company's affairs as at 31 December 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the group in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The trustees have prepared the financial statements on the going concern basis as they do not intend to liquidate the group or the charitable company or to cease their operations, and as they have concluded that the group and the charitable company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the trustees' conclusions, we considered the inherent risks to the group's business model and analysed how those risks might affect the group and charitable company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the trustees' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the group or the charitable company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the group or the charitable company will continue in operation.

Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of trustees, the Audit and Risk Committee, internal audit, and management and inspection of policy documentation as to the Group's high-level policies and procedures to prevent and detect fraud, including the internal audit function, the Group's channel for "whistleblowing" and fraud reporting, as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Board and Audit and Risk Committee minutes.
- Using analytical procedures to identify any usual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit. This included communication from the lead to participating audit teams of relevant fraud risks identified at the Group level and request to participating audit teams to report to the lead audit team any instances of fraud that could give rise to a material misstatement at group.

As required by auditing standards, and taking into account possible pressures to meet internal key performance indicators and our knowledge of the control environment, we perform procedures to address the risk of management

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override of controls, in particular the risk that Group and branch management may be in a position to make inappropriate accounting entries. On this audit, we do not believe there is a fraud risk related to revenue recognition as the majority of income is received from Save the Children members in line with the all-member agreement.

We also identified fraud risks related to cash and inventory management in response to the environment in which the Group operates, which increases the risks surrounding the control of assets. In addition, we identified a fraud risk related to working with partners and working in a decentralized control environment, as it makes monitoring and oversight of activities and controls more challenging. Lastly, we have identified a risk of fraud around the manipulation of manual non-payroll accruals to meet budget targets.

We performed procedures including:

- Identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted to unusual account combinations;
- Obtaining third party bank confirmations and inspecting bank signatories;
- Inspecting stock count sheets and attending inventory counts at specific warehouses;
- Agreeing a sample of year end manual non-payroll accruals to relevant supporting documents, including actual invoices after year end, where applicable.
- Inspecting partnership agreements and authorisation of partner payments; and
- Engaging participating auditors to perform specified audit procedures in high risk or financially significant Country Offices; and
- Inspecting the annual letters of assurance, fraud reporting register and significant incident reporting to the Charity Commission

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience through discussion with the Trustees and other management (as required by auditing standards). We discussed with the Trustees and other management the policies and procedures in place regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. This included communication from the lead to participating audit teams of relevant laws and regulations identified at the Group level, and a request for participating auditors to report to the lead audit team any instances of non-compliance with laws and regulations that could give rise to a material misstatement at group.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Group is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies' legislation and the charity SORP) and local tax regulations. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Group is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, anti-bribery, data protection laws, employment law, and certain aspects of charitable company legislation, recognising the nature of the Group's activities and its legal form. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remains a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

Other information

The trustees are responsible for the other information, which comprises the Trustees' and strategic report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

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Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the other information;
- in our opinion the information given in the Trustees' report and strategic report, for the financial year, is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- the charitable company has not kept adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

Trustees' responsibilities

As explained more fully in their statement set out on page 65, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the group's and the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the group or the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Signed by:
E2DB790C37F3479...

25/11/2024

Joanne Lees (Senior Statutory Auditor)

for and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants
15 Canada Square
London E14 5GL

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“I like to play.”

Kazy, 8, Madagascar

Narindra Rakotonahary/Save the Children

A portrait of Kazy, 8, going to school, in the South of Madagascar

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FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2023
(INCLUDING AN INCOME AND EXPENDITURE ACCOUNT)

	Notes	2023 Unrestricted USD 000s	2023 Restricted USD 000s	2023 Total USD 000s	2022 Unrestricted USD 000s	2022 Restricted USD 000s	2022 Total USD 000s
Income from donations							
Grants and other donations		**43,793**	**1,388,765**	**1,432,558**	46,771	1,452,768	1,499,539
Gifts in kind	2 (c)	**2**	**91,167**	**91,169**	509	89,263	89,772
Total income from donations	2 (a)	**43,795**	**1,479,932**	**1,523,727**	47,280	1,542,031	1,589,311
Income from investments	2 (d)	**12,235**	**93**	**12,328**	3,687	183	3,870
Other income	2 (e)	**2,010**	**1,609**	**3,619**	2,487	1,254	3,741
Total incoming resources		**58,040**	**1,481,634**	**1,539,674**	53,454	1,543,468	1,596,922
Expenditure on raising funds		**50**	**1,843**	**1,893**	5	1,168	1,173
Expenditure on charitable activities							
Healthy start in life		**14,975**	**557,595**	**572,570**	8,570	579,364	587,934
Safe back to school and learning		**13,672**	**397,242**	**410,914**	11,748	388,498	400,246
Live free from violence		**17,169**	**260,771**	**277,940**	14,441	219,929	234,370
Safety nets and resilient families		**3,795**	**280,453**	**284,248**	5,266	283,386	288,652
Total expenditure on charitable activities	3 (a)	**49,611**	**1,496,061**	**1,545,672**	40,025	1,471,177	1,511,202
Total outgoing resources	3 (a)	**49,661**	**1,497,904**	**1,547,565**	40,030	1,472,345	1,512,375
Net (outgoing)/incoming resources for the year		**8,379**	**(16,270)**	**(7,891)**	13,424	71,123	84,547
Transfers between funds	15	**(22,640)**	**22,640**	**-**	6,899	(6,899)	-
Funds brought forward	15	**81,312**	**135,983**	**217,295**	60,989	71,759	132,748
Total funds carried forward	15	**67,051**	**142,353**	**209,404**	81,312	135,983	217,295

All gains and losses recognised in the financial year are included above. There is no difference between the net incoming resources before other recognised gains and losses above and the historical cost equivalent. All activities are continuing. The charity uses the exemption conferred by section 408 of the Companies Act 2006 in not preparing a separate income and expenditure account for the charity as a separate entity. The group structure is explained in note 16 and net outgoing resources for the charity alone for the year ended 31 December 2023 were USD 6,279,492 (2022: net incoming resources of USD 87,062,972). The accompanying notes on pages 77 to 97 form part of these financial statements.

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CONSOLIDATED AND CHARITY BALANCE SHEET AS AT 31 DECEMBER 2023

	Notes	2023 Group USD 000s	2023 Charity USD 000s	2022 Group USD 000s	2022 Charity USD 000s
Fixed Assets					
Tangible fixed assets	5a	**8,882**	**8,370**	7,392	6,937
Intangible fixed assets	5b	**23,903**	**23,903**	22,191	22,191
		32,785	**32,273**	29,583	29,128
Current assets					
Stock	6	**29,405**	**28,448**	29,954	29,232
Debtors	7	**187,082**	**188,602**	221,738	220,826
Investments	8	**563**	**563**	49,756	49,756
Cash at bank and in hand	9	**284,363**	**282,242**	250,857	247,906
		501,413	**499,855**	552,305	547,720
Current liabilities					
Creditors: amounts falling due within one year	10	**(265,634)**	**(263,624)**	(306,134)	(302,547)
Net current assets		**235,779**	**236,231**	246,171	245,173
Provisions	11	**(59,160)**	**(57,133)**	(58,459)	(56,612)
Provisions and long term liabilities		**(59,160)**	**(57,133)**	(58,459)	(56,612)
Total net assets		**209,404**	**211,371**	217,295	217,689
Unrestricted funds					
General funds		**8,509**	**8,509**	8,861	8,861
Designated funds		**58,542**	**58,031**	72,451	71,997
Total unrestricted funds	15	**67,051**	**66,540**	81,312	80,858
Restricted funds	15	**142,353**	**144,831**	135,983	136,831
Total funds	15	**209,404**	**211,371**	217,295	217,689

The notes on pages 77 to 97 form part of these financial statements.

Approved by the board of trustees and signed on its behalf by:

DocuSigned by:
Angela Ahrendts 21/11/2024
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Angela Ahrendts
Chair of the Board of Trustees
Save The Children International

Signed by:
22/11/2024
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Margaret McGetrick
Chair of the Audit and Risk Committee
Save the Children International

Company registration number: 3732267

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CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2023

	2023 USD 000s	2022 USD 000s
Cash flows from operating activities		
Net (outgoing)/incoming resources for the year	**(7,891)**	84,547
Depreciation	**7,881**	6,215
Interest receivable and similar income	**(12,328)**	(3,870)
Net cash outflow from deconsolidation of National Offices	**-**	591
Gains on disposal of tangible fixed assets	**(1,330)**	(1,796)
Decrease/(increase) in stocks of gifts in kind	**3,010**	(903)
Total cash flows from operating activities	**(10,658)**	84,784
Decrease/(increase) in debtors	**34,656**	(60,705)
Increase in stocks of purchased goods	**(2,461)**	(4,851)
Increase in carrying value of associated companies	**(157)**	(11)
(Decrease)/increase in creditors	**(40,500)**	33,114
Increase/(decrease) in provisions	**701**	(2,109)
Net cash from operating activities	**(18,419)**	50,222
Cash flows from investing activities		
Payments to acquire fixed assets	**(11,685)**	(9,342)
Net cash outflow from deconsolidation of National Offices	**-**	(591)
Net disposal/(acquisition) of short term deposit investments	**49,350**	(49,526)
Proceeds from the sale of assets	**1,932**	2,011
Interest received	**12,328**	3,870
Net cash from investing activities	**51,925**	(53,578)
Net cash flows for the year ended 31 December	**33,506**	(3,356)
Change in cash and cash equivalents in the financial year		
Cash and cash equivalents at the beginning of the financial year	**250,857**	254,213
Net cash flows for the financial year	**33,506**	(3,356)
Cash and cash equivalents at the end of the financial year	**284,363**	250,857
represented by:		
Cash at bank and in hand	**284,363**	250,857
Total cash and cash equivalents	**284,363**	250,857

Save the Children International uses the exemption conferred by section 1.12 of FRS 102 in not preparing a separate cash flow statement for the charity as a separate entity. The accompanying notes on pages 77 to 97 form part of these financial statements.

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2023

1. ACCOUNTING POLICIES

(a) *Basis of accounting*

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard (FRS 102) applicable in the UK and Republic of Ireland published in October 2019. All income and expenditure relates to continuing operations. The financial statements have been prepared on a going concern basis. The financial statements have been prepared under the historical cost convention unless otherwise stated in the relevant accounting policy note. The presentation currency of these financial statements is US Dollars. All amounts in the financial statements have been rounded to the nearest $1,000.

(b) The financial statements have been prepared on a going concern basis, which the trustees consider to be appropriate for the following reasons. The trustees have prepared cash-flow forecasts for a period of at least 12 months from the date of approval of these financial statements which indicate that, considering reasonably possible downsides on our operations and its financial resources, the Group and Charitable Company will have sufficient funds to meet its liabilities as they fall due for that period.

Save the Children International has:

- Modelled its financial exposure based on 2024 budget assumptions which considered, for every country where we operate, inflation, cost of living, currency devaluation or revaluation, political and security challenges, secured and pipeline donor funding, and potential for growth in our operational activity and income from donors. Our modelling considered a worst-case scenario for 2024 based on country teams' latest income and expenditure forecasts, where pipeline and growth in funding from donors does not materialise, and there are operational challenges in country preventing activity taking place. Our modelling considered a most likely scenario for 2025 based on secured and pipeline funding to date and a prudent percentage growth estimate, recognising that we expect secured and pipeline funding to increase as we develop our proposals to donors for funding our operational activity in 2025.

  Under these scenarios, Save the Children International expects to match potential shortfalls of income with a reduction in costs. But if this is not possible, as detailed in our Reserves Policy, we have unrestricted reserves and member indemnities to provide cover for unexpected changes in income and expenditure to allow us time to adjust our cost base, seek alternative funding and continue activities.
- Reviewed its liquidity and cashflow forecasts, our analysis shows that even under the worst-case scenario, Save the Children International's cash balance is not expected to go below $209 million.

  Consequently, the trustees are confident that the Group and Charitable Company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

(c) *Basis of consolidation*

The group accounts incorporate those of the wholly owned subsidiaries and associate of the charity as detailed in note 16 to the financial statements. The results of each subsidiary are consolidated on a line by line basis. The associates are valued as Save the Children International's shareholding of the value of the net assets of the company as at 31 December 2023 and is included in the investments on the consolidated and charity balance sheet.

Three former Country Offices which have transitioned to National Offices are now seperately managed and controlled entities and as such these three entities are not consolidated into the financial statements.

Save the Children Global Ventures was incorporated in 2023. Save the Children International holds 20% of the voting rights of the board and therefore deems to hold significant influence over the activities and direction of the company and in turn has been recognised as an associate.

Fintech for International Development Ltd was dissolved in the year ended 2023 and therefore Save the Children International has derecognised the related investment on its balance sheet in the year. Save the Children International held 11% of the equity.

(d) *Company status*

The charity is a company limited by guarantee, not having share capital. Save the Children International's sole member is Save the Children Association, a Swiss Association formed pursuant to articles 60-79 of the Swiss Civil Code. The trustees of Save the Children International are named on page 68. The Charity is a Public Benefit Entity as defined in FRS 102.

(e) *Income recognition*

Income is recognised in the financial year in which Save the Children International is legally entitled to the income, receipt of funds is probable and the amount can be measured with sufficient reliability. For grant income and other donations, entitlement has been deemed triggered at the point Save the Children International raises a claim to the funder, where there are not specific performance conditions. Where there are specific performance conditions, income is recognised when those conditions have been met. The member contribution agreement does not have any performance conditions and therefore income received from members is recognised upon claim.

In cases where, by agreement with the Save the Children member, funds are received in advance of programme activity, income is recognised upon receipt of the funds.

All other grant income from Save the Children Association is recognised when entitlement falls due, at the point this is mutually agreed between both entities and is communicated.

All other sources of income are recognised as entitlement falls due in accordance with contractual agreements.

(f) *Gifts in kind*

Gifts in kind donated for distribution by country programmes (such as food, clothing and medical supplies) are recognised at fair value on receipt based on external donor valuation. Income is recognised when gifts in kind are received. Any donated delivery costs are recognised as income and expenditure on receipt of the goods where the valuation from the donor is available. Expenditure is recognised when gifts in kind are released from the warehouse to be distributed to the projects and any undistributed amounts are recognised on the balance sheet as stock. Gifts in kind for pro bono services are valued either at market value or, where this is not available, an appropriate estimate of the value to the charity is made. Services donated by members are valued at cost. In preparing these accounts no value has been attributed to the work performed by volunteers in accordance with the SORP.

(g) *Stock*

Undistributed balances of goods donated for distribution and goods acquired for distribution are recognised as stock. Stock is held lower of cost (for purchased stock) / fair value (for donated stock) and the net realisable value. When goods or services are provided as part of a charitable activity, then net realisable value should be based on the service potential provided by the items of stock. Stock is considered for impairment/net realisable value only when damaged or obsolete.

(h) *Resources expended*

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Expenditure is charged inclusive of any irrecoverable taxation.

A sizable proportion of the programme work of Save the Children International is undertaken by making grants to operational partners who perform the work on the ground and report back to Save the Children International on the work they have done. Save the Children International recognises the expenditure on these grants when payment is due to the partner organisation in accordance with the terms of the agreement. Standard partner agreements are typically for a year's duration but can span several years.

Support costs which include the central and regional office functions such as general management, payroll administration, budgeting and accounting, human resources, information technology, legal compliance and trustees costs are allocated across the categories of charitable activities. The basis for the cost allocation is explained in note 3c to the accounts.

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(i) *Taxation*

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK Corporation Tax purposes. Accordingly the charity is exempt from taxation in respect of income and capital grants received within categories covered by Chapter 3 part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. The charity and its subsidiary, The Save the Children Alliance Trading Limited, have a group registration for VAT. Country offices are subject to local tax legislation.

Irrecoverable VAT is not separately analysed and is charged to the Statement of Financial Activity (SOFA) when the expenditure to which it relates is incurred, and is allocated as part of the expenditure to which it relates.

(j) *Foreign currencies*

The functional currency of Save the Children International is US Dollars. The exchange rate to Sterling at 31 December 2023 was 1.27 (31 December 2022: 1.22).

Where Save the Children International has entered into forward contracts for the purchase of foreign currencies, expenditure in those currencies covered by the forward contract are translated into US Dollars at the forward contracted rate. Transactions denominated in other currencies are translated at the rate of exchange at the time of the transaction.

Material foreign currency balances are translated at the rate of exchange prevailing at the balance sheet date. Foreign currency gains and losses are included in the SOFA against the expenditure for the financial year in which they are incurred.

(k) *Financial instruments*

Financial assets and financial liabilities are recognised when the group becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). Financial instruments including forward currency contracts and currency swap arrangements are included in the financial statements at a fair value at the balance sheet date and are recognised at their un-hedged amounts. As the contracts manage general exchange risk, hedge accounting is not used and the contracts are included in the balance sheet at fair value (as either debtors or creditors), with gains/losses recognised in the statement of financial activities. The value is included within current assets or current liabilities unless the financial instrument is for a period of greater than 1 year. All financial instruments at the 31st December 2023 were for a maturity date of less than one year.

(l) *Debtors*

Trade and other debtors are recognised at the settlement amount due.

(m) *Fixed assets*

Fixed assets are stated at cost less depreciation. Depreciation is provided on a straight line basis on all tangible fixed assets at rates calculated to write off the cost, less estimated residual value, of each asset over its expected useful life. Intangible assets are held on the balance sheet at cost less accumulated amortisation and impairment losses. Computer software, including development costs, is capitalised as an intangible asset and amortised on a straight-line basis over the expected useful life of five years from when the assets are available for use. Useful life of assets are as follows:

Motor vehicles	5 years
Computer software	5 years
Furniture, equipment and fixtures	5 years
Freehold property	25-50 years
Leasehold property	Shorter of 10 years and lease term

The charity does not capitalise assets purchased as part of international programme grant expenditure, nor individual expenditure items below USD 5,000.

Impairment reviews are conducted when events and changes in circumstances indicate that an impairment may have occurred. If any asset is found to have a carrying value materially higher than its recoverable amount, it is written down accordingly.

(n) *Leased assets and obligations*

Where assets are financed by operating lease agreements, the lease rentals are charged to the income and expenditure account over the life of the lease on a straight line basis.

(o) *Pensions*

The pension costs charged in the financial statements represent the contributions payable by the company to the defined contribution schemes during the financial year.

(p) *Provisions*

Provisions for future liabilities are recognised when the charity has a legal or constructive financial obligation, that can be reliably estimated, and for which there is an expectation that payment will be made.

(q) *Fund accounting*

General funds are unrestricted funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is explained in the notes to the financial statements. Please see note 15 for details.

Restricted funds are funds that are to be used in accordance with the specific restrictions imposed by donors. The costs of administering such funds are charged against the specific fund in line with the donor agreements. The aim and use of each restricted fund is set out in note 15.

(r) *Investments*

Short term deposits maturing in less than one year are recorded within current assets. Where they mature in less than 3 months, they are considered cash equivalents within the Cash Flow Statement as they are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value. The expected maturity of these investments is shown in note 8. Other investments are recorded at a fair market value where such a value can be reliably measured, otherwise they are recorded at cost.

(s) *Creditors*

A liability is recognised for the amount that the group anticipates it will pay to settle the debt or the amount it has received as an advance payment for goods or services it must provide.

(t) *Accounting estimates and key judgements*

No critical accounting estimates or judgements have been made as at the balance sheet date 31 December 2023.

(u) *Contigent assets*

A contingent asset is a possible asset that arises from a past event but is not recognised in the balance sheet as its existence can only be confirmed by future events which are not within the charity's control. Contingent assets are disclosed when their existence is probable.

(v) *Contigent liabilities*

A contingent liability is either a possible but uncertain obligation or a present obligation that is not recognised because a transfer of economic benefit to settle the possible obligation is not probable; or the amount of the obligation cannot be estimated reliably. Contingent liabilities are disclosed unless the possibility of their existence is remote.

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2. INCOME

(a) *Income from donations*

	2023 Grants and other donations USD 000s	2023 Gifts in Kind donated services USD 000s	2023 Gifts in kind donated goods USD 000s	**2023** **Total** **USD 000s**	2022 Total USD 000s
Amounts received directly from Save the Children member organisations					
Australia	15,649	1,397	819	**17,865**	16,935
Canada	34,298	1,307	568	**36,173**	36,723
Denmark	48,036	428	136	**48,600**	51,424
European Union	-	329	-	**329**	269
Finland	24,222	2	656	**24,880**	28,228
Germany	58,133	54	-	**58,187**	60,269
Hong Kong	8,958	162	-	**9,120**	7,965
Indonesia	-	133	-	**133**	116
Italy	79,350	-	134	**79,484**	76,358
Japan	11,605	5	-	**11,610**	9,597
Korea	27,717	94	-	**27,811**	27,045
Netherlands	39,926	569	138	**40,633**	43,944
New Zealand	2,298	52	-	**2,350**	3,065
Norway	105,327	779	-	**106,106**	108,166
Philippines	-	531	-	**531**	610
Spain	23,131	2	422	**23,555**	21,108
Sweden	89,769	838	419	**91,026**	103,238
Switzerland	14,971	46	288	**15,305**	14,434
United Kingdom	177,972	2,199	5,600	**185,771**	196,177
United States	572,518	9,917	19,830	**602,265**	699,760
Total amounts received directly from members	1,333,880	18,844	29,010	**1,381,734**	1,505,431
Other amounts					
Save the Children Association - Core fund	23,239	-	-	**23,239**	20,377
Save the Children Association - Strategic Investment Fund	16,745			**16,745**	17,241
Save the Children Association - other funds	11,636			**11,636**	8,480
Donated services received from National offices	-	371		**371**	304
Professional services directly provided to Save the Children International		10,400	-	**10,400**	10,454
Direct grants and donations in Save the Children International country programmes	44,536	-	30,199	**74,735**	25,347
Transport of goods provided by donors		2,383		**2,383**	1,677
Other grants and donations	2,522	38	(76)	**2,484**	-
Total other amounts	98,678	13,192	30,123	**141,993**	83,880
Total income from donations	1,432,558	32,036	59,133	**1,523,727**	1,589,311

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(b) *Income from major institutional donors*

Income received directly from members includes amounts originating in grants (including gifts in kind) from the following major institutional donors, including governments and multi-national agencies.

	2023 USD 000s	2022 USD 000s
United States Agency for International Development / Bureau of Humanitarian Assistance	350,877	313,813
Global Fund to Fight AIDS, TB and Malaria	49,965	70,751
European Civil Protection and Humanitarian Aid Operations (European Commission)	40,194	52,216
World Food Programme	37,206	55,364
Swedish International Development Cooperation Agency	35,709	42,032
Education Cannot Wait	28,319	51,866
International Cooperation and Development (European Commission)	25,767	39,277
Global Affairs Canada	24,318	30,612
Global Partnership for Education Fund - World Bank	21,832	32,650
United Nations Office for the Co-ordination of Humanitarian Affairs	19,930	31,493
Disaster Emergency Committee	19,504	34,208
United Nations Children's Fund	18,730	22,130
Norwegian Agency for Development Cooperation / Norway Ministry of Foreign Affairs	17,822	24,928

In addition to these amounts, Save the Children members receive income from these donors for national programming and to fund other costs incurred. Total income received by Save the Children members from these donors is shown in the relevant members' financial statements. Income recorded in Save the Children International's financial statements and those of Save the Children members is subject to differences in the timing of income recognition.

(c) *Gifts in kind*

	2023 USD 000s	2022 USD 000s
Donated services		
Professional services	**10,400**	10,455
Services donated by members	**19,253**	9,438
Transport of goods provided by donors	**2,383**	1,677
Total donated services	**32,036**	21,570
Donated goods		
Food aid	**28,921**	39,463
Pharmaceutical supplies	**24,099**	22,843
Other supplies	**6,113**	5,896
Total donated goods	**59,133**	68,202
Total gifts in kind	**91,169**	**89,772**

Save the Children International received benefits in the form of volunteers during 2023. The income from gifts in kind does not include a valuation for these benefits.

(d) *Income from investments and short term deposits*

	2023 USD 000s	2022 USD 000s
Bank interest	**5,659**	1,506
Interest and gains on short term deposits	**6,553**	2,224
Other interest	**116**	140
Total income from investments	**12,328**	3,870

(e) *Other income*

	2023 USD 000s	2022 USD 000s
Sales of assets	**1,932**	2,012
Rental income	**202**	162
Other income	**1,485**	1,567
Total other income	**3,619**	3,741

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3. EXPENDITURE

(a) *Analysis of total expenditure*

	Staff costs USD 000s	Grants and payments to partners USD 000s	Gifts in kind USD 000s	Other direct costs USD 000s	Apportionment of support costs USD 000s	**2023 Total USD 000s**	2022 Total USD 000s
Expenditure on raising funds	1,758	-	-	106	29	**1,893**	1,173
Charitable activities							
Healthy start in life	136,244	105,245	46,906	251,844	32,331	**572,570**	587,934
Safe back to school and learning	113,168	116,693	9,764	151,193	20,096	**410,914**	400,246
Live free from violence	95,288	76,648	4,401	89,755	11,848	**277,940**	234,370
Safety nets and resilient families	54,464	34,516	6,600	167,410	21,258	**284,248**	288,652
Support costs (c)	44,008	162	13,670	27,722	(85,562)	-	-
Total expenditure on charitable activities	443,172	333,264	81,341	687,924	(29)	**1,545,672**	1,511,202
Total expenditure	**444,930**	**333,264**	**81,341**	**688,030**	-	**1,547,565**	**1,512,375**
2022 total expenditure	408,659	326,874	79,861	696,981	-	1,512,375	

(b) *Contextual analysis of expenditure*

	2023 USD 000s	**2023 % of costs**	2022 USD 000s	2022 % of costs
Development programmes	**662,198**	**43%**	656,273	43%
Humanitarian response	**885,367**	**57%**	856,102	57%
	1,547,565	**100%**	1,512,375	100%

(c) *Support costs and the basis of their allocation*

Support category:	**2023 USD 000s**	2022 USD 000s
Leadership and governance	6,566	6,539
Financial management	9,816	7,213
Information systems	11,155	5,957
Human resources	8,115	6,229
Facilities and administration	4,344	3,557
Total management and administration expenditure	39,996	29,495
Investment in system improvements	25,897	20,112
Members' donated services	5,280	4,766
Pro-bono professional services	13,670	5,159
Loss/(gains) on foreign exchange	719	(2,492)
Total support costs	85,562	57,040

All of the above support cost categories have been allocated to the charitable activities and the expenditure on raising funds on a pro-rata basis of allocation by thematic programme expenditure.

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(d) *Expenditure through partners*

	2023 USD 000s	2022 USD 000s
Partner Organisation		
Danish Refugee Council - Ukraine	7,141	4,042
Population Service International	5,278	4,552
Norwegian Refugee Council	5,255	1,401
Gargaar Relief and Development Organisation	5,079	3,843
Asian Harm Reduction Network	4,871	4,286
International Medical Corps Afghanistan	4,762	5,833
Charity Foundation Donbass Development Center	3,668	2,294
Karen Teacher Working Group	3,634	4,045
Syria Relief	3,254	1,177
Shafak	3,248	850
International Organization for Migration	2,881	2,702
Charity fund Posmishka UA	2,684	2,070
Hebrew Immigrant Aid Society	2,500	2,500
Ministry of Health - Somalia	2,454	2,296
Cooperazione Internazionale	2,151	-
Ihsan Relief and Development	2,094	731
Ataa for Relief and Development	2,055	309
Bonyan Youth and Development Association	2,000	102
Care International Netherlands	1,999	1,747
Istok	1,951	922
Myanmar Positive Group	1,926	1,837
Alliance Myanmar	1,922	1,998
Medecins du Monde	1,865	1,659
Ong Service d'Assistance Pharmaceutique et Médicale	1,821	1,299
World Vision UK	1,817	-
Nyein (Shalom) Foundation	1,784	1,968
ONG TASSAGHT	1,775	1,040
Seh Theh Foundation	1,751	60
UK - MED	1,749	3,407
Action for Children Development Foundation	1,673	473
Health Poverty Action - MMR	1,662	1,413
World Vision	1,650	694
National Association of People Living with HIV in Nepal	1,636	1,751
Mon National Education Committee	1,624	1,245
Family Health International	1,612	1,240
Charitable Foundation Slavic Heart	1,575	1,090
Association Nabad for Development	1,573	1,123
Organization for Welfare and Development In Action	1,559	629
Ong La Grace Divine Eternelle	1,553	1,671
Middle East Council of Churches	1,550	570
Charitable Foundation Right to Protection	1,519	4,545
Groupe de Formation Consultation et Etude	1,518	998
Windle Trust International	1,460	-
Mercy Corps	1,387	1,566
Ukrainian House	1,362	1,341
CARE International - Bangladesh	1,343	1,442
Young Power In Social Action	1,311	1,020
Concern Worldwide - United States	1,306	4,262
Medicair	1,301	446
Norwegian Refugee Council - Afghanistan	1,300	-
Expenditure through other partners	216,421	240,385
Total expenditure	333,264	326,874

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(e) *Geographical analysis of expenditure*

	2023 USD 000s	2022 USD 000s
Afghanistan	**57,563**	76,543
Bangladesh	**38,671**	50,040
Cambodia	**6,885**	7,144
China	**6,250**	5,792
Laos	**7,094**	8,389
Myanmar	**85,482**	73,091
Nepal and Bhutan	**34,822**	40,169
Sri Lanka	**11,363**	8,482
Thailand	**-**	1,139
Vietnam	**7,687**	9,681
Asia regional office - programme expenditure	**2,302**	2,542
Asia regional office - oversight and support	**7,739**	6,070
Asia	**265,858**	289,082
Egypt	**13,595**	17,892
Northwest Balkans	**2,749**	3,875
Georgia	**979**	797
Occupied Palestinian Territory	**14,471**	10,337
Iraq	**16,261**	19,569
Lebanon	**31,351**	27,922
Poland	**18,922**	25,083
Syria	**58,390**	32,692
Türkiye	**28,396**	4,012
Ukraine	**102,246**	84,669
Yemen	**71,695**	83,165
Middle East, North Africa and Eastern Europe regional office - programme expenditure (including Tunisia)	**6,078**	4,208
Middle East, North Africa and Eastern Europe regional office - oversight and support	**5,106**	2,607
Middle East, North Africa and Eastern Europe	**370,239**	316,828
Bolivia	**6,297**	6,663
Colombia	**22,583**	27,506
El Salvador	**7,066**	7,188
Guatemala	**11,404**	16,273
Haiti	**9,516**	9,590
Nicaragua	**1,318**	2,500
Peru	**12,249**	14,789
Venezuela	**9,366**	8,397
Latin America and Caribbean regional office - programme expenditure	**4,749**	2,619
Latin America and Caribbean regional office - oversight and support	**2,296**	2,551
Latin America and Caribbean	**86,844**	98,076
Burkina Faso	**13,715**	19,065
Central African Republic	**-**	7
Cote d'Ivoire	**24,593**	35,657
Democratic Republic of the Congo	**31,536**	28,752
Liberia	**6,838**	7,059
Mali	**34,217**	31,121
Niger	**36,570**	34,342
Nigeria	**52,883**	64,254
Senegal	**4,387**	3,644
Sierra Leone	**7,135**	6,299
West and Central Africa regional office - programme expenditure	**5,693**	7,332
West and Central Africa regional office - oversight and support	**5,210**	3,717
West and Central Africa	**222,777**	241,249

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(e) *Geographical analysis of expenditure (continued)*

	2023 USD 000s	2022 USD 000s
Ethiopia	**80,840**	85,632
Kenya	**29,357**	27,789
Malawi	**17,685**	20,467
Mozambique	**31,241**	25,631
Rwanda	**11,145**	6,163
Somalia	**145,685**	127,130
South Sudan	**43,791**	48,967
Sudan	**43,043**	40,031
Tanzania	**6,688**	9,052
Uganda	**37,136**	45,715
Zambia	**7,820**	10,841
Zimbabwe	**3,025**	4,660
East and Southern Africa regional office- programme support	**5,657**	4,759
East and Southern Africa regional office- oversight and support	**4,734**	4,697
East and Southern Africa	**467,847**	461,534
Addis Ababa	**487**	739
Geneva	**1,689**	1,424
New York	**946**	937
Save the Children advocacy offices	**3,122**	3,100
Save the Children International centre	**63,852**	41,644
Centrally managed international programmes	**34,604**	35,531
Business transformation	**32,422**	25,331
Total expenditure	**1,547,565**	1,512,375

(f) *Net income for the year is stated after charging:*

	2023 USD 000s	2022 USD 000s
Auditor's remuneration:		
Audit of these financial statements	**958**	716
Amounts receivable by the charity's auditor and its associates in respect of:		
Audit of financial statements of subsidiaries of the charity	**53**	79
Audit of financial statements of branches of the charity	**140**	163
Other assurance services	**462**	315
Non-audit services	**25**	17
Tax services	**18**	-
Lease rental payments	**19,920**	18,701
Depreciation	**7,881**	6,215

Other assurance services comprise mainly of project and donor audits as and when projects come to an end.

(g) *Trustees' remuneration*

None of the trustees received any remuneration from the charity during 2023 (2022: nil). None of the trustees received any other benefits in kind during 2023 (2022: nil)

Expenses, including travel and subsistence were reimbursed to trustees or paid to third parties on behalf of trustees as follows: 14 trustees totalling USD56,760 (2022: 16 trustees totalling USD 44,009).

Save the Children International purchased trustee indemnity insurance to the value of GBP 10 million (USD 13 million) which covers the trustees or other officers of the charity. These insurances provide cover:

- to protect the charity from loss arising from the neglect or defaults of its trustees, employees or agents
- to indemnify the trustees or other officers against legal liability for inadvertent errors or omissions on their part.

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4 STAFF COSTS

(a) *Staff costs*	**2023 USD 000s**	2022 USD 000s
Wages and salaries	**345,280**	327,566
Social security costs and payroll taxes	**11,350**	10,026
Pension contributions	**11,922**	10,924
Terminal grants	**18,688**	16,331
Benefits in kind	**33,546**	29,657
Other staff costs	**4,891**	4,717
Total direct staff costs	**425,677**	399,221
Donated staff costs from members	**19,253**	9,438
Total staff costs	**444,930**	408,659

Save the Children International contributes to a defined contribution scheme for staff at the centre, a group personal pension (GPP) operated on a salary sacrifice basis. Included in the pension costs above are employers' contributions to this scheme of USD 2,436,445 (2022: USD 2,140,295).

Save the Children International contributes to a long term savings plan for programme staff on international contracts. Employers' contributions charged to the consolidated statement of financial activities were USD 5,174,297 (2022: USD 4,027,212).

Donated staff costs from members represents secondees from members provided for no consideration. The value of these secondees is included within gifts in kind in note 2 (c).

Save the Children International has made USD 394,967 termination payments which were either paid during the year or had been communicated before 31 December 2023 (2022: USD 392,613).

(b) *Average headcount of Save the Children International employees.*

	Country offices	Regional offices	Advocacy offices	Centre	**2023 Total**	2022 Total
Charitable activities	18,016	296	35	1,190	**19,537**	19,852
Fundraising	11				**11**	11
	18,027	296	35	1,190	**19,548**	19,863

The comparative values have been converted from a full time equivalent basis to headcount to provide a more representative indication of the number of employees and to be more inline with Charities SORP. In 2022, the Full Time Equivalents were 18,409.

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(c) *The table below shows the number of staff (including secondees from members) with emoluments falling in the following ranges, starting from USD 60,000. Emoluments include salary, taxable benefits in kind and other payments to employees but not employer pension contributions.*

For members of staff working in our international programmes, emoluments may include accommodation and other benefits, which allow us to be appropriately competitive in recruiting and retaining staff in the International Non-Governmental Organisation market. Employees based in Save the Children International's centre office receive salary amounts in GBP and therefore foreign exchange movements between GBP and USD will impact comparisons between financial years.

	2023 Gross salaries	2023 Total Emoluments (including other benefits)	2022 Gross salaries	2022 Total Emoluments (including other benefits)
USD 60,001 - USD 75,000	411	399	271	324
USD 75,001 - USD 90,000	197	234	138	183
USD 90,001 - USD 105,000	98	156	60	104
USD 105,001 - USD 120,000	42	80	29	57
USD 120,001 - USD 135,000	14	35	18	27
USD 135,001 - USD 150,000	6	18	5	13
USD 150,001 - USD 165,000	4	10	3	10
USD 165,001 - USD 180,000	3	11	5	10
USD 180,001 - USD 195,000	4	10	3	7
USD 195,001 - USD 210,000	5	8	2	4
USD 210,001 - USD 225,000	2	4	0	2
USD 225,001 - USD 240,000	0	1	1	2
USD 240,001 - USD 255,000	0	0	0	1
USD 255,001 - USD 270,000	0	1	0	0
USD 270,001 - USD 285,000	0	0	1	1
USD 285,001 - USD 300,000	1	0	0	0
USD 300,001 - USD 315,000	0	0	0	1
USD 315,000 - USD 330,000	0	1	0	0
USD 330,000 - USD 345,000	0	1	0	0
USD 345,000 - USD 360,000	0	0	0	0
USD 360,000 - USD 375,000	0	0	0	0
USD 375,000 - USD 390,000	0	0	0	1

(d) *Remuneration of key management personnel*

The trustees delegate the day to day running of the organisation to the Senior Leadership Team who are considered to be the key management personnel. Remuneration for members of the Senior Leadership Team for the year ended 31 December 2023 are detailed below.

	No of Senior Leadership Team roles 2023	**Actual gross remuneration 2023 USD**	**Full time equivalent remuneration 2023**	**No of Senior Leadership Team roles 2022**	**Actual gross remuneration 2022 USD**
Position					
Chief Executive Officer		344,571	344,571		312,298
Chief Operating Officer		210,097	210,097		222,359
Chief Financial Officer		196,256	196,256		188,940
Chief Strategic Officer and Deputy Chief Executive Officer		93,342	209,945		0
Other Senior Leadership Team members	6	1,273,114	1,213,533	6	1,345,818
Total remuneration for key management personnel		2,117,380	2,174,402		2,069,415

In addition to the gross salaries, USD 236,156 (2022: USD 202,137) was paid for employer's National Insurance and pension contributions in respect of the above individuals. The prior year was adjusted to correctly include the Chief Transformation Officers' National Insurance which was missed last year ($14,000).

All staff received a salary increment to ensure our staff are protected against the continuing rise in the cost of living. This has been, in part offset against the exchange differences when converting to our functional currency, USD. Most of our senior leadership team are paid in Sterling, which has grown weaker so any staff paid in this currency will see a decrease when converting to USD.

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5. FIXED ASSETS

(a) *Group tangible fixed assets*

	Furniture, fittings and equipment USD 000s	Motor vehicles USD 000s	Leasehold property USD 000s	Freehold property USD 000s	Total USD 000s
Cost					
Brought forward at 1 January 2023	1,149	12,461	1,825	2,667	18,102
Additions	20	2,432	256	715	3,423
Disposals	(12)	(699)	(78)	-	(789)
Carried forward at 31 December 2023	1,157	14,194	2,003	3,382	20,736
Depreciation					
Brought forward at 1 January 2023	945	7,830	1,080	855	10,710
Charge for the financial year	24	1,067	172	68	1,331
Disposals	-	(187)	-	-	(187)
Carried forward at 31 December 2023	969	8,710	1,252	923	11,854
Net book value					
31 December 2023	**188**	**5,484**	**751**	**2,459**	**8,882**
31 December 2022	204	4,631	745	1,812	7,392

Leasehold property amounts all relate to long-term leases.

(b) *Group intangible fixed assets*

	Computer software systems USD 000s	Total USD 000s
Cost		
Brought forward at 1 January 2023	42,157	42,157
Additions	8,262	8,262
Disposals	-	-
Carried forward at 31 December 2023	50,419	50,419
Depreciation		
Brought forward at 1 January 2023	19,966	19,966
Charge for the financial year	6,550	6,550
Disposals	-	-
Carried forward at 31 December 2023	26,516	26,516
Net book value		
Sunday, December 31, 2023	**23,903**	**23,903**
31 December 2022	22,191	22,191

All fixed assets are held for direct charitable purposes.

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6. STOCK

	2023 USD 000s Group	**2023 USD 000s Charity**	2022 USD 000s Group	2022 USD 000s Charity
Undistributed gifts in kind				
Food aid	**7,062**	**7,186**	9,548	9,548
Pharmaceutical and medical goods	**1,625**	**1,611**	1,932	1,941
Other goods	**648**	**873**	865	689
Total undistributed gifts in kind	**9,335**	**9,670**	12,345	12,178
Other Stocks				
Food aid	**640**	**640**	706	706
Pharmaceutical and medical goods	**10,214**	**10,185**	10,998	10,957
Other goods	**9,216**	**7,953**	5,905	5,391
Total other stocks	**20,070**	**18,778**	17,609	17,054
Total stock	**29,405**	**28,448**	29,954	29,232

7. DEBTORS

	2023 USD 000s Group	**2023 USD 000s Charity**	2022 USD 000s Group	2022 USD 000s Charity
Amounts due from Save the Children members	**162,205**	**162,205**	198,699	198,744
Amounts due from subsidiary undertakings	**-**	**3,708**	-	-
Other debtors	**11,148**	**10,190**	10,143	9,804
Prepayments and accrued income	**13,729**	**12,499**	12,896	12,278
	187,082	**188,602**	221,738	220,826

8. INVESTMENTS

	2023 USD 000s Group	**2023 USD 000s Charity**	2022 USD 000s Group	2022 USD 000s Charity
Short Term deposits	**-**	**-**	49,526	49,526
Financial Instrument Asset	**176**	**176**	-	-
Associated company	**387**	**387**	230	230
	563	**563**	49,756	49,756

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9. CASH AT BANK AND IN HAND

	2023 USD 000s Group	**2023 USD 000s Charity**	2022 USD 000s Group	2022 USD 000s Charity
Cash held at centre	**244,136**	**244,136**	212,571	212,571
Cash held in overseas offices	**40,227**	**38,106**	38,286	35,335
	284,363	**282,242**	250,857	247,906

10. CREDITORS DUE WITHIN ONE YEAR

	2023 USD 000s Group	**2023 USD 000s Charity**	2022 USD 000s Group	2022 USD 000s Charity
Amounts due to Save the Children Association	**4,194**	**4,194**	5,572	5,572
Amounts payable to Save the Children members	**187,844**	**187,844**	194,108	194,108
Amounts payable to Save the Children national offices	**2,894**	**2,894**	1,609	1,609
Amounts due to subsidiary undertakings	**-**	**-**	-	7,863
Trade creditors	**13,264**	**12,761**	17,279	17,078
Financial instrument liability	**-**	**-**	489	489
Other short term liabilities	**7,808**	**8,786**	10,328	3,625
Accruals and deferred income	**49,630**	**47,145**	76,749	72,203
	265,634	**263,624**	306,134	302,547

11. PROVISIONS

	Balance as at 1 January 2023 USD 000s	Arising in the financial year USD 000s	Utilised in the financial year USD 000s	Provisions released USD 000s	**Balance as at 31 December 2023 USD 000s**
Terminal grant provisions	45,805	18,688	(15,386)	-	**49,107**
Property dilapidations	704	67	(15)	(14)	**742**
Operating lease provision	370	723	(617)	-	**476**
Provision for tax liability	7,235	2,205	(883)	(2,463)	**6,094**
Other provisions	4,345	3,450	(3,556)	(1,498)	**2,741**
	58,459	25,133	(20,457)	(3,975)	**59,160**

Total provisions held within the Save the Children International charity only were $57,133k (2022: $56,612k)
Terminal grant provisions are contractual amounts due to employees in country and regional offices when leaving employment with Save the Children International.

Property dilapidations represent the estimated costs of payments required to make good the condition of properties on the termination of leases.

The operating lease provision represents the value of lease inducements (rent free period) received by Save the Children International. It will be utilised over the term of the lease.

The tax provision represents estimates of the amounts of liabilities for various taxes in country and regional offices.

Other provisions represent provisions for pending legal cases or provisions required to be recognised which do not fit into the specific categories listed above.

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12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	2023 Unrestricted USD 000s	2023 Restricted USD 000s	**2023 Total USD 000s**
Fixed assets	32,785	-	**32,785**
Current assets	359,060	142,353	**501,413**
Current liabilities	(265,634)	-	**(265,634)**
Provisions	(59,160)	-	**(59,160)**
	67,051	142,353	**209,404**

13. COMMITMENTS UNDER OPERATING LEASES

The total future minimum lease payments and current year expenditure on non-cancellable operating leases:

	2023 Land and buildings USD 000s	**2023 Other leases USD 000s**	2022 Land and buildings USD 000s	2022 Other leases USD 000s
lease payments recognised as current year expense	17,853	2,067	16,564	2,137
lease payments due within one year	7,298	73	13,759	326
lease payments due between one and five years	4,722	4	9,249	8
lease payments due after five years	41	4	1,789	-
	12,061	81	24,797	334

14. FINANCIAL COMMITMENTS

(a) At 31 December 2023, Save the Children International has committed the following amounts in grants to partners subject to satisfactory performance. These amounts will form part of the grants allocated in future years.

	Balance as at 1 January 2023 USD 000s	Charged to SOFA in 2023 USD 000s	New commitments USD 000s	**Balance as at 31 December 2023 USD 000s**
Commitments to partner organisations	316,502	(333,264)	358,377	341,615

Commitments to partner organisations consist of amounts falling due:

	2023 USD 000s	2022 USD 000s
within one year	**231,856**	232,223
after one year	**109,759**	84,279
	341,615	316,502

(b) Save the Children International has entered into a number of long-term contracts for the supply of services all of which are cancellable.

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15. CONSOLIDATED STATEMENT OF FUNDS

	Balance as at 1 January 2023 USD 000s	Income USD 000s	Expenditure USD 000s	Transfers USD 000s	**Balance as at 31 December 2023 USD 000s**
Unrestricted funds					
General funds	**8,861**	36,190	(23,459)	(13,083)	**8,509**
Fixed asset funds	**37,092**	322	(432)	(4,197)	**32,785**
International programming designated funds	**21,646**	21,528	(25,770)	(5,567)	**11,837**
International programming reserve	**8,800**	-	-	-	**8,800**
Closure reserve	**4,913**	-	-	207	**5,120**
Designated funds	**72,451**	21,850	(26,202)	(9,557)	**58,542**
Total unrestricted funds	**81,312**	58,040	(49,661)	(22,640)	**67,051**
Restricted funds					
International programme grants	**151,215**	1,388,684	(1,393,455)	2,589	**149,033**
International programme operational fund	**4,086**	53,954	(64,026)	17,903	**11,917**
Strategic investment fund	**(22,026)**	18,653	(20,747)	2,148	**(21,972)**
Donated professional services	**-**	19,269	(19,269)	-	**-**
Member growth fund	**2,708**	1,074	(407)	-	**3,375**
Total restricted funds	**135,983**	1,481,634	(1,497,904)	22,640	**142,353**
Total funds	**217,295**	1,539,674	(1,547,565)	-	**209,404**

General funds represent the amounts that trustees are free to use in accordance with Save the Children International's charitable objectives.

The fixed asset fund represents the net book value of tangible fixed assets and proceeds from the sale of fixed assets to be used for the replacement of fixed assets in 2023. The value of fixed assets acquired out of general funds, the international programme operational fund, the international programme investment fund and the fixed asset replacement fund are transferred to the fixed asset fund.

International Programming designated funds represents Non-Award funds, disallowance reserve and funded provisions and assets.

The closure reserve represents the funds set aside to provide for the costs in the event of the closure of the non-programming functions of the charity.

International programme grants represent funds received from members for development and humanitarian projects.

The international programme operational fund represents contributions received from members for the running costs of Save the Children International's international programme work, not directly attributable to projects.

The Strategic Investment Fund is used to pre-finance our High Performing Organisation project capital spend. This ensures the organisation can deliver on its strategic plan, with an emphasis on investing in the portfolio of global transformation projects aimed at improving our efficiency and effectiveness.
The use of reserves to fund system developments was agreed with Save the Children members and the reserve will be replenished over the coming years in accordance with that agreement. As a consequence, the Strategic Investment Fund has been in a negative position since the end of 2021 and this deficit will initially increase to allow Save the Children International to fund its system developments over the coming years and then will be fully replenished by the end of 2028. The replenishment plan in place with all Save the Children members gives Save the Children International a reasonable expectation of receiving income in the future. As stated in the replenishment plan, members are providing funds on an annual basis to Save the Children International for an amount equivalent to the annual depreciation of the High Performing Organisation capital costs and therefore the Strategic Investment Fund will be replenished for High Performing Organisation costs at the end of 2028.

Donated professional services represents the value of services provided directly to Save the Children International free of charge.

The member growth fund represents funds received to support the continued growth and development of members.

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16. SUBSIDIARY AND ASSOCIATED COMPANIES

Save the Children International had eight wholly-owned subsidiary entities and one associate at 31 December 2023:

(a) The Save the Children Alliance Trading Limited is incorporated in England and Wales with registered company number 3744223; registered address: St Vincent House, 30 Orange Street, London WC2H 7HH) as a company limited by shares. It was made a dormant company in 2007; its principal activities were the provision of consultancy services to Save the Children International and commercial use of the Save the Children name and logo. The charity holds the entire issued share capital. The cost of this investment is £1.

(b) Save the Children Asia Regional Office Limited is a Singapore incorporated public company limited by guarantee with registered Company No: 201024335C; registered as a charity under the Singapore Charities Act and registered address is 352 Tanglin Road, Tanglin International Centre, #03-01 Strathmore Building, Singapore 247671. Save the Children International is the sole member of Save the Children Asia Regional Office Limited. The company's net assets, liabilities, income and expenditure for the year ended 31 December 2023 were as follows:

	2023 USD 000s	2022 USD 000s
Assets	**553**	647
Liabilities	**(435)**	(847)
Total net assets	**118**	(200)
Income	**10,420**	8,104
Expenditure	**(10,106)**	(8,447)
Net incoming resources	**314**	(343)

(c) Save the Children International (Kenya) is incorporated in Kenya under the Non-Governmental Organizations Co-ordination Act with registered address as Kenya & Madagascar Country Office, 1st Floor, Merchant Square Block C, Riverside Drive, P.O. Box 27679-00506, Nairobi, Kenya. Save the Children International is the sole corporate member of Save the Children International (Kenya). The company's net assets, liabilities, income and expenditure for the year ended 31 December 2023 were as follows:

	2023 USD 000s	2022 USD 000s
Assets	**2,613**	4,399
Liabilities	**(2,486)**	(3,894)
Total net assets	**127**	505
Income	**28,980**	27,484
Expenditure	**(29,357)**	(27,790)
Net incoming resources	**(377)**	(306)

(d) Save the Children International (Zambia) is incorporated in Zambia under the Societies Act with registered no. ORS/102/35/3906 and registered address as Plot 4E, Warthog Way, Off Warthog Road, Kabulonga, Post net Box 487, Private Edge Bag E891, Lusaka, Zambia. The members of Save the Children (Zambia) are Save the Children International and the International Programming Director of Save the Children International. The company's net assets, liabilities, income and expenditure for the year ended 31 December 2023 were as follows:

	2023 USD 000s	2022 USD 000s
Assets	**636**	1,781
Liabilities	**(635)**	(1,782)
Total net assets	**1**	(1)
Income	**7,818**	11,046
Expenditure	**(7,819)**	(10,841)
Net incoming resources	**(1)**	205

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(e) Save the Children International (US Global Advocacy Office), Inc. was incorporated in 777 United Nations Plaza #3A, New York, NY 10017, United States as an exempt non-profit organisation. Save the Children International is sole member with right to remove and appoint director / officer(s). The company's net assets, liabilities, income and expenditure for the year ended 31 December 2023 were as follows:

	2023 USD 000s	2022 USD 000s
Assets	**130**	66
Liabilities	**(130)**	(66)
Total net assets	**0**	(0)
Income	**945**	937
Expenditure	**(946)**	(937)
Net incoming resources	**(1)**	(0)

(f) Fundación Save the Children Colombia (registration number S0046070 and registered address as Calle 77 N° 11-19 Piso 5. Bogotá D.C. and was incorporated in Colombia as a Foundation (a type of private, not-for-profit entity). Save the Children International is the sole member (a corporate member). The company's net assets, liabilities, income and expenditure for the year ended 31 December 2023 were as follows:

	2023	2022
Assets	**1,897**	1,369
Liabilities	**(2,128)**	(905)
Total net assets	**(231)**	464
Income	**21,889**	26,819
Expenditure	**(22,583)**	(27,506)
Net incoming resources	**(694)**	(687)

(g) Asociacion Civil Save the Children International Venezuela was registered at the Public Registry of the First Circuit of the Baruta Municipality, Miranda State under number 15 folio 86 of Volume 24 of the Transcription Protocol incorporated on 8th October 2019 with registered address as Quinta La Colina, Calle Agualinda, Urbanizacion Prados del Este, Municipio Baruta del Estado Miranda, Caracas.

	2023 USD 000s	2022 USD 000s
Assets	**489**	173
Liabilities	**(99)**	(108)
Total net assets	**390**	65
Income	**9,645**	8,351
Expenditure	**(9,366)**	(8,397)
Net incoming resources	**279**	(46)

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(h) Fundacja Save the Children International (Poland) was registered in the National Court Register in the country on 14 April 2021 with registered address as Save the Children, ul. Skierniewicka 10A, 01-230 Warsaw,Poland. The organisation's net assets, liabilities, income and expenditure for the year ended 31 December 2023 were as follows:

	2023 USD 000s	2022 USD 000s
Assets	**1,268**	566
Liabilities	**(3,746)**	(1,906)
Total net assets	**(2,478)**	(1,340)
Income	**17,788**	23,742
Expenditure	**(18,922)**	(25,082)
Net incoming resources	**(1,134)**	(1,340)

(i) Fintech for International Development Ltd was incorporated in 2021 with a registered address 41 Luke Street, London, EC2A 4DP. Fintech was then dissolved in the year ended 2023 and therefore SCI has derecognised the related investment on its balance sheet in the year.Save the Children International held 11% of the equity.

	2023 USD 000s	2022 USD 000s
Assets		2,209
Liabilities		(117)
Total net assets	-	2,092
Save the Children International's share of net assets		230

(j) Save the Children Global Ventures was incorporated in 2023. Save the Children International holds 20% of the voting rights of the board and therefore deems to hold significant influence over the activities and direction of the company and in turn has been recognised as an associate. It's registered address is 3 Rue due Mont Blanc, 1201 Geneva, Switzerland.

	2023 USD 000s	2022 USD 000s
Assets	**2,147**	
Liabilities	**(210)**	
Total net assets	**1,937**	-
Save the Children International's share of net assets	**387**	-

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17. RELATED PARTY TRANSACTIONS

In accordance with the provisions of section 33 of the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), Related Party Disclosures, the related party transactions entered into by Save the Children International are detailed below. All transactions were in the normal course of business.

(a) *Save the Children Association*

Save the Children International has been controlled throughout the financial year by its ultimate parent undertaking Save the Children Association, a Swiss association formed pursuant to Articles 60-79 of the Swiss Civil Code. No other group financial statements include the results of the charity.

At the end of 2023 Save the Children Association comprised 27 members and 3 associate members. Members and associate members are each separate and independent legal entities incorporated under laws of their home country and are bound together as members through: Save the Children Association Bylaws, a Trademark Licence Agreement between Save the Children Association and each member, and an All Member Agreement, entered into in the first quarter of 2011 to implement an international programming strategy.

The boards of Save the Children Association and Save the Children International have identical membership and both are managed on a day-to-day basis by the same leadership team employed by Save the Children International. During the financial year, the following types of transactions took place between Save the Children International and Save the Children Association: grants of USD 51,619,644 (2022: USD 46,097,983) were received by Save the Children International from Save the Children Association.

At the year end, the group balances with Save the Children Association were:

	2023 USD 000s	2022 USD 000s
Amounts payable to the Save the Children Association	(4,194)	(5,572)
Amounts receivable from Save the Children Association	-	-

(b) *Save the Children members*

During the financial year the following types of transactions took place between Save the Children International and members (primarily the 17 international programming members):

i Grant income of USD 1,333,880,000 (2022: USD 1,430,654,000) was received from the members for international programming activities.

ii Donated services of USD 18,844,000 (2022: USD 9,135,000) were received from members.

iii Donated goods of USD 29,010,000 (2022: USD 67,319,000) were received from members.

iv Contributions to the charity's working capital of USD 36,328,000 (2022: USD 35,032,000) have been made by, and are repayable to, members.

v Donations were received by Save the Children International on behalf of Save the Children members. The sums received are remitted to the relevant member.

vi Additional commitments have been made by the members to Save the Children International as set out in note 18.

No profit or loss has arisen on these transactions.

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At the year end, the group's balances with members were:

	2023 Amounts receivable USD 000s	2023 Amounts payable USD 000s	**2023 Net balance USD 000s**	2022 Net balance USD 000s
Save the Children member organisation				
Australia	2,432	(5,246)	**(2,814)**	(2,176)
Canada	3,323	(4,508)	**(1,185)**	(2,912)
Denmark	5,933	(3,487)	**2,446**	4,328
Dominican Republic	2	-	**2**	-
European Union	-	(55)	**(55)**	82
Finland	2,308	(4,155)	**(1,847)**	(2,011)
Germany	7,240	(8,852)	**(1,612)**	(4,059)
Hong Kong	713	(1,227)	**(514)**	(1,052)
Iceland	26	-	**26**	2
India	156	-	**156**	285
Indonesia	-	(194)	**(194)**	(23)
Italy	2,667	(8,299)	**(5,632)**	(2,287)
Japan	2,156	(1,121)	**1,035**	423
Jordan	-	(2)	**(2)**	(60)
Korea	1,929	(2,530)	**(601)**	(2,156)
Lithuania	1	-	**1**	11
Mexico	-	(365)	**(365)**	38
Netherlands	3,424	(5,819)	**(2,395)**	(4,035)
New Zealand	361	(376)	**(15)**	64
Norway	9,176	(17,645)	**(8,469)**	(9,100)
Philippines	-	(427)	**(427)**	(597)
Romania	29	-	**29**	-
Spain	407	(3,389)	**(2,982)**	(407)
South Africa	-	(43)	**(43)**	327
Sweden	5,791	(10,925)	**(5,134)**	(9,337)
Switzerland	373	(2,858)	**(2,485)**	(1,563)
United Kingdom	14,689	(36,410)	**(21,721)**	(2,012)
United States	99,069	(69,911)	**29,158**	42,770
Total Save the Children members	162,205	(187,844)	**(25,639)**	4,543

(c) *National Offices*

On January 1, 2022, our Kosovo country office transitioned to an independent Save the Children National Office; also on January 1, 2022 Sheptoni Fermijet (Save the Children), registered in Albania, transitioned from being a subsidiary of Save the Children International to an independent Save the Children National Office. On 1st May 2022 our Thailand country office transitioned to an independent Save the Children National Office. All three entities were previously controlled by Save the Children International but are now seperately managed and controlled entities. Although Save the Children International does not have direct significant influence over the National Offices there are persons directly connected with Save the Children International that have significant influence with the National Offices and accordingly we believe that they should be treated as related parties. The following related party transactions occured within the year:

During the year the following types of transactions took place between Save the Children International and Save the Children National Offices:

i Service charges of USD 300,000 (2022: USD 436,000) were received from the national offices.

ii Donated services of USD 371,000 (2022: USD 302,000) were received from the national offices.

iii Grants of USD 1,095,000 (2022: USD 346,000) were paid to the national offices.

At the end of the year, the group's balances with national offices were:

	2023 Amounts receivable USD 000s	2023 Amounts payable USD 000s	**2023 Net balance USD 000s**	2022 Net balance USD 000s
Albania	-	(315)	**(315)**	(10)
Kosovo	-	(592)	**(592)**	(506)
Thailand	-	(1,987)	**(1,987)**	(1,045)
Total National Offices	-	(2,894)	**(2,894)**	(1,561)

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18. CONTINGENT ASSETS

	2023 International programming reserve commitments (a) USD 000s	2023 International programming closure indemnity (b) USD 000s	2023 Total contingent assets USD 000s	2022 Total contingent assets USD 000s
Save the Children member organisation				
Australia		252	252	190
Canada	-	535	535	542
Denmark	-	748	748	686
Finland	-	350	350	395
Germany	-	871	871	810
Hong Kong	-	129	129	120
Italy	-	1,183	1,183	1,204
Japan	-	156	156	119
Korea	-	412	412	389
Netherlands	-	640	640	675
New Zealand	-	39	39	46
Norway	-	1,596	1,596	1,409
Spain	-	314	314	291
Sweden	-	1,437	1,437	1,500
Switzerland	-	258	258	239
United Kingdom	3,112	2,700	5,812	5,516
United States	3,100	8,380	11,480	12,081
	6,212	20,000	26,212	26,212

(a) Members have made cash contributions in previous years of USD 8,800,000 which comprises the International Programming reserve (see note 15) to enable Save the Children International to meet its requirements to hold free reserves in accordance with the reserves policy agreed by the trustees. In addition, members provided a further USD 6,212,000 during 2016 in the form of standby letters of credit which give the charity unconditional and irrevocable access on demand to funds in the event of the use of reserves being required as reflected in the contingent asset table.

(b) The costs associated with the closure / wind-down of the charity's international programming work are covered by member indemnities up to a maximum of USD 20 million.

19. CONTINGENT LIABILITIES

Save the Children International is involved in various legal proceedings and claims arising in the normal course of business. Management does not expect the ultimate resolution of these actions to have a material adverse effect on Save the Children International's financial position, changes in net assets, or cash flow, as the possibility is remote or the estimate of the financial effect is not practical with the information available. As at 31 December 2023, Save the Children International has multiple ongoing legal cases in various jurisdictions, amounting to USD 27,750,030 (2022: USD 24,270,772). However, the legal advice indicated that the actual amount of economic outflow is either considered to be not probable or cannot be estimated reliably, therefore no provision has been recognised.

Save the Children International receives funding from members for various activities, which are subject to audit. Although such audits may result in disallowance of certain expenditures, which would be absorbed by Save the Children International, in management's opinion the ultimate outcome of such audits would not have a significant effect on the financial position, changes in net assets, or cash flows of Save the Children International.

20. SUBSEQUENT EVENTS

For the reporting date 31 December 2023, there are no subsequent events which have any impact on the recognition and measurement of assets and liabilities.

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Save the Children

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Company registration number 3732267
(England and Wales)
Charity registration number 1076822

SAVE THE CHILDREN INTERNATIONAL

England & Wales - Charity number 1076822

Accounts

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2022 IN FOCUS

Save the Children

TRUSTEES' REPORT, STRATEGIC REVIEW & FINANCIAL STATEMENTS

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*Some names in this report have been changed to protect identities.

This page: Ferdows*, 12 was injured during conflict in Afghanistan and still struggles to cope with the traumatic events.
Photo: Sacha Myers / Save the Children

Front cover: Sarah*, 11, holding a flower from her home on the refugee camp, Malawi.
Photo: Thoko Chikondi / Save the Children

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SAVE THE CHILDREN INTERNATIONAL TRUSTEES' REPORT, STRATEGIC REVIEW AND FINANCIAL STATEMENTS FOR 2022

The Save the Children International Board of trustees (herein referred to as the 'Trustees') are pleased to present their annual report, strategic review and the audited consolidated financial statements of Save the Children International and its trading subsidiaries for the year ended 31 December 2022.

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Thoko Chikondi/ Save the Children

Esther, 17, lives in Zomba, Southern Malawi. She is a climate change champion in her area and learned about the impacts of climate change at school, which was sponsored by Save the Children.

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REFLECTIONS FROM THE CHAIR OF THE BOARD

One year into our new 2022-2024 Global Strategy, I am pleased to report on how Save the Children has continued to relentlessly pursue a better world for children.

In 2022, Save the Children helped to lift millions of children out of poverty and guarantee millions more a healthy start in life, access to a quality education, and a chance to live free from violence.

We continued our long and distinguished history of providing life-saving support to families devastated by natural and man-made disasters. We passionately believe that children's voices should be front and centre in tackling the issues that affect them. I am proud that, working with communities and our partners, we are shifting power to children by listening to their experiences, their ideas, and their solutions, and enabling them to directly influence decision-makers.

In 2022, Save the Children International spent more than ever before on our international programmes, humanitarian responses and on campaigning and advocacy in what proved to be a hugely challenging year.

Our income grew by 20% to $1,597 million while our expenditure saw a similar rise of 17% to $1,512 million. These increases were largely due to our expanding humanitarian work – the number of emergencies we responded to in 2022 rose by a staggering 37% on the previous year – allowing us to reach the most vulnerable children facing immediate crises.

Our philanthropic and corporate partners provided an incredible $414 million in private funding to help us work towards our goals for children, respond to emergencies and build capacity with our local partners. The wider Save the Children Association worked in 115 countries to reach 118 million children, and 329.1 million people overall.

Looking ahead, we know there are big challenges on the horizon, with the rising cost of living set to deepen hardship for families around the world. Escalating crises demand radical interventions and Save the Children stands ready to respond. We are committed to evolving as an organisation to ensure that we are as sustainable as possible and can reach even more children in the future. I am proud to say that we have never been more aligned in acting as one Save the Children global movement – united and focused on driving efficiency to enable the greatest impact for children.

It takes a global village to change the future for good. Thank you to our many partners whose funding and support have helped us further our goals and make an immediate difference to children in crisis.

Thank you also to my fellow Board trustees for their wisdom and hard work last year. I extend particular thanks to Tamara Ingram, Raymond Mankowitz and Dona Young who have all stepped down from the Save the Children Board. I would also like to welcome Anne Gates, Deepak Kapoor, Lars Heikensten, Larry Kamener, Rolake Akinkugbe-Filani, Teresa Mbagaya and Tsitsi Chawatama-Kwambana who joined us in 2022 and I look forward to achieving great things with you.

I also send my appreciation to the Chairs of our Save the Children Member boards for their continued exceptional guidance and counsel. And of course, my thanks go to Inger, our CEO, for her incredible and tireless leadership within and on behalf of Save the Children around the world.

Lastly, a heartfelt thank you to all our staff, volunteers and supporters. Your passion, purpose and commitment changes lives and ensures our century-old mission to protect children and their rights continues to go from strength to strength.

DocuSigned by:
Angela Ahrendts
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Angela Ahrendts DBE
Chair of the Board of Trustees

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LETTER FROM THE CEO

Save the Children is working to achieve three ambitious goals by 2030. We want no child to die from preventable causes before their fifth birthday, we want all children to receive a quality basic education and we want violence against children to no longer be tolerated.

Global developments in 2022 reinforced why this ambition is so vitally important, but also provided a reminder of the steep hill we have left to climb if we are to achieve them. Last year saw even more children put at risk, as inequality, exacerbated by climate change and rising food prices, worsened around the world.

Covid-19, the escalation of the war in Ukraine, conflicts in Yemen, Syria, the Democratic Republic of Congo, Ethiopia and South Sudan, and humanitarian disasters such as the flooding in Pakistan* and the hunger crisis across East Africa, all contributed to a worsening outlook for the world's children.

Despite this, as a movement we continued to deliver incredible impact for children last year.

Our movement-wide 2022–2024 strategy is focused on improving the lives of the growing numbers of children facing inequality, poverty, climate-related disasters, conflict and displacement. Just a year in, we are making great progress towards our goals. Last year saw us reach children around the world with innovative, effective projects that will make a real difference to their lives.

We saw years of work fighting for children's rights come into effect in Ethiopia, with the establishment of a new children's parliament, and in Jigawa state, Nigeria we helped to establish a social protection law that will uphold children's rights.

We helped local community health workers, volunteers and caregivers to diagnose, treat and prevent acute malnutrition in thousands of children and pregnant women in Somalia and Kenya. We enabled children in Malawi, Bangladesh, Afghanistan, Egypt, India, the Democratic Republic of the Congo, Nigeria, Uganda, Myanmar, Colombia and Pakistan* to catch up on the learning they had missed due to Covid-19 school closures. And we made cash grants to thousands of families in Afghanistan so they could afford food and shelter during one of the worst humanitarian emergencies the country has experienced.

The conflict in Ukraine, the flooding in Pakistan and the Global Hunger Crisis saw us mobilise effectively to support children impacted by crises last year. In total we responded to 107 new and ongoing emergencies in 66 countries.

We are very grateful to our supporters who gave so generously to help children involved in emergencies around the world. The increase in our income meant we were able to offer extensive support to children in crisis. Our centralised Humanitarian Fund enabled us to distribute over $200 million of resources quickly and save lives by mounting effective responses to these emergencies immediately.

Children in Jakarta march and stretch a combined canvas of children's voices from dozens countries.

Save the Children Indonesia

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Joy, 11, reads a book from the library room, Wakiso, Uganda.

Esther Ruth Mbabazi / Save the Children

Last year, we continued to shift power to children and their communities by empowering them to stand up for their rights. In Africa we are seeing the real value of this approach. The children's clubs and committees we set up in Mali, Uganda and Ethiopia are being used by children to speak directly to community leaders about violence towards children, reducing it significantly.

We are focusing on six key enablers to help us advance our work. We are advocating for and with children on a grand scale by supporting children to campaign for their rights and hold decision makers to account. We are forging strategic partnerships with NGOs, governments and others to speak as one amplified voice and make clear demands to those who can facilitate change. We are using digital solutions to work smarter and generate better evidence of what works for children and their families. We are becoming a more agile and inclusive organisation, which is enabling us to grow our resources and use them to the best effect.

In 2022, we continued to prioritise diversity, equity and inclusion in our organisation. I am proud that we made progress in increasing the diversity of our country office senior management and extended leadership teams, but we know there is more we need to do. Last year, we welcomed a new Diversity, Equity and Inclusion Lead role to our global team to continue building on this work and we look forward to reporting even more progress in the coming years.

Looking ahead to 2023 and beyond, we know the world is becoming an increasingly volatile place. The current global economic downturn is pushing more children and families into poverty and hunger every day. Over 100 million people have been displaced due to the impacts of Covid-19, conflict and climate change. Already this year, we have seen the devastating impact natural disasters can have on children and families, with earthquakes in Türkiye and Syria. Our teams are working with our partner organisations in both countries to ensure they are getting the crucial support they need.

We will keep fighting for children's rights to be respected, with a strong focus on those most impacted by inequality and discrimination. And we will continue to mobilise people to call for urgent action to tackle climate change and inequality as the root causes of hunger.

Together, we will continue to empower children, collaborate with others and use evidence-based approaches to ensure children's rights are upheld, their voices heard, and they are safe, healthy and able learn, grow and thrive.

DocuSigned by:
Inger Ashing
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Inger Ashing
CEO, Save the Children International

**Save the Children International is responsible for managing the Pakistan country office on behalf of Save the Children US.*

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WHO WE ARE

SAVE THE CHILDREN IS THE WORLD'S FIRST AND LARGEST INDEPENDENT CHILD RIGHTS ORGANISATION.

WITH OVER 100 YEARS OF EXPERIENCE, WE CONTINUE TO ADAPT, TO DO WHAT IS RIGHT, AND TO MEET THE NEEDS OF CHILDREN IN A CHANGING WORLD.

Save the Children Association is a global movement made up of Save the Children International and 30 member organisations (including three associate members working towards full member status) around the world. All of these member organisations engage supporters and donors in their national context and deliver programmes and advocacy work to help children in their countries.

Mauro Bedoni / Save the Children

Two Save the Children employees supervise Svitlana*, 7 while she plays with play dough in the Child Friendly Space.

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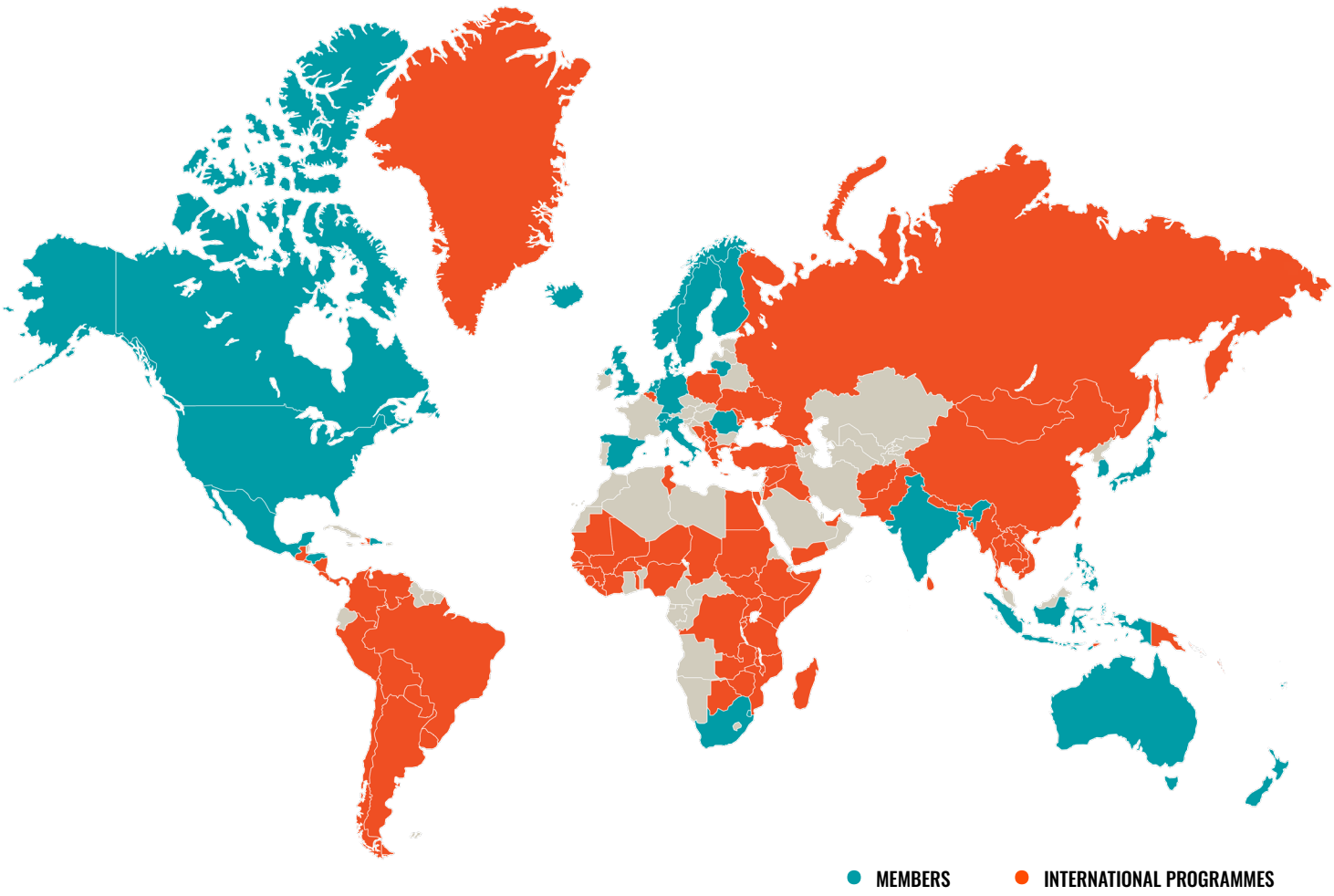

As a global movement, Save the Children Association operated in 115 countries in 2022. Save the Children International delivers international programmes and humanitarian responses, and coordinates campaigns and advocacy for the movement. In 2022, it was made up of 54 country offices, five regional hubs, two humanitarian response offices, three advocacy offices, 11 partner-led programmes and a global team working on behalf of the whole movement. Save the Children International is responsible for implementing around 66% of the whole movement's total expenditure on programming and advocacy work around the world (with the further 34% implemented through Save the Children Association member organisations).

This report largely covers the work and results of Save the Children International. However, when reporting progress towards the targets of our global 2022–2024 strategy, we have included the programming and advocacy work of the whole movement – both Save the Children International and the 30 member organisations. This is because Save the Children International is responsible for implementing the majority of the movement's programming and advocacy work and plays a particular role in helping to align this work to achieve our movement-wide strategic goals. In addition, there is an increasing interconnectedness in the work of Save the Children Association members and Save the Children International, for example through the sharing of technical expertise and business development resources, to ensure we are working as one Save the Children team to achieve our goals.

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Hamfred, 12, at Catchup club in Wakiso, Uganda.

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OUR MOVEMENT-WIDE 2022–2024 GLOBAL STRATEGY

OUR MOVEMENT-WIDE 2022–2024 GLOBAL STRATEGY IS GROUNDED IN OUR 2030 AMBITION, VISION, MISSION, VALUES AND THEORY OF CHANGE.

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

OUR VALUES are Creativity, Accountability, Integrity, Collaboration and Ambition.

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

OUR 2030 AMBITION IS TO ACHIEVE OUR THREE GLOBAL BREAKTHROUGHS – TO ENSURE THAT ALL CHILDREN SURVIVE, LEARN AND ARE PROTECTED BY 2030.

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 THEORY OF CHANGE

WE FOCUS ON DRIVING CHANGE FOR CHILDREN MOST IMPACTED BY INEQUALITY AND DISCRIMINATION.

WE WILL...

BE THE INNOVATOR: Develop and prove evidence-based replicable breakthrough solutions to problems facing children.

BE THE VOICE: Advocate and campaign for better practices and policies to fulfil children's rights and to ensure children's voices are heard.

ACHIEVE RESULTS AT SCALE: Support effective implementation of best practices, programmes and policies for children, leveraging our knowledge to ensure sustainable impact at scale.

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

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SHIFTING POWER TO CHILDREN

We champion every child's right to participate in and influence decisions that affect their lives. This means ensuring children have the opportunity to express their views and to have those views taken seriously.

We partner with children and children's own organisations to:

- Design, implement and monitor programmes
- Influence our organisational strategic planning and decision making
- Advocate and campaign, by amplifying children's voices to ensure governments and institutions consider their views when they create laws, policies and budgets
- Research and evaluate our work, by including the views of children as respondents or active co-researchers

Covid-19, conflict and the climate crisis are negatively impacting children's rights, reversing some of the critical gains made for children in the last three decades and exacerbating inequalities. In every country, children are struggling. The world has never been wealthier, yet one in two children are growing up in multi-dimensional poverty. Over one billion children are being denied their fundamental right to life's most basic building blocks: good healthcare, nutrition, education and safety.

Our movement-wide strategy is designed to help disrupt the negative trend-lines and challenge the status quo by repairing the broken and unequal systems that are hurting children today, and building new solutions that will last.

In a changing global context, our strategy aims to:

- Respond to and anticipate threats from Covid-19, conflict and climate change
- Protect the rights of children impacted by inequality and discrimination, now and in the future
- Drive impact on our four strategic goals, for and with children
- Use six enablers to accelerate our progress towards those goals.

Our strategy is relevant in every country and every context we work in, from low-income to high-income countries, and countries dealing with humanitarian emergencies. In every country we work in, we also have a context-specific strategy that is aligned to our global strategy.

5 MILLION
CHILDREN UNDER THE AGE OF FIVE DIE EVERY YEAR FROM PREVENTABLE AND TREATABLE CAUSES

450 MILLION
ARE NOT LEARNING

400 MILLION
CHILDREN GROW UP IN CONFLICT

1 BILLION
CHILDREN LIVE IN POVERTY

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OUR 2022–2024 GLOBAL STRATEGY: TRANSFORMING IMPACT

A CHANGING GLOBAL CONTEXT

RESPOND TO AND ANTICIPATE THREATS FROM COVID-19, CONFLICT AND CLIMATE CHANGE.

PROTECT THE RIGHTS OF CHILDREN MOST IMPACTED BY INEQUALITY AND DISCRIMINATION, NOW AND FOR THE FUTURE.

4 STRATEGIC GOALS
OUR IMPACT FOR AND WITH CHILDREN

HEALTHY START IN LIFE

SAFE BACK TO SCHOOL & LEARNING

LIVE FREE FROM VIOLENCE

SAFETY NETS & RESILIENT FAMILIES

6 ENABLERS
HOW WE ACCELERATE THAT IMPACT

ADVOCATE, CAMPAIGN & MOBILISE

DIGITAL & DATA

STRATEGIC PARTNERSHIPS

SHIFT POWER

AGILE & INCLUSIVE ORGANISATION

GROW & OPTIMISE RESOURCES

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OUR GLOBAL SNAPSHOT

118M
CHILDREN REACHED DIRECTLY & INDIRECTLY

26,458
STAFF

$2.7B
TOTAL INCOME

WORKED IN **115** COUNTRIES

129
POLICY CHANGES

4.5M
CHILDREN REACHED LIVING IN POVERTY

33M
CHILDREN REACHED THROUGH HEALTH AND NUTRITION PROGRAMMING

9.2M
CHILDREN REACHED THROUGH EDUCATION PROGRAMMING

3.8M
CHILDREN REACHED THROUGH CHILD PROTECTION PROGRAMMING

107
EMERGENCIES RESPONDED TO

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OUR RESULTS

HOW WE TRACK PROGRESS TOWARDS OUR STRATEGIC GOALS

Progress towards our four strategic goals is tracked through a combination of Global Goal Outcomes and Global Goal Indicators, both of which have movement-wide targets set for 2024.

We have four global strategic goals:

- **Healthy Start in Life** – More children will have equitable access to and use quality essential health and nutrition services
- **Safe Back to School & Learning** – More children achieve wellbeing and learning outcomes
- **Live Free from Violence** – More children affected by conflict and gender-based violence are protected
- **Safety Nets and Resilient Families** – More children will be lifted out of poverty

Progress towards outcome targets is tracked by measuring either the total number of people we have reached through our programming, or the number of policy changes we have influenced and contributed to through our evidence, campaigning, advocacy and technical support work.

Progress towards our global indicators is tracked by aggregating similar indicators used in countries we work in across the world. While countries track their own progress with indicators that are optimised for their specific needs and context, roughly 40% of our indicators are similar across the world (referred to in this report as Global Indicators) and can be aggregated to help us gain an understanding of global performance.

Taken together, reporting on the Global Goal Outcomes and Global Indicators gives us a good indication of our progress towards our goals. The totals presented are an aggregate of the performance reported across our movement in year-end reporting.

Looking ahead, we are working to roll out standardised indicators across all our projects as well as new management software to track our progress.

PROGRESS IN 2022 – OVERVIEW

Our work as a global movement around the world reached 118 million children, and 329.1 million people in total. We have made a good start towards achieving our 2024 goals, with several encouraging successes, but a lot remains to be done to achieve the scale of impact we want to see for children across the world.

Deterioration in the context in which we are working is a significant challenge. Covid-19 secondary impacts, a conflict-fueled international hunger emergency, and climate-related disasters are all intensifying inequality and causing harm to children. Over 100 million people have been displaced – the highest figure ever on record – and the current global economic downturn is pushing more children and families into poverty every day.

However, we are optimistic about the foundations we have laid in 2022 to achieve our strategic ambitions.

GLOBAL GOAL OUTCOMES – RESULTS FOR OUR WHOLE SAVE THE CHILDREN MOVEMENT

In 2022, we identified the following key patterns in our progress towards our goals:

1. Our work to influence institutions to be more accountable for children's rights has made strong progress and is on track to exceed our targets for 2024 in our Safe Back to School and Learning and Live Free from Violence work.
2. Our work to support children and families directly with essential services has increased its reach in line with or in excess of our targets.
3. Our work to support children and families indirectly with essential services has decreased its reach and in many cases is below our targets. This is largely due to the significant decline in the scale of our mass communications work from its peak during the Covid-19 pandemic, when our strategy targets were set and baselined.

The net effect of the last two items caused us to fall short of our targets based on total reach figures (i.e. all except Accountable Institutions and Climate Policies).

GLOBAL GOAL INDICATORS – RESULTS FOR OUR WHOLE SAVE THE CHILDREN MOVEMENT

Results reporting from countries across the world gives us a good sense of progress towards our global indicators. In many instances, we are already close to or exceeding global targets set for 2024 – this indicates a combination of strong performance from countries as well as the need to be more ambitious in our global targets in some instances.

In other instances, we are still some way off our global targets. We will work towards addressing this by raising country ambitions where needed, and targeting global support towards areas that need particular attention.

We view this process as part of our work to dynamically manage our global strategy – with our ability to do so constantly getting better as we improve the completeness and quality of our data.

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Marie*, 10, treats her 1-year-old malnourished brother, Antho*, with a peanut-based paste called Plumpy Nut outside of a Save the Children health centre in DRC.

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STRATEGIC GOAL

HEALTHY START IN LIFE

Five million children under the age of five die every year from preventable and treatable causes. Globally, 13.6 million children under the age of five are facing severe acute malnutrition which if left untreated can be fatal; and millions more with moderate acute malnutrition are at risk of deteriorating without treatment. In 2022, the impacts of the Covid-19 pandemic, conflict and climate change combined to create an unprecedented global hunger emergency, escalating the crisis for children.

By 2024 we want to achieve the following as a global Save the Children movement:

1. **Essential health services:** Annually, by 2024, at least 65 million children and women have increased vaccination coverage, skilled birth attendance, and use of modern contraceptive methods. We will focus on closing equity gaps.
2. **Child nutrition:** Annually, by 2024, at least 70 million children in 50+ countries receive support to prevent and treat under nutrition.
3. **Accountable institutions:** Over three years, 40 governments and global actors make policy, legal, system or public investment changes to meet children's right to health and nutrition.

PROGRESS TOWARDS THE GOAL

We are on track or exceeding our targets for most of our indicators, for our direct programming and for our influencing work. However, we are significantly below our target for social behaviour change initiatives due to the ending of some of our large mass reach communication campaigns which were necessary during Covid-19, and based on which our strategy targets were set. The net effect of these successes and shortcomings requires further exploration but is not necessarily a cause for concern.

Essential health services: Annually, by 2024, at least 65 million children and women have increased vaccination coverage, skilled birth attendance, and use of modern contraceptive methods. We will focus on closing equity gaps.

Progress across the global movement: In 2022, an estimated 28.1 million children and women were reached directly or indirectly with activities to support increased vaccination coverage, provide skilled birth attendance, and increase the use of modern contraceptive methods. The decline in our indirect reach (outlined above) means our total reach is lower than expected in this area.

Significant achievements across Save the Children International include:

- We reached 21.3 million children and adults directly and with our partners through evidence-based Child Health, Maternal and Newborn Health and Adolescent Sexual and Reproductive Health and Rights programming.
- Working with our partners we supported the training of over 68,000 community health workers and health care providers in evidence-based approaches to prevent and treat childhood illnesses and under-nutrition in 22 countries.
- In Afghanistan we developed an integrated public health approach, by providing health, nutrition and water, sanitation and hygiene services (WASH) through more than 60 mobile health teams. They reached over 300 service-delivery points at community-level and delivered services such as drinking water to over 700,000 people.

We will focus on using our strategic enablers to expand our total reach, and on driving forward at scale Save the Children evidenced-based Common Approaches. These are our best understanding of how to address a particular problem facing children and can be applied in multiple contexts and countries. We will also work towards devising better methods to determine the impact of social behaviour change initiatives.

Child nutrition: Annually, by 2024, at least 70 million children in 50+ countries receive support to prevent and treat under nutrition.

Progress across the global movement: In 2022, an estimated 35.6 million children were reached directly or indirectly with activities in more than 50 countries to prevent and treat under nutrition.

Significant achievements across Save the Children International include:

- We reached over 754,000 children with treatment for malnutrition; in Somalia alone we reached 275,000 children, and in Niger we reached 180,000 children.
- Our Global Malnutrition Initiative (GMI) helped scale up simplified approaches to prevent and treat child wasting. Save the Children pilot programmes in Kenya and Somalia contributed critical evidence to inform World Health Organisation (WHO) guidelines on community-based approaches.

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- Save the Children conducted a Cost of the Diet (CotD) assessment in Nigeria, where recipes were developed using low-cost, locally available foods. We are now partnering with the World Bank (through the Government Accelerating Nutrition Results in Nigeria programme) on its evaluation assessing potential scale-up of the CotD approach in other states.

We need to continue our efforts to integrate nutrition into everything we do, and influence partners to do the same. We will increase support for initiatives such as GMI to tackle wasting, which is critical to our efforts to strengthen integrated primary health care.

Accountable institutions: Over three years, 40 governments and global actors make policy,legal, system or public investment changes to meet children's right to health and nutrition.

Progress across the global movement: In 2022, 10 governments and global actors made 16 policy, legal, system or public investment changes to meet children's right to health and nutrition.

Significant achievements across Save the Children International include:

- We supported the Nigerian government towards approval of its Child Health Policy to end preventable childhood diseases.
- With partners, we influenced and supported the Bangladesh government to change its medicine distribution policy and improve the treatment available for pneumonia.
- We worked with the Rwandan government and UN Commissioner for Refugees to influence an extension of health insurance to urban refugees, to enable them to access health services across the country.
- With partners, we influenced five donor governments to increase investment towards strong and resilient health and nutrition systems, including committing further funding to the Global Finance Facility and Nutrition for Growth.

Fewer countries than expected reported on health, water, sanitation and hygiene (WASH) and nutrition related policy changes. We will work in specific countries to strengthen our programmes and advocacy to influence the uptake of evidence-based approaches at scale, and ensure this work is captured through our results monitoring.

MALARIA TREATMENT IN SCHOOLS: A SCALABLE APPROACH TO SAVE LIVES

In Malawi, malaria ranks as the third-highest cause of death for children aged 5-14. Two-thirds of school aged children in Malawi are estimated to live with the type of malaria parasite that causes severe infection, and often leads to absence from school.

The government of Malawi is now funding a Learner Treatment Kit in 78 schools to ensure prompt access to malaria diagnosis and treatment for school-aged children. The Ministry of Education and Ministry of Health are expanding the approach to four districts in the coming year, adding a further 80 schools.

Save the Children's collaboration with central ministries, schools and teachers, as well as the media was key to increasing support for the Learner Treatment Kit. The approach uses schools as a cost-effective platform, with trained teachers screening children.

The Learner Treatment Kit approach was first designed and rolled out by a Save the Children sponsorship programme in 2008 in Mangochi township, and then expanded to 58 schools in the Zomba District of Malawi. Between 2013 and 2015 a rigorous impact evaluation trial was completed by the London School of Hygiene and Tropical Medicine, and the approach was recognised by the World Health Organisation for its social innovation.

Following adoption by the government, Save the Children continues to train teachers and to provide monitoring tools to the Ministry of Health and Ministry of Education. Together with national ministries, we are looking to expand the approach to all of Malawi.

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Global Goal Outcomes

Outcome	2024 Target	2022 Results
Essential Health Services: Children and women have increased vaccination coverage, skilled birth attendance, and use of modern contraceptive methods; focus on closing equity gaps	65 million annually	*28.1 million
Child Nutrition: Children in 50+ countries receive support to prevent and treat undernutrition	70 million annually	*35.6 million
Accountable institutions: Governments and global actors make policy, legal, system or public investment changes to meet children's right to health and nutrition	40, over three years	10

**Save the Children's total reach (direct and indirect) used as a proxy for actual progress towards our targets on essential service delivery.*

Global Goal Indicators**

Indicators	2024 Target	2022 Results
Children and adults reached directly with child health, maternal, newborn and reproductive health, and adolescent sexual and reproductive health rights programming	22 million annually	21.3 million
Children who received treatment for acute malnutrition	750,000 annually	754,000
Community health workers and health care providers trained with evidence-based approaches to prevent and treat childhood illness and undernutrition	35,000 in 25 countries annually	68,000 in 22 countries
Children and adults supported through large scale social behaviour change initiatives to promote better health and nutrition outcomes (including cash-plus nutrition interventions)	28 million annually	1.8 million
Donors who increased global investment to 0.1% of GDP as Official Development Assistance (ODA) for health and nutrition national systems	7, over three years	5
Changes made by governments to policies, laws, public investment, systems or services to meet children's right to health and nutrition.	60, over three years	16

***Global goal indicator targets and results include support from both Save the Children and its partners.*

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Paul Wu/Save the Children

Olesia* is 10 and fled Odessa with her parents, brother and sister because of the war in Ukraine. They are now living in temporary accommodation at a school in Chernivtsi.

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STRATEGIC GOAL

SAFE BACK TO SCHOOL AND LEARNING

One in five children around the world are denied their basic right to access a quality education. Many are still experiencing the impact of Covid-19 school closures, which caused the number of children not accessing education to rise by 20%.In 2022, girls in Afghanistan were deprived of their right to secondary education, the war in Ukraine further disrupted education for five million children, and across the globe the climate crisis continued to impact children's access to education, learning and development.

By 2024 we want to achieve the following as a global movement:

1. **Access to quality learning:** Annually, by 2024, at least 41 million children globally enrol and consistently attend safe, inclusive and quality learning, including early childhood development. We will focus on closing equity gaps.
2. **Wellbeing and learning:** Annually, by 2024, at least 33 million children accelerate learning towards age and grade appropriate levels.
3. **Accountable institutions:** Over three years, 30 governments and global actors make policy, legal, system or public investment changes to meet children's right to education and development.

PROGRESS TOWARDS THE GOAL

We're on track or exceeding our targets for most of our indicators, for our direct programming and for our influencing work with governments. However, we are significantly below our target on social behaviour change initiatives to promote equitable education access, retention, learning and wellbeing, due to the ending of some of our large mass reach communication campaigns which were necessary during Covid-19, and based on which our strategy targets were set. The external context, including the conflict in Ukraine and other crises continues to create setbacks, as does the challenge of many teachers not returning to schools in the aftermath of the Covid-19 pandemic.

Access to quality learning: Annually, by 2024, at least 41 million children enrol and consistently attend safe, inclusive and quality learning, including early childhood development. We will focus on closing equity gaps.

Progress across the global movement: In 2022, an estimated 20.1 million children were reached directly or indirectly with activities to support enrolment and consistent attendance to safe, inclusive and quality learning, including early childhood development.

Significant achievements across Save the Children International include:

- We supported 2.7 million children impacted by inequality and discrimination to access education through integrated measures such as cash programming, child protection case management and behaviour change. This included over 800,000 children in Somalia and close to 200,000 in Vietnam, which was more than double our target in those countries.
- We trained over 60,000 teachers and facilitators in 26 countries which exceeded our annual target.
- Through our co-leadership of the Global Education Cluster, we supported education for children through emergency responses in Afghanistan, Syria, Ukraine, South Sudan, Niger, the Democratic Republic of the Congo, Lebanon and Somalia. With our partners, we consulted 950 children during education needs assessments.

We will focus on using our strategic enablers to expand our total reach, and drive at scale the Save the Children evidence based Common Approach to enable teachers to deliver quality and inclusive education, working with national and local governments and partners. We will also work towards devising better methods to determine the impact of Social Behaviour Change initiatives.

Wellbeing and learning: Annually, by 2024, at least 33 million children accelerate learning towards age and grade appropriate levels.

Progress across the global movement: In 2022, an estimated 16.2 million children were reached directly or indirectly with activities to support accelerated learning towards age and grade appropriate levels.

Significant achievements across Save the Children International include:

- We expanded our Catch-up Clubs innovation to a further eight countries, taking our total to 11. These clubs help children catch up on their learning through regular sessions of remedial, accelerated activities in reading and mathematics with trained local facilitators.
- We successfully piloted our Learning Tree Application in Pakistan*, a short-term, emergency digital programme to support learning continuity for children impacted by displacement, conflict, or climate-induced disaster.

**Save the Children International is responsible for managing the Pakistan country office on behalf of Save the Children US.*

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We will focus on further scaling our innovations to help accelerate learning for children, including in crisis contexts, by strengthening evidence of their impact, working with local partners, and exploring innovative financing mechanisms. We will also focus on using our strategic enablers to expand the reach and influence the uptake of Save the Children evidence-based Common Approaches at scale.

Accountable institutions: Over three years, 30 governments & global actors make policy, legal, system or public investment changes to meet children's right to education and development.

Progress across the global movement: 18 governments and global actors made policy, legal, system or public investment changes to meet children's right to education and development.

Significant achievements across Save the Children international include:

- Save the Children influenced the revised Comprehensive School Safety Framework from Education Cannot Wait (ECW) the United Nations global fund for education in emergencies and protracted crises, and Global Partnership for Education, a platform that aims to strengthen education systems in developing countries, to ensure commitment to strengthen climate-resilience in education. Save the Children also successfully influenced ECW to prioritise climate resilience in Education in Emergencies.
- We influenced the national endorsement of the Safe Schools Declaration by the Government of Colombia and the Government of Tunisia, in partnership with the Global Coalition to Protect Education from Attack.

Meshack*, 10, is a student at one of Save the Children's partner schools in South Kivu Province, in the eastern Democratic Republic of Congo.

Elias Moïto / Save the Children

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The Safe Schools Declaration is an inter-governmental political commitment to protect students, teachers, schools and universities from conflict.

- In Kosovo, in partnership with civil society organisations, we supported national government ministries to define and endorse national and local mandates for the prevention and management of violence against children in schools; and for children to participate in all governance levels across the country.

We will continue to drive forward our influencing work with governments, donors and international actors for resilient and inclusive education systems. As governments and funders continue to deprioritise early childhood care and development (ECCD), this will be an important area for our advocacy work, building on the strong evidence of its impact on children's learning, wellbeing and development. We will also work towards collecting secondary data for our indicators around Official Development Assistance (ODA) and education financing commitments, to help improve our understanding of progress in this area.

CATCH-UP CLUBS

Pandemic-related school closures in March 2020 saw education grind to halt for millions of children around the world. While many schools reopened later that year, some schools were fully or partly closed for significantly longer. In Uganda, schools were closed for two years.

Extended time out of school has a drastic impact on children's health, safety and future life choices. At the end of 2021, we found that in fragile countries, up to one in five children had dropped out of school because of rising poverty, child marriage and child labour, all of which were exacerbated by the pandemic.

In 2022, we extended our successful pilot of Catch-up Clubs in Uganda, Myanmar and Colombia to a further eight countries: Malawi, Bangladesh, Afghanistan, Egypt, Philippines, India, the Democratic Republic of the Congo and Nigeria.

Catch-up Clubs were developed through Save the Children's innovation incubation process. They bring together elements of our evidence-based programmes to accelerate the recovery of lost learning during the pandemic or other crises and help children successfully return to school.

Regular sessions of community-based remedial reading and mathematics are run by trained local facilitators for children aged 8–13, who are most at risk of falling behind or dropping out of school. As part of the programme, children are referred to child protection case management and psychosocial support where needed, and families are provided with financial assistance to encourage them to send their children to school.

The clubs have been successful in improving children's literacy in just 13 weeks. In refugee settlements in Uganda, 86% of children who completed the course improved their reading by one level, in contrast to 26% of children in the comparison group. In Colombia, 100% of children who remained in the clubs reached foundational literacy skills by the 13th week. In Bangladesh, 89% of children improved their reading by at least one level. And in Myanmar, more than 80% of children who completed the course were able to read a story.

In 2022, Save the Children was recognised among the top 10 finalists for the Klaus J Jacobs Best Practice Prize which honors exceptional commitment and innovative solutions. We expect to reach five million children globally with Catch-up Clubs in the next five years.

"Before I joined Catch-up Clubs, I didn't know how to use letter sounds. I was [confused] by very long words [in books]," explained Ben, who is enrolled in a Catch-up Club in Wakiso, Uganda. "Games and songs helped me learn how to pronounce and read long words. I am now able to understand those words whenever I find them in my homework and storybooks."

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USING OUR LEARNING TREE INNOVATION IN PAKISTAN* TO PROVIDE EDUCATION FOR CHILDREN DURING EMERGENCIES.

Even before the Covid-19 lockdowns, 23 million children in Pakistan were not going to school. During Covid-19 this increased to 40 million children, and in 2020, three major natural disasters – floods, an earthquake and an avalanche – caused further sustained disruption to children's learning.

In response, in 2021 and 2022, we created and piloted Learning Tree so children can continue learning during emergencies, anywhere, any time. Learning Tree is a digital mobile application with engaging and interactive distance education content for children and teachers.

Our pilot in Shikarpur district, Sindh with 680 children resulted in a 31% improvement in overall learning and development, following use of the Learning Tree application (compared to 17% for those in a comparison group). In 2022, we planned the replication of Learning Tree at other locations across the country. We are also now adapting the Learning Tree platform for use by migrant and displaced children experiencing intermittent, yet persistent, mobility.

The Learning Tree app can be customised to children's skill levels and works offline, so every child with access to a mobile device can use it to learn, no matter the circumstances.

**Save the Children International is responsible for managing the Pakistan country office on behalf of Save the Children US.*

Sachal*, 5, at the Child Friendly Space (CFS) provided by Save the Children in Dadu, Sindh.

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Global Goal Outcomes

Outcome	2024 Target	2022 Results
Access to Learning: Children globally enroll and consistently attend safe and quality learning, including early childhood development; focus on closing equity gaps	41 million annually	*20.1 million
Wellbeing and Learning Outcomes: Children accelerate learning towards age and grade-appropriate levels and achieve wellbeing outcomes	33 million annually	*16 million
Accountable institutions: Governments and global actors make policy, legal, system or public investment changes to meet children's right to education and development	30, over three years	18

**Save the Children's total reach (direct and indirect) used as a proxy for actual progress towards our targets on essential service delivery.*

Global Goal Indicators**

Indicators	2024 Target	2022 Results
Children supported to overcome barriers to access learning and wellbeing opportunities within basic education and early childhood care and development (ECCD)	2.4 million, annually	2.7 million
Teachers receiving training, professional development and wellbeing support based on evidence-based approaches	42,000 in 21 countries, annually	60,000 in 26 countries
Children and adults supported through large scale social behaviour change initiatives to promote equitable access, retention, learning and wellbeing.	168,000, annually	44,0000
Save the Children implementing offices* who evidence improved learning outcomes for children via learning assessments.	15, over three years	
Changes made by governments or international actors to policies, laws, public investment, systems or services to meet children's right to education, wellbeing and early childhood development.	82, over three years	38

**Save the Children refers to all offices managing implementation of programs as 'implementing offices'.*

***Global goal indicator targets and results include support from both Save the Children and its partners.*

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Elena*, 36, sits for a portrait with her daughter Vira*, 2, in their flat in Suceava county, northern Romania.

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STRATEGIC GOAL

LIVE FREE FROM VIOLENCE

Millions of children around the world are living with violence at home or in their wider community and affected by a mental health crisis. Globally, one in three women and girls face gender-based violence, increasing to two in three during conflicts.

In 2021, more children were affected by conflict than at any time since 1945, with more than 449 million children globally (one in six children) living in a conflict zone. With the conflict in Ukraine impacting millions more in 2022, this figure is likely to be even higher now.

Globally, 100 million people were forcibly displaced in 2022, reaching the highest figure on record.

By 2024 we want to achieve the following as a global movement:

1. **Child protection services**: Annually, by 2024, at least 25 million children affected by conflict and gender-based violence, including child marriage, access inclusive and gender sensitive child protection and mental health and psychosocial support services (MHPSS).
2. **Accountability for grave violations**: Over three years, 10 countries see state and non-state actors held to account for grave and other serious violations of child rights in conflict and crisis.
3. **Accountable institutions**: Over three years, 25 governments and global actors make policy, legal, system or public investment changes to ensure children's right to protection from violence

PROGRESS TOWARDS THE GOAL

We are on track or exceeding our targets for most of our indicators for our direct programming and influencing work with governments and international actors (noting for a few key indicators we have not yet set a global target). However, our total reach figures on supporting children to access inclusive and gender-sensitive services for child protection and mental health and psychosocial support (MHPSS) are lower than projected. This is primarily due to three projects coming to an end which was not reflected when setting our global targets.

Child protection services: Annually, by 2024, at least 25 million children affected by conflict and gender-based violence, including child marriage, access inclusive and gender sensitive child protection and mental health and psychosocial support services (MHPSS).

Progress across the global movement: In 2022, an estimated 9.3 million children were reached directly or indirectly with activities to support access to inclusive and gender-sensitive child protection and MHPSS services.

Significant achievements across Save the Children International include:

- 84% of individuals receiving MHPSS services in three countries demonstrated improved mental health and psychosocial wellbeing, exceeding our target of 70%.
- Our training of local child protection service providers in seven countries resulted in improved capacity and quality of local service delivery from 79% of providers, exceeding our target of 60%.
- We didn't reach our case management target. 77% of children supported with child protection case management in six countries experienced improved safety and wellbeing, falling short of our target of 90%.

We will continue to drive forward and strengthen our work to increase access to child protection and MHPSS services, working with local partners and communities. We will focus on using our strategic enablers to expand our total reach, and on supporting national and local governments to implement at scale Save the Children evidence-based Common Approaches to strengthen child protection systems.

Accountability for grave violations: Over three years, 10 countries see state and non-state actors held to account for grave and other serious violations of child rights in conflict and crisis.

Progress across the global movement: In 2022, activities to further the accountability for grave violations are being undertaken in 11 countries.

Significant achievements across Save the Children International include:

- We played a leading global role in the completion of the Inter-Agency Steering Committee Protection Policy Review and Work Plan Action, which ensures the centrality of protection in humanitarian action. Globally, we will continue to support its ongoing implementation. 22 Save the Children offices are currently partially implementing our Centrality of Protection policy. Further work is now needed towards full implementation.
- We worked with the International Committee of the Red Cross, UNICEF, the Committee on the Rights of the Child, the International Labour Organisation and the French government to drive efforts to renew the energy around the Paris Principles and Commitments which aim to combat the unlawful recruitment and use of children by armed forces and armed groups. These included 15th anniversary advocacy events and a new resource operational handbook.

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Continued effort is needed to strengthen the implementation of accountability mechanisms for grave and other serious violations of child rights in conflict and crisis. Through our humanitarian response and work in conflict-affected countries, we will advance the implementation of our Centrality of Protection policy, in partnership with humanitarian clusters and alliances.

Accountable institutions: Over three years, 25 governments and global actors make policy, legal, system or public investment changes to ensure children's right to protection from violence.

Progress across the global movement: In 2022, 19 governments and global actors have made policy, legal, system or public investment changes to ensure children's right to protection from violence.

Significant achievements across Save the Children International include:

- We worked with our partners to contribute to a number of important legislative changes. Somaliland passed a new Child Rights Act; Kenya passed a comprehensive Children's Act addressing multiple child rights violations, including female genital mutilation (FGM) and online abuse; Zimbabwe and Zambia outlawed child marriage; and Zambia also made FGM and physical and humiliating punishment (PHP) illegal.
- With partners, we successfully lobbied for the renewal of the Bab al-Hawa cross-border resolution for Syria, allowing for the continued delivery of aid into north-west Syria. The resolution was consequently renewed by the UN Security Council for six months in January 2023.
- We developed Save the Children's vision for a safe digital childhood, to accelerate children's protection, participation and wellbeing, online and offline.

We will continue to drive forward our influencing work with governments and international actors for resilient and inclusive child protection systems. As child protection remains chronically under-funded, an important area for our advocacy work and technical support will be to increase and strengthen public investment in this area. We will also take forward our vision for a safe digital childhood, working in partnership with children.

SUPPORTING CHILDREN IN AFRICA TO ADVOCATE FOR THEIR RIGHT TO LIVE FREE FROM VIOLENCE

Over the last two years, the Covid-19 pandemic has exacerbated the risk of violence towards children, as families and communities suffer from lost livelihoods, ill-health and uncertainty.

Our project "Joining Forces for Africa – protecting children during the Covid-19 crisis and beyond" is working across Senegal, Mali, Ethiopia, Kenya and Uganda to ensure children and adolescents experience reduced levels of violence, abuse, exploitation and neglect.

In 2022, half-way through the project, we are seeing key results:

- In all five countries, there is a reduction on average of 19% of children aged 10-17 who reported they experienced any physical punishment and/or psychological aggression by guardians in the past month; 62% of children reported violence, compared to 81% at the start of the project.
- In four out of five countries, there is an increase of an average of 26% of local and national child protection actors with skills and knowledge to respond to child protection risks; in Uganda there has been no change.
- In all five countries, there is an increase of between 14% and 41% of children stating they are more confident to report a protection violation to a reporting structure.

The project is working with 718,000 children, 3,000 service providers, and 23,000 parents and caregivers.

The empowerment of children is at the heart of the project. Children themselves advocate and collaborate for change with their families, communities and with decision-makers, for example using children's parliaments, student councils, and facilitated dialogue sessions with community leaders or parents. It is adopting a strong partnership approach with state and local institutions and community structures.

We are undertaking this work as part of Joining Forces, a collaboration between the six largest child-focused international non-profit organisations: ChildFund Alliance, Plan International (lead), SOS Children's Villages International, Terre des Hommes International Federation, World Vision International, and Save the Children International. The project continues into 2023.

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Global Goal Outcomes

Outcome	2024 Target	2022 Results
Child Protection Services: Children affected by conflict and gender-based violence, including child marriage, access inclusive and gender sensitive child protection and mental health and psychosocial support	25 million annually	*9.3 million
Accountability for grave violations: Countries see state and non-state actors held to account for grave and other serious violations of child rights in conflict and crisis	10, over three years	11 with ongoing activities to advance accountability
Accountable institutions: Governments and global actors make policy, legal, system or public investment changes to ensure children's right to protection from violence	25, over three years	19

**Save the Children's total reach (direct and indirect) used as a proxy for actual progress towards our targets on essential service delivery.*

Global Goal Indicators**

Indicators	2024 Target	2022 Results
*Percentage of children, adolescents, family members, caregivers, volunteers or professionals participating in mental health and psychosocial support (MHPSS) programmes who demonstrate improved mental health and/or psychosocial wellbeing	70%	84%
*Percentage of children who report an increase to their safety and wellbeing as a result of their needs being addressed through child protection case management	90%	77%
*Percentage of informal and formal Save the Children and partner-supported child protection service providers with improved capacity to prevent and respond to cases of violence against children	60%	79%
Save the Children offices that have fully implemented our Centrality of Protection policy	15, over three years	22 with implementation ongoing
Changes made by governments or international actors to policies, laws, public investment, systems or services to meet children's right to protection from violence, and their wellbeing	75, over three years	33

** We piloted the use of more outcome-based targets for our Live Free from Violence work last year, such as percentage-based targets to improve our understanding of the results. At present, projects use too many different outcome measures to be reported at a global level, but we are rolling out more standardised outcome measures and intend to expand these to other goals as coverage improves.*

***Global goal indicator targets and results include support from both Save the Children and its partners.*

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iAko Randrianarivelo/Save the Children

Edmine, 9, in her village after cyclone Batsirai hit Madagascar.

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STRATEGIC GOAL

SAFETY NETS AND RESILIENT FAMILIES

Children are disproportionately affected by poverty. Across the world one in two children are growing up in multi-dimensional poverty, meaning they lack necessities as basic as nutrition or clean water.

2022 saw the cost-of-living crisis escalate yet further. Food, bills and other living costs are skyrocketing across the world, and families are facing increasing pressures on their day-to-day lives, with more families unable to afford the very basics. In some countries, like Zimbabwe, Lebanon and Sudan, inflation rates reached triple digits last year.

Families are being forced to make desperate choices to survive. Some parents have withdrawn their children from school and sent them to work. In some countries, young girls are being forced into an early marriage. Some children are even sold to cover debts or to feed others in the family.

By 2024 we want to achieve the following as a global movement:

1. **Resilient livelihoods:** Annually, by 2024, at least 14 million children and their families receive livelihoods support and/or cash and voucher assistance (CVA).
2. **Climate policies:** Over three years, 10 governments implement resourced child-sensitive climate policies.
3. **Accountable institutions:** Over three years, 20 governments and global actors make policy, legal, systems or public investment changes to meet children's right to social protection.

PROGRESS TOWARDS THE GOAL

We are on track for some of our indicators, for cash and voucher assistance and for our influencing work with governments and international actors towards child sensitive social protection and climate commitments that are informed by children. However, our programming to support resilient livelihoods is not reaching our projected targets. This is evidenced in the number of children and adults supported to improve their livelihoods and investments in children; and the number of adolescents and young people with enhanced capabilities or access to decent employment. We believe this may be due to the lack of coverage of this work on our global indicators management software tracking progress.

Resilient livelihoods: Annually, by 2024, at least 14 million children and their families receive livelihoods support and/or cash and voucher assistance (CVA).

Progress across the global movement: In 2022, an estimated 9.3 million children were reached with livelihoods support and/or Cash and Voucher Assistance (CVA). While we distributed our highest ever amount of CVA assistance last year, our total reach on resilient livelihoods overall is lower than expected.

Esther Mbabazi / Save the Children

Aker*, 36, collecting a cash transfer from Save the Children in Akobo West, South Sudan.

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Significant achievements across Save the Children International include:

- We delivered $165 million in cash and voucher assistance, the highest level in our history, reaching 1.4m children and adults. This included more than $17 million distributed in Afghanistan, supporting more than 136,500 families. We also piloted an adaptation of Save the Children's Resourcing Families for Better Nutrition evidenced-based Common Approach (combining cash transfers and nutrition interventions) in Afghanistan, South Sudan and Yemen, with encouraging results. Following our cash transfers, families made shifts in coping strategies and decision making in the household, and there were improvements in the nutritional status of children.
- In Ukraine, we rolled-out U-CAN, our digital cash platform, an important step towards developing and piloting a comprehensive digital cash app in 2023 and further expanding the reach of CVA.
- We developed our new Save the Children Framework for Anticipatory Action, which will strengthen our early response to crises.
- We didn't reach our targets on our work to strengthen resilient livelihoods or to support adolescents and young people to enhance their capabilities and access decent work. However, we believe this may be due to the lack of coverage of this work on our global indicators management software tracking progress.

Although we have increased the scale of our work on CVA programming, we need to continue to focus on operational quality, adaptation, and evidence of impact, including integrating CVA with 'plus' interventions such as our nutrition and protection programming. We will continue to drive forward our work on resilient livelihoods and focus on using our strategic enablers to expand our total reach and work in specific countries to strengthen our programming. We will also work towards ensuring the full scope of our resilient livelihoods work is captured through our results monitoring.

Climate policies: Over three years, 10 governments implement resourced child-sensitive climate policies.

Progress across the global movement: In 2022, six institutions made climate-sensitive climate policy changes. Significant achievements across Save the Children International include:

- We contributed to the adoption of the G20 Bali Leader's Declaration and Global Platform for Disaster Risk Reduction (GPDRR) and the Bali Agenda for Resilience, ensuring they reflect the voices and concerns of children, and we led the drafting of the children and youth declaration.
- In Nepal, we provided technical and financial support to child-led groups to support their influencing efforts, resulting in the Supreme Court of Nepal blocking the construction of an international airport that would have damaged the environment, biodiversity, and wildlife of a national park.
- At COP27, alongside other child focused agencies, we were successful in influencing the final outcome text regarding children's rights as well as their participation in climate-related policy development. We were successful alongside our partners in advocating for a new loss and damage fund, to be agreed which will help countries recover from climate devastation. We also saw formal recognition by member states through the Sharm El-Sheik Implementation plan and Action for the Climate Emergency (ACE) agenda of children as change agents in addressing the climate crisis.

INTRODUCTION OF A SOCIAL PROTECTION LAW IN JIGAWA STATE, NIGERIA

Last year saw a new Social Protection Bill become law in Jigawa state in Nigeria. The law introduces state social protection programmes for children, and we believe it has the potential to safeguard the rights of around three million children.

Save the Children has been working since 2017 to contribute technical support to the development and drafting of the new law, working with legislators, alongside our partners. We worked with government, civil society and media stakeholders to build knowledge and support around the benefits of social protection.

The law is an important achievement, and we are continuing to support the state government toward making the needed investment to ensure its full implementation.

Effective implementation of the state law would also ensure children have access to compulsory and quality primary education, children under the age of five receive free health services and immunisations, and that cash transfers are made to poor and vulnerable pregnant and lactating mothers.

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GETTING CASH TO FAMILIES IN AFGHANISTAN

In Afghanistan, millions of people were already struggling to make ends meet, even before global economic shocks exacerbated living costs last year.

In 2022, we provided over $17 million in cash grants to people in Afghanistan, supporting more than 136,500 families.

When the Taliban retook control of the country in 2021, the withdrawal of billions of dollars in international aid, and the freezing of Afghanistan's foreign currency reserves triggered a total collapse of the economy, which is contributing to one of the worst humanitarian crises the country has ever seen.

In a survey we conducted in 2022, 97% of families said they were unable to meet their basic needs, such as food and shelter. Our cash grants mean they can buy food, medicine and other essentials. Cash gives families the ability to meet their own unique needs and also helps bolster local economies.

When five-month-old Qasim* contracted severe pneumonia and his life was on the line, his parents used a cash grant from Save the Children to pay for his treatment.

Nationally and globally, we need to elevate efforts to influence donors and governments to increase the volume and child-sensitivity of climate finance, particularly for children experiencing inequality and discrimination. Across our four global goals we will enhance our efforts to embed climate resilience, working in partnership with children.

Accountable institutions: Over three years, 20 governments and global actors make policy, legal, systems or public investment changes to meet children's right to social protection.

Progress across the global movement: In 2022, five governments or global actors made 19 policy, legal, systems or public investment changes to meet children's right to social protection.

Significant achievements across Save the Children International include:

- We contributed to the creation of national social protection policies in Kenya and Nigeria; a new nation-wide cash-plus approach agreement in Zambia; a new referral based social protection programme in Somalia to support pregnant and lactating women; and a pilot project in Bangladesh to integrate social protection within a project for severe acute malnutrition.
- The African Children's Parliament sat for the first time at the African Union's mid-year meeting and reviewed progress on social protection. As part of the 20 member-strong Global Coalition to End Child Poverty, which we co-chair with UNICEF, we launched a joint policy agenda to end child poverty, with a clear focus on child-sensitive social protection.
- We collaborated with UNICEF and the International Labour Organisation to develop a new universal child benefits tracker. It is due to launch in mid-2023 and will use data transparency to drive accountability.

We will continue to drive forward our influencing work with governments and international actors for child-sensitive and shock-responsive social protection systems and investment. With the climate and hunger crisis continuing to grow, we will also elevate our efforts on key modalities such as anticipatory action.

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Global Goal Outcomes

Outcome	2024 Target	2022 Results
Resilient livelihoods: Children and their families receive livelihoods support and/ or cash and voucher assistance	14 million people annually	*9.3 million people
Climate policies: Governments implement resourced child-sensitive climate policies	10, over three years	6
Accountable institutions: Governments and global actors make policy, legal, systems or public investment changes to meet children's right to social protection	20, over three years	5

**Save the Children's total reach (direct and indirect) used as a proxy for actual progress towards our targets on essential service delivery.*

Global Goal Indicators**

Outcome	2024 Target	2022 Results
Children and adults supported with cash and voucher assistance.	1.5 million annually	1.4 million
Children and adults supported to improve and protect their livelihoods and their investments in children	5 million annually	1.6 million
Adolescents and young people with enhanced capabilities or access to decent employment, including apprenticeships or internships	500,000 annually	269,000
Priority evidence gaps* relating to cash and voucher assistance, child-sensitive social protection, and climate resilience addressed with high quality research and evaluation	100% over three years	Many studies ongoing
Climate-focused changes made by governments or international actors to commitments, policies, laws, public investment systems or services that include proposals by children	10, over three years	6
Social protection-focused changes made by governments or international actors to policies, laws, public investment or child-focused structures	20, over three years	19

**Priority evidence gaps refers to the priority questions set out in our Global Research, Evidence and Learning agenda for 2022–2024.*

***Global goal indicator targets and results include support from both Save the Children and its partners.*

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Brothers Tomás, nine, and Edizon, seven, with mum Rebeca, 27, at their farm in Quiche district, Guatemala.

Luisa Dörr / Save the Children

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UPHOLDING CHILDREN'S RIGHTS

Save the Children has been fighting for children's rights for over 100 years. Our founder wrote the Declaration of the Rights of the Child, the first international declaration promoting child rights, adopted by the League of Nations in 1924. Many years later this evolved into the United Nations Convention on the Rights of the Child (UNCRC). Our work continues every day to try to realise our founding ambition for every child, everywhere to secure their rights.

At the centre of this work is our support to building systems that are resilient and accountable to children. We do this through driving:

- **Social accountability** – Supporting children to organise with their communities to hold decision makers accountable for their public service commitments to children.
- **Public investment in children** – Advocating for and supporting governments to raise and spend more money, more fairly, and more transparently to fulfil children's rights.
- **Child rights reporting** – Supporting diverse children to organise with civil society to monitor and report on child rights in their countries, and to secure a recognised space for child activists and human rights defenders.

This is helping to drive progress across all four of our global strategic goals. Significant achievements across Save the Children International, working with national and local partners, include:

- In Zambia and Kenya, Children's Acts were enacted, enshrining children's rights in national legislation.
- In Ethiopia, a new national child parliament was established.
- In Côte d'Ivoire, the government incorporated children on the move into its national child protection policy.
- In Guatemala, 23% of the national budget was spent on children and adolescents in 2022 (approximately US$ 3.2 billion), with our technical support and advocacy contributing to increased budget allocation, quality public expenditure and improved tax collection. In Occupied Palestine the child council was endorsed as an advisory to the Palestinian Central Bureau of Statistics, meaning children will now be consulted on the accessibility of data.

GENERATION HOPE CAMPAIGN

Generation Hope is our global campaign for and with children calling for urgent action on the climate crisis and inequality to create a safe, healthy and happy future for children. The campaign is calling for public investment in children, efforts to tackle climate change, and to share power with children.

In 2022, we launched our new campaign model, putting children at the centre. We kicked off with a focus on listening to children, supporting their campaigning, and engaging in compelling storytelling to help start to shift the dominant political narrative around climate change and inequality.

Through children's hearings, over 54,500 children from 41 countries shared their experiences of climate change and inequality and their ideas and recommendations.

These hearings informed the flagship Generation Hope report *2.4 Billion Reasons* to end the global climate and inequality crises. The report was launched with integrated communications and received considerable media coverage across 50 countries.

The children's hearings also informed and were widely used in Save the Children's engagement and advocacy around COP27, contributing to the formal recognition of children as agents of change in addressing and responding to climate change.

Our Generation Hope campaign is significant in starting to transform how we partner with children to drive change. In 2023, we will continue to expand the implementation of the campaign.

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NATIONAL CHILDREN'S PARLIAMENT ESTABLISHED IN ETHIOPIA

In 2022, Ethiopia launched its National Children's Parliament at the federal level, a historic move that will give formal space for children in Ethiopia to engage in democratic processes.

The parliament will empower children to demand the realisation of their rights and advocate for the protection of the most vulnerable children, including those with disabilities. It will also enable the federal government to make responsive decisions and act based on the priorities of children in a more sustainable way.

Children themselves demanded to have this platform at the highest tier. Since the first children's parliament was established in the Konso zone area in Ethiopia 20 years ago, Save the Children has been advocating for and supporting the establishment and recognition of similar child-led structures throughout the country.

The new National Children's Parliament is the result of an election process led by children themselves through their regional level Parliaments. In total there are over 8,400 children's parliaments established in all regional states.

Working with children and partners, we helped develop guidelines for the National Children's Parliament Guideline, provided capacity building training, child-friendly materials, experience sharing forums, and civic spaces for members of children's parliaments to engage in strategic issues. Our advocacy work also helped to establish shifts in political will and the commitment of senior decision makers to work with children.

The Parliament will number 132 children, with a 50–50 gender balance and 10% will be children with disabilities and other disadvantaged children.

Cynthia R Matonhodze / Save the Children

16-year-old Justina, a child climate activist, pictured in front of her house in Zambia.

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USING OUR ENABLERS

IN 2022, WE PUT STRONG FOUNDATIONS IN PLACE FOR OUR SIX STRATEGY ENABLERS TO ACCELERATE OUR PROGRESS TOWARDS OUR STRATEGIC GOALS. IN 2023, WE WANT TO FURTHER STRENGTHEN AND ADVANCE THIS WORK, USING OUR ENABLERS MORE SYSTEMATICALLY IN OUR HUMANITARIAN RESPONSE, PROGRAMMING AND ADVOCACY.

ADVOCATE, CAMPAIGN & MOBILISE

We are working to systematically influence change at scale. We want to use compelling evidence from our programmes; support children to advocate and campaign; mobilise the public to shift political conditions and to grow our supporter base; and strengthen and use our brand to help drive this change.

In 2022, we strengthened our focus on influencing institutions and the public and contributed to 121 policy changes by governments and international actors, with children involved in influencing 66% of those changes. Our work to strengthen our campaigning with children made good progress, particularly through the launch of our Generation Hope campaign on the climate crisis and inequality, and through supporting children at COP27. We launched and operationalised our new five-point brand plan to strengthen our movement-wide alignment as one global voice. During 2022, our global brand showed higher levels of familiarity, awareness and trust than the previous year.

USE DIGITAL & DATA

We want to use digital platforms to reach more people faster with evidence-based approaches; to campaign more effectively; and to enable better supporter experiences. We want to use data as a vital resource to accelerate and measure our impact, and to anticipate and respond to children's needs.

In 2022, we established a Global Digital Programming department to help us achieve sustainable, scalable digital support to our programming and advocacy work. The unit will work across four areas: Defining Technical Enablers, Digital Solutions, Digital Standards and Digital Capability building. We have already launched two global data collection tools for surveys, tracking and case management. We have also established a community of practice to exchange learnings and share best practices with 545 colleagues across Save the Children. We have collaborated with the Boston Consulting Group to create a prototype of a guide to help countries design and implement digital programmes. And we have developed a set of digital standards for managing online communities safely. We are also investing in strengthening research and evidence to drive further impact. In 2022, we commenced over 90 studies to help us fill 18 global strategic evidence gaps and put in place the new strategy monitoring systems, the results of which are reflected in this report.

PARTNER STRATEGICALLY

We want to collaborate with diverse public and private sector organisations, driving equitable relationships and leveraging strategic opportunities to accelerate better outcomes for children.

In 2022, we agreed our organisational approach to strategic partnerships, based on co-creation and complementary value, and we baselined our current global partnerships for programme impact using that approach. We revised our partnership tools and procedures to align with our partnership principles, and these will be rolled out in early 2023. Our annual 'pulse check' survey with local partners showed an improvement of four percentage points for partner experiences of working with Save the Children, compared to the previous year.

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SHIFT POWER TO CHILDREN, COMMUNITIES AND LOCAL PARTNERS

We want to be a true ally to children and their local communities. We are formalising our accountability to them in our strategy and programme delivery. We want to elevate their voices and support them to access the knowledge and resources they need to uphold their rights.

In 2022 we agreed our movement-wide long-term ambition for localisation, 'Local to Global for Impact', and kick-started priority workstreams. We continued to strengthen accountability to children and communities through formal mechanisms for them to influence our projects and decision making. Many countries' offices conducted accountability system reviews to identify strengths and improvements. Across the movement, we set a baseline that 25% of our countries have an active mechanism for children to advise Save the Children senior leadership.

BUILD AN AGILE AND INCLUSIVE ORGANISATION

We want to foster a diverse global workforce that is engaged and feels connected. We want to employ nimble ways of working, and align our global, regional and country talent to collectively deliver our country and global strategies.

We took further measures last year to continue our work to foster a diverse, engaged and fully connected global workforce. We increased the diversity of our country directors and our country office senior management teams and extended leadership teams. And we appointed a new Diversity, Equity and Inclusion Lead to help us build further on this work.

We made strong progress in ensuring country offices have the technical expertise needed to deliver their strategies, with the number doing so increasing by 10% in 2022, from the previous year. However, we still face gaps in future-facing talent and expertise to deliver our strategy, which we will seek to address going forward.

GROW AND OPTIMISE RESOURCES

We want to grow our income while diversifying our global funding portfolio and increasing our strategic alignment. Our three-year whole of movement income and spend plan will drive our strategic goals and cost efficiency.

We grew our total income by 20% last year. We raised over $99 million for our Humanitarian Fund as well as $110 million to support our work on the Ukraine crisis. We exceeded our moderate funding ambitions overall by more than 6%, with 96% of our programme spend in countries aligned to our strategic goals. We made good progress on optimising and diversifying existing funding. For example, 2022 marked the launch of our Match Framework which helped unlock $702 million by the end of the year by ensuring we plan and secure match funding early to minimise the use of unrestricted funding when contributing towards the cost of projects funded by our partners.

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OUR HUMANITARIAN WORK

2022 was a devastating year for children caught up in crises. The escalation of conflict in Ukraine caused the fastest and largest displacement of people in Europe since the Second World War. Historic flooding in Pakistan submerged a third of the entire country. And the worst drought in at least 40 years persisted in the Horn of Africa as the region marked a fifth failed rainy season.

At the beginning of the year, the number of people estimated to need humanitarian support, was already a staggering 274 million. By December, this had increased by 65 million, and forecasts for 2023 anticipate that we will see a record 339 million people in need by the end of the year.

Last year we responded to 107 new and ongoing emergencies in 66 countries. Violent conflict, extreme climate and seismic events, deadly disease outbreaks and global economic shocks, threatened millions of children's lives, rights and futures. We also carried out disaster risk reduction and prevention work, taking the total number of countries our humanitarian work reached to 72.

Region	Number of Responses	Number of countries	Cat 1*	Cat 2*	Cat 3*	Cat 4*
Asia	30	11	1	1	3	6
East and Southern Africa	21	16	3	1	3	9
Latin America and Carribean	12	10			3	7
Middle East, North Africa & Eastern Europe	18	14	2	3	3	6
West & Central Africa	12	9	1	1	3	4
North America	4	1				1
Oceania	5	4			1	3
West and Central Europe	1	1				1
Global	4	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*

**Save the Children's country Humanitarian Categorisation (CHC) framework consists of four categories on a scale from 1 to 4, where a category 1 CHC is designated as 'extraordinary' and is the largest and most severe; category 2 is 'large'; category 3 is 'medium'; and category 4 is 'small'. Categorisation is determined by the scale and severity of the humanitarian need, the complexity of the context and its impact on the delivery of humanitarian assistance.*

Type of crisis	Number of events	Notes
Climate/weather-related events	42	Includes droughts, floods, cyclones, cold waves, bushfires
Conflict	18	
Earthquake	7	
Epidemic	4	
Volcano	1	
Complex Crisis	29	Defined as contexts facing multiple crises at once (prolonged conflict, food insecurity, epidemics, drought etc)
Other	6	

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Working in partnership with local and national organisations, governments and local authorities, our supporters and – above all, with children and their families – we worked to achieve our global goals for children so they were able to survive, stay safe, access their rights and keep learning in the most challenging of circumstances.

HEALTHY START IN LIFE

To give children a **healthy start in life**, we delivered lifesaving health and nutrition services, helped to treat and prevent life-threatening injuries, illnesses and diseases, and to ensure the continuation of essential services in emergency settings, such as vaccination campaigns and maternal, sexual and reproductive healthcare.

We also made sure children had access to clean water, and safe hygiene and sanitation facilities to protect them from deadly illnesses and diseases. We supported children to cope with the emotional toll of deeply distressing experiences, delivering psychosocial support services and setting up safe spaces for children to play and socialise.

SAFE BACK TO SCHOOL AND LEARNING

We kept children **learning and supported their safe return to school**, protecting their right to an education and providing them with a sense of normalcy even in the most distressing times.

LIVE FREE FROM VIOLENCE

To help children **live free from violence**, we protected children from violence, neglect, exploitation and abuse, making sure the most vulnerable children had tailored support, and we spoke out on violations against children's rights.

SAFETY NETS AND RESILIENT FAMILIES

Finally, as part of our goal to provide children with **safety nets and foster resilient families**, we provided food, shelter, cash and livelihood support to families who had lost their homes, belongings, and sources of income.

OF THE 29.3 MILLION PEOPLE, INCLUDING 14.6 MILLION CHILDREN, WE PLANNED TO REACH IN 2022 WITH HUMANITARIAN SUPPORT, WE REACHED 27.9 MILLION PEOPLE, INCLUDING 16.3 MILLION CHILDREN.

WE SPENT $856 MILLION OF THE $1.2 BILLION WE AIMED TO RAISE IN HUMANITARIAN FUNDING IN 2022.

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SAVE THE CHILDREN'S HUMANITARIAN FUND

The Humanitarian Fund was created in 2021, to pool funding from across the Save the Children movement into a flexible, central fund. This enables us to distribute resources quickly and efficiently when disaster strikes or situations deteriorate in volatile contexts. It means we can act immediately and deliver lifesaving support wherever it is needed, when it matters most.

This funding not only ensured we could deliver lifesaving work when other funding was not immediately available, but it also helped leverage additional funding, helping us to expand the scope of our programming and reach even more children. For example, part of the funding released to Pakistan in response to the devastating floods last year supported a multi-sectoral needs assessment in the immediate aftermath of the floods. This formed the basis for communicating urgent needs to other donors and helped our Pakistan* country office to secure over $5 million from other donors for the response.

**Save the Children International is responsible for managing the Pakistan country office on behalf of Save the Children US.*

Allocations:

Region	Number of allocations	Allocation amount ($)	%
Asia	69	18.40 million	12%
ESA	77	31.64 million	21%
LAC	31	9.39 million	6%
MENAEE	64	70.94 million	46%
WCA	45	20.40 million	13%
Global	61	3.84 million	2%
Total	**347**	**154.61 million**	

TOTAL AMOUNT ALLOCATED TO COUNTRY OFFICES IN 2022

$154.6 M

TOTAL AMOUNT SPENT BY COUNTRY OFFICES IN 2022

$142.5 M*

**80% of the $142.5 million spend went on humanitarian delivery, 13% went on humanitarian strategy and design, and 6% on shared direct costs such as HR, admin, logistical and legal costs.*

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EMERGENCY HEALTH UNIT

When disaster strikes, our Emergency Health Unit (EHU) of doctors, nurses, midwives, engineers and supply-chain specialists can respond within a matter of hours.

In 2022, we deployed the EHU nine times to nine countries.

We:

- Undertook a mass measles vaccination campaign in the Democratic Republic of Congo
- Supported response and preparedness activities for cholera outbreaks in Nigeria and North East Syria, and Ebola in Uganda and border areas of South Sudan
- Reviewed primary healthcare and reproductive health services in Afghanistan and provided training and support on medicine procurement and storage
- Supported the drought response in Kenya, focusing on strengthening water, sanitation and hygiene services
- Provided training, procurement of medical supplies and capacity building on Infection, Prevention and Control health services in Sudan
- Finalised our primary healthcare response to the 2021 earthquake in Haiti

The EHU also carried out 19 individual surge deployments to provide support to 13 responses, including those in Ukraine and Pakistan*. Overall, the EHU reached more than 339,000 people in 2022.

A Save the Children midwife provides Zarmina*, 25, who is five months pregnant, with a pre-natal check-up in Afghanistan.

Our central Global Expertise and Humanitarian Surge Platform (GEHSP) filed 1,005 requests for the deployment of Save the Children staff last year from 60 different countries to help with humanitarian surge work, offer technical expertise, and develop new projects.

**Save the Children International is responsible for managing the Pakistan country office on behalf of Save the Children US.*

ANTICIPATING CRISES, BUILDING RESILIENCE AND CHANGING SYSTEMS

Helping countries and communities prepare, build resilience and act early to minimise the impact of humanitarian crises is proven to save lives, dramatically reduce humanitarian needs and costs, and better protect children and their families from future risks. Save the Children established an Anticipatory Action team and framework in 2022 to support country teams and partners to use data and evidence to take action. Nine percent of funds from the Humanitarian Fund were allocated to anticipatory action and risk-informed preparedness activities in 2022, with $8.5 million allocated to 35 countries.

This funding helped countries reduce the impact of floods, drought and population displacement before they happen by disaster-proofing essential infrastructure, such as bridges or water sources, providing cash or materials to help people prepare for disasters in advance, procuring buffer stocks of food, essential items and medicine, training rapid response teams, and developing early-warning systems.

In Nepal, for example, where monsoon rains often cause heavy flooding, this funding helped install and maintain community-based flood early warning systems, localised the use of national disaster information management systems, and supported the country office's internal emergency preparedness procedures.

A major element of our strategy is to shift power to children and local communities. Local organisations and people in the communities affected by crises are the first to respond and they have the local knowledge that is vital when trying to meet people's needs. In 2022, over $14.7 million, representing 9% of our funding from the Humanitarian Fund, was channelled to national and local partners.

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In September, we joined the Grand Bargain Caucus on localisation to help us tackle the barriers that prevent us from reaching the 25% funding target for local humanitarian actors. In October, we also signed up to the Pledge for Change, which involves three pledges, to ensure our partnerships are equitable, we tell authentic stories and we influence wider change in support of local actors. We want to channel more funding directly to local organisations to promote local leadership, better partnerships and coordination.

ONE HUMANITARIAN TEAM

Last year Save the Children underwent a huge structural and cultural change to maximise our strengths as a global movement and increase our impact for children in crises.

We created a new Humanitarian Vision and One Humanitarian Team to allow us to adapt and deliver in today's complex humanitarian context.

Our Humanitarian Vision is built from six shared global goals – that as an organisation we are more informed, prepared, diverse, de-centralised, collaborative, and influential.

To better align our humanitarian capacity and capability from across the movement to achieve the Humanitarian Vision, we created the One Humanitarian Team – a cross-functional team, made up of colleagues from across our country offices, regional offices, members and our global centre.

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THE CLIMATE CRISIS

Children have done the least to cause climate change but are most impacted by it. If we are to achieve our 2030 breakthroughs for children, we must tackle the climate crisis. It is one of the biggest threats to children's rights. Around one billion children, or nearly half of all children worldwide, live in countries at extreme risk of the impacts of climate change.

Our response to the climate crisis is a critical contextual driver of Save the Children's Global Strategy 2022–24 and a global focus for our advocacy, campaigning, programming and fundraising work and our own operations.

ADVOCACY AND CAMPAIGNS

Support children impacted by inequality and discrimination as agents of change, and push the international community to take actions to address the climate crisis also as a children's rights crisis

PROGRAMMES

Minimise the impact climate shocks and change have on children and our current Breakthroughs by ensuring all of our work is climate risk informed and developing evidence, innovation and programming at scale for child-centred climate and anticipatory pathways

OPERATIONS

Build credibility and put our house in order by reducing the environmental impacts of own operations to deliver impact for children with minimum footprint

FUNDRAISING

Access and optimise the use of an estimated $200M a year from 2024 in available climate finance per year from institutional donors, corporations and foundations including the Green Climate Fund

Laura Hewison / Save the Children

Sara, 15, and Loris, 14, making a poster for the climate march in Prishtina, Kosovo.

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OUR ADVOCACY WORK

Last year we launched our Generation Hope campaign, based on the largest-ever consultation our movement has conducted with children. We spoke to 54,500 children in 41 countries. 73% told us that we must do more to tackle the climate crisis and 83% said they were already experiencing the impacts of both the climate crisis and inequality.

"WE ARE SEEING AND LIVING THE CLIMATE CRISIS"

Amina*, 17, climate change activist in Somalia

Michael Tsegaye / Save the children

Amina* attends a school supported by Save the Children where she learns about the climate crisis and child rights.

Our report **https://resourcecentre.savethechildren.net/document/generation-hope-2-4-billion-reasons-to-end-the-global-climate-and-inequality-crisis/** amplifies the views and solutions from children from all over the world on climate change and the inequality that makes this issue an immediate threat to communities already struggling with poverty. It received extensive media coverage and helped us to make a strong case to decision makers at COP27.

Alongside our partners, we successfully advocated at COP27 for children to be formally recognised as agents of change in addressing and responding to the crisis for the first time. We secured an agreement that governments should include children in the design and implementation of climate-related policies. We also supported the successful advocacy for new, additional funding to address loss and damage for communities experiencing the impacts of climate change.

The recognition of the importance of child rights and participation at COP27 was achieved in collaboration with other major child focused organisations as part of the Children's Rights Climate Movement. By aligning our messaging, we were able to speak with one voice and present a clear, compelling case for children's rights.

Our advocacy work with and for children has been wholeheartedly welcomed by the climate change community. Last year our work and our Generation Hope report were quoted extensively in high level climate discussions. We want to build on this going forward to make sure children's voices are at the forefront of this work.

Last year we also became recognised observers on the Intergovernmental Panel for Climate Change (IPCC). The panel provides policymakers with regular scientific assessments on climate change, its implications and potential future risks. Our status as an observer will enable us to advocate for more scientific research and focus on the impact of climate change on children. In 2023, prior to the release of their Synthesis Report we are also bringing youth activists to the IPCC plenary for the first time.

Last year as a core partner of the Children's Environmental Rights Initiative and the Children's Rights Climate Movement, we also contributed to the success of the groundbreaking UN General Assembly resolution recognising the human right to a clean, healthy and sustainable environment, with explicit references to children.

In 2023, we plan to leverage our Generation Hope campaign further and work in partnership with children and other organisations to influence national governments to take policy measures on several fronts: to address the climate and hunger crises, to address the need for climate smart education financing, to ensure that children have a central role in the new loss and damage financing, and that the new collective quantified goal for climate finance integrates the needs of children.

We want to ensure that all these policy measures are designed to address the climate crisis in ways that work for children, including through shock-responsive social protection systems, by dedicating more money to climate financing, investing in children and facilitating children's decision making. The spring and annual meetings of the World Bank are key arenas for climate finance advocacy in 2023.

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SUPPORTING CHILDREN TO COPE WITH AND ADAPT TO THE IMPACTS OF CLIMATE CHANGE

In 2022, we launched our Climate Crisis Internal Child-centered Framework for Action to guide the design and implementation of child centered climate action across all our goals.

Last year we launched our Climate and Health Strategy and developed programme offers specific to climate and education, and climate and child protection.

The relationships between all of these issues are complex and equity is at the heart of them. We want to achieve transformative, sustainable change by tackling the context-specific drivers that mean some groups disproportionally experience health, education or child protection impacts as a result of climate change.

One of these projects is our SHIFT For Our Planet model, developed in partnership with WWF, which supports children and young people to design and launch public campaigns on issues of their concern, including environmental sustainability and climate action.

The project has supported eight child and youth-led climate-related campaigns across Myanmar, Vietnam, and Nepal. It will expand to 19 countries across Asia, Africa and Latin America and the Caribbean in 2023.

LOCALLY-LED/ COMMUNITY-BASED ADAPTATION

HEALTHY START IN LIFE	SAFE BACK TO SCHOOL & LEARNING	LIVE FREE FROM VIOLENCE	SAFETY NETS & RESILIENT FAMILIES
STRENGTHEN HEALTH AND CLIMATE RESILIENCE	ENSURE EDUCATION CONTINUITY, CLIMATE CHANGE EDUCATION AND SKILLS DEVELOPMENT	CLIMATE-INFORMED AND RESPONSIVE CHILDREN PROTECTION SYSTEMS	IMPROVE AND PROTECT FOOD SECURITY AND LIVELIHOODS
Understand climate impacts on child health	Green and safe schools*	Climate-informed and responsive children protection systems	Adaptive and shock-responsive social protection systems
Climate resilient health systems and communities	Ensure education continuity, climate change education and skills development	Promoting well-being and mental health in climate-affected communities	Improving and protecting food security and livelihoods
Healthy communities supported by healthy ecosystems	Education for climate action		Green jobs for young people and access to clean energy
Greening cities for children*			Sustainable food systems*

Children's voices for climate action – advocacy and campaigning for and with children*

Child rights and accountability programming for climate change mitigation and adaptation*

Anticipatory action

Equality and non-discrimination

**Contributes to mitigation i.e. reducing emissions*

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PAKISTAN* FLOODS

In 2022, record-breaking floods hit Pakistan affecting 33 million people including 16 million children. Approximately 1,300 people were killed, among them 450 children. Rains submerged one third of the country. More than a million homes were destroyed or badly damaged, leaving many homeless and exposed to the elements including the high risk from water-borne diseases spreading in affected areas.

Save the Children operated in the worst affected areas last year to assess the immediate needs of children and families. We delivered food packs, relief tents and kitchen items and set up temporary learning centres.

We allocated $17.1 million to support this vital work to ensure children and their families get the support they need.

**Save the Children International is responsible for managing the Pakistan country office on behalf of Save the Children US.*

LOCALLY-LED ADAPTATION

Save the Children is the only child-centred humanitarian International Development NGO accredited to the Green Climate Fund, the largest global fund dedicated to fighting climate change. We are working with communities, governments and other partners to develop and implement programmes worth more than $291 million in 12 countries across Asia, the Pacific and Africa to address the impacts of climate change on children.

The $32m Vanuatu Community-based Climate Resilience project is the largest locally led adaptation project in the world and primarily funded by the Green Climate Fund. Locally-led adaptation shifts power to communities themselves to develop and implement solutions. The project will reach over 90,000 direct beneficiaries (44% of the rural population) and an additional 110,000 indirectly (increasing the project's reach to 95% of the rural population), ensuring climate finance reaches remote communities who are most vulnerable to the impact of climate change at scale. The project will provide these communities with access to climate information and early warning systems. It will implement community adaptation and sustainable development initiatives such as restoring and protecting coastal areas, enabling women-led enterprises, and supporting climate-resilient agriculture and fisheries techniques. To ensure the long-term sustainability of the activities, the project will support integrating climate change into top-down and bottom-up government planning systems.

OUR OPERATIONS

Save the Children International recognises that our global operations have an impact on the environment and climate change. Our Environmental Sustainability and Climate Change (ESCC) policy sets out our commitment to reduce CO_2e emissions by more than 50% from our 2019 baseline by 2030 at the latest. Unavoidable residual emissions will be responsibly offset. The policy also highlights the significant contribution that our supply chains have on our own environmental impact and includes commitments on how we will work with our suppliers to reduce the negative environmental impact of our supply needs.

We are tackling emissions through initiatives such as switching the energy sources at more of our offices to renewables such as solar energy, reducing the number of flights we take and enabling the use of newer and more fuel-efficient vehicles. Save the Children International has also been transitioning from using servers to a cloud-based system, reducing energy consumption via electricity and cooling.

Our supply chain team has updated our procurement procedure to weigh our sourcing decisions towards sustainability – adding a 10% minimum weighting on sourcing decisions for all formal quotations and tenders.

Our first environmental sustainability report was developed in 2022, setting out our progress on our emissions reductions journey and illustrating how we will achieve our commitment. Based on progress to date we believe that our emissions reduction target remains ambitious, science-based but also realistic, requiring all parts of the organisation across the world to undertake significant emission reduction initiatives in a phased approach for the next eight years.

2022 CARBON AND ENERGY PERFORMANCE

Last year Save the Children International's environmental impact was calculated across scope two emissions sources (indirect emissions such as electricity) and scope three emission sources (selected indirect emission categories such as travel). There were no scope one emissions (emissions caused directly by sources we own or control) recorded in the reporting period. The carbon emissions are presented on both a location and market basis and include well-to-tank emissions.

The main sources of our emissions in 2022 were from flights, hotel stays, and taxis. These are all higher than in 2021 due to the lifting of travel restrictions after the pandemic, but are still lower than our pre-Covid 2019 emissions.

See the following paragraph and table for details.

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On a location basis the carbon emissions were 1,893.02 tCO_2e, which is an average impact of 2.47 tCO_2e per FTE, and on a market basis they were 1,906.28 tCO_2e. The emissions intensity metrics on FTE, will be used to monitor and track performance in subsequent environmental disclosures. The reason that the intensity metric has only increased by 367% in comparison to the increase of 521% in emissions is due to FTE numbers increasing from 576 to 767 between 2021 and 2022.

The methodology used to calculate the 2022 Greenhouse Gas (GHG) emissions is in accordance with the requirements of the following standards:

- World Resources Institute (WRI) GHG Protocol (revised version)
- Defra's Environmental Reporting Guidelines: Including Streamlined Energy and Carbon Reporting requirements (March 2019)
- UK office emissions have been calculated using the DEFRA 2022.
- Following an operational control approach to defining our organisational boundary, our calculated GHG emissions from business activities fall within the reporting period of January 2022 to December 2022 and use the reporting period of January 2021 to December 2021 for comparison

EMISSIONS AND ENERGY USAGE

Energy and carbon disclosures for reporting period 1 January – 31 December 2022

Scope	Emissions Source	2019[2] (tCO_2e)	2020 (tCO_2e)	2021 (tCO_2e)	2022 (tCO_2e)	Variance (2021 v. 2022)
Scope 2	Electricity	43.68	28.39	16.77	16.27	-3%
Total Scope 2		43.68	28.39	16.77	16.27	-3%
Scope 3	Flights (incl. WTT)	2,594.03	502.88	255.62	1,665.38	552%
	Hotels[3]	492.05	41.81[4]	21.94[4]	187.65	755%
	Taxis (incl. WTT)	41.62	5.35[5]	2.56[5]	4.17	63%
	Rail (incl. WTT)[6]	0.35	0.15[4]	0.31	2.28	635%
	Employee Cars (incl. WTT)	0.00	0.00[5]	1.40[5]	11.54	724%
	Electricity transmission and distribution (incl. WTT)[7]	4.23	2.78	1.87	1.84	-1%
	Electricity generation WTT[8]	6.09	3.92	4.37	3.89	-11%
Total Scope 3		3138.37	556.89	288.07	1,876.75	551%
Total (Market Based)		**3,182.04[9]**	**593.16**	**313.03[10]**	**1,906.28**	**509%**
Total (Location Based)		**3,182.05**	**585.28**	**304.84**	**1,893.02**	**521%**
Total Energy Usage (kWh)		170,884	121,757.00	83,753.90	123,717.63	48%
Normaliser (Location Based)	(tCO_2e) per FTE[11]	4.16	0.77	0.40	2.49	523%

2. 2019 has been included as the baseline year for Save The Children.
3. Restated figures due to addition of excluded spend for this category that is associated with the SCI-Orange Street office.
4. Hotel decrease from 502.47 tCO2e to 41.81 tCO2e. Rail decrease from 0.35 tCO2e to 0.15 tCO2e. Scope 3 decrease of 3%.
5. Restated figures due to addition of excluded spend for this category that is associated with the SCI-Orange Street office but not by Orange-street employees.
6. Rail includes both, national and international rail.
7. WTT emissions have been included for both the losses experienced in the grid (categorised as transmission and distribution) and the impact of electricity generation.
8. WTT emissions have been included for both the losses experienced in the grid (categorised as transmission and distribution) and the impact of electricity generation.
9. In 2019, EU residual factors not applied.
10. Restated the Market based emissions figure to include WTT of electricity as per best practice.
11. Due to restated hotel stays, emissions have shifted from 6.49 tCO2e/FTE (2019), 1.11 tCO2e/FTE (2020), 0.52 tCO2e/FTE (2021), 2.47 tCO2e/FTE (2022).

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Sitali, 12, uses a boat to get to school during the flood season.

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OUR PEOPLE

We want to attract, develop and retain engaged and passionate people who are dedicated to our work. We have three guiding pillars that drive all our work. We want to:

1. Create an environment that attracts and develops the best talent
2. Build an agile, inclusive, and capable organisation that can adapt and deliver in all contexts
3. Foster a culture of pride and performance by creating an organisational culture that embraces diversity and encourages behaviours that are aligned to our values

We want to promote a supportive, open culture and ensure our staff are able to raise concerns and feel confident that these are listened to and acted upon. We consider our Share Your View (SYV) employee engagement survey to be incredibly important to ensure we are aware of the views of as many of our staff as possible. We are committed to creating a culture of feedback, engagement and continuous improvement.

Last year the survey results provided valuable insights into areas where we are performing well, as well as areas where we have opportunities for improvement. The survey is a good indication of staff satisfaction. Last year we had an 84% response rate and an 88% engagement score. We have agreed collective action plans to address issues raised by staff and these are being implemented and reflected in our priorities going forward.

LEVERAGING TALENT GLOBALLY TO BE FIT FOR THE FUTURE 2022–2024

Our current three-year work plan (2022–2024) will continue our focus on talent development, and extend our processes to people of more grades in the organisation and across the Save the Children Association.

Last year our Talent and Learning team reviewed our existing staff training offer based on feedback from our staff. This work will continue in 2023.

The team is also working on our succession planning strategy to ensure we build diverse talent pipelines and have key mission critical roles staffed, which is crucial in driving our work forward. To help attract and retain the correct talent we are also looking at our reward and compensation structures and how we can design them to not just attract but also to retain talent.

PAY POLICY

Decisions relating to senior leadership pay are shared with the trustees, and decisions on CEO pay are made by the trustees guided by its People and Organisation Committee. The People and Organisation Committee approves Save the Children International's Reward Principles which inform our reward policy and annual pay reviews for employees. For roles in the UK and international roles, base salary is set around the median of the INGO market. For local national roles, pay structures are set between the 50–75th percentile (based on context) of the INGO market. We do not offer any performance-related pay. Average Country Director pay is broadly in line with the median of the market (our pay aim) and the average lowest and highest actual pay are in line for both male and female Country Directors.

COST OF LIVING PAYMENT

We made a one-off payment in 2022 to recognise the additional pressures inflation is having on our staff's finances. Rising food and energy prices have become a real worry for some. Staff feedback supports the view that colleagues on lower salary bands are likely to feel a greater burden, so we prioritised them for this support.

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We are also aware of the impact of inflation on our wider staff members. We will consider the rising cost of living changes during our standard annual pay review to be implemented in 2023.

DIVERSITY, EQUITY AND INCLUSION

Tackling inequality and better representing the communities we serve is core to our vision and global 2022-2024 strategy. A fundamental part of our mission is to help every child regardless of their gender, sexual orientation, race or ethnicity, disability, and background, and we know that applies to our staff and our people as much as the children and communities we serve.

Our Diversity, Equity and Inclusion policy outlines our commitment to fairness in our recruitment, training, promotion and employment processes for all staff. It also prohibits any form of discrimination against staff from protected characteristics, including sex/gender, disability, race, sexual orientation, gender identity and expression reassignment, religion or belief, marital or civil partner status, and pregnancy and maternity.

We have taken important steps to diversify our organisation, to raise our collective consciousness and to address equity gaps between our staff, but we know much more needs to be done. An overview of our progress is presented below:

Key measure	% female[1]	% male
Save the Children International/ Save the Children Association Board composition	52.9	47.1
Senior Leadership Team	55.6	44.4
Extended Leadership Team	67.6	32.4
Country Directors	55.8	44.2
Country Office Senior Management Team	51.5	48.5
All staff**	40.9	59.1

**All percentages based on available sex data for employees*
***Including Save the Children Europe, Save the Children Thailand, Save the Children Kosovo, Save the Children Albania*
[1] Based on available sex data for employees

At the end of 2022, females made up 56% of our Country Directors representing an increase since 2021 (up from 53%). Females also made up 52% of our Country Office Senior Management Teams, up from 50% in 2021. Last year we continued to promote a gender balance at the highest levels of our organisation, with females making up 56% of our Senior Leadership Team and 53% of our Board. Females also represented 68% of our Extended Leadership Team, up from 60% last year. Over half of staff (55%) successfully completing our talent development programmes were female.

Key measure	% non-OECD or racialised minorities
Extended Leadership Team**	19
Country Directors	60
Country Office Senior Management Team	84.9

**All percentages based on available nationality data for employees unless otherwise stated*
***Percentage based on available ethnicity data for employees*

We also made concerted efforts last year to diversify our leadership to better represent the communities we serve. At the end of 2022, 60% of our Country Directors and 85% of our Country Office Senior Management Team were from non-OECD countries, up from 53% and 71% in 2021 respectively. Racialised minority staff represented 19% of our Extended Leadership Team in our global centre, up from 13% in 2021.

We have updated and created policies to support our vision of inclusion. Our Diversity, Equity and Inclusion (DEI) policy outlines fairness in our recruitment, training and promotion procedures and employment decisions. It also opposes all forms of unlawful and unfair discrimination of people with protected characteristics, including people with disabilities. The DEI policy also specifies that reasonable accommodation is provided to employees who request it as per the Convention on the Rights of persons with disabilities.

In 2022, we discontinued using the term 'people of colour'. Instead, we began using 'racialised minorities' to better reflect the make-up of our people within Save the Children International Centre and 'non-OECD' with respect to the make-up of our people around the world. The number of 'racialised minority' staff is calculated based on voluntary ethnicity data shared by staff where all ethnicities excluding 'White' are counted. In line with how we reported on racial diversity in our 2021 report, we approximate the proportion of staff from 'non-OECD' countries by calculating the percentage of leaders with non-OECD nationality and adjusting the list of OECD countries to exclude Colombia, Chile, Mexico, Türkiye, Japan and Korea. We do, however, recognise the complex and contested nature of such approximations and will continue to strive for clarity of expression.

To further deepen our diversity, equity and inclusion efforts, we appointed a new DEI Lead in 2022. This newly created role will lead the development and implementation of our DEI strategy, helping us accelerate progress towards becoming a more diverse and inclusive organisation.

We also refreshed our unconscious bias training last year. The training will equip our people with strategies to help them make fair, considered decisions in recruitment, staff moves and in all their interactions with others.

Our priority for 2023 is to embed diversity, equity and inclusion in everything we do and make it a core part of our culture.

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OUR GENDER PAY GAP

At Save the Children International, women's mean (average) pay, based on our April 2022 payroll, is 14% lower than men's and their median hourly pay is 11% lower than men's. The mean (average) measures the hourly pay of all employees to calculate the difference between the mean hourly pay of men, and the mean hourly pay of women. The median measures the difference between the hourly pay of the median man and median woman. The median for each is the man or woman who is in the middle of a list of hourly pay ordered from highest to lowest paid.

In April 2022, women occupied 56% of the highest paid jobs and 75% of the lowest paid jobs at Save the Children International.

The percentage of women in each pay quarter is shown below. Pay quarters show the percentage of men and women employees in four equal sized groups based on their hourly pay and give an indication of women's representation at different levels of the organisation.

	Women	Men
Upper hourly pay quarter (highest paid)	56%	44%
Upper middle hourly pay quarter	63.2%	36.8%
Lower middle hourly pay quarter	71.5%	28.5%
Lower hourly pay quarter (lowest paid)	75.2%	24.8%

ANTI-HARASSMENT AND EMPLOYEE SAFEGUARDING

We have zero tolerance for all forms of harassment, bullying and intimidation. The Save the Children International Anti-Harassment, Intimidation and Bullying Policy reinforces our expectations to ensure we foster a safe and trusted working environment for all our people by explicitly identifying that any form of harassment, intimidation, bullying, physical and sexual violence and exploitation will not be tolerated within our organisation.

Save the Children International expects all our staff and representatives to strive for the highest standards of integrity and accountability and to conduct themselves in line with this policy and our Code of Conduct. We will continue to build on our awareness, prevention and reporting work to safeguard our staff.

Last year we reclassified incidents of staff safeguarding concerns on our Datix system to specify the gravity of the harm caused. This has enabled us to identify and prioritise serious harassment concerns and has led to improved advocacy and better reporting.

We want to develop a culture of feedback so our staff are encouraged to talk openly and speak up in uncomfortable situations. To support this, we are working on our Employee Safeguarding policy to ensure we equip our people to raise concerns where necessary. Information on Safeguarding of children and adults in the community can be found in the Trustees' Risk Statement under the heading 'Safeguarding'.

REPORTED CONCERNS

In 2022, there were a total of 678 staff safeguarding concerns reported, compared to 166* in 2021.

These reports led to 623 cases as some were rejected due to duplication, insufficient information to launch an investigation or because they did not merit a case.

Included in these 623 cases are:

- 335 reports related to bullying, harassment or intimidation
- 70 reports related to sexual harassment

399 cases have been closed and 221 allegations were substantiated. Of these:

- 64 cases led to contract terminations or to contracts not being extended
- 14 resulted in counselling
- Four led to resignations
- Four led to supervision
- Four led to suspension
- 17 led to verbal warnings
- 62 led to written warnings
- One could not be determined

No action was taken on 51 cases. The majority of these were grievances with no person identified as the subject of the complaint.

The remaining 224 cases are still under investigation.

The significant increase in the number of cases reported in 2022 was mainly attributable to the significant increased reports in three regions: Middle East, North Africa and Eastern Europe (234), Asia (187) and Latin America and the Caribbean (104). We believe this increase in the number of cases is the result of improved awareness and reporting and confidence in the system that action will be taken.

The system was unable to separate staff grievances from policy/ code of conduct violations in 2022. This will be included in our 2023 reporting.

**The 166 concerns reported in 2021 relate to staff safeguarding only. The 347 concerns reported in the 2021 trustees' report contained both staff and adults in the community safeguarding before these were separated in Datix.*

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FINANCIAL PERFORMANCE

In 2022, Save the Children International spent more than ever before on our international programmes, humanitarian responses and campaigning and advocacy in what proved to be a hugely challenging year. Our income grew from $1,335 million in 2021 to $1,597 million in 2022, an increase of 20% ($262 million). Expenditure saw a similar rise of 17% ($220 million) to $1,512 million in 2022 compared to $1,292 million in 2021.

These increases are primarily due to our expanding humanitarian work, in 2022 we responded to 107 global emergencies compared to 78 in 2021, a rise of 37%. Our total humanitarian spend was $856 million compared to $636 million in 2021. Our response in **Ukraine** was the largest resulting in additional spend of $81 million. We set up a new office in Poland to respond to the refugee crisis creating by the conflict, spending a new response office in **Poland** spending $25 million during the year. In **Afghanistan** spend rose by $45 million, increasing our support to children and women through conflict. In **Somalia** we spent $19 million more on our humanitarian work as the country faced three consecutive failed rainy seasons.

CHALLENGES WE HAVE FACED

The strong US dollar was a key feature of 2022. Since about 36% of our income comes from donors in non-dollar currencies, this reduced the value of Save the Children International's income reported in dollars (Save the Children International's expenditure converted at January 2022 exchange rates would have been $40 million higher). The purchasing power of our income increased in many country offices (where spending is mostly incurred in local currencies), however this is against a context of high local inflation rates. Operational costs incurred by Save the Children International in UK pounds were hedged in advance during 2021, so there was no in-year impact on Save the Children International expenditure from the changing exchange rate.

In 2022, we saw an increase in our implementation costs due to global inflation with an average rate of 8.8% for the year according to the International Monetary Fund. Some countries have been far more severely affected by inflation, with **Sudan**, **Venezuela**, **Lebanon** and **Syria** experiencing varying levels of hyperinflation in the range of 80% to 240%.

The effects of inflation, particularly on the cost of energy, are largely unavoidable as we require the use of electricity and gas in our buildings and fuel in our vehicles to enable us to deliver for children. These areas saw the most significant rises in our running costs in 2022.

We are rolling out a global fleet-transformation project to fully rejuvenate our vehicle fleet by introducing a new cost-recovery mechanism. This will reduce our fuel consumption and CO_2 emissions as we will use more modern engines with better fuel efficiency and filtering techniques and convert to using more hybrid vehicles.

Despite the challenging environment, our income from our fundraising members has proved resilient, registering only a small increase in cancellations of regular giving. As more people struggle to make ends meet, we are working with our fundraising members to find ways to remain relevant to those who have the means to support us.

INCOME

Save the Children International's income in 2022 was $1,597 million.

Much like previous years, 95% of our income was received directly from Save the Children member organisations and the remaining 5% came largely from direct grants and donations to our country offices and from donated professional services.

Save the Children US continues to contribute the most funding. The largest donor supporting Save the Children International programmes is USAID and Bureau of Humanitatian Affairs (BHA), with a total portfolio of $314 million.

Income from gifts-in-kind increased by $21 million to $90 million in 2022, primarily due to a significant increase in food aid for global emergencies, most notably the humanitarian crises in **Ukraine**, **Afghanistan** and **Somalia**.

EXPENDITURE

Save the Children International's expenditure in 2022 was $1,512 million.

Our expenditure on programming and advocacy is spent across the four pillars of our strategy:

- Healthy start in life
- Safe back to school and learning
- Live free from violence
- Safety nets and resilient families

Our work to ensure children have a **Healthy start in life** is critical and continues to be where we spend a large proportion of our funding. This increased by 7% in 2022, from $551 million to $588 million. Our work under this strategic pillar in 2022 was primarily in **Somalia**, **Ukraine**, **Afghanistan**,

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Ethiopia, **Yemen** and **Nigeria**. The need to keep health at the top of the agenda to grapple with the impacts of Covid-19 has been recognised by our institutional donors around the world and we have seen a rise in government funding, predominantly from the US, Canada and the EU via ECHO funding and the World Bank.

Spend on our **Safe back to school and learning** work increased by 13% in 2022, from $355 million to $400 million. Of this total, 70% was spent on basic education ($203 million), 11% was allocated to early childhood development ($32 million) with the remaining 19% spent on other work aligned with our **Safe back to school and learning** goal ($55 million).

Prior to 2021, significantly more funding for our education work was provided by government grants rather than multilateral grants, but in 2022 the difference converged thanks to an increase in the proportion of our funding from corporate, foundations and other private sources, due to our strategy to engage with these types of donors.

Spend on our **Live free from violence** work increased by 24% in 2022, from $189 million to $234 million. We saw a decline in multilateral funding but an increase in government funding and a healthy increase in corporate funding. Last year our work in this area focused on children in **Ukraine**, **Afghanistan**, **Yemen**, **Sudan**, **Syria**, **Ethiopia**, **South Sudan**, **Somalia**, **Nigeria** and **Iraq**.

Spending on our **Safety nets and resilient families** work saw the highest increase in 2022, from $197 million to $289 million (47%). This was due to the emergencies in Ukraine and Afghanistan.

More detailed descriptions of the four pillars in our strategy can be found in our strategy section starting on page 11. A detailed analysis of expenditure is given in Note 3 to the accounts.

EXPENDITURE BY REGION

Our expenditure in the **East and Southern Africa** region grew by 9% from $423 million in 2021 to $462 million in 2022. Similar to previous years, the region had challenging operating environments and we have responded to humanitarian crises.

Key risks in the region relate to the humanitarian crises associated with the following: natural disasters, conflicts and displacements; scarcity of supplies in the markets; inflation and devaluation; and the cost of conducting our activities. In terms of managing these risks we have a robust liquidity management system to ensure optimal cash balances to minimise risks such as foreign exchange exposures.

Our highest spending country was **Somalia**, which increased spending by $19 million to meet the immediate needs of children in drought-affected communities. Our responses to the drought in Kenya and the cyclone and drought in **Madagascar** resulted in an $11 million increase in expenditure. An increase in expenditure of $9 million in **Ethiopia** was due to the scaling up of our humanitarian response to the conflict in the north of the country and the impact of climate change in southern areas.

Expenditure in the **Middle East**, **Northern Africa** and **Eastern Europe** region grew by 49% in 2022 from $213 million to $317 million. This was primarily due to our response to the conflict in **Ukraine**, with additional spend of $81 million requiring significant upscaling of country operations to be able to absorb the huge volume of donations. Ukraine saw a significant increase in energy prices for both gas and electricity which meant we needed to raise a high level of funding to enable us to maintain our operations and absorb the increased costs by actively looking for new opportunities. Our portfolio in the **Occupied Palestinian Territory** dropped by $6 million in 2022 due to the conclusion early in the year of the short-term emergency response in 2021. Our offices in Albania and Kosovo transitioned to independent National Offices and therefore do not now form part of Save the Children International. Their portfolios totalled $6.8 million in 2021.

In **Asia** spend grew by 15% from $251 million in 2021 to $289 million in 2022. This was primarily due to our humanitarian response in **Afghanistan** which increased the country's portfolio by $45 million, making it the largest country office in Asia. The **Myanmar** crisis saw a $12 million increase in spend despite the challenges in the banking sector, the security issues and access restrictions to the country. The **Bangladesh** country office saw a $10 million dip in spending due to key projects coming to an end, challenges in portfolio implementation in some continuing projects and a reduction in spending due to the local currency devaluation. The **Thailand** country office transitioned into a separate, independent National Office. We continue to see some spend in the country to support our sub-regional office in the country, but the level of spending is now significantly lower, showing a $4.4 million spend reduction. Our **Sri Lanka** office managed a category three humanitarian response that saw an increase in its portfolio of $1.9 million compared to 2021.

Country offices in **Vietnam**, **Laos** and **Cambodia** saw a $3.2 million portfolio reduction due to decreases in secured portfolio and the devaluation of the local currency, particularly in Laos. The **China** office's portfolio reduction of $2.5 million was primarily due to the stoppage of programmes in Xinjiang and the disruption caused by Covid-19.

Major risks in Asia are the frequent changes in legislation, the prime example being in Afghanistan where on 24 December 2022 the Taliban announced women were not allowed to work, which resulted in the immediate suspension of programmes. restrictions on accessing the formal banking system poses a significant challenge in programme deliveries. In 2022, local currencies had depreciated by 12% on average across the region and despite our overall foreign exchange and inflation management being effective, it became challenging for those awards which are about to end.

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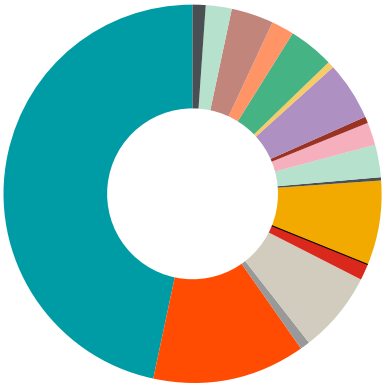
Our total expenditure in the **West and Central Africa** region increased by 3% from $233 million in 2021 to $241 million in 2022. **Niger** saw a $7.6 million increase due to a rise in health and food security programming and new funds for humanitarian cash programming in response to the severe impact of climate change. **Mali**'s spend increased by $3.4 million, due mainly to an increase in livelihoods programming and new humanitarian interventions following increased food insecurity in the north of the country. Spend in **Burkina Faso** also rose as a result of new funding in response to the humanitarian crisis in the Sahel region. The **Côte d'Ivoire** office saw the only major drop, of $4.4 million, as a major partner-implemented community health project began its transition to direct implementation by our partners.

In terms of key risks for this region, the context in most of the region continues to be challenging, with widespread insecurity affecting Save the Children International's access to programme sites throughout the Sahel and in the **Democratic Republic of Congo**, making the ability to implement programmes and therefore to spend difficult to predict.

Latin American and Caribbean Region spend is consistent with last year, showing a $98 million spend in 2022. Expenditure is predominantly in Colombia, Venezuela and Haiti. It is important to highlight the growth in Haiti in response to humanitarian crises.

The region has been hit by inflation and the energy crisis, particularly in **Colombia**, which has caused an increase in implementation costs, specifically in certain projects where our donors continue to require us to sign our agreements in donor currencies.

INCOME FROM SAVE THE CHILDREN MEMBERS



Australia	$17m	Netherlands	$44m
Canada	$37m	New Zealand	$3m
Denmark	$52m	Norway	$108m
Finland	$28m	Philippines	$1m
Germany	$60m	Spain	$21m
Hong Kong	$8m	Sweden	$103m
Italy	$76m	Switzerland	$14m
Japan	$10m	United Kingdom	$196m
Korea	$27m	United States	$701m

EXPENDITURE BY OUR STRATEGY

Healthy start in life	$588m
Safe back to school and learning	$400m
Live free from violence	$234m
Safety nets and resilient families	$289m

EXPENDITURE BY REGION

East and Southern Africa	$462m
Asia	$289m
West and Central Africa	$241m
Middle East, Northern Africa and Eastern Europe	$317m
Latin and Central America	$98m

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GRANT-MAKING POLICY

We work in partnership with many organisations. Collaboration with others to achieve joint goals is one of the key enablers that we believe will help us to achieve the aims in our 2030 strategy. The grants we make to partners enable them to contribute to our 2030 breakthroughs and strengthen their organisational capacity. We carefully consider the experience, reach and governance of potential partners, as well as the value they will add in helping us to reach the most deprived and marginalised children. We carefully monitor and advise on the spending of all our grants. In 2022, 22% of our expenditure was through our partners, compared to 20% in 2021. Please refer to page **xx** in the financial statements where we list the top 50 partners we worked with in 2022.

Our balance sheet shows an increase in net assets of 64% in 2022. Stock, debtors and creditors have increased due to the increase in programming that in turn requires higher stock levels and resulted in higher debtor and creditor balances at year end. Provisions remained stable. We saw a $1.5 million release in our tax provisions due to working more closely with tax authorities and local tax advisers in our country offices, allowing us to clarify uncertain tax regulations. This was largely offset by an increase in our terminal grants provisions, created from the start of employment for many of our staff in our country offices and settled post-employment. Cash has increased to support our increased programming growth, reflected in our increased advance payments and working capital amounts held from members at year end.

Save the Children International has investments worth $49.8m. These are primarily made up of our managed reserves fund at JP Morgan bank which was approved by the finance committee in the year.

Save the Children International has an investments policy which was approved by the finance committee on 7 June 2022. The objectives of the policy is to ensure that Save the Children International maximises interest returns on available funds whilst minimising risk to available funds. Among other mandatory requirements, the policy ensures all investments are creditworthy and does not invest in those prohibited investment areas identified by our trustees, e.g. arms manufacture.

HOW WE MONITOR OUR FINANCIAL PERFORMANCE

Our Finance Department is responsible for ensuring strong financial planning, budgeting, reporting and compliance with key controls. Our key financial controls include adherence to the scheme of delegation to ensure approval and authorisation is upheld; reconciliation and review of accounts throughout and at the end of the year. We also monitor and report on key balance sheet items such as liquidity and foreign exchange exposures. We hold ourselves responsible and accountable through monthly reporting on Country Office financial KPIs, which are designed to monitor our key controls to ensure these are working effectively. The KPI results are reviewed by our country office management and senior leadership team on a monthly and quarterly basis respectively. Management reviews detailed income and expenditure reports through the year and conducts two in-year reforecast processes, which are then shared to our trustees for approval.

Total funds held at 31 December 2022 were $217 million, which compares to $133 million at 31 December 2021. This includes total general funds of $8.9 million (2021: $3.9 million), designated funds of $72 million (2021: $57 million) and restricted funds of $136 million (2021: $72 million).

Balance Sheet

	2022 $000s	2021 $000s	Movement %
Fixed assets	$29,583	$26,671	**11%**
Stock	$29,954	$24,200	**24%**
Debtors	$221,738	$161,033	**38%**
Investments	$49,756	$31,579	**58%**
Cash at bank and in hand	$250,857	$222,853	**13%**
Creditors	($306,134)	($273,020)	**12%**
Provisions	($58,459)	($60,568)	**3%**
Total net assets	**$217,295**	**$132,748**	**64%**

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RESERVES POLICY

The level of reserves are reviewed on an annual basis and where appropriate adjusted to reflect changes in either the likelihood or impact of an identified risk in the event of it materialising. At the time of approving this report, the trustees believe the reserves levels continue to remain appropriate. Trustees have set an International Programming Reserves target of $15 million to cover any material foreseen or unforeseen programming liabilities and a Closure Reserve target of $4.9 million to cover the associated costs in the event of closure or wind-down of our core operations. Costs associated with the closure and/or wind-down of International Programming work are covered separately by member indemnities up to a target of $20m. Trustees have not set a target for General Funds (i.e. free reserves) which mostly comprises of investment income and foreign exchange gains and losses; however this will be considered during 2023.

GENERAL FUNDS

General Funds comprises investment and other income arising through Save the Children International's activities, and foreign exchange gains and losses. The closing balance of $8.9 million is primarily due to the foreign exchange gain of $2.5 million and $3.9 million relating to investment income.

INTERNATIONAL PROGRAMMING RESERVE

Per the reserves policy, the trustees have set the target level for the International Programming Reserve at $15 million. Of the $15 million total available reserves as of 31 December 2022, $8.8 million was held by Save the Children International. A further $6.2 million of the International Programming Reserve is in the form of letters of credit from Save the Children members (shown as contingent assets in Note 18 to the accounts). These letters of credit allow Save the Children International unconditional and irrevocable access to funds on demand in the event of reserves being required.

CLOSURE RESERVE

The trustees have designated a proportion of our unrestricted funds to be used for a Closure Reserve. This represents funds to cover the salary and personnel costs of closure or wind-down of our non-international programming activities. The reserve currently stands at $4.9 million, which is a slight increase on our 2021 closing balance of $4.2 million due to an increase in staff numbers requiring a higher provision to cover our potential personnel costs. The trustees have re-evaluated these funds and confirmed that this is an appropriate target level for these purposes at the date of signing of this report.

Reserves

	2022 $000s	2021 $000s
General funds	**$8,861**	**$3,854**
Fixed asset funds	$37,092	$30,552
International programming designated funds	$21,646	$13,620
International programming reserve	$8,800	$8,800
Closure reserve	$4,913	$4,163
Designated funds	$72,451	$57,135
Total unrestricted	**$81,312**	**$60,989**
International programme grants	$151,215	$79,755
International programme operational fund	$4,086	$5,371
Strategic investment fund	($22,026)	($15,365)
Member growth fund	$2,708	$1,998
Restricted funds	**$135,983**	**$71,759**
Total funds	**$217,295**	**$132,748**

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INTERNATIONAL PROGRAMME GRANTS

International programme grants represent funds received from members for development and humanitarian projects.

INTERNATIONAL PROGRAMME OPERATIONAL FUND

The international programme operational fund represents contributions received from members for the running costs of Save the Children International's international programme work that is not directly attributable to projects.

STRATEGIC INVESTMENT FUND

This fund is used to pre-finance our High Performing Organisation project capital spend to ensure the organisation can deliver on its strategic plan with an emphasis on investing in the portfolio of global transformation projects aimed at improving our efficiency and effectiveness. The use of reserves to fund system developments was agreed with Save the Children members and the reserve will be replenished over the coming years in accordance with that agreement. As a consequence, the Strategic Investment Fund has been in a negative position since the end of 2021 and will be for the next five years. The replenishment plan in place with all Save the Children members gives Save the Children International a reasonable expectation of receiving income in the future. As stated in the replenishment plan, members are providing funds on an annual basis to Save the Children International for an amount equivalent to the annual depreciation of the High Performing Organisation capital costs and therefore the Strategic Investment Fund will be replenished for High Performing Organisation costs at the end of 2027.

MEMBER GROWTH FUND

The member growth fund represents funds received to support the continued growth and development of our members.

GOING CONCERN

The financial statements have been prepared on a going concern basis, which the trustees consider to be appropriate for the following reasons. The trustees have prepared cash-flow forecasts for a period of 12 months from the date of approval of these financial statements which indicate that, taking account of reasonably possible downsides on our operations and its financial resources, the Group and Charitable Company will have sufficient funds to meet its liabilities as they fall due for that period.

Save the Children International has:

- modelled its financial exposure based on 2023 budget assumptions, considering secure funding, programme operations and variable costs
- reviewed its liquidity and cash-flow forecasts
- reviewed its International Programming Reserve level.

Consequently, the trustees are confident that the Group and Charitable Company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

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TRUSTEES' RISK STATEMENT

Our teams work in some of the most deprived and hard to reach places in the world. Risk-taking is therefore necessary if we are to achieve our ambition for children, but it is always balanced with our responsibility to protect the communities we serve, our staff, our brand and reputation, and our assets. It is precisely because we choose to serve the world's most marginalised people, that we must also choose to exercise a higher degree of effort in managing the risk landscape in which we operate. In 2022, we continued to embed consistent risk approaches at Country Office, Regional Office and Headquarter levels, and regularly report our key risks to senior management and the Audit & Risk Committee.

In addition, we started to revise our organisational approach to managing risks. This was driven by the need to:

- Make our risk-based decision-making more comprehensive
- Focus on operational as well as strategic risks
- Simplify our mechanisms and tools for managing risk
- Introduce a common framework for the Save the Children Association movement
- Collaborate better to manage risk, so that multiple business units and entities can work in partnership to manage risk and identify opportunities.

The figure below illustrates how effective management of risk safeguards the communities we serve, our people, our finances and our brand. It also enables us to innovate, exploit new opportunities, and take on new risks.

Our 'Risk Facilitation Hub', established in 2022, is aimed at strengthening our 'second line of defence' and enables greater synergy and collaboration between various incident management functions. For example, our Safeguarding and Counter-Fraud teams initiated a joint workplan in 2022 to align and streamline core principles, procedures and tools. The aim is to drive synergies in:

- the ways in which we seek to prevent incidents from occurring through strong awareness initiatives, training suites, and effective programme design
- how we respond to incidents in a timely and effective manner and learning the lessons that feed into our prevention strategies.

Please see following sections for further information.

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MANAGING RISKS

Roles and responsibilities for managing risk

- Trustees are accountable for managing and controlling risks
- Trustees set and lead on the risk culture
- Trustees set and review the organisation's risk appetite, and take decisions on key risks escalated by management

- Advise the Board on financial control and risk management, assurance and control effectiveness

- Risk management governance, quality and effectiveness
- Accountable for risk management strategies
- Oversees incident response and crisis management
- Drives for continuous improvement in risk management

Three lines

- Line 1: risk ownership and control: maintaining an effective risk management and control environment as part of day-to-day operations
- Line 2: central monitoring of key risks by subject-matter experts and divisional functions
- Line 3: independent internal and external audits to test design and operating effectiveness of systems and controls, including the risk management framework

- Risk process: all employees, partners and volunteers* contribute to managing risk within their division or area of subject-matter expertise

- Provide subject-matter expertise, tools, methodology to facilitate effective risk management

**Save the Children International uses the definition of volunteer to mean: 'anyone who is part of or supports delivery of our programs but is not a staff member, partner, supplier or contractor'. The volunteers project aims to implement standards, systems and tools by which to manage volunteers uniformly across Save the Children International, thereby mitigating safeguarding risks. Volunteers directly managed by Save the Children International fall within three categories (incentive volunteer, community volunteer and casual work), and they must abide by our standards and processes.*

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HOW WE MANAGED RISK IN 2022: A FOCUS ON FIVE KEY AREAS OF EXPOSURE

Our five priority risk areas are those that require close monitoring and action by management to maintain risk exposure at an acceptable level.

The following table summarises our approaches in managing key areas of risks, but this is only part of our comprehensive risk framework. Other areas, ranging from Cyber-Security and Data to Financial Sustainability, are regularly reviewed by subject matter experts at Country Office, Regional Office and Centre levels with key risk information. This is escalated to Headquarters, Senior Management and the Board when relevant.

WORKING TOGETHER TO MANAGE SHARED RISKS WITHIN THE SAVE THE CHILDREN MOVEMENT

The Save the Children movement operates with a networked structure, and members share exposure to financial, operational and reputational risks. Following our earlier work on developing a joint Save the Children Association risk appetite and through our Save the Children Association shared risk leadership group calls, work has been initiated to revise and update our joint risk framework and appetite statements.

SAFEGUARDING CHILDREN, COMMUNITIES AND STAFF (INCLUDING SAFETY & SECURITY)

RISKS:

- **Children and/or communities or staff are harmed as result of our work.**
- **Significant reputational/ financial impacts from systemic failures in safeguarding, or from our inability to respond effectively.**

How we are managing the risk

- We have an established Safeguarding Policy Framework, staff induction and training systems, regular risk assessments and defined case management and investigation procedures.
- We have made significant gains in Child and Community Safeguarding. We have improved the integration of safeguarding standards in partner programming and introduced stronger and more reliable reporting systems and effective protocols for survivor care, including a swift referral process for medical and psychosocial support.
- We have established a Safety & Security management framework to protect staff and communities from harm, including Hostile Environment Awareness Training for high-risk locations, strict travel security protocols and a defined access strategy.

Planned work to increase our risk management

- We are building on progress made over the past years, and will integrate safeguarding strategies, leverage existing learning and evidence within all functions, and further engage with partners and volunteers to proactively manage safeguarding risks.
- The Taskforce on Road Traffic Accidents will continue to embed strategies in line with UN standards to protect the communities we serve and our staff.

LEADERSHIP, CULTURE & PEOPLE

RISKS:

- **Poor organisational culture resulting in low morale, underperformance, and an increased grievance caseload means we are unable to execute the strategy, and fail to adapt to global changes without an adequately skilled and diverse workforce**

How we are managing the risk

- Staff engagement surveys continue to give insights into organisational culture and enable us to track areas for improvement.
- Talent Reviews, Pay Equity Reviews, and internal and external Leadership Development training help us to attract, retain and promote highly skilled staff.
- Diversifying the make-up of our organisation. For more, please see People section.

Planned work to increase our risk management

- An 'Improving Recruitment' project is underway to enable faster recruitment and onboarding processes.
- Following successes in some Save the Children Association organisations, we'll develop and roll out best practice guides on ethical behaviours in 2023.

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PROGRAMME DESIGN, DELIVERY, QUALITY & IMPACT

RISKS:

- **Failure to achieve project, programme and/ or strategy-level targets and ambitions for children due to weaknesses in programme design or delivery.**
- **Shortcomings in measurement and use of relevant performance and results data lead to unexpected failures to achieve impact for children and/ or associated financial and reputational risks.**

How we are managing the risk

- Despite multiple crises in volatile environments, 2022 ended with strong performance in our delivery and financial performance, as shown by good results (see financial performance section), demonstrating strong operating platforms, performance and oversight management processes including KPIs and Quarterly Regional Reports.
- We have made significant investments to strengthen technical capacity and capability in Country Offices; and we have driven a strong uptake in our Common Approaches – evidence-based approaches that deliver meaningful impact for children.
- We have established Global Goal Teams to set direction and drive a cross-organisational alignment to our strategy.

Planned work to increase our risk management

- We will continue our work to streamline and simplify our operating and management processes to increase impact for children.
- We will build improved systems for monitoring performance against the strategy and strengthen our ability to gather evidence.

VOLATILITY, BUSINESS CONTINUITY & RESILIENCE

RISKS:

- **Inability to respond effectively to increased global volatility due to (a) a lack of adequate foresight and understanding of the global risk landscape, and (b) poor readiness/ preparedness.**
- **Inability to continue our programming and advocacy work upon a sudden change in a context (access, funding, security etc.)**
- **Save the Children International and/or Partner staff come to harm working in volatile environments.**

How we are managing the risk

- We have effective threat and incident monitoring in place which improves our ability to respond in very complex and volatile settings (such as in Ukraine, Myanmar and Afghanistan) and we have an established Organisational Crisis Management framework.
- We have in place bank de-risking mitigations and plans to create new funding routes to enable us to continue funding our programmes.
- We undertake regular testing to determine the availability and reliability of IT systems.
- We have Business Continuity Plans for high-risk environments.

Planned work to increase our risk management

- We will leverage existing intelligence and foresight information to create deeper insights and facilitate faster decision-making.
- We will build on our Crisis Management learning and apply it across our operations.

REGULATORY AND DONOR INFLUENCE & COMPLIANCE

RISKS:

- **Failure to comply with donor and/or regulatory requirements because of a lack of monitoring resources, poor senior management prioritisation and communications and poor accountability. This could result in legal prosecution, financial penalties and/or loss of funding.**

How we are managing the risk

- We have established and effective procedures to comply with donor requirements, including communication of donor requirements and close monitoring by headquarters.
- We have developed and implemented a Comprehensive Sanctions and Terrorism Financing framework, with detailed risk assessments for all high-risk programmes and we have rolled out e-learning.

Planned work to increase our risk management

- We will simplify donor compliance monitoring procedures.
- We will further engage with our Member funding offices and key institutional partners to influence Donor Compliance requirements.

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SAFEGUARDING

We have a zero-tolerance policy towards the abuse or exploitation of children or adults by our staff, partners, and representatives.

We are committed to preventing any harm, whether intentional or accidental to children or adults caused either directly or indirectly by our activities. We take every safeguarding concern that we receive seriously, and we have comprehensive measures in place to prevent children and adults from being harmed. Our safeguarding work is supported by a global team of over 140 full-time safeguarding professionals and a global pool of trained investigators.

We believe that delivering a culture of open and transparent reporting is vital to keeping people safe. We encourage our staff, the children we work with and the people in the communities in which we work to report any concerns to us.

Reports can include a wide range of situations where the person reporting believes a child or community member was harmed or placed at risk of harm. These situations can include physical or emotional harm, road accidents, neglect, as well as verbal, physical, or sexual exploitation. They can also include potential risk of harm, such as people driving carelessly, unsafe programming, or staff and volunteers left alone with a child.

We are also committed to safeguarding our own staff. Staff safeguarding is covered in the People section, *see page 51*.

Reported concerns for 2022 and our response priorities for 2023

	Concerns related to children	Concerns related to adults in the community	Concerns related to both children and adults in the community	Total
All reported concerns	723	173	28	924
All reported concerns that are closed	674	156	25	855
All closed concern that are substantiated	392	69	13	474
Substantiated concerns involving staff	62	31	7	100
Substantiated concern types	62	62	11	135
Sexual exploitation	3	5	0	8
Disciplinary action	62	31	7	100
Termination, not extended, or resigned	17	6	1	24
Police Reporting	105	24	2	131

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Last year, overall reporting increased by 31% to 924 reported concerns (this is up by 220 compared to 2021). This is seen as a positive development, as it is driven primarily by an increase in lower-risk concerns (including early warnings), and in areas that we suspect were previously under-reported.

Unsafe programming concerns increased by 207 (up 135% on 2021). These are concerns that do not relate to an individual's misconduct but to an accident or risk of an accident such as a fence missing between a school and a road. Reporting increases in this category are linked to improved awareness and detection among staff.

Triage level 3 concerns (lowest risk category) increased by 188 (up by 50% on 2021). This is a positive trend that we want to see continue, as it allows the organisation to address early warnings and minor concerns and prevent further escalation. Triage level 3 includes concerns where no harm took place but there is a potential risk of harm such as when no risk assessment was done, or when a construction site on a school isn't fenced off. It also includes concerns of potential minor harm, such as concerns of mild forms of corporal punishments like a slap on the wrist or telling a child to stand in a corner.

Concerns related to adults in the community increased by 97 (up by 95% on 2021). This is an expected continuation of the trend we saw in 2021, as safeguarding adults in the community is still a relatively new area of work for us, and our awareness raising initiatives are growing in sophistication.

There were notable increases in locations where targeted efforts were taken to address reporting barriers. In Latin America and the Caribbean reports increased from 57 in 2021 to 116 in 2022. In Ethiopia, they increased from 10 to 48; and in Nepal from 16 to 24.

There were three substantiated child safeguarding concerns of sexual abuse involving staff last year. In 2021, this figure was two. The vast majority of our substantiated severe incidents were perpetrated by partner staff, volunteers, or suppliers. This reinforces our continued focus to strengthen our systems related to these groups, such as the Safer Partnership Programme referenced in the below prevention section.

Reporting volumes are a good indicator of effective awareness raising, trust in our reporting and response systems, and the accessibility of reporting mechanisms. We expect the proportion of early warnings and low-level cases to go up as we continue to embed ethical behaviours, including safeguarding, across the organisation. In 2023, we will focus expressly on addressing any barriers to reporting in humanitarian responses, where children are particularly vulnerable.

Next year, we will also introduce an improved and streamlined compliance system across functions to provide a consistent and coordinated approach so that children, the communities we work with, our staff, our donors, and our regulators better understand how we respond to incidents reported to us. We will also strengthen the capabilities of our network of investigators across the movement and introduce revised case management timelines to allow more time for complex investigations and to enable swift responses in less complex cases.

We aim to continually improve how we disseminate lessons learned so that we can prevent similar cases, reduce recurring incidents, ensure timely investigations of all reported concerns, and increase the quality of our investigations of complex cases.

REPORTING INCIDENTS TO AUTHORITIES

It is always our priority to act in the best interests of survivors. We always endeavour to report any alleged criminal conduct to local authorities. There may be instances, however, where the decision is taken not to refer a case if it poses an additional risk to the child or adult, or if the contexts means it is not possible to do so. These decisions are taken under the guidance of our safeguarding team based on the specific circumstances of each case and the political, religious or cultural context in the countries where we work.

PREVENTION

In 2022, we rolled-out our Core Operational Safeguarding Activities (COSA) framework consisting of 13 safeguarding initiatives with clear accountabilities across the organisation. The COSA is a key prevention tool to embed safeguarding deeper in our culture, by activating the first line of defence, creating consistent quality, continuous improvement, transparency and accountability, and ensuring cross-functional dialogue.

The COSA approach operationalises our safeguarding policies and embeds safeguarding responsibilities across departments. An example is COSA 5: Safer Recruitment principles are applied during recruitment of new staff, which is owned by the People and Organisation department.

In 2023 we will focus on implementing the country office work plans and re-assess the COSA ahead of the annual planning cycle. Last year we also completed the roll-out of our Safer Partnership project to strengthen the capabilities of our 595 partner organisations. Safer Partnerships is a critical enabler for safe and responsible localisation. In 2023, the Safer Partnership approach will be embedded as a 'Business as Usual' process.

Last year also saw us identify a further opportunity to drive targeted prevention by investigating behavioural science.

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We have introduced a Behavioural Change Scientist position and we expect them to start in spring 2023. They will review our incident database to shortlist harmful behaviours to target through behavioural science interventions. If successful, this one-year role will be extended as a permanent position.

In 2023 we also plan to increase cooperation between safeguarding colleagues and those working in related fields, such as fraud prevention and staff safety policies. This means working together on investigations, where appropriate, to reduce the impact on survivors and others involved in an incident.

CHALLENGES AS WE LOOK AHEAD

Localisation offers potential opportunities for safeguarding as it shifts power to children and their communities and helps to reduce the power imbalance between aid workers, children and community members. However, working more with the community also poses safeguarding challenges as it expands the scope of safeguarding responsibilities to local, non-staff representatives where it is harder to achieve the same level of oversight.

In addition, the increased reports related to unsafe programming mean we must redouble our efforts to consistently deliver high quality safe programming everywhere we work, regardless of geography, modality, or whether programmes are directly implemented by our staff or with other partners.

We will monitor these challenges going forward and continue to strengthen our capabilities to keep children, and adults in the communities we work with, safe.

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COUNTER FRAUD

Effective stewardship of funds entrusted to us by our supporters is of vital importance to us. We require all our staff to protect our resources against fraud and theft by staff, partners, suppliers, volunteers, contractors, community members and beneficiaries. Save the Children International's Counter Fraud Unit investigates breaches of policy through fraudulent behaviour and leads on the delivery of the organisation's four pillared counter fraud strategy: Prevention, Awareness, Reporting, and Response.

PREVENTION

Twenty-five Country Office Fraud Risk Assessments were completed in 2022. We take a proactive approach to fraud risks which assesses the risks present and the necessary precautions to be taken in response. The Fraud Risk Assessment (FRA) helps support and strengthen country programming to incorporate a preventative approach in their risk management processes. Fraud Risk Assessments also reduce the more substantial burdens associated with a purely reactive approach.

AWARENESS

Save the Children International's Fraud, Bribery & Corruption Awareness e-learning is included in our mandatory induction training. All staff must complete the training within three months of joining the organisation. Existing staff are required to undertake mandatory refresher training every two years.

The training is available in English, Spanish, French and Arabic. Translation is underway for Polish, Romanian and Ukrainian versions for implementation in the Ukraine Response Office.

The proportion of staff completing the mandatory training grew by 14% in 2022 (2,407 vs 2,110 in 2021). In 2023, we will seek to expand this dataset to include the total number of new hires and more credible data regarding refresher training. We have implemented automatic reminders on the Learning Management System for staff to complete refresher training.

In 2023 we will raise awareness of fraud trends and control weaknesses with key supporting functions and business partners to inform business decisions at all levels of the organisation.

REPORTING

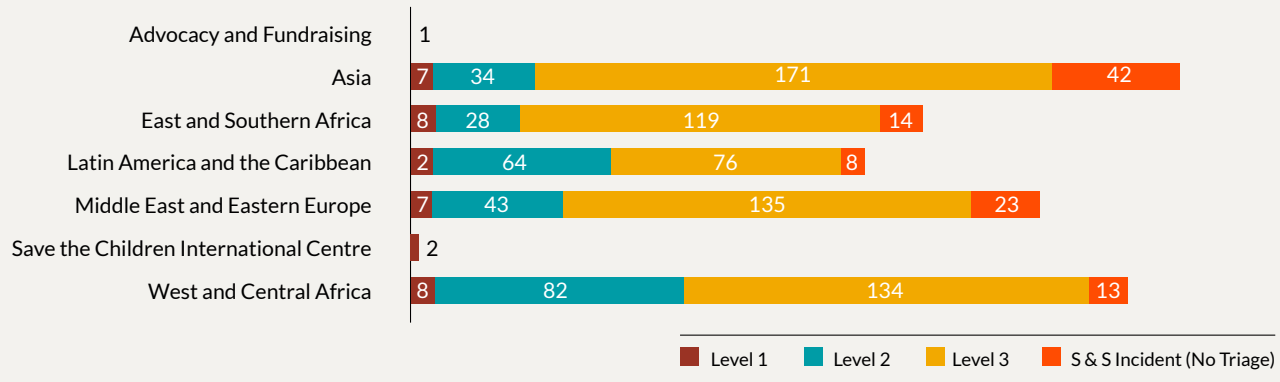
In 2022, the number of fraud reports increased by 28% from 1,071 in 2021 to 1,375 in 2022. Due to lack of information or non-fraud issues, not all reported incidents are triaged to become open cases. As such, investigated fraud cases increased by 41% from 725 in 2021 to 1,021 in 2022.

Fraud taking place at the beneficiary targeting, registration or distribution stages of a programme, either perpetrated by staff or community members, was the most common type of fraud last year. It increased proportionately with the overall caseload (320 in 2021 to 404 in 2022).

Supply chain schemes were the second most common type of fraud last year with procurement, inventory and asset management schemes responsible for the majority of cases.

Finance fraud schemes followed supply chain schemes as the third most common type of fraud due to our increased ability to detect false invoices and expenses and payroll schemes.

Fraud Cases in 2022



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HR schemes were the fourth most common type of fraud. This included bias/preferential treatment, pressure on staff and undisclosed conflict of interest schemes. An increase in reporting is not unexpected, particularly as awareness of fraud, bribery and corruption increases alongside expanding Country Office portfolios. However, the repeat occurrence of similar types of fraud indicates potential weaknesses in programme design and delivery which require urgent and sustained action.

In 2023, we will develop mechanisms to explore developing trends and repeat occurrence of incidents by sharing lessons learned and analysis with programme design and delivery teams.

Locations with lower-than-expected reporting totals, and zero reporting will be a key focus in 2023. We will also focus on reporting during emergency responses.

RESPONSE

The allegation(s) in 37% of cases closed in 2022 were substantiated, a slight decrease from 43% substantiated cases in 2021. The subject of concern in 33% of substantiated cases closed in 2022 was Save the Children staff.

When investigating cases, we examine whether there has been a breach of the Fraud, Bribery & Corruption Policy, and we also seek to determine whether there has been a financial loss. The policy covers numerous types of fraud and dishonesty, so many cases do not involve a financial sum.

Of the 862 cases closed in 2022, 40 cases had an unrecoverable loss identified.* These losses are recorded as unrecoverable at the end of an investigation. The total unrecoverable loss recorded in 2022 was $693,745 (0.049% of global spend).

**While the Datix dashboard was picking 862 cases. The raw data was picking 860. We identified the two cases causing the discrepency and adjusted accordingly*

Three of the four highest losses (75% of the total unrecoverable loss recorded in 2022) resulted from armed incursions in Ethiopia.

In 2023, we will design a proportionate approach to reported cases and introduce a desk review/administrative inquiry process so that investigators are able to process low value and impact fraud cases with a significant reduction in resource and travel requirements.

GLOBAL ASSURANCE

Global Assurance (GA) provides Save the Children International's Chief Executive Officer and the trustees with an independent and objective assessment of the risk, control, and governance arrangements in place at Save the Children.

The GA team undertakes internal audits of country offices, humanitarian responses, regional offices, and specific business units, based on an assessment of risk. GA is overseen by the Audit and Risk Committee, which assesses its performance, guarantees its independence, approves its strategies and work plan, and receives reports on key risk and control issues arising from its work. The committee seeks regular confirmation and evidence from management that actions it has agreed with the GA function have been implemented.

In 2020, GA began expanding its remit beyond Save the Children International to provide internal audit and advisory services to Save the Children member organisations on an 'opt in' basis, to assess critical and shared risks across these inter-connected entities. Although this increased the complexity of GA's internal audit planning, resourcing models and ways of working, it provided stronger and more joined-up assurance on areas of shared risks. The work undertaken in Sanctions and Terrorism Financing enabled Save the Children International, Save the Children UK and Save the Children US to collaborate and improve respective control frameworks.

In 2022, GA conducted a combination of 11 internal audit, advisory and consultancy engagements. These included:

- Internal audits of Country Offices identified as higher risk (with portfolios totalling $284 million)
- Reviews of organisation-wide control frameworks for managing a selection of high 'gross' risks, including Staff Safeguarding, Community Safeguarding, Financial Sustainability and Strategy
- Advisory support to the organisation's Country Office Complexity Methodology

In 2023, GA's work will continue its close alignment with the Global 2022–24 Strategy, and through a combination of assurance advisory work, will involve sustained focus throughout all internal audit engagements on risks critical to achieving the objectives of the new strategy.

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STRUCTURE, GOVERNANCE AND MANAGEMENT

ORGANISATIONAL STRUCTURE

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 7 July 2020.

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, a Swiss Association formed pursuant to articles 60–79 of the Swiss Civil Code.

Save the Children International had seven wholly owned subsidiaries at 31 December 2022, details of which are given in the financial statements.

BOARD OF TRUSTEES

Save the Children International's Board of trustees mirrors the Board of Save the Children Association. The Save the Children International Board consists of:

- Nine trustees appointed by the five member organisations who contributed the most income of all members of Save the Children Association (the Appointed Trustees)
- Three trustees elected by the member organisations who have not appointed trustees (as per (i) above) (the Member Elected Trustees)
- Four trustees elected by all members of Save the Children Association who are connected to, or represent, communities where Save the Children International undertakes substantial programming work (the Member Elected External Trustees)
- One trustee who is elected by the Appointed Trustees (Board Selected Trustee)

Further details of the trustees are listed below.

The Save the Children International Board oversees the management of the business of the charity and exercises, directly or through delegation, all the powers of the charity. The Board seeks to ensure that all activities are within relevant laws and agreed charitable purpose. Its work includes oversight of, and agreeing the financial plan for, international programmes.

The trustees delegate the day-to-day running of the charity to the Chief Executive Officer and the Senior Leadership Team, who are responsible for particular areas of the charity and are listed on page 73. The Chief Executive Officer reports to the Chair of the Board.

BOARD COMMITTEES

The Board has four standing committees which meet quarterly and whose members are appointed by the Board. These are:

- **The Audit and Risk Committee**. This ensures the integrity of our financial reporting and the internal and independent audit process, and that we have effective and sound systems for internal financial controls, compliance and risk management.
- **The Finance Committee**. This ensures that there is an effective system of financial management and monitoring, and reviews financial strategy, budgeting and financial performance.
- **The Governance Committee**. This ensures that governance is effective and in line with regulatory requirements and good governance practice.
- **The People & Organisation Committee**. This advises on and monitors the implementation of staff and beneficiary safeguarding policies, leadership talent development and other organisational development and people processes and executive-level compensation, strategy and policies.

Board recruitment, selection and appointment is overseen by the Nominations Committee which meets as required in the year. The Nominations Committee meets as required and its members are appointed by the Board and by members of Save the Children. The Chair of each Committee reports back to the Board at each formal meeting.

BOARD INDUCTION

On appointment to the Board, trustees are provided with an induction pack including information on the structure and governance of Save the Children International, the roles and responsibilities of trustees, guidance from the Charity Commission, and ways of working, strategic documents and key policies. Trustees also undertake a range of mandatory training programmes, including child safeguarding and an induction programme which includes meetings with Senior Leadership Team members and, where possible, visits to our programmes.

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CHARITY GOVERNANCE CODE

Good governance involves continuous improvement. Therefore, we have a number of initiatives underway to ensure Save the Children International's governance continues to evolve to best support us in delivering impact for children.

As previously reported, the principles of good governance contained within the Charity Governance Code underpin Save the Children International's governance framework and form an integral part of the programme of change underway.

The Board Governance Committee led our annual Board effectiveness review in 2022, and our last external evaluation of Board effectiveness was completed in 2021. This is in accordance with the Code's recommendation that large charities review their performance annually and hold an external evaluation every three years.

The Board effectiveness review considered the performance of the Board and individual trustees and reflected on overall adherence to the principles of good governance. The review found the Board and its committees were operating effectively and made several recommendations to support continuous improvement. These focused on improving the quality and efficiency of Board operations and included a recommendation that we review the remit and membership of the Board committees. This will be carried out in 2023.

WORKING WITH OUR STAKEHOLDERS – S172 STATEMENT

Our trustees have a duty to promote the success of the charity, and in doing so, are required to have regard to specific factors in accordance with s172 of the Companies Act 2006. These include (1) the likely consequences of any decision in the long term, (2) the interests of our employees, (3) the need to foster business relationships with our suppliers and others, (4) the impact of our operations on the community and environment (5) the desirability of the charity maintaining a reputation for high standards of business conduct and (6) the need to act fairly between members of the company.

We believe that to have the greatest impact for children, today and in the future, we must take account of what is important to our stakeholders and that this is best achieved through proactive and efficient engagement. By understanding our stakeholders, we are able to consider the potential impact of Board decisions on each stakeholder group, consider their needs and concerns and ensure our decisions are sustainable in the long term.

The table on page 72 illustrates how we have met these requirements. We have highlighted our engagement with children and the members of the Save the Children movement, our partners, our suppliers and our employees, and how we consider our impact on the environment

PUBLIC BENEFIT

The trustees ensure that the activities of the charity are consistent with its charitable objectives and aims. In agreeing our annual plans, the trustees take into account public benefit as set out in the Charity Commission's general guidance on public benefit in relation to the prevention and relief of poverty, the advancement of education and health and the relief of those in need. The trustees believe there is clear public benefit derived from the activities of the charity.

VENTURE PARTNERS AND VOLUNTEER INVOLVEMENT

This year we have continued to benefit from ongoing strategic partnerships, including with:

- Latham & Watkins LLP for donated legal services of $704,000.
- Freshfields Bruckhaus Deringer LLP for donated legal services of $1,840,000.
- Baker & McKenzie LLP for donated legal services of $334,000, particularly in the areas of brand protection, employment law and global contracts.

We would like to thank our partners, volunteers, staff, interns, secondees and supporters for their continuing contributions, which are invaluable in realising our ambitions for children.

AUDITOR

KPMG LLP has been appointed for the next financial year in accordance with Section 487(2) of the Companies Act 2006 unless the company receives notice under Section 488(1) of the Act.

The Audit and Risk Committee oversees the charity's monitoring of external auditor objectivity and independence in relation to non-audit services. The auditor is excluded from undertaking a range of work on behalf of the charity to ensure that the nature of non-audit services performed or fee income relative to the audit fees does not compromise, or is not seen to compromise, the auditor's independence, objectivity or integrity.

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Statement of responsibilities of the trustees of Save the Children International in respect of the trustees' annual report and the financial statements.

The trustees are responsible for preparing the trustees' report (incorporating the strategic review and the directors' report) and the financial statements in accordance with applicable law and regulations. Company law requires the trustees to prepare financial statements for each financial year. Under that law they are required to prepare the group and parent company financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charitable company and of the group's excess of expenditure over income for that period. In preparing each of the group and charitable company financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- assess the group's and the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern
- use the going concern basis of accounting unless they either intend to liquidate the group or the charitable company or to cease operations or have no realistic alternative but to do so

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that its financial statements comply with the Companies Act 2006. They are responsible for such internal controls as they decide are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the trustees are aware:

- There is no relevant audit information of which the charity's auditor is unaware
- The trustees have taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

The trustees, in their capacity both as trustees and company directors, have reviewed and approved the trustees' report, which incorporates the directors' report and the requirements of the strategic review as set out in the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013.

APPROVAL OF THE TRUSTEES' REPORT

The Trustee's Report was approved by the Board of Trustees on 12 September 2023

Signed on behalf of the Board of Trustees by:

DocuSigned by:
Angela Ahrendts
BB52A5B6B5E646F...

Angela Ahrendts
Chair of the Board of Trustees

Save the Children International

St Vincent House
30 Orange Street
London
WC2H 7HH
UK

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Our Stakeholders	Why we engage with them	How we engage them on key decisions	More information & examples for 2022
Children	To enable us to understand and continue to adapt to meet the needs of children and to provide children with space to influence our decision making.	We use multiple channels to understand the needs of children, to support them to hold decision-makers to account and to organise with civil society to monitor and report on child rights in their countries. We have systems in place to ensure children's rights are at the centre of our programmes and to mandate our accountability to the children and communities we work with.	Who we are (page 8) Shifting power to children (page 12) Upholding children's rights (page 36)
Save the Children Global Movement	To enable us to operate international programmes and humanitarian responses and coordinate campaigns and advocacy for the movement.	We have a global movement-wide strategy agreed with all members. We have multiple fora to ensure our work is informed by the movement. These include: • Our Management Committee, which comprises a group of Member CEOs working together to provide strategic executive leadership to the movement. • All Member CEOs and all Member Board Chairs meet regularly and are consulted on movement issues and initiatives, with feedback to our Board. • Functional groups (such as the Humanitarian Steering Group, Global Programme Directors and the Global Policy, Advocacy and Campaigns Group) work together to align specific areas of our work across the movement. • Technical experts liaise closely with colleagues across the movement through thematic working groups and to create Save the Children's 'Common Approaches' to our work.	Who we are (page 8) Our movement-wide 2022–2024 Global Strategy (page 11) Our results (page 15)
Our partners	To speak as one amplified voice with our partners to those who can facilitate change to support children's rights.	We work with non-governmental organisations, governments and others to advocate for and support governments to raise and spend more money, fairly, and transparently to fulfil children's rights.	Advocate, campaign, mobilise (page 38) Our advocacy work (page 46) Examples of work with 'accountable institutions' – Healthy Start in Life (page 17); Safe Back to School and Learning (page 21); Live Free From Violence (page 27); Safety Nets and Resilient Families (page 31)
Our suppliers	To enable transparent and beneficial working relationships that have a positive impact on the communities that we serve.	• Save the Children's Sustainability Policy articulates our values and the ways in which we ask our suppliers to work with us in realising our values. • Incident reporting mechanisms that allow suppliers to communicate directly with us about issues relating to our ethical standards and values.	Our Operations (page 48) Safeguarding (page 64) and Counter Fraud (page 67)
Our people	To create an environment that attracts and develops the best talent; to build an agile, inclusive, and capable organisation with an inclusive organisational culture that embraces diversity.	• Regular all staff or regional meetings • 'Share your view' all staff surveys. • Employee Forum, DEI Staff Council and a range of staff networks who are consulted on staff initiatives and equity, diversity and inclusion matters. • Formal systems to encourage learning and develop performance. • Zero tolerance for harassment and bullying	Our People (page 51)
Our environment	To enable us to manage the environmental impact of our global operations and programmes in a responsible and ethical manner and reduce our impact.	• Environmental Sustainability and Climate Change Policy to address key aspects of sustainability, including ethical supply chains, energy and carbon management, travel, reuse of resources and reduction of waste. • Processes in place to monitor, manage and report upon our carbon emissions and environmental impact. • Climate Crisis Internal Child-centred Framework for Action to guide the design and implementation of child-centred climate action across all our strategic goals	Our Operations (page 48) The Climate Crisis (page 45)

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ADMINISTRATIVE DETAILS

TRUSTEES DURING 2022 AND AS AT DATE OF APPROVAL OF THE REPORT

Angela Ahrendts (Chair)
Rolake Akinkugbe-Filani *(from 1 February 2022)*
Roy Caple
Tsitsi Chawatama-Kwambana *(from 1 April 2022 to 1 August 2023)*
Anne Fahy
Debra Fine (Vice Chair)
Anne Gates *(from 22 February 2023)*
Robert Good
Lars Heikensten *(from 1 November 2022)*
Tamara Ingram *(until 31 March 2022)*
Bradley Irwin
Larry Kamener *(from 1 February 2022)*
Deepak Kapoor *(from 1 February 2022)*
Jon Lomoy
Elizabeth Lule
Raymond Mankowitz *(until 31 October 2022)*
Teresa Mbagaya *(from 1 February 2022)*
Margaret McGetrick
Claudio Tesauro
Richard Winter *(from 1 August 2023)*
Dona Young *(until 22 February 2023)*

BOARD COMMITTEES DURING 2022

Audit and Risk Committee

Anne Fahy
Debra Fine
Margaret McGetrick (Chair)
Dona Young

Finance Committee

Rolake Akinkugbe-Filani *(from 1 February 2022)*
Anne Fahy (Chair)
Debra Fine
Robert Good *(until 2 March 2022)*
Brad Irwin
Deepak Kapoor *(from 1 February 2022)*
Margaret McGetrick

Governance Committee

Roy Caple
Robert Good – Chair
Larry Kamener *(from 1 February 2022)*
Jon Lomoy
Claudio Tesauro
Dona Young

People and Organisation Committee

Roy Caple – Chair
Tamara Ingram *(until 31 March 2022)*
Brad Irwin
Elizabeth Lule
Raymond Mankowitz *(until 31 October 2022)*
Teresa Mbagaya *(from 1 February 2022)*

SENIOR LEADERSHIP TEAM DURING 2022

Inger Ashing	Chief Executive Officer
David Wright	Chief Operating Officer, Programme Delivery
Sam Sharpe	Chief Financial Officer
Clare Canning	General Counsel
Chet Kuchinad	Chief People Officer *(until 10 August 2022)*
Senait Zenebe	Chief People Officer *(Interim from 11 August 2022)*
Michelle Bowman	Global Programme Impact Director *(interim until 13 February 2022)*
Ebrima Saidy	Chief Impact Officer *(from 14 February 2022)*
Clare Rodger	Director of Resource Mobilisation, Communications and Engagement
Bidisha Pillai	Global Policy, Advocacy & Campaigns Director *(until 6 May 2022)*
Anita Bay	Global Policy, Advocacy & Campaigns Director *(Interim from 9 May 2022)*
Michael Koutstaal	Chief Transformation Officer

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Registered office
St Vincent House
30 Orange Street
London WC2H 7HH

Company Secretary
Clare Canning *(until 22 November 2022)*
Tricia Owens *(from 22 November 2022)*

Registered number
3732267

Registered charity number
1076822

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1 Churchill place
Canary wharf
London E14 5HP

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EBI SA, Representative Office
2nd Floor, 20 Old Broad Street
London EC2N 1DP

Standard Bank Plc
20 Gresham Street
London EC2V 7JE

Standard Chartered Bank
1 Basinghall Avenue
London EC2V 5DD

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388 Greenwich Street, New York, NY 10013
JPMorgan Chase Bank N.A
New York, NY 10017

Auditor
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15 Canada Square
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55 Ludgate Hill
London EC4M 7JW

Legal Advisors
Freshfields Bruckhaus Deringer
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London EC2P 2SR

Coupa Treasury system Quality Assurance Advisors
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Wirtschaftsprüfungsgesellschaft Rosenheimer Platz 4 81669
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Charity registration number 1076822

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SAVE THE CHILDREN INTERNATIONAL

Opinion

We have audited the financial statements of Save the Children International ("the charitable company") for the year ended 31 December 2022 which comprise the consolidated statement of financial activities, consolidated and charity balance sheet, consolidated cash flow statement and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the charitable company's affairs as at 31 December 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the group in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The trustees have prepared the financial statements on the going concern basis as they do not intend to liquidate the group or the charitable company or to cease their operations, and as they have concluded that the group and the charitable company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the trustees' conclusions, we considered the inherent risks to the group's business model and analysed how those risks might affect the group and charitable company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the trustees' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the group or the charitable company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the group or the charitable company will continue in operation.

Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of Trustees, the Audit and Risk Committee, internal audit, and management and inspection of policy documentation as to the Group's high-level policies and procedures to prevent and detect fraud, including the internal audit function, the Group's channel for "whistleblowing" and fraud reporting, as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Board and Audit and Risk Committee minutes.
- Using analytical procedures to identify any usual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit. This included communication from the lead to participating audit teams of relevant fraud risks identified at the Group level and request to participating audit teams to report to the lead audit team any instances of fraud that could give rise to a material misstatement at group.

As required by auditing standards, and taking into account possible pressures to internal key performance indicators and our knowledge of the control environment, we perform

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procedures to address the risk of management override of controls, in particular the risk that Group and component management may be in a position to make inappropriate accounting entries. On this audit, we do not believe there is a fraud risk related to revenue recognition as the majority of income is received from Save the Children members in line with the all member agreement.

We also identified fraud risks related to cash and inventory management in response to the environment in which the Group operates, which increases the risks surrounding the control of assets. In addition, we identified a fraud risk related to working with partners and working in a decentralized control environment, as it makes monitoring and oversight of activities and controls more challenging.

We performed procedures including:

- Identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted to unusual accounts, particularly involving cash accounts at the end of the period;
- Obtaining third party bank confirmations and inspecting bank signatories;
- Inspecting stock count sheets and attending inventory counts at specific warehouses;
- Inspecting partnership agreements and authorisation of partner payments; and
- Engaging participating auditors to perform specified audit procedures in high risk or financially significant Country Offices; and
- Inspecting the annual letters of assurance, fraud reporting register and significant incident reporting to the Charity Commission

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience through discussion with the Trustees and other management (as required by auditing standards). We discussed with the Trustees and other management the policies and procedures in place regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. This included communication from the lead to participating audit teams of relevant laws and regulations identified at the Group level, and a request for participating auditors to report to the lead audit team any instances of non-compliance with laws and regulations that could give rise to a material misstatement at group.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Group is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies' legislation and the charity SORP) and local tax regulations. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Group is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, anti-bribery, employment law, and certain aspects of charitable company legislation, recognising the nature of the Group's activities and its legal form. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remains a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

Other information

The trustees are responsible for the other information, which comprises the Trustees' and strategic report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit

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opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the other information;
- in our opinion the information given in the Trustees' report and strategic report, for the financial year, is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- the charitable company has not kept adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

Trustees' responsibilities

As explained more fully in their statement set out on page 71, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the group's and the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the group or the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at **www.frc.org.uk/auditorsresponsibilities**.

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Joanne Lees (Senior Statutory Auditor)

for and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants
15 Canada Square
London E14 5GL

22 September 2023

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FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2022
(INCLUDING AN INCOME AND EXPENDITURE ACCOUNT)

	Notes	Unrestricted USD 000s	Restricted USD 000s	2022 Total USD 000s	Unrestricted USD 000s	Restricted USD 000s	2021 Total USD 000s
Income from donations							
Grants and other donations		**46,771**	**1,452,768**	**1,499,539**	44,105	1,220,429	1,264,534
Gifts in kind	2 (c)	**509**	**89,263**	**89,772**	257	68,720	68,977
Total income from donations	2 (a)	**47,280**	**1,542,031**	**1,589,311**	44,362	1,289,149	1,333,511
Income from investments	2 (d)	**3,687**	**183**	**3,870**	611	55	666
Other income	2 (e)	**2,487**	**1,254**	**3,741**	732	228	960
Total incoming resources		**53,454**	**1,543,468**	**1,596,922**	45,705	1,289,432	1,335,137
Expenditure on raising funds		**5**	**1,168**	**1,173**	17	612	629
Expenditure on charitable activities							
Healthy start in life		**8,570**	**579,364**	**587,934**	17,076	534,361	551,437
Safe back to school and learning		**11,748**	**388,498**	**400,246**	11,280	343,422	354,702
Live free from violence		**14,441**	**219,929**	**234,370**	7,050	181,811	188,861
Safety nets and resilient families		**5,266**	**283,386**	**288,652**	6,149	190,635	196,784
Total expenditure on charitable activities	3 (a)	**40,025**	**1,471,177**	**1,511,202**	41,555	1,250,229	1,291,784
Total outgoing resources	3 (a)	**40,030**	**1,472,345**	**1,512,375**	41,572	1,250,841	1,292,413
Net incoming resources for the year		**13,424**	**71,123**	**84,547**	4,133	38,591	42,724
Transfers between funds	15	**6,899**	**(6,899)**	**-**	6,150	(6,150)	-
Total funds brought forward as previously reported	15	**60,989**	**71,759**	**132,748**	36,735	53,289	90,024
Reclassification of funds	15	-	-	-	13,971	(13,971)	-
Funds brought forward	15	**60,989**	**71,759**	**132,748**	50,706	39,318	90,024
Total funds carried forward	15	**81,312**	**135,983**	**217,295**	60,989	71,759	132,748

All gains and losses recognised in the financial year are included above. There is no difference between the net incoming resources before other recognised gains and losses above and the historical cost equivalent. All activities are continuing. The charity uses the exemption conferred by section 408 of the Companies Act 2006 in not preparing a separate income and expenditure account for the charity as a separate entity. The group structure is explained in note 16 and net incoming resources for the charity alone for the year ended 31 December 2022 were USD 87,062,972 (2021: net incoming resources of USD 42,260,767). The notes on pages 81 to 102 form part of these financial statements.

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CONSOLIDATED AND CHARITY BALANCE SHEET AS AT 31 DECEMBER 2022

	Notes	**2022 Group USD 000s**	**2022 Charity USD 000s**	2021 Group USD 000s	2021 Charity USD 000s
Fixed Assets					
Tangible fixed assets	5a	**7,392**	**6,937**	6,229	5,951
Intangible fixed assets	5b	**22,191**	**22,191**	20,442	20,442
		29,583	**29,128**	**26,671**	**26,393**
Current assets					
Stock	6	**29,954**	**29,232**	24,200	23,518
Debtors	7	**221,738**	**220,826**	161,033	157,945
Investments	8	**49,756**	**49,756**	31,579	31,579
Cash at bank and in hand	9	**250,857**	**247,906**	222,853	220,200
		552,305	**547,720**	**439,665**	**433,242**
Current liabilities					
Creditors: amounts falling due within one year	10	**(306,134)**	**(302,547)**	(273,020)	(271,559)
Net current assets		**246,171**	**245,173**	166,645	161,683
Provisions	11	**(58,459)**	**(56,612)**	(60,568)	(58,242)
Provisions and long term liabilities		**(58,459)**	**(56,612)**	**(60,568)**	**(58,242)**
Total net assets		**217,295**	**217,689**	**132,748**	**129,834**
Unrestricted funds					
General funds		**8,861**	**8,861**	3,854	3,854
Designated funds		**72,451**	**71,997**	57,135	52,976
Total unrestricted funds	15	**81,312**	**80,858**	**60,989**	**56,830**
Restricted funds	15	**135,983**	**136,831**	71,759	73,004
Total funds	15	**217,295**	**217,689**	**132,748**	**129,834**

The notes on pages 81 to 102 form part of these financial statements.

Approved by the board of trustees and signed on its behalf by:

DocuSigned by:
Angela Ahrendts
BB52A5B6B5E646F...
Angela Ahrendts
Chair of the Board of Trustees
Save the Children International
12 September 2023

DocuSigned by:
MARGARET MCGETRICK
9256ABF40B854E2...
Margaret McGetrick
Chair of the Audit and Risk Committee
Save the Children International
12 September 2023

Save The Children International Company registration number: 3732267

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CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2022

	2022 USD 000s	2021 USD 000s
Cash flows from operating activities		
Net incoming resources for the year	**84,547**	42,724
Depreciation	**6,215**	5,917
Interest receivable and similar income	**(3,870)**	(666)
Net cash outflow from deconsolidation of National Offices	**591**	-
Gains on disposal of tangible fixed assets	**(1,796)**	(350)
Increase in stocks of gifts in kind	**(903)**	(4,293)
	84,784	**43,332**
Increase in debtors	**(60,705)**	(35,135)
Increase in stocks of purchased goods	**(4,851)**	(2,028)
Increase in carrying value of associated company	**(11)**	(219)
Increase in creditors	**33,114**	9,974
(Decrease)/increase in provisions	**(2,109)**	7,821
	(34,562)	**(19,587)**
Net cash from operating activities	**50,222**	**23,745**
Cash flows from investing activities		
Payments to acquire fixed assets	**(9,342)**	(9,675)
Net cash outflow from deconsolidation of National Offices	**(591)**	-
Net (acquisition)/disposal of short term deposit investments	**(49,526)**	-
Proceeds from the sale of assets	**2,011**	349
Interest received	**3,870**	666
Net cash from investing activities	**(53,578)**	**(8,660)**
Net cash flows for the year ended 31 December	**(3,356)**	**15,085**
Change in cash and cash equivalents in the financial year		
Cash and cash equivalents at the beginning of the financial year	**254,213**	239,128
Net cash inflows for the financial year	**(3,356)**	15,085
Cash and cash equivalents at the end of the financial year	**250,857**	**254,213**
represented by:		
Cash at bank and in hand	**250,857**	222,853
Short term deposits	**-**	31,360
Total cash and cash equivalents	**250,857**	**254,213**

Save the Children International uses the exemption conferred by section 1.12 of FRS 102 in not preparing a separate cash flow statement for the charity as a separate entity.

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2022

1. ACCOUNTING POLICIES

(a) *Basis of accounting*

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard (FRS 102) applicable in the UK and Republic of Ireland published in October 2019.
All income and expenditure relates to continuing operations. The financial statements comply with the requirements of the charity's Memorandum and Articles of Association. The financial statements have been prepared on a going concern basis. The financial statements have been prepared under the historical cost convention unless otherwise stated in the relevant accounting policy note. The presentation currency of these financial statements is US Dollars. All amounts in the financial statements have been rounded to the nearest $1,000.

On January 1, 2022, our Kosovo country office transitioned to an independent Save the Children National Office; also on January 1, 2022 Sheptoni Fermijet (Save the Children), registered in Albania, listed in note 16, transitioned from being a subsidiary of Save the Children International to an independent Save the Children National Office. On 1st May 2022 our Thailand country office transitioned to an independent Save the Children National Office. All three entities were previously controlled by Save the Children International but are now seperately managed and controlled entities. These three entities are no longer consolidated into the financial statements.

(b) The financial statements have been prepared on a going concern basis which the Trustees consider to be appropriate for the following reasons. The Trustees have prepared cash-flow forecasts for a period of 12 months from the date of approval of these financial statements which indicate that, taking account of reasonably possible downsides on our operations and its financial resources, the Group and Charitable Company will have sufficient funds to meet its liabilities as they fall due for that period.

In particular, Save the Children International has:

- modelled its financial exposure based on 2023 budget assumptions, considering secure funding, programme operations and variable costs;
- reviewed its liquidity and cash flow forecasts;
- reviewed its International Programming Reserve level.

Consequently, the Trustees are confident that the Group and Charitable Company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis

(c) *Basis of consolidation*

The group accounts incorporate those of the wholly owned subsidiaries and associate of the charity as detailed in note 16 to the financial statements. The results of each subsidiary are consolidated on a line by line basis. The associate is valued as Save the Children International's shareholding of the value of the net assets of the company as at 31 December 2022 and is included in the investments on the consolidated and charity balance sheet.

(d) *Company status*

The charity is a company limited by guarantee, not having share capital.
Save the Children International's sole member is Save the Children Association, a Swiss Association formed pursuant to articles 60-79 of the Swiss Civil Code.
The trustees of Save the Children International are named on page 73.
The Charity is a Public Benefit Entity as defined in FRS 102.

(e) *Income recognition*

Income is recognised in the financial year in which Save the Children International is legally entitled to the income, receipt of funds is probable and the amount can be measured with sufficient reliability. For all income streams, entitlement has been deemed triggered at the point Save the Children International raises a claim to the funder, where there are not specific performance conditions.

International programming grant income from Save the Children members is recognised when the charity can demonstrate entitlement to the income. In most cases this is based on programme activity performed. Typically international programming grant agreements specify the goods and services to be provided to beneficiaries. For the purposes of income recognition, the amount of resources expended on individual grants is used to measure programme activity performed. International programming grant income is credited to restricted income within the Statement of Financial Activities (SOFA). In cases where, by agreement with the Save the Children member, funds are received in advance of programme activity, income is recognised upon receipt of the funds and credited to restricted income in the SOFA, with any unspent balances carried forward to the following year within the relevant fund.

Grant income to fund international programming operational activity not directly attributable to projects and investment activity is recognised when entitlement falls due following the agreed schedule in accordance with a Member Contribution Agreement.

Grant income from Save the Children Association and from members to establish Save the Children International reserves is recognised when entitlement falls due.

Income from direct grants and donations are recognised when entitlement falls due.

All other sources of income are recognised as entitlement falls due in accordance with contractual agreements.

(f) *Gifts in kind*

Gifts in kind donated for distribution by country programmes (such as food, clothing and medical supplies) are included at valuation. Income is recognised when gifts in kind are received. Expenditure is recognised when gifts in kind are released from the warehouse to be distributed to the projects and any undistributed amounts are recognised on the balance sheet as stock. Gifts in kind for pro bono services are valued either at market value or, where this is not available, an appropriate estimate of the value to the charity is made. Services donated by members are valued at cost. In preparing these accounts no value has been attributed to the work performed by volunteers in accordance with the SORP.

(g) *Stock*

Undistributed balances of goods donated for distribution and goods acquired for distribution are recognised as stock. Stocks are considered to be distributed at the point the stocks are released from the warehouse. Stocks are valued at cost or donor valuations.

(h) *Resources expended*

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Expenditure is charged inclusive of any irrecoverable taxation.
A sizable proportion of the programme work of Save the Children International is undertaken by making grants to operational partners who perform the work on the ground and report back to Save the Children International on the work they have done.

Save the Children International recognises the expenditure on these grants when payment is due to the partner organisation in accordance with the terms of the agreement. The related income on grants which will be used to cover these payments is recognised at the same time in accordance with the charity's standard income recognition policy. Standard partner agreements are typically for a year's duration but can span several years.

Support costs which include the central and regional office functions such as general management, payroll administration, budgeting and accounting, human resources, information technology, legal compliance and trustees costs are allocated across the categories of charitable activities. The basis for the cost allocation is explained in note 3c to the accounts.

(i) *Taxation*

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK Corporation Tax purposes. Accordingly the charity is exempt from taxation in respect of income and capital grants received within categories covered by Chapter 3 part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. The charity and its subsidiary, The Save the Children Alliance Trading Limited, have a group registration for VAT. Country offices are subject to local tax legislation.

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Irrecoverable VAT is not separately analysed and is charged to the SOFA when the expenditure to which it relates is incurred, and is allocated as part of the expenditure to which it relates.

(j) *Foreign currencies*

The functional currency of Save the Children International is US Dollars. The exchange rate to Sterling at 31 December 2022 was 1.22 (31 December 2021: 1.35).

Where Save the Children International has entered into forward contracts for the purchase of foreign currencies, expenditure in those currencies covered by the forward contract are translated into US Dollars at the forward contracted rate. Transactions denominated in other currencies are translated at the rate of exchange at the time of the transaction.

Foreign currency balances are translated at the rate of exchange prevailing at the balance sheet date. Foreign currency gains and losses are included in the SOFA against the expenditure for the financial year in which they are incurred.

(k) *Financial instruments*

Financial assets and financial liabilities are recognised when the group becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). Financial instruments including forward currency contracts and currency swap arrangements are included in the financial statements at a fair value at the balance sheet date and are recognised at their un-hedged amounts. As the contracts manage general exchange risk, hedge accounting is not used and the contracts are included in the balance sheet at fair value (as either debtors or creditors), with gains/losses recognised in the statement of financial activities. The value is included within current assets or current liabilities unless the financial instrument is for a period of greater than 1 year. All financial instruments at the 31st December 2022 were for a maturity date of less than one year.

(l) *Debtors*

Trade and other debtors are recognised at the settlement amount due.

(m) *Fixed assets*

Fixed assets are stated at cost less depreciation. Depreciation is provided on a straight line basis on all tangible fixed assets at rates calculated to write off the cost, less estimated residual value, of each asset over its expected useful life as follows:

Motor vehicles	5 years
Computer software	5 years
Furniture, equipment and fixtures	5 years
Freehold property	25-50 years
Leasehold property	Shorter of 10 years and lease term

The charity does not capitalise assets purchased as part of international programme grant expenditure, nor individual expenditure items below USD 5,000.

Impairment reviews are conducted when events and changes in circumstances indicate that an impairment may have occurred. If any asset is found to have a carrying value materially higher than its recoverable amount, it is written down accordingly.

(n) *Leased assets and obligations*

Where assets are financed by operating lease agreements, the lease rentals are charged to the income and expenditure account over the life of the lease on a straight line basis.

(o) *Pensions*

The pension costs charged in the financial statements represent the contributions payable by the company to the defined contribution schemes during the financial year.

(p) *Provisions*

Provisions for future liabilities are recognised when the charity has a legal or constructive financial obligation, that can be reliably estimated, and for which there is an expectation that payment will be made.

(q) *Fund accounting*

General funds are unrestricted funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.
Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is explained in the notes to the financial statements. Please see note 15 for details.
Restricted funds are funds that are to be used in accordance with the specific restrictions imposed by donors. The costs of administering such funds are charged against the specific fund in line with the donor agreements. The aim and use of each restricted fund is set out in note 15.

(r) *Investments*

Short term deposits maturing in less than one year are recorded within current assets. Where they mature in less than 3 months, they are considered cash equivalents within the Cash Flow Statement as they are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value. The expected maturity of these investments is shown in note 8. Other investments are recorded at a fair market value where such a value can be reliably measured, otherwise they are recorded at cost.

(s) *Creditors*

A liability is recognised for the amount that the group anticipates it will pay to settle the debt or the amount it has received as an advance payment for goods or services it must provide.

(t) *Accounting estimates and key judgements*

Critical accounting estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. No critical accounting estimates or judgements have been made as at the balance sheet date 31 December 2022.

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2. INCOME

(a) *Income from Donations*

	2022 Grants and other donations USD 000s	2022 Gifts in kind donated services USD 000s	2022 Gifts in kind donated goods USD 000s	**2022 Total USD 000s**	2021 Total USD 000s
Amounts received directly from Save the Children member organisations					
Australia	15,969	966	-	**16,935**	12,414
Canada	34,747	1,160	816	**36,723**	27,412
Denmark	50,962	313	149	**51,424**	44,202
European Union	-	269	-	**269**	242
Fiji	-	-	-	**-**	2
Finland	28,227	1	-	**28,228**	18,683
Germany	60,264	5	-	**60,269**	56,876
Hong Kong	7,827	138	-	**7,965**	8,286
Iceland	-	-	-	**-**	-
Indonesia	-	116	-	**116**	127
Italy	76,340	18	-	**76,358**	70,896
Japan	9,597	-	-	**9,597**	6,760
Korea	27,043	-	2	**27,045**	21,519
Netherlands	43,722	222	-	**43,944**	36,111
New Zealand	3,065	-	-	**3,065**	2,110
Norway	108,073	93	-	**108,166**	107,032
Philippines	-	610	-	**610**	351
Spain	21,709	123	(724)	**21,108**	18,478
Sweden	101,660	234	1,344	**103,238**	90,023
Switzerland	14,434	-	-	**14,434**	11,668
United Kingdom	191,446	731	4,000	**196,177**	159,920
United States	635,569	4,136	61,732	**701,437**	568,021
Total amounts received directly from members	1,430,654	9,135	67,319	**1,507,108**	**1,261,133**
Other amounts					
Save the Children Association - Core fund	20,377	-	-	**20,377**	17,791
Save the Children Association - Strategic Investment Fund	17,241	-	-	**17,241**	18,199
Save the Children Association - other funds	8,480	-	-	**8,480**	3,615
Donated services received from National offices	-	304	-	**304**	-
Professional services directly provided to Save the Children International	-	10,454	-	**10,454**	10,250
Direct grants and donations in Save the Children International country programmes	22,787	-	2,560	**25,347**	18,575
Other grants and donations	-	-	-	**-**	3,948
Total other amounts	68,885	10,758	2,560	**82,203**	**72,378**
Total income from donations	1,499,539	19,893	69,879	**1,589,311**	**1,333,511**

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(b) *Income from major institutional donors*

Income received directly from members includes amounts originating in grants (including gifts in kind) from the following major institutional donors, including governments and multi-national agencies.

	2022 USD 000s	2021 USD 000s
United States Agency for International Development / Bureau of Humanitarian Assistance	313,813	258,906
Global Fund to Fight AIDS, TB and Malaria	70,751	68,910
World Food Programme	55,364	41,084
European Civil Protection and Humanitarian Aid Operations (European Commission)	52,216	50,779
Education Cannot Wait	51,866	37,244
Swedish International Development Cooperation Agency	42,032	46,034
International Cooperation and Development (European Commission)	39,277	40,348
Disasters Emergency Committee	34,208	4,312
Global Partnership for Education Fund – World Bank	32,650	36,526
United Nations Office for the Co-ordination of Humanitarian Affairs	31,493	24,183
Global Affairs Canada	30,612	22,780
Norwegian Agency for Development Cooperation / Norway Ministry of Foreign Affairs	24,928	38,930
United Nations Children's Fund	22,130	24,890

In addition to these amounts, Save the Children members receive income from these donors for national programming and to fund other costs incurred. Total income received by Save the Children members from these donors is shown in the relevant members' financial statements. Income recorded in Save the Children International's financial statements and those of Save the Children members is subject to differences in the timing of income recognition.

(c) *Gifts in kind*

	2022 USD 000s	2021 USD 000s
Donated services		
Professional services	**10,455**	10,250
Services donated by members	**9,438**	6,095
Total donated services	**19,893**	**16,345**
Donated goods		
Food aid	**39,463**	28,740
Pharmaceutical supplies	**22,843**	17,101
Other supplies	**7,573**	6,791
Total donated goods	**69,879**	**52,632**
Total gifts in kind	**89,772**	**68,977**

Save the Children International received benefits in the form of volunteers during 2022. The income from gifts in kind does not include a valuation for these benefits.

(d) *Income from investments and short term deposits*

	2022 USD 000s	2021 USD 000s
Bank interest	**1,506**	132
Interest and gains on short term deposits	**2,224**	528
Other interest	**140**	6
Total income from investments	**3,870**	**666**

(e) *Other income*

	2022 USD 000s	2021 USD 000s
Sales of assets	**2,012**	349
Rental income	**162**	216
Other income	**1,567**	395
Total other income	**3,741**	**960**

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3. EXPENDITURE

(a) *Analysis of total expenditure*

	Staff costs USD 000s	Grants and payments to partners USD 000s	Gifts in kind USD 000s	Other direct costs USD 000s	Apportionment of support costs USD 000s	**2022 Total USD 000s**	2021 Total USD 000s
Expenditure on raising funds	1,081	49	-	36	7	**1,173**	629
Charitable activities							
Healthy start in life	132,246	120,747	50,627	262,070	22,244	**587,934**	551,437
Safe back to school and learning	103,204	126,460	7,989	149,844	12,749	**400,246**	354,702
Live free from violence	83,898	57,585	1,411	84,582	6,894	**234,370**	188,861
Safety nets and resilient families	53,951	21,660	14,675	183,220	15,146	**288,652**	196,784
Support costs (c)	34,279	373	5,159	17,229	(57,040)	**-**	-
Total expenditure on charitable activities	407,578	326,825	79,861	696,945	(7)	**1,511,202**	**1,291,784**
Total expenditure	**408,659**	**326,874**	**79,861**	**696,981**	**-**	**1,512,375**	**1,292,413**
2021 total expenditure	381,258	264,082	59,532	587,541	-	1,292,413	

We have remapped our charitable activity expenditure to align with our new strategy. See page 11 of our trustees' report for more detail on our new strategy. Please see note 20 below explaining this change in our reporting.

Expenditure on fundraising was incurred by one subsidiary in Colombia

(b) *Contextual analysis of expenditure*

	2022 USD 000s	**2022 % of costs**	2021 USD 000s	2021 % of costs
Development programmes	**656,273**	**43%**	656,192	51%
Humanitarian response	**856,102**	**57%**	636,221	49%
	1,512,375	**100%**	**1,292,413**	**100%**

(c) *Support costs and the basis of their allocation*

Support category:	**2022 USD 000s**	2021 USD 000s
Leadership and governance	6,539	4,793
Financial management	7,213	9,148
Information systems	5,957	6,237
Human resources	6,229	5,648
Facilities and administration	3,557	2,575
Total management and administration expenditure	**29,495**	**28,401**
Investment in system improvements	20,112	18,977
Members' donated services	4,766	2,648
Pro-bono professional services	5,159	6,666
Gains on foreign exchange	(2,492)	(2,365)
Total support costs	**57,040**	**54,327**

All of the above support cost categories have been allocated to the charitable activities and the expenditure on raising funds on a pro-rata basis of allocation by thematic programme expenditure.

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(d) *Expenditure through partners*

	2022	2021
	USD 000s	USD 000s
Partner Organisation		
Crown Agents International Development	7,674	-
International Medical Corps Afghanistan	5,833	482
Population Services International	4,552	6,700
Charitable Foundation Right to Protection	4,545	-
Asian Harm Reduction Network	4,286	3,143
Concern Worldwide – United States	4,262	78
Karen Teacher Working Group	4,045	1,277
Danish Refugee Council	4,042	-
Gargaar Relief and Development Organisation	3,843	2,074
Finn Church Aid – South Sudan	3,764	1,701
UK – MED	3,407	-
Norwegian Refugee Council – South Sudan	3,202	1,187
Jesuits and Brothers Association for Development	3,079	815
Norwegian Refugee Council	3,019	86
Concern Worldwide – United Kingdom	2,720	3,460
International Organization for Migration	2,702	2,491
Association De Soutien A L'Autopromotion Sanitaire Urbaine	2,571	1,435
Hebrew Immigrant Aid Society	2,500	-
Agir Pour La Sante Des Femmes	2,328	1,723
Ministry of Health – Somalia	2,296	2,928
Charitable Foundation Donbass Development Center	2,294	352
Charity Fund Posmishka UA	2,070	-
Alliance Myanmar – Maharmate Health Service Orgnization	1,998	2,236
Mariupol City Center of Support and Development of SMEs	1,978	-
Nyein (Shalom) Foundation	1,968	900
Finn Church Aid - Uganda	1,945	1,923
International Rescue Committee Bureau – Côte d'Ivoire	1,885	1,464
Myanmar Positive Group	1,837	945
Room to Read Laos	1,800	1,382
National Association of People Living with HIV in Nepal	1,751	1,789
CARE International – Netherlands	1,747	3,034
Ministry Of Education Culture and Higher Education	1,714	440
Ong La Grace Divine Eternelle	1,671	1,505
Medecins du Monde	1,659	(163)
Ethiopia School Meal Initiative	1,641	1,349
Alliance des Religieux contre le VIH/SIDA et les autres Pandémies	1,606	663
The Association of Volunteers in International Service Foundation	1,582	-
Mercy Corps	1,566	724
Plan International – Netherlands	1,511	1,722
Shimantik	1,484	549
CARE International – United Kingdom	1,442	2,961
Friends in Village Development – Bangladesh	1,429	1,978
World Vision International – Ethiopia	1,425	1,640
Windle International – Uganda	1,417	1,179
Health Poverty Action – Myanmar	1,413	1,198
Norwegian Refugee Council – Ethiopia	1,401	3,850
Norwegian Refugee Council – Iraq	1,368	1,472
The Federal Democratic Republic Of Ethiopia Ministry Of Agriculture	1,366	626
Association of Upper Egypt For Education and Development	1,328	871
Center for Natural Resource Studies	1,298	1,710
Expenditure through other partners	202,610	196,203
Total expenditure	**326,874**	**264,082**

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(e) *Geographical analysis of expenditure*

	2022 USD 000s	2021 USD 000s
Afghanistan	**76,543**	31,569
Bangladesh	**50,040**	60,292
Cambodia	**7,144**	8,631
China	**5,792**	8,340
Laos	**8,389**	10,078
Myanmar	**73,091**	61,175
Nepal and Bhutan	**40,169**	37,799
Philippines	**-**	9
Sri Lanka	**8,482**	6,593
Thailand	**1,139**	5,554
Vietnam	**9,681**	9,745
Asia regional office – programme expenditure	**2,542**	6,143
Asia regional office – oversight and support	**6,070**	5,487
Asia	**289,082**	**251,415**
Albania	**-**	3,801
Egypt	**17,892**	14,271
Northwest Balkans	**3,875**	6,764
Georgia	**797**	562
Occupied Palestinian Territory	**10,337**	16,079
Iraq	**19,569**	17,249
Kosovo	**-**	3,020
Lebanon	**27,922**	26,638
Poland	**25,083**	-
Syria	**32,692**	31,252
Türkiye	**4,012**	4,636
Ukraine	**84,669**	3,900
Yemen	**83,165**	77,278
Middle East, North Africa and Eastern Europe regional office – programme expenditure	**4,208**	4,848
Middle East, North Africa and Eastern Europe regional office – oversight and support	**2,607**	2,710
Middle East and Eastern Europe	**316,828**	**213,008**
Bolivia	**6,663**	5,818
Colombia	**27,506**	29,005
El Salvador	**7,188**	6,585
Guatemala	**16,273**	18,860
Haiti	**9,590**	6,062
Nicaragua	**2,500**	4,230
Peru and Ecuador	**14,789**	13,783
Venezuela	**8,397**	6,576
Latin America and Caribbean regional office – programme expenditure	**2,619**	3,296
Latin America and Caribbean regional office – oversight and support	**2,551**	1,729
Latin America and Caribbean	**98,076**	**95,944**
Burkina Faso	**19,065**	17,943
Central African Republic	**7**	-
Côte d'Ivoire	**35,657**	40,075
Democratic Republic of the Congo	**28,752**	26,279
Liberia	**7,059**	6,930
Mali	**31,121**	27,643
Niger	**34,342**	26,704
Nigeria	**64,254**	64,346
Senegal	**3,644**	6,840
Sierra Leone	**6,299**	8,099
West and Central Africa regional office – programme expenditure	**7,332**	5,634
West and Central Africa regional office – oversight and support	**3,717**	2,569
West and Central Africa	**241,249**	**233,062**

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(e) *Geographical analysis of expenditure (continued)*

	2022 USD 000s	2021 USD 000s
Ethiopia	**85,632**	76,911
Kenya	**27,789**	16,758
Malawi	**20,467**	17,967
Mozambique	**25,631**	23,963
Rwanda	**6,163**	7,797
Somalia	**127,130**	107,647
South Sudan	**48,967**	50,100
Sudan	**40,031**	39,056
Tanzania	**9,052**	12,795
Uganda	**45,715**	41,751
Zambia	**10,841**	8,623
Zimbabwe	**4,660**	8,682
East and Southern Africa regional office – programme support	**4,759**	6,573
East and Southern Africa regional office – oversight and support	**4,697**	4,451
East and Southern Africa	**461,534**	**423,074**
Addis Ababa	**739**	769
Geneva	**1,424**	1,405
New York	**937**	821
Save the Children advocacy offices	**3,100**	**2,995**
Save the Children International centre	**41,644**	39,785
Centrally managed international programmes	**35,531**	13,884
Business transformation	**25,331**	19,246
Total expenditure	**1,512,375**	**1,292,413**

(f) *Net income for the year is stated after charging:*

	2022 USD 000s	2021 USD 000s
Auditor's remuneration:		
Audit of these financial statements	**716**	698
Amounts receivable by the charity's auditor and its associates in respect of:		
Audit of financial statements of subsidiaries of the charity	**79**	44
Audit of financial statements of branches of the charity	**163**	196
Other assurance services	**315**	357
Non-audit services	**17**	3
Lease rental payments	**18,701**	18,576
Depreciation	**6,215**	5,917

(g) *Trustees' remuneration*

None of the trustees received any remuneration from the charity during 2022 (2021: nil). None of the trustees received any other benefits in kind during 2022 (2021: nil)

Expenses, including travel and subsistence were reimbursed to trustees or paid to third parties on behalf of trustees as follows: 16 trustees totalling USD 44,009 (2021: 2 trustees totalling USD 1,908).

Save the Children International purchased trustee indemnity insurance to the value of GBP 10 million (USD 13 million) which covers the trustees or other officers of the charity. These insurances provide cover:

- to protect the charity from loss arising from the neglect or defaults of its trustees, employees or agents
- to indemnify the trustees or other officers against legal liability for inadvertent errors or omissions on their part.

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4. STAFF COSTS

(a) *Staff costs*

	2022 USD 000s	2021 USD 000s
Wages and salaries	**327,566**	295,677
Social security costs and payroll taxes	**10,026**	9,267
Pension contributions	**10,924**	10,038
Terminal grants	**16,331**	17,231
Benefits in kind	**29,657**	27,808
Other staff costs	**4,717**	15,142
Total direct staff costs	**399,221**	375,163
Donated staff costs from members	**9,438**	6,095
Total staff costs	**408,659**	**381,258**

Save the Children International contributes to a defined contribution scheme for staff at the centre, a group personal pension (GPP) operated on a salary sacrifice basis. Included in the pension costs above are employers' contributions to this scheme of USD 2,140,295 (2021: USD 1,807,960).

Save the Children International contributes to a long term savings plan for programme staff on international contracts. Employers' contributions charged to the consolidated statement of financial activities were USD 4,027,212 (2021: USD 3,380,718).

Donated staff costs from members represents secondees from members provided for no consideration. The value of these secondees is included within gifts in kind in note 2 (c).

Save the Children International has made USD 392,613 termination payments which were either paid during the year or had been communicated before 31 December 2022 (2021: USD 0).

(b) *Average number of Save the Children International employees calculated on a full-time equivalent basis:*

	Country offices	Regional offices	Advocacy offices	Centre	**2022 Total**	2021 Total
Charitable activities	17,116	269	27	986	**18,398**	16,350
Fundraising	11				**11**	8
	17,127	269	27	986	**18,409**	**16,358**

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(c) *The table below shows the number of staff (including secondees from members) with emoluments falling in the following ranges, starting from USD 60,000. Emoluments include salary, taxable benefits in kind and other payments to employees but not employer pension contributions.*

For members of staff working in our international programmes, emoluments may include accommodation and other benefits, which allow us to be appropriately competitive in recruiting and retaining staff in the International Non-Governmental Organisation market. Employees based in Save the Children International's centre office receive salary amounts in GBP and therefore foreign exchange movements between GBP and USD will impact comparisons between financial years.

	2022 Gross salaries	2022 Total Emoluments (including other benefits)	2021 Gross salaries	2021 Total Emoluments (including other benefits)
USD 60,001 – USD 75,000	271	324	251	286
USD 75,001 – USD 90,000	138	183	121	149
USD 90,001 – USD 105,000	60	104	47	88
USD 105,001 – USD 120,000	29	57	24	60
USD 120,001 – USD 135,000	18	27	14	25
USD 135,001 – USD 150,000	5	13	3	19
USD 150,001 – USD 165,000	3	10	7	13
USD 165,001 – USD 180,000	5	10	2	7
USD 180,001 – USD 195,000	3	7	2	5
USD 195,001 – USD 210,000	2	4	2	6
USD 210,001 – USD 225,000	0	2	0	0
USD 225,001 – USD 240,000	1	2	1	1
USD 240,001 – USD 255,000	0	1	1	3
USD 255,001 – USD 270,000	0	0	0	1
USD 270,001 – USD 285,000	1	1	1	1
USD 285,001 – USD 300,000	0	0	0	0
USD 300,001 – USD 315,000	0	1	0	0
USD 315,000 – USD 330,000	0	0	0	1
USD 330,000 – USD 345,000	0	0	0	0
USD 345,000 – USD 360,000	0	0	0	0
USD 360,000 – USD 375,000	0	0	0	0
USD 375,000 – USD 390,000	0	1	0	0

Our CEO is reported under USD 270,001 – USD 285,000 for gross salary and USD 300,001 – USD 315,000 for total emoluments (including other benefits). Our highest earner under USD 375,000 – USD 390,000 is predominately due to a termination payment, which is shown in note 4a.

(d) *Remuneration of key management personnel*

The trustees delegate the day-to-day running of the organisation to the Senior Leadership Team who are considered to be the key management personnel. Remuneration for members of the Senior Leadership Team for the year ended 31 December 2022 are detailed below

	No of Senior Leadership Team roles 2022	**Actual gross remuneration 2022 USD**	**No of Senior Leadership Team roles 2021**	**Actual gross remuneration 2021 USD**
Position				
Chief Executive Officer		312,298		270,255
Chief Operating Officer		222,359		246,452
Chief Financial Officer		188,940		176,226
Other Senior Leadership Team members	6	1,345,818	6	1,230,113
Total remuneration for key management personnel		2,069,415		1,923.046

All staff received a salary increment to ensure our staff are protected against the rise in the cost of living. The remaining fluctuations on our senior leadership team salaries is due to foreign exchange differences when converting to our functional currency, USD.

In addition to the gross salaries, USD 188,356 (2021: USD 197,206) was paid for employer's national insurance and pension contributions in respect of the above individuals.

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5. FIXED ASSETS

(a) *Group tangible fixed assets*

	Furniture, fittings and equipment USD 000s	Motor vehicles USD 000s	Leasehold property USD 000s	Freehold property USD 000s	**Total USD 000s**
Cost					
Brought forward at 1 January 2022	1,066	10,310	1,829	2,668	15,873
Additions	83	2,361	-	-	2,444
Disposals	-	(210)	(4)	(1)	(215)
Carried forward at 31 December 2022	1,149	12,461	1,825	2,667	18,102
Depreciation					
Brought forward at 1 January 2022	921	7,033	903	787	9,644
Charge for the financial year	24	797	177	68	1,066
Disposals	-	-	-	-	-
Carried forward at 31 December 2022	945	7,830	1,080	855	10,710
Net book value					
31 December 2022	**204**	**4,631**	**745**	**1,812**	**7,392**
31 December 2021	145	3,277	926	1,881	6,229

Leasehold property amounts all relate to long-term leases.

(b) *Group intangible fixed assets*

	Computer software systems USD 000s	**Total USD 000s**
Cost		
Brought forward at 1 January 2022	35,259	35,259
Additions	6,898	6,898
Disposals	-	-
Carried forward at 31 December 2022	42,157	42,157
Depreciation		
Brought forward at 1 January 2022	14,817	14,817
Charge for the financial year	5,149	5,149
Disposals	-	-
Carried forward at 31 December 2022	19,966	19,966
Net book value		
31 December 2022	**22,191**	**22,191**
31 December 2021	20,442	20,442

All fixed assets are held for direct charitable purposes.

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6. STOCK

	2022 USD 000s Group	2022 USD 000s Charity	2021 USD 000s Group	2021 USD 000s Charity
Undistributed gifts in kind				
Food aid	**9,548**	**9,548**	9,509	9,509
Pharmaceutical and medical goods	**1,932**	**1,941**	1,687	1,695
Other goods	**865**	**689**	246	420
Total undistributed gifts in kind	**12,345**	**12,178**	11,442	11,624
Other Stocks				
Food aid	**706**	**706**	1,101	1,101
Pharmaceutical and medical goods	**10,998**	**10,957**	8,779	8,664
Other goods	**5,905**	**5,391**	2,878	2,129
Total other stocks	**17,609**	**17,054**	12,758	11,894
Total stock	**29,954**	**29,232**	24,200	23,518

7. DEBTORS

	2022 USD 000s Group	2022 USD 000s Charity	2021 USD 000s Group	2021 USD 000s Charity
Amounts due from Save the Children members	**198,699**	**198,744**	138,924	138,336
Other debtors	**10,143**	**9,804**	11,802	9,953
Prepayments and accrued income	**12,896**	**12,278**	10,307	9,656
	221,738	**220,826**	161,033	157,945

8. INVESTMENTS

	2022 USD 000s Group	2022 USD 000s Charity	2021 USD 000s Group	2021 USD 000s Charity
Short Term deposits	**49,526**	**49,526**	31,360	31,360
Associated company	**230**	**230**	219	219
	49,756	**49,756**	31,579	31,579

In 2021, included in short term deposits, we have bank term deposits, all of which mature within three months and therefore we included these in the cash flow statement as cash and cash equivalents. In 2022 our investments are not of this nature and therefore have not be included in the cash flow statement as cash and cash equivalents.

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9. CASH AT BANK AND IN HAND

	2022 USD 000s Group	2022 USD 000s Charity	2021 USD 000s Group	2021 USD 000s Charity
Cash held at centre	**212,571**	**212,571**	189,113	189,113
Cash held in overseas offices	**38,286**	**35,335**	33,740	31,087
	250,857	**247,906**	222,853	220,200

10. CREDITORS DUE WITHIN ONE YEAR

	2022 USD 000s Group	2022 USD 000s Charity	2021 USD 000s Group	2021 USD 000s Charity
Amounts due to Save the Children Association	**5,572**	**5,572**	4,547	4,547
Amounts payable to Save the Children members	**195,717**	**195,717**	180,142	179,827
Amounts due to subsidiary undertakings	**-**	**7,863**	-	5,347
Trade creditors	**17,279**	**17,078**	14,738	14,186
Financial instrument liability	**489**	**489**	519	519
Other short term liabilities	**10,328**	**3,625**	12,577	11,582
Accruals and deferred income	**76,749**	**72,203**	60,497	55,551
	306,134	**302,547**	273,020	271,559

11. PROVISIONS

	Balance at 1 January 2022 USD 000s	Arising in the financial year USD 000s	Utilised in the financial year USD 000s	Provisions released USD 000s	**Balance as at 31 December 2022 USD 000s**
Terminal grant provisions	43,181	4,359	(1,735)	-	**45,805**
Property dilapidations	624	95	(15)	-	**704**
Operating lease provision	361	711	(702)	-	**370**
Provision for tax liabilities	8,736	3,124	(1,735)	(2,890)	**7,235**
Other provisions	7,666	5,159	(4,435)	(4,045)	**4,345**
	60,568	**13,448**	**(8,622)**	**(6,935)**	**58,459**

Total provisions held within the Save the Children International charity only were $56,612,000 (2021: $58,242,000)

Terminal grant provisions are contractual amounts due to employees in country and regional offices when leaving employment with Save the Children International.

Property dilapidations represent the estimated costs of payments required to make good the condition of properties on the termination of leases.

The operating lease provision represents the value of lease inducements (rent free period) received by Save the Children International. It will be utilised over the term of the lease.

The tax provision represents estimates of the amounts of liabilities for various taxes in country and regional offices

Other provisions represent provisions for pending legal cases or provisions required to be recognised which do not fit into the specific categories listed above.

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12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	2022 Unrestricted USD 000s	2022 Restricted USD 000s	2022 Total USD 000s
Fixed assets	29,583	-	**29,583**
Current assets	416,322	135,983	**552,305**
Current liabilities	(306,134)	-	**(306,134)**
Provisions	(58,459)	-	**(58,459)**
	81,312	135,983	**217,295**

13. COMMITMENTS UNDER OPERATING LEASES

The total future minimum lease payments and current year expenditure on non-cancellable operating leases:

	2022 Land and buildings USD 000s	2022 Other leases USD 000s	2021 Land and buildings USD 000s	2021 Other leases USD 000s
Lease payments recognised as current year expense	**16,564**	**2,137**	16,272	2,304
Lease payments due within one year	**13,759**	**326**	13,532	416
Lease payments due between one and five years	**9,249**	**8**	8,952	57
Lease payments due after five years	**1,789**	-	457	26
	24,797	**334**	**22,941**	**499**

14. FINANCIAL COMMITMENTS

(a) At 31 December 2022, Save the Children International has committed the following amounts in grants to partners subject to satisfactory performance. These amounts will form part of the grants allocated in future years.

	Balance as at 1 January 2022 USD 000s	Charged to SOFA in 2022 USD 000s	New commitments USD 000s	Balance as at 31 December 2022 USD 000s
Commitments to partner organisations	254,746	(326,875)	388,631	316,502

Commitments to partner organisations consist of amounts falling due:

	2022 USD 000s	2021 USD 000s
Within one year	**232,223**	166,860
After one year	**84,279**	87,886
	316,502	**254,746**

(b) Save the Children International has entered into a number of long-term contracts for the supply of services all of which are cancellable.

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15. CONSOLIDATED STATEMENT OF FUNDS

Unrestricted funds

	Balance as at 1 January 2022 USD 000s	Income USD 000s	Expenditure USD 000s	Transfers USD 000s	**Balance as at 31 December 2022 USD 000s**
General funds	**3,854**	25,717	(17,982)	(2,728)	**8,861**
Fixed asset funds	**30,552**	1,624	(223)	5,139	**37,092**
International programming designated funds	**13,620**	26,113	(21,248)	3,161	**21,646**
International programming reserve	**8,800**	-	(577)	577	**8,800**
Closure reserve	**4,163**	-	-	750	**4,913**
Designated funds	**57,135**	27,737	(22,048)	9,627	**72,451**
Total unrestricted funds	**60,989**	53,454	(40,030)	6,899	**81,312**

Restricted funds

International programme grants	**79,755**	1,457,528	(1,385,152)	(916)	**151,215**
International programme operational fund	**5,371**	52,439	(54,640)	916	**4,086**
Strategic investment fund	**(15,365)**	20,655	(20,417)	(6,899)	**(22,026)**
Donated professional services	**-**	11,765	(11,765)	-	**-**
Member growth fund	**1,998**	1,081	(371)		**2,708**
Total restricted funds	**71,759**	1,543,468	(1,472,345)	(6,899)	**135,983**
Total funds	**132,748**	1,596,922	(1,512,375)	-	**217,295**

General funds represent the amounts that trustees are free to use in accordance with Save the Children International's charitable objectives.

The fixed asset fund represents the net book value of fixed assets and proceeds form the sale of fixed assets to be used for the replacement of fixed assets in 2023. The value of fixed assets acquired out of general funds, the international programme operational fund, the international programme investment fund and the fixed asset replacement fund are transferred to the fixed asset fund.

International Programming designated funds represents Non-Award funds, disallowance reserve and funded provisions and assets.

The closure reserve represents the funds set aside to provide for the costs in the event of the closure of the non-programming functions of the charity.

International programme grants represent funds received from members for development and humanitarian projects.

The international programme operational fund represents contributions received from members for the running costs of Save the Children International's international programme work, not directly attributable to projects.

The strategic investment fund is used to pre-finance our High Performing Organisation project capital spend. This ensures the organisation can deliver on its strategic plan, with an emphasis on investing in the portfolio of global transformation projects aimed at improving our efficiency and effectiveness.

The use of reserves to fund system developments was agreed with Save the Children members and the reserve will be replenished over the coming years in accordance with that agreement. As a consequence, the Strategic Investment Fund has been in a negative position since the end of 2021 and this deficit will initially increase to allow Save the Children International to fund its system developments over the coming years and then will be fully replenished by the end of 2027. The replenishment plan in place with all Save the Children members gives Save the Children International a reasonable expectation of receiving income in the future. As stated in the replenishment plan, members are providing funds on an annual basis to Save the Children International for an amount equivalent to the annual depreciation of the High Performing Organisation capital costs and therefore the Strategic Investment Fund will be replenished for High Performing Organisation costs at the end of 2027.

Donated professional services represents the value of services provided directly to Save the Children International free of charge.

The member growth fund represents funds received to support the continued growth and development of members.

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16. SUBSIDIARY AND ASSOCIATED COMPANIES

Save the Children International had eight wholly-owned subsidiary entities and one associate at 31 December 2022:

(a) The Save the Children Alliance Trading Limited is incorporated in England and Wales with registered company number 3744223; registered address: St Vincent House, 30 Orange Street, London WC2H 7HH) as a company limited by shares. It was made a dormant company in 2007; its principal activities were the provision of consultancy services to Save the Children International and commercial use of the Save the Children name and logo. The charity holds the entire issued share capital. The cost of this investment is £1.

(b) Save the Children Asia Regional Office Limited is a Singapore incorporated public company limited by guarantee with registered Company No: 201024335C; registered as a charity under the Singapore Charities Act and registered address is 352 Tanglin Road, Tanglin International Centre, #03-01 Strathmore Building, Singapore 247671. Save the Children International is the sole member of Save the Children Asia Regional Office Limited. The company's net assets, liabilities, income and expenditure for the year ended 31 December 2022 were as follows:

	2022 USD 000s	2021 USD 000s
Assets	**647**	1,308
Liabilities	**(847)**	(1,165)
Total net assets	**(200)**	**143**
Income	**8,104**	11,417
Expenditure	**(8,447)**	(11,627)
Net incoming resources	**(343)**	**(210)**

(c) Shpetoni Femijet (Save the Children) is incorporated as a foundation under Albanian law and is registered at address Shpetoni Femuet (Save the Children), Rruga Komuna e Parisit Vila Lami, Tirana, Albania. As of 1 January 2022, Save the Children International's Albania Country Office became an independent National Office. This entity was previously a subsidiary of Save the Children International because all its board members were employees of Save the Children International and are responsible for appointing board members of Shpetoni Femijet. It became an independent National Office on 1 January 2022, with only one Save the Children International Board Member and six other independent (non-Save the Children International) Board Members. Save the Children International no longer has the right to appoint its board members and therefore no longer has control over the entity. We have therefore no longer recognised this entity as a subsidiary of Save the Children International for 2022.

	2022 USD 000s	2021 USD 000s
Assets	-	815
Liabilities	-	(747)
Total net assets	-	**68**
Income	-	3,842
Expenditure	-	(3,802)
Net incoming resources	-	**40**

(d) Save the Children International (Kenya) is incorporated in Kenya under the Non-Governmental Organizations Co-ordination Act with registered address as Kenya & Madagascar Country Office, 1st Floor, Merchant Square Block C, Riverside Drive P.O. Box 27679-00506, Nairobi, Kenya.

Save the Children International is the sole corporate member of Save the Children International (Kenya). The company's net assets, liabilities, income and expenditure for the year ended 31 December 2022 were as follows:

	2022 USD 000s	2021 USD 000s
Assets	**4,399**	5,744
Liabilities	**(3,894)**	(4,935)
Total net assets	**505**	**809**
Income	**27,484**	17,314
Expenditure	**(27,790)**	(16,758)
Net incoming resources	**(306)**	**556**

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(e) Save the Children International (Zambia) is incorporated in Zambia under the Societies Act with registered no. ORS/102/35/3906 and registered address as Plot 4E, Warthog Way, Off Warthog Road, Kabulonga, Post net Box 487, Private Edge Bag E891, Lusaka, Zambia. The members of Save the Children (Zambia) are Save the Children International and the International Programming Director of Save the Children International. The company's net assets, liabilities, income and expenditure for the year ended 31 December 2022 were as follows:

	2022 USD 000s	2021 USD 000s
Assets	**1,781**	2,094
Liabilities	**(1,782)**	(2,300)
Total net assets	**(1)**	**(206)**
Income	**11,046**	8,360
Expenditure	**(10,841)**	(8,623)
Net incoming resources	**205**	**(263)**

(f) Save the Children International (US Global Advocacy Office), Inc. was incorporated in 777 United Nations Plaza #3A, New York, NY 10017, United States as an exempt non-profit organisation. Save the Children International is sole member with right to remove and appoint director / officer(s). The company's net assets, liabilities, income and expenditure for the year ended 31 December 2022 were as follows:

	2022 USD 000s	2021 USD 000s
Assets	**66**	52
Liabilities	**(66)**	(52)
Total net assets	**0**	**0**
Income	**937**	821
Expenditure	**(937)**	(821)
Net incoming resources	**0**	0

(g) Fundación Save the Children Colombia (registration number S0046070 and registered address as Calle 77 N° 11-19 Piso 5. Bogotá D.C. and was incorporated in Colombia as a Foundation (a type of private, not-for-profit entity). Save the Children International is the sole member (a corporate member). The company's net assets, liabilities, income and expenditure for the year ended 31 December 2022 were as follows:

	2022 USD 000s	2021 USD 000s
Assets	**1,369**	2,516
Liabilities	**(905)**	(1,365)
Total net assets	**464**	**1,151**
Income	**26,819**	29,843
Expenditure	**(27,506)**	(29,005)
Net incoming resources	**(687)**	**838**

(h) Asociacion Civil Save the Children International Venezuela was registered at the Public Registry of the First Circuit of the Baruta Municipality, Miranda State under number 15 folio 86 of Volume 24 of the Transcription Protocol incorporated on 8th October 2019 with registered address as Entre las calles La Guarita y Veracruz. Edificio Torreón, Piso 6 Oficina 6B. Urbanización Las Mercedes. Caracas-Miranda.

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	2022 **USD 000s**	2021 USD 000s
Assets	**173**	359
Liabilities	**(108)**	(344)
Total net assets	**65**	15
Income	**8,351**	6,481
Expenditure	**(8,397)**	(6,572)
Net incoming resources	**(46)**	**(91)**

(i) Fundacja Save the Children International (Poland) was registered in the National Court Register in the country on 14 April 2022 with registered address as Save the Children, c/o Bobo Holdings, Ul Prosta 70, 00-838, Warsaw, Poland. The organisation's net assets, liabilities, income and expenditure for the year ended 31 December 2022 were as follows:

	2022 **USD 000s**	2021 USD 000s
Assets	**566**	-
Liabilities	**(1,906)**	-
Total net assets	**(1,340)**	-
Income	**23,742**	-
Expenditure	**(25,082)**	-
Net incoming resources	**(1,340)**	**-**

(j) Fintech for International Development Ltd was incorporated in 2021 with a registered address 41 Luke Street, London, EC2A 4DP. Save the Children International holds 11% of the equity and due to its signifciant influence over the activities and direction of the company, it is considered to be an associate.

	2022 **USD 000s**	2021 USD 000s
Assets	**2,209**	2,083
Liabilities	**(117)**	(94)
Total net assets	**2,092**	**1,989**
Save the Children International's share of net assets	**230**	**219**

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17. RELATED PARTY TRANSACTIONS

In accordance with the provisions of section 33 of the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), Related Party Disclosures, the related party transactions entered into by Save the Children International are detailed below. All transactions were in the normal course of business.

(a) *Save the Children Association*

Save the Children International has been controlled throughout the financial year by its ultimate parent undertaking Save the Children Association, a Swiss association formed pursuant to Articles 60-79 of the Swiss Civil Code. No other group financial statements include the results of the charity.

At the end of 2022 Save the Children Association comprised 27 members and 3 associate members. Members and associate members are each separate and independent legal entities incorporated under laws of their home country and are bound together as members through: Save the Children Association Bylaws, a Trademark Licence Agreement between Save the Children Association and each member, and an All Member Agreement, entered into in the first quarter of 2011 to implement an international programming strategy.

The boards of Save the Children Association and Save the Children International have identical membership and both are managed on a day-to-day basis by the same leadership team employed by Save the Children International. During the financial year, the following types of transactions took place between Save the Children International and Save the Children Association: grants of USD 46,097,983 (2021: USD 39,604,999) were received by Save the Children International from Save the Children Association.

At the year end, the group balances with Save the Children Association were:

	2022 USD 000s	2021 USD 000s
Amounts payable to the Save the Children Association	**(5,572)**	**(4,547)**

(b) *Save the Children members*

During the financial year the following types of transactions took place between Save the Children International and members (primarily the 17 international programming members):

i Grant income of USD 1,430,653,968 (2021: USD 1,203,160,000) was received from the members for international programming activities.

ii Donated services of USD 9,135,000 (2021: USD 6,096,000) were received from members.

iii Donated goods of USD 67,319,000 (2021: USD 51,874,000) were received from members.

iv Contributions to the charity's working capital of USD 35,032,427 (2021: USD 28,940,329) have been made by, and are repayable to, members.

v Donations were received by Save the Children International on behalf of Save the Children members. The sums received are remitted to the relevant member.

vi Additional commitments have been made by the members to Save the Children International as set out in note 18.

No profit or loss has arisen on these transactions.

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At the year end, the group's balances with members were:

	2022 Amounts receivable USD 000	2022 Amounts payable USD 000s	**2022 Net balance USD 000s**	2021 Net balance USD 000s
Save the Children member organisation				
Australia	1,446	(3,622)	**(2,176)**	(2,722)
Canada	2,453	(5,365)	**(2,912)**	(3,398)
Denmark	10,767	(6,439)	**4,328**	1,751
European Union	82	-	**82**	149
Finland	1,996	(4,007)	**(2,011)**	(2,065)
Germany	5,990	(10,049)	**(4,059)**	(5,358)
Hong Kong	700	(1,752)	**(1,052)**	(745)
Iceland	2	-	**2**	(13)
India	285	-	**285**	84
Indonesia	-	(23)	**(23)**	(33)
Italy	3,309	(5,596)	**(2,287)**	(824)
Japan	2,138	(1,715)	**423**	587
Jordan	-	(60)	**(60)**	34
Korea	690	(2,846)	**(2,156)**	1,350
Lithuania	11	-	**11**	32
Mexico	38	-	**38**	32
Netherlands	3,450	(7,485)	**(4,035)**	(2,670)
New Zealand	352	(288)	**64**	(15)
Norway	10,032	(19,132)	**(9,100)**	(7,420)
Philippines	-	(597)	**(597)**	170
Spain	757	(1,164)	**(407)**	(416)
South Africa	327	-	**327**	318
Sweden	4,508	(13,845)	**(9,337)**	(8,295)
Switzerland	1,094	(2,657)	**(1,563)**	(1,457)
United Kingdom	26,383	(28,395)	**(2,012)**	(3,204)
United States	121,841	(79,071)	**42,770**	(7,058)
			-	
Total Save the Children members	198,651	(194,108)	**4,543**	**(41,186)**

(c) *National Offices*

On January 1, 2022, our Kosovo country office transitioned to an independent Save the Children National Office; also on January 1, 2022 Sheptoni Fermijet (Save the Children), registered in Albania, listed in note 16, transitioned from being a subsidiary of Save the Children International to an independent Save the Children National Office. On 1st May 2022 our Thailand country office transitioned to an independent Save the Children National Office. All three entities were previously controlled by Save the Children International but are now seperately managed and controlled entities. Although Save the Children International does not have direct significant influence over the National Offices there are persons directly connected with Save the Children International that have significant influence with the National Offices and accordingly we believe that they should be treated as related parties and therefore. The following related party transactions occured within the year:

	2022 Amounts receivable USD 000s	2022 Amounts payable USD 000s	**2022 Net balance USD 000s**	2021 Net balance USD 000s
Albania	-	(10)	**(10)**	-
Kosovo	48	(554)	**(506)**	-
Thailand	-	(1,045)	**(1,045)**	-
Total National Offices	48	(1,609)	(1,561)	-

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18. CONTINGENT ASSETS

	2022 International programming reserve commitments (a) USD 000s	2022 International programming closure indemnity (b) USD 000s	**2022 Total contingent assets USD 000s**	2021 Total contingent assets USD 000s
Save the Children member organisation				
Australia		190	**190**	214
Canada	-	542	**542**	482
Denmark	-	686	**686**	761
Finland	-	395	**395**	327
Germany	-	810	**810**	999
Hong Kong	-	120	**120**	155
Italy	-	1,204	**1,204**	1,006
Japan	-	119	**119**	123
Korea	-	389	**389**	294
Netherlands	-	675	**675**	619
New Zealand	-	46	**46**	36
Norway	-	1,409	**1,409**	1,610
Spain	-	291	**291**	271
Sweden	-	1,500	**1,500**	1,527
Switzerland	-	239	**239**	203
United Kingdom	3,112	2,404	**5,516**	5,563
United States	3,100	8,981	**12,081**	12,022
	6,212	20,000	**26,212**	**26,212**

(a) Members have made cash contributions in previous years of USD 8,800,000 to enable Save the Children International to meet its requirements to hold free reserves in accordance with the reserves policy agreed by the trustees. In addition, members provided a further USD 6,212,000 during 2016 in the form of standby letters of credit which give the charity unconditional and irrevocable access on demand to funds in the event of the use of reserves being required (see note 15).

(b) The costs associated with the closure / wind-down of the charity's international programming work are covered by member indemnities up to a maximum of USD 20 million.

19. CONTINGENT LIABILITIES

Save the Children International is involved in various legal proceedings and claims arising in the normal course of business. Management does not expect the ultimate resolution of these actions to have a material adverse effect on Save the Children International's financial position, changes in net assets, or cash flow, as the possibility is remote or the estimate of the financial effect is not practical with the information available.

Save the Children International receives funding from members for various activities, which are subject to audit. Although such audits may result in disallowance of certain expenditures, which would be absorbed by Save the Children International, in management's opinion the ultimate outcome of such audits would not have a significant effect on the financial position, changes in net assets, or cash flows of Save the Children International.

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20. RE-PRESENTATION OF EXPENDITURE ANALYSIS

Expenditure on charitable activities have been re-presented from previous year to represent Save the Children International's new strategic objectives as shown below.

	2021 as reported last year	Reclassification of categories	Apportionment of cross strategic costs	2021 Re-classified	
Expenditure on raising funds	629			629	*Expenditure on raising funds*
Charitable activities					
Health	279,778	(279,778)			*Charitable activities*
Nutrition	196,074	(196,074)			
HIV / AIDS	55,262	(55,262)			
		531,114	20,323	551,437	*Healthy start in life*
Education	341,629		13,073	354,702	*Safe back to school and learning*
Child protection	181,901		6,960	188,861	*Live free from violence*
Livelihoods	189,532		7,252	196,784	*Safety nets & resilient families*
Child rights governance	24,286		(24,286)		
Campaigning and advocacy	21,748		(21,748)		
Growth and development of Save the Children	1,574		(1,574)		
Support costs (c)	-			-	*Support costs (c)*
Total expenditure on charitable activities	1,291,784	-	-	1,291,784	*Total expenditure on charitable activities*
Total expenditure	1,292,413	-	-	1,292,413	*Total expenditure*

21. SUBSEQUENT EVENTS

For the reporting date 31 December 2022, we have identified one subsequent event in Sudan where we have confirmed some of Save the Children's assets and stocks were looted from our warehouses. As at the date of approving these accounts the USD values of these items could not be quantified. Sudan's total stock valued USD 653,000 total fixed assets valued USD1.2 million and therefore management can confirm the looted amounts would not constitute a material error in the financial statements.

Save the Children International holds an 11% share in FinTech for International Development Ltd as listed in note 16. On 26 May, the board for FinTech for International Development Ltd (F4ID) approved a change in strategy to significantly reduce business operations to preserve cash flow due to delayed revenue projections and further funding not yet being secured. As the company is significantly reducing business operations, it is currently not probable that the intangible assets will generate future economic benefits and as such the values have been reduced to a nominal fair value. Save the Children International (SCI) has assessed its investment value for the year ended 31 December 2022 and given that Save the Children International's investment in F4ID was $230k on the balance sheet as at 31/12/22, SCI does not deem this to materially impact its investment value and therefore has not adjusted the financial statements.

For the reporting date 31 December 2022, there are no subsequent events which has any impact on the recognition and measurement of assets and liabilities.

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Anna Pantelia/Save the Children

Yulia*, 9, was forced to flee from Ukraine. She is attending a Romanian-language summer class run by teachers from Save the Children Romania.

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(England and Wales)
Charity registration number 1076822

SAVE THE CHILDREN INTERNATIONAL

England & Wales - Charity number 1076822

Accounts

Save the Children International

Trustees' report, strategic report and financial statements for

2021

www.savethechildren.net

Save the Children

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Save the Children International

Trustees' report, strategic report and financial statements for 2021

The Save the Children International Board of trustees (herein referred to as the 'trustees') are pleased to present their annual report, strategic report and the audited consolidated financial statements of SCI and its trading subsidiaries for the year ended 31 December 2021.

Reflections from the Chair of the Board

After my first full year as Board Chair, I am pleased to report on our performance in what proved to be a rapidly changing and hugely challenging year.

We continued to anticipate and respond to threats from COVID, conflict and climate change and their devastating effect on children and their families throughout the world. Hundreds of millions of children remained out of school impacting their immediate safety, access to food and health services. Extreme poverty continued to rise, and inequality gaps widened. Over 50 countries are no longer on track to achieve their child survival Sustainable Development Goals.

Against this backdrop of critical need and ongoing operational challenges, Save the Children International, under the excellent leadership of CEO Inger Ashing, and working with our, partners and communities directly reached 38 million children in 2021.

Our ongoing humanitarian work continued to help children stay safe and continue their education in places like **Yemen** and **Syria**. Combined, we reached 17 million children in 78 emergencies around the world.

In 2021, we also undertook an inclusive global process to create a new three-year strategy. This included the SCA/SCI Board, Country Directors as well as the voices from children we support. The movement aligned behind and agreed this ambitious and efficient strategy, to amplify our impact for hundreds of millions more children.

Looking forward to 2022, as the war in the **Ukraine** continues, Save the Children rapidly registered our organization in **Poland** with a sizeable response grounded in local partnerships. We've also significantly increased our presence in Ukraine's neighboring countries as well as across Europe, leveraging our ability to respond with speed and scale.

Finally, I would like to thank Joon Oh from Korea and Tamara Ingram from the UK, who are stepping down from the SCA/SCI Board of Trustees. We greatly appreciate their tremendous contribution to Save the Children the past three years. I would also like to extend a warm welcome to our new trustees Rolake Akinkugbe-Filani, Tsitsi Chawatama, Deepak Kapoor, Larry Kamener and Teresa Mbagaya.

At this time of escalating need, I am honoured to help support and shape this incredible global organisation, building on over 100 years of expertise to create a more impactful and sustainable future for children everywhere. Save the Children was founded in similarly unstable times. Our founder, Eglantyne Jebb, was driven by the belief that all children – whoever they are, wherever they are – have the right to a healthy, happy, fulfilling life.

Angela Ahrendts DBE
Chair of the Board of Trustees

Letter from the CEO

After the full impact of COVID-19 was felt around the world in 2020, many commentators predicted that life would return to 'a new normal' in 2021. How far from the truth that proved to be. Save the Children has been fighting for children's rights for 102 years, and 2021 was among our most challenging yet. New waves of the disease continued to wreak havoc on the lives of the most vulnerable children and their families around the world, devastating health, livelihoods, learning opportunities, safety and nutrition.

The impact was more severe in low-income countries. The numbers are staggering. In November 2021, 63% of the world's population had received at least one dose of the COVID-19 vaccine compared to just 12% for people living in low-income countries. One billion children did not have basic healthcare. One billion children were living in deep poverty. 450 million children were not learning. And 450 million children were growing up with conflict.

Working with our dedicated partners, community networks and most importantly, children, in 61 countries around the world, in 2021 we reached almost 164 million children, providing health and nutrition support, helping children get back into learning, and protecting them from violence and abuse.

Focusing on our mission to ensure that all children survive, learn and are protected, in addition to the immediate effects of the pandemic, our strategic emphasis was on supporting children affected by conflict and climate change. We continued to operate in **Afghanistan**, supporting children and women in particular, throughout a harrowing time in that country's long history of conflict. And we were active in some of the most challenging places for children – **Syria**, **Yemen**, on the borders of **Venezuela** – in fact, a total of 78 humanitarian responses around the globe.

As an organisation, we continued to build on the digital solutions, remote collaboration and local networks developed in 2020. We launched a new Workplace Global Diversity, Equity and Inclusion Policy, and achieved over 60% female participation in Talent Development Programmes. We are proud that over 50% of our Country Directors were women in 2021.

2021 was also a difficult year for Save the Children staff. We lost seven colleagues around the world – in heart breaking incidents ranging from road traffic accidents to an attack by the **Myanmar** military, which killed two of our staff. Our condolences go to the friends and families of all those killed and we continue our work in their honour.

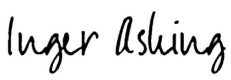
As we look to 2022, it's clear that we increasingly operate in a volatile, uncertain and complex world. At the time of writing this report, more than 5.5 million people have now fled the war in **Ukraine** to neighbouring countries, and almost half of them are children. A child from Ukraine has become a refugee almost every single second of the war. Save the Children is strategically placed to respond to children at all levels of the crisis. With a growing presence in neighbouring countries as well as in destination countries in Europe and beyond, there is great power in bringing domestic and international responses together.

We must not lose sight of our supporters either, who have stuck with us during challenging economic times throughout the Covid-19 pandemic, and now with the war in Ukraine. We launched an ambitious $120 million response plan and have likely exceeded this target as I write this letter. Using our new, flexible Children's Emergency Fund donor proposition, we will be able to strategically allocate funding to wherever it is needed most, including to countries experiencing the ripple effects of this crisis.

This war has demonstrated why it is so important that we are principled in our response, maintaining our impartiality. The only "side" that we take is the side of children's rights. We must continue to remind world leaders of crises that are impacting children elsewhere in the world. In this moment of unprecedented support to Ukraine, we must also recognise that the conflict is causing suffering far beyond its borders, including through the twin impact of rising food and energy costs. This is exacerbating pre-existing hunger crises for many countries, including in the Horn of Africa, the Sahel, and the Middle East.

The conflicts in Syria and Yemen are entering their eleventh and seventh years, respectively. The climate crisis is having an impact on the lives of children and their families worldwide, while the global hunger crisis is putting millions of children on the brink. In times of crisis, when children are their most vulnerable, Save the Children is always there to deliver humanitarian aid and ensure children stay safe.

For us, child-centred programming, based on evidence of what works, supported by well-trained, dedicated and committed people, is the key to maximising impact. Save the Children continues to offer this approach worldwide, and I am confident that working together, we are in a good place to continue making a difference for children who desperately need us.



Inger Ashing
CEO, Save the Children International

Who we are

We are one of the world's leading independent organisations for children. We work to save children's lives. But we are also committed to helping children fulfil their potential. The fight to secure children's rights is the foundation of all our work.

Our vision is a world in which every child attains the right to survival, protection, development and participation.

Our mission is to inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives.

Our values are Accountability, Ambition, Collaboration, Creativity and Integrity.

For over 100 years, we have worked to ensure all children realise their rights.

Our ambition is to ensure that by 2030:

- no child dies from preventable causes before their fifth birthday
- all children learn from a quality basic education
- violence against children is no longer tolerated.

We cannot do this alone. To achieve these breakthroughs, we must inspire others to join our cause, helping us deliver our work to ensure no child is left behind on the progress made by the rest of the world.

The Save the Children Association (SCA)

The Save the Children movement is made up of Save the Children Association, its members and Save the Children International. The Save the Children Association comprises 30 members (27 full members and 3 associate members[1]) as well as SCI. The members are detailed on page 35 under administrative details.

Save the Children International (SCI)

Save the Children International is mandated to deliver international programmes and coordinate global campaigns on behalf of the entire Save the Children organisation. Financing for international programmes is provided by 17 international programming members.

With the exception of the sections titled 'Our impact' and 'Our global strategy', which also include information about Save the Children Association, the following pages report on SCI's strategic activities and finances in 2021.

1
An associate member is entitled to use the Save the Children brand but, until progression to full membership, does not have full rights under the Save the Children Bylaws, including those relating to voting rights.

Our impact

In 2021, children faced the triple threat of COVID-19, conflict and the climate crisis – which threatened to reverse decades of hard-earned progress for children. These issues impact the poorest, the most vulnerable and the hardest to reach: refugees, girls and children with disabilities.

In 2021, we placed a particular emphasis on supporting children impacted by the COVID-19 pandemic to safely return to school and reconnect with learning, on strengthening safety nets and resilience for children and their families, as well as on addressing humanitarian crises.

While we worked in 61 countries, we set particular targets in 15 priority countries[2], where we believe our opportunity for impact is greatest. Targets were set at the start of the year by our thematic teams based on previous year's figures and agreed by our Management Committee. We continued to adapt not only to new realities of remote working, but also to the need to ensure diversity and equity in our organisation and to shift more power to children and local actors. Across our global programming, advocacy and campaigning, in 2021 we:

- Directly reached 38 million children through our work and the work of our partners.
- Responded to 78 emergencies in 57 countries, reaching 28.5 million people including 16.7 million children.
- Accomplished 165 advocacy and campaign achievements across Save the Children, of which 22 were secured with children's participation.

In 2021, the number of children we reached declined by 5% compared to the record-breaking year of 2020, but higher than other years. In 2020, our reach was unusually high as there was particular growth in mass communication work to raise awareness on COVID-19 prevention and vaccination. This declined in volume in 2021, and we also undertook more 'integrated' programming, meaning that an increased number of the children we reached were supported with activities addressing multiple needs and rights.

Ensuring a healthy start in life

Throughout 2021, 90% of all countries experienced significant disruptions of essential child and maternal services due to the impact of COVID-19, with stocks of vaccines and medicines often running out, and overburdened health providers. Over half of all families lacked access to basic health services. As a result, since May 2020 it's estimated there were an additional 168,000 child deaths, with an additional 9.3 million children suffering from short-term, acute malnutrition and 2.6 million children suffering from long-term, chronic malnutrition.

Vaccine inequity persists – at the end of 2021, 63% of the world's population had received at least one dose of COVID-19 vaccine, compared to only 12% for people living in low-income countries. We focused our prevention and support efforts on local contexts, training almost 38,000 community mobilisers in our highest priority countries. Our 'Centre for Utilising Behavioural Insights for Children' (CUBIC) developed and promoted ads and messages on social and other media that led over six million social media users to access national vaccination registration sites.

2 Our 15 priority countries include: Afghanistan, Bangladesh, Burkina Faso, Cambodia, Colombia, Ethiopia, Malawi, Myanmar, Nigeria, oPT, Somalia, South Sudan, Syria, Uganda and Yemen.

It also developed a behaviour-change tool called 'The Little Jab Book' that was translated into five languages. We supported efforts in many countries to encourage vaccinations and mobilise communities and worked directly with Ministries of Health in low-coverage countries like **Bangladesh**, **DRC** and **Ethiopia**. We worked with global partners including the World Health Organisation (WHO) and COVAX in vaccination planning and established a vaccine group across six of the largest International Non-Governmental Organisation to advocate and implement delivery.

In 2021, we supported over 37,000 Community Health Workers (CHWs) globally to help prevent the transmission of COVID-19 and mitigate its impact on child survival. However, in our 15 highest priority countries, our support for 25,000 CHWs fell short of our 35,000 target, largely due to massive political unrest and conflict in countries such as **Myanmar**, **Yemen** and **Ethiopia**.

We directly reached nearly 12 million children and over two million women in 2021 with nutrition-focused interventions in 40 countries worldwide. We published a report called 'Nutrition Critical: Why Nutrition is Pivotal for Children's Futures,' which outlined five nutrition-critical priorities to drive progress for children. We also advocated for better nutrition practices and policies at national levels. In our 15 highest priority countries, increased humanitarian needs led to us treating over 413,000 children for acute malnutrition, tragically almost three times the target number we had expected. Save the Children also committed $563 million between 2022–24 at the Nutrition for Growth (N4G) Summit in an effort to transform the way the world tackles acute malnutrition.

We also invested significant time in building up research and evidence in 2021. We helped better link our humanitarian and development sectors, which included the publication of the report 'Bridging the WASH (water, sanitation and hygiene) Humanitarian-Development Divide: Building a Sustainable Reality'. Mid-year we piloted research projects in **Somalia** and **Bangladesh** on the impact COVID-19. This focused on how the pandemic affected access to maternal and child services in humanitarian contexts and the impact of mental health and psychosocial programming on the health and wellbeing of children and their communities.

Our Emergency Health Unit (EHU) has been at the forefront of Save the Children's COVID-19 response and was instrumental in helping children and their families survive. In 2021, the EHU worked with 11 countries in four regions and reached more than one million people including almost 500,000 children. Services included primary and secondary healthcare, community sensitisation and training, and the training of over 3,000 Community Health Workers.

Delivering education and learning for all

Hundreds of millions of children continued to wait for education to resume in countries where schools had not reopened since March 2020. In the midst of the continuing pandemic, we gave priority to enable a safe return to school where they reopened; provided alternative learning opportunities where schools remained closed, and continued our work in those areas affected by conflict and crises driven by climate change. Each approach adopted our best practice and evidence-based strategies to education, teacher development, school safety and early childhood care and development.

In our 15 prioritised countries, we supported 1.24 million children with distance learning and blended or accelerated learning support. This was 33% over the target of 933,000, and below the 1.39 million children reached in 2020. This was because our target was set with an expectation that schools would re-open earlier in 2021 than they actually did; as they in fact remained closed for longer than originally anticipated, our interventions also continued for longer than had been expected in some countries. Innovation was key. In **Malawi**, our distance learning strategy in poor rural communities where internet access is limited included interactive radio instruction. In **Ethiopia**, we supported distance learning based on TV educational programmes combined with direct teacher follow-up in communities. We also developed a new phone-based method for remotely assessing children's learning progress, which will help build evidence on best practice and effectiveness for the future.

As face-to-face teaching and learning became possible outside school, we piloted catch-up learning. In **Uganda**, community learning facilitators were recruited and trained to provide children with fun and informal teaching in Catch-up Clubs outside of the normal school setting or hours. The Clubs also proved a useful hub to provide wrap around support of cash assistance to families in need and referral of vulnerable children to our trained protection workers.

Where schools were reopened by governments, we supported COVID-19 related safety measures including the provision of handwashing facilities. We provided over 56,000 teachers and community learning facilitators with training and other support such as coaching and learning circles to enable them to strengthen their teaching practice. Furthermore, psychosocial and wellbeing support was provided to teachers to handle the challenging context.

Ensuring children were protected from harm

Protecting children is at the heart of what we do at Save the Children. In 2021, conflicts in **Afghanistan**, **Yemen** and **Ethiopia**, among others, placed children at direct risk and exposed them to grave violations of their rights. COVID-19 also caused widespread and varied indirect risks, ranging from putting an estimated additional 13 million girls at risk of early forced marriage to causing abnormal levels of stress and mental health problems for children.

This year, a new 'Centrality of Protection' policy and procedure was agreed, that set out our commitment to uphold international human rights and humanitarian laws and principles. It commits us to designing and implementing humanitarian responses in a way that keeps children from harm and to holding state and non-state actors accountable.

Across our 15 priority countries, we supported over 93,000 children through case management of protection issues and provided over 199,000 children with mental health and psychosocial support, exceeding our targets of 60,000 and 150,000 respectively.

We produced a 'Catalogue of Innovations' capturing the learning and adaptation of programming in the light of COVID-19. This recorded how we continued to provide essential child protection services at a time when the risk of violence against children had significantly increased, but operations were restricted, and children and communities were harder to reach. These innovations were shared across a range of media, from events to podcasts.

After three years of implementation, our 'Parenting Without Violence' approach was seen to reduce physical and humiliating punishment in contexts as varied as **Cambodia**, **Papua New Guinea**, **Somalia** and **Nepal**. For example, in Prey Deng province in **Cambodia**, children reported that the intervention contributed to a 24% reduction in physical violence and a 36% reduction in emotional violence by their caregivers. In 2021, the 'Joining Forces for Africa' project, a consortium with six child-focused agencies, adopted the 'Parenting without Violence' approach. In the Kakuma Refugee camp in the North-western region of **Kenya**, over 3,000 parents and caregivers took part in parenting support groups.

Growing up in resilient families

COVID-19 also had a dramatic impact on economies, worsening poverty and inequality globally. According to UNICEF, impacts were felt the most where social protection systems were not in place to provide support – including many low-income countries, and among informal urban workers.

In 2021, we saw an unprecedented global hunger crisis. This was linked to the economic impacts of COVID-19, but also worsening conflict situations, mass displacement, and the climate crisis.

Providing safety nets for families was a key strategic focus for our work. In our 15 priority countries, we provided cash and voucher support to over 1.4 million children. This was far in excess of the initial target of 500,000, reflecting both an increase in need in a number of countries, and a scaling-up of fundraising and delivery capability. Over the year, we delivered more than $128 million of cash and vouchers to families in at least 38 countries.

In more stable contexts, we pushed governments to take on the role of managing and distributing regular and predictable cash transfers, such as child grants, as part of a national social protection system. Here our role was to support implementation or push for more inclusive, child focused systems that can help children and communities better cope with shocks such as COVID-19, or the climate crisis.

In **Nigeria** building on previous work to support the national government system, our 'Expanding Social Protection for Inclusive Development' (ESPID) aims to further strengthen government delivery of inclusive and shock-responsive social protection and scale-up our support to national civil society social protection platforms. With our support, four state governments made considerable progress in increasing funding towards social protection with annual commitments. **Jigawa State** has started its very own state funded maternal and child cash transfer programme to reduce malnutrition, based on our earlier model.

We continued our work to improve programming and policy for children living in urban contexts, particularly informal settlements, building on our 2020 global alliance, 'Cities4Children'. Working with new evidence gathered through an impact evaluation of a youth empowerment programme in **Bolivia** (which significantly reduced violence experienced by girls) and other projects, we developed a well-received 'Adolescent Wellbeing Framework' to guide our work. This informed a new five-year programme funded by Bulgari called 'The POWER 4 Adolescents and Youth', which was implemented in **Albania**, **Bolivia**, **Nepal**, and **Uganda**.

Campaigning and advocating for and with children

Save our Education – our priority advocacy and campaigning focus

Our global campaign, 'Save our Education', which started in 2020 in response to COVID-19, continued in 2021, complementing our 'Build Forward Better' report to create a plan for how education can both respond to this crisis – and prepare for future crises. The public campaign '100 Days of Action' saw close to 2,000 children take part and campaign for their right to education alongside parents and supporters from around the world. This was driven by six national child-led campaigns in **Cambodia**, **Colombia**, **Kosovo**, **Lebanon**, **Nepal** and **Uganda**, with participation in 49 country, regional and member offices. Children's actions alongside coalition campaigning and advocacy put the global spotlight on education, helping to move donors to pledge over $4bn USD to the Global Partnership for Education and dozens of countries to increase domestic financing commitments to get children into school and learning – commitments that could represent as much as $196bn new financing for education – with Save the Children driving significant domestic financing commitments in **Cambodia**, **Ethiopia**, **Somalia**, **Nigeria**, **Kenya**, and **Zimbabwe**.

Concerted efforts with UN member states and missions in Geneva and New York, enabled us to secure the inclusion of many of our advocacy asks in UN Security Resolution 2601 (2021) on children and armed conflict, and Human Rights Council Resolution (47/6) on the right to education. This included the explicit reference to the 'Safe Schools Declaration' – a first ever! The Safe Schools Declaration was a political commitment made by states to protect education from attack.

At national level, campaigning and advocacy efforts contributed to various successes. Together with partners, the **Cambodia** country office supported children to bring a wide range of ideas to the Ministry of Education, Youth and Sport, culminating a joint statement outlining commitments to children. We helped secure an inter-ministerial position and reactivation of the 'Safe School Declaration' process in **Colombia**. Our county office in **Uganda** supported teenage mothers and pregnant girls to successfully campaign for the revocation of rules that required pregnant girls to withdraw from education. We secured provision of computers and internet connectivity in **Nepal** and increases in printed materials in **Malawi**. Advocacy efforts in **Sudan** resulted in the military being removed from three school buildings, so they could be used for education again. Our successful advocacy towards Municipal Directorates of Education in **Kosovo** led to the establishment of 18 new community-based early childhood care and development (ECCD) centres in rural areas benefiting more than 600 children.

In **Burkina Faso** our advocacy helped secure the government provision of cash transfers to support girls' education. In addition, our advocacy efforts were instrumental in restoring blocked salaries for teachers in Northwest **Syria**.

Additional advocacy and campaign impact

Our work as co-lead of the 'EU Alliance for Investing in Children', working with peers over several years, culminated in 2021, with the European Union (EU) adopting the 'European Child Guarantee'. This is a milestone for the rights of children, as all EU Member States will have to submit action plans identifying vulnerable children and how their needs will be prioritised. The policy is also historic in that children (supported by Save the Children and our partners) were widely consulted in the process.

At the UN High-level Political Forum 2021, we successfully introduced the concept of child-sensitive social protection, which secures basic incomes and reduces risks for vulnerable children and takes into account the voices and views of children and their caregivers. After an event with child participants at the forum, several member states committed to exploring implementation at the national level.

In **Colombia**, our advocacy contributed to the country becoming the 33rd country in the world to outlaw all forms of corporal punishment of children. We then played a central role in the UN Committee on the Rights of the Child's biennial 'Day of General Discussion', which this year was dedicated to Children's Rights and Alternative Care. An unprecedented 1,500 people attended virtually – from over 125 countries. The Committee took up many of our recommendations in its summary which will feed into recommendations to Member States on how to improve quality care for children going forward.

Working with child-led recommendations and analysis produced in collaboration with scientists at Vrije University Brussels and other leading climate institutes, we produced our first ever global report on climate change: 'Born into the Climate Crisis: Why we must act now to secure children's rights'. We also submitted a third-party intervention to the European Court of Human Rights in support of six children and youths who are bringing a case to challenge states' failure to tackle the climate crisis, which is infringing on children's rights.

Leading up to and during COP26 in November 2021, we worked with children to drive progress on children's rights in relation to climate commitments, policies and financing. Our engagement and influencing helped ensure the final COP agreement included more text on children, child rights and intergenerational equity compared with initial drafts. We will continue this work in 2022 and beyond to ensure children can actively participate and have their voices and demands heard at COP and other international forums.

Promoting child rights governance

Save the Children has been fighting for children's rights for over 100 years. Our work to support good governance, better public investment in children, and support for local actors and children in demanding accountability for their rights, seeks to build social, political and economic systems that work for children.

In 2021, working alongside networks and coalitions of children, child parliaments, and adult civil society, we engaged with governments, and international bodies with the aim of strengthening their legal obligations to children through human rights and Sustainable Development Goal accountability processes. This approach was implemented in **Ethiopia**, **Sudan**, **Zambia**, **Tanzania**, **South Africa**, **Malawi**, **Mozambique**, **Somalia**, **South Sudan**, **Cote D'Ivoire**, **Senegal**, **Nepal**, **Bangladesh**, **Myanmar**, **Guatemala**, **Peru**, **Colombia** and **El Salvador**. In **Ethiopia**, **Zambia**, **Rwanda** and **Tanzania** this investment in democratic participation contributed to increasing spending on social programmes for children. In **Zambia** specifically, the share of total government spending on child focused social protection programmes increased from 2% in 2020 to 4.1% in 2021.

Reaching children in crises

As parts of the world emerge from the pandemic, millions of children are facing a hunger crisis brought on by conflict, climate, and the ongoing impact of the pandemic. An estimated 283 million people were acutely food insecure or at high risk in 2021 across 80 countries. Despite huge progress in our lifetimes, COVID-19 is adding to the impacts of conflict and climate change to push millions of people across the world to the verge of starvation. Save the Children is already working in many of these communities to support families with food, cash, and supplies, and critical health and nutrition services so their children don't go hungry, now or in the future. We're also working with partners to help communities spot early warning signs and take necessary measures to protect themselves.

COVID-19's impact on supply chains, humanitarian access and the global economy is estimated to have doubled the number of severely hungry people in the world to 272 million. The number of climate-related disasters has tripled in the past 30 years; we responded to many in 2021. Today, conflict has displaced 82.4 million people from their homes – more than at any other time in recorded history.

Save the Children's responses have different strategic periods due to the fact that humanitarian crises happen at different times throughout the year. Strategic periods are set from the start of our response and for different amounts of time depending on the nature of the crisis, such as natural disaster or protracted crises.

Together, SCI and Save the Children members reached over 31.1 million people (including 18 million children) in 103 humanitarian responses. From the global hunger crisis affecting 13 countries, to bushfires in **Australia**, the earthquake in **Haiti**, the Ebola outbreak in **DRC**, we offered lifesaving interventions from nutrition, healthcare, and hygiene to child protection and education.

In **Afghanistan**, around 24 million people (including 14 million children), more than half of the total population of 40 million, were in need of humanitarian aid. Since September 2021, we supported 700,000 children and their families against a target of 1.5 million children in the strategic period of 2018–2022 with cash transfers, primary healthcare provision, education, hygiene and sanitation workshops, the provision of shelter and household items, and nutrition services.

Armed conflicts and natural disasters continue to cause mass displacement in **DRC** resulting in serious violations of children's rights, including recruitment, abduction, sexual violence, killings, and maiming. In addition to COVID-19, the country was also dealing with measles and Ebola outbreaks, as well as with the effects of a volcanic eruption. Save the Children has met its target and reached 1.3 million children and their families over the strategic period of 2018–2021, providing vital health, nutrition, protection and education support, as well as water, sanitation, and hygiene programmes.

The regions of Tigray, Amhara and Afar in **Ethiopia** are experiencing a multi-layered emergency, compounded by conflict-induced displacement, disease outbreaks and seasonal disasters. Over 354,000 people were suffering from catastrophic hunger levels. An estimated 5.5 million people in northern Ethiopia – 61% of the people in the area – were facing high levels of acute food insecurity. We reached one million people, ensuring lifesaving assistance and resilience strengthening support was provided through water, sanitation and hygiene (WASH), health, nutrition and protection services.

An estimated 2.3 million children and youth, including some 700,000 children under five, were going hungry in northeast **Nigeria**, as attacks by militants forced farmers from their lands. An estimated 2.2 million people fled their homes. Save the Children has reached 1.2 million people against a target of 27,000 for the strategic period of 2017–2022 since the start of the response. During 2021, we provided food assistance and protection services to more than 320,000 children and families on a regular basis.

Conflict and flooding had a devastating effect in **South Sudan** during 2021, with 8.3 million people, including refugees, in need of humanitarian assistance across the country. An estimated 856,000 people were affected by flooding since May 2020 and close to 400,000 people were displaced, with women and children most affected. As of February 2022, we reached 1.2 million people (including children) since the start of the response people against a target of 1.6 million for the strategic period of 2020–2022.

A decade of war in **Syria** has left children's lives in ruins. Many children have missed years of education, with 2.45 million currently out of school. Around 60% of the Syrian population, that's 12.4 million people, do not have regular access to enough safe and nutritious food. Save the Children has been there for Syrian children since the start of the conflict. In 2021 we reached 600,000 people in need of health and hygiene services, food and nutrition support, psychosocial support, and child protection activities. We also reached 19,900 people in Northeast Syria with education interventions and over 24,200 in Northwest Syria. The total reach target for the strategic period of 2019–2024 is 800,000 people.

Political and socio-economic developments in **Venezuela** have led to a humanitarian crisis. According to the UN, about seven million people are in need of critical humanitarian assistance. An increase in crime and insecurity, including clashes between armed groups and the national security at the border regions, is hampering access to vulnerable populations. The restart to cash programming for all agencies is awaiting government approvals and is on hold for the whole sector until the approvals come through. Moreover, access to gasoline and a lack of a stable source of electricity hampers operations with frequent blackouts and power outages continuing in different areas. Importation challenges means that supply chain and international procurement are an issue. Finally, high rates of COVID have caused lockdowns and travel restrictions, making face to face activities a challenge. As of September 2021, we had reached over 142,000 people since the start of response across the region, 79,000 of whom were children. This is against a target of 1 million people for the strategic period of 2017–2022. Provisions included protection, education, nutrition, cash, WASH and health services.

Over six years of conflict and severe economic decline has driven the people of **Yemen** to the brink of famine. An estimated 20.7 million people – or 66% of the population – require some form of humanitarian or protection assistance. Save the Children is one of the largest aid organisations operating in the country. We work in 11 regions, implementing health, nutrition, child protection, food security and livelihoods, education, water and sanitation interventions. In 2021, we reached 800,000 people against a target 1.2 million people. To date, since 2015, our response has reached over 12.6 million people, including more than 6.8 million children. These are not unique figures as some people receive humanitarian assistance multiple times.

Humanitarian Fund

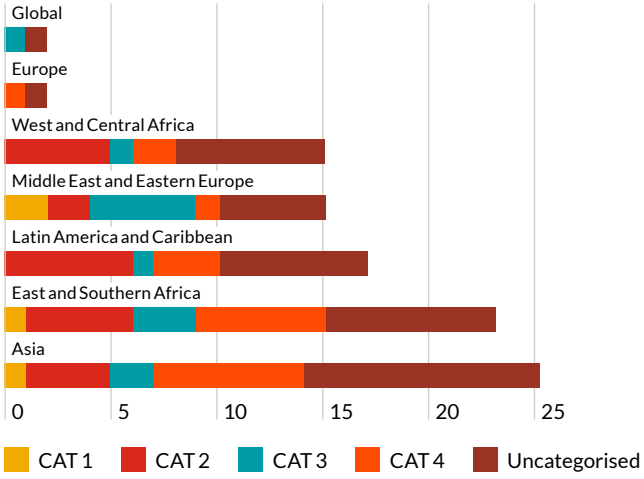
A year ago, our internally created Humanitarian Fund was launched in response to an increasingly changing humanitarian landscape: crises are more frequent, longer, and more severe; with more entrenched factors such as climate change, conflict, forced migration and infectious diseases affecting children. Through the provision of fast and flexible funds, the Humanitarian Fund's purpose has been to enable Save the Children to respond to this shifting landscape while focusing on the increased humanitarian needs. The Humanitarian Fund strengthened our humanitarian aim of doing more despite the increasing challenges. Country and regional offices had extra backing coming in the shape of fast and flexible funding, allowing us to respond to unmet needs.

The Humanitarian Fund received $54.8 million last year from 18 Members, surpassing the $40 million marker. This has given us leverage to support a range of categorised responses, as well as anticipatory action, and emergency preparedness. The fund, which has now been almost fully allocated, enabled the support to 63 Country Offices, Regional Offices and Members, through 267 allocations which is the equivalent of $51.5 million (out of which $28.6 million were spent in 2021). 81% of these funds were used in direct implementation and delivery of humanitarian activities. 12% were costs that have assisted the design of country office's humanitarian strategies, including proposal development and advocacy, while 7% were shared direct costs. Through the Humanitarian Fund activities that might have not found donor support have found a way forward, as was the case of conflict mitigation in Sudan. The funds enabled a conflict analysis in West Darfur that might lead to establishing community-based early warning systems and increasing the country team's ability to anticipate and prepare for conflict events.

All five SCI regions, as well as members in Europe, North America and Oceania received funding from the Humanitarian Fund in 2021. East & Southern Africa (ESA) received $14 million, the highest amount of funding and equivalent to 27% of all Humanitarian Fund allocations, closely followed by Middle East and Eastern Europe (MEEE) with $12.8 million.

The Humanitarian Fund contributed to humanitarian responses that have reached over 16 million people, including nine million children. This has been possible through a range of services comprising education in emergencies, cash assistance, and health.

Figure 1
Funding by region
$USm



Whenever SCI has an active humanitarian response, a humanitarian categorisation is set up. Categorisation is the process SCI uses to assess the humanitarian impact of one or more crises on children's rights in a given country and to determine the overall level of organisational involvement and support required to meet children's needs in a timely and accountable manner. What categorisation level is allocated to a crisis depends on the scale, intensity, complexity of the humanitarian context, scale and severity of children's needs and risks to children, local and national response capacity and the country office's response capacity. SCI's country humanitarian categorisation framework consists of four categories on a scale from 1 to 4, where a category 1 is the largest and most severe.

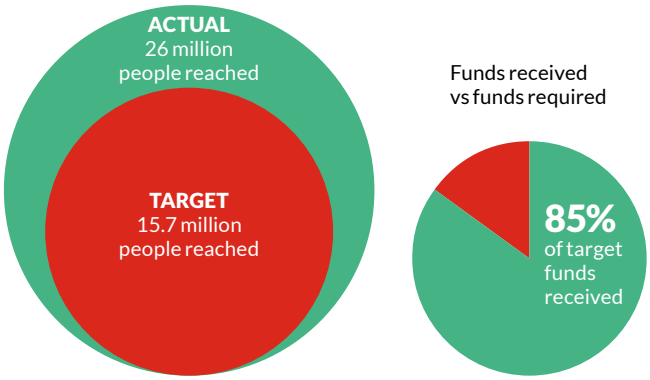
- **Cat 1:** 15+ million people in need (and/or 50+% of population)
- **Cat 2:** 7-15 million people in need (and/or 30-50% of population)
- **Cat 3:** 3-7 million people in need (and/or 15-30% of population)
- **Cat 4:** Up to 3 million people in need (and/or up to 15% population)

Humanitarian Response Plan

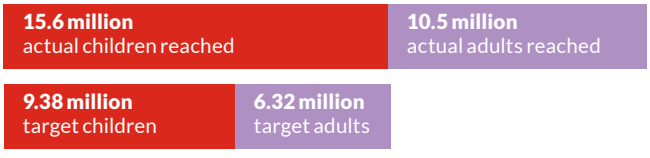
Last year marked the first time we coordinated and drafted a global humanitarian plan. When we published *Children Cannot Wait: Save the Children's Humanitarian Plan for 2021*, we'd just come through one of the most challenging years for children living in crisis in recent memory. At the time, our Humanitarian Plan for 2021 was the first of its kind for Save the Children. The outlook for children for the year ahead was bleak with the UN predicting 235 million people projected to need humanitarian assistance globally. We were still feeling the constraints of a pandemic, seeing overburdened health systems in numerous countries, experiencing inhibited humanitarian access, and witnessing multiple conflicts, all of which combined, drove up humanitarian need to truly unprecedented levels.

In 2021, we reached 31.1 million people (including 15.6 million children) with our humanitarian programming (26 million of whom were in the 37 prioritised countries within our 2021 Humanitarian Plan) – figures which surpassed the target we set for ourselves at 15.7 million people. We raised 85% of our fundraising target – an incredible achievement given the scale of need in 2021 and the number and severity of crises that required support. We have incorporated a lot of the lessons from the 2021 humanitarian plan into our planning for 2022.

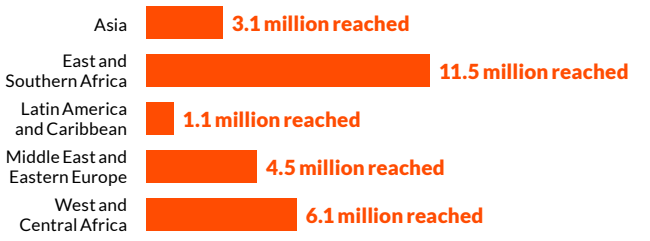
Figure 2
The Humanitarian Fund: Exceeding targets and breaking records



2021 target and actual reach (adults and children)



2021 actual reach (per region)



Our Global Strategy

2019–21 strategic period

In 2019–21, Save the Children prioritised action towards our 2030 Ambition, particularly in countries where progress towards the three breakthroughs was most behind.

Our aim was to:

- Reduce the number of child deaths from pneumonia, and support children with life-saving nutrition services.
- Improve learning outcomes in children's early years (0– 6) and increase global financing towards quality and inclusive basic education.
- Protect children in conflict from grave violations of their rights and take steps to change social norms that perpetuate gender-based violence.

We also agreed to change how we work as an organisation, by:

- Driving high quality programmes and advocacy, focused on developing and using our evidence-based Common Approaches, and applying our technical expertise and funding where it's most needed.
- Engaging the public to support our cause by better integrating our campaigning, communications and resource mobilisation efforts, and growing our supporter base.
- Changing how we work, to reach new standards of accountability to children and one another, by adapting our models to be more fit for the future and evolving our governance, culture and systems to increase effectiveness and efficiency across our movement.

Ambition 2030

ALL CHILDREN SURVIVE, LEARN AND ARE PROTECTED

In 2019–2021, we will drive our breakthroughs for deprived and marginalised children across all contexts by:

SURVIVE

Helping children survive by reducing childhood pneumonia and supporting adolescent sexual and reproductive health and rights

LEARN

Improving learning outcomes in the early years by promoting literacy and numeracy in inclusive learning environments

BE PROTECTED

Protecting children in conflict and changing behaviours that expose children to violence

Drive high quality programmes and advocacy

- Focus our people and funding on the most deprived and marginalised children
- Learn, do and measure what works for children
- Put child rights at the centre of what we do

Engage the public to support our cause

- Build on integrated approach to public engagement
- Accelerate growth in supporter giving

Change how we work to be fit for the future

- Improve accountability to our stakeholders
- Develop new models and platforms

Operate more effectively and efficiently

- Reform our governance
- Live our values and engage our people
- Continue to improve our infrastructure

As Covid-19 hit in 2020, we knew we needed to ramp up our focus on distance and accelerated learning, and financial resilience to combat increased poverty and malnutrition. This in turn would improve children's chances of continuing their learning and returning safely to school. We had not yet made sufficient progress in a few areas of our 2019–21 strategy that would be essential to tackle the challenges to children's rights and equity, exacerbated by the pandemic and financial crises. These included ensuring we had the right technical expertise where it was most needed across the globe; strengthening our partnerships with institutional and multilateral donors; and reducing inefficiency and increasing diversity equity and inclusion in our organisation. We prioritised these areas in 2021 to increase our impact for children and strengthen our organisation to be fit for the future.

2021 priorities and results

1 **Strengthened learning and access to education for millions of children around the world:** As mentioned above in the "Delivering education and learning for all" section on page 8, by the end of 2021, we contributed to maintaining access to flexible/blended learning opportunities for 1.2 million children in our focus countries (against our target of 933K). Key country offices such as **Cambodia**, **Myanmar** and **Bangladesh** drove noteworthy partnerships with UNICEF, Facebook Asia and Teach for All to implement the Safe Back to School programme. And at a global level, our advocacy contributed to closing the $35 billion education financing gap by 11% (against a target of 10%).

2 **Strengthened resilience and financial safety nets for millions of children and their families:** As mentioned above in the "Ensuring children were protected from harm" section on page 9, we contributed to ensuring that 1.4 million children and their families in the poorest countries were able to meet their basic needs through increased access to cash, exceeding our target of 1.2 million. We also supported 14 governments (against a target of seven) to improve coverage of social protection for children. For example, in **Kenya**, we worked with UNICEF to design the first Universal Child Benefits programme in the African continent. In **Somalia**, we partnered with the government to develop their first ever national Social Protection policy, with the potential to benefit the entire population. This is particularly significant in a country where half the population are children under the age of 14, and more than 70% of those children live in poverty.

3 **Strengthened technical expertise and humanitarian capability to deliver quality programming and advocacy at the frontline:** We have increased the number of senior technical experts in countries and regions to 467 (within 4% of our target of 483), and increased uptake of evidence-based approaches across the movement. We consolidated humanitarian expertise for more coherent and efficient allocation globally, including our emergency health capability. We created a fully flexible Humanitarian Fund, which attracted contributions of $54.8 million in 2021, to support emergency preparedness, early action, and under-prioritised responses across the globe. We fell short on our training targets for using our evidence-based approaches; on supporting the overhead costs of local partners but will continue to work on these in our next strategy period.

4 **Increased fundraising alignment, diversity and return on investment to drive our breakthroughs:** To support country strategic priorities we secured more than our stretch target of $1.2 billion from new institutional accounts, including $23 million through new strategic accounts. We raised more than $632 million in unrestricted income (against a target of $449 million), for our work in humanitarian response, advocacy, innovative programming, core investment in technical capabilities of organisation.

5 **Became more cost effective and accountable for children, donors and one another:** We continued with the High Performing Organisation programme, designed to strengthen our systems and increase our efficiency. We now have 80% of staff using the Oracle HR system, as well as the majority of SCI staff procuring goods with ProSave (both hitting our targets). But we have not yet achieved significant reductions in the ratio of administration costs to total spend across our 30 members, which returned to its 2019 level after a reduction in 2020. We base-lined our carbon footprint and committed to a CO_2 emissions reduction of greater than 50% by 2030 at the latest, and responsibly offsetting any unavoidable residual emissions critical to our mission; however, we fell just short of our target of adopting an environmental impact policy in every country we work in.

6 **Built a stronger culture and became more diverse and inclusive from the inside out:** Our median staff engagement across the movement (30 members + SCI) was 79% (against a target of 75% or higher). Our median voluntary turnover across the movement was 14% (against a median target of 10% or lower). Our performance on both of these metrics is encouraging in a year where the 'great resignation' took place in staffing across many sectors, worldwide. In 2021, the median percent of leadership roles held by women was 66% across the movement, which is within our target to maintain the level higher than 60%. However, we did not make as much progress as we wanted in putting other fundamentals in place. We have yet to systematically define what diversity, equity and inclusion means across our geographies and set local policies to protect and foster it, including closing related pay equity gaps. We intend to change this and have prioritised it moving forward in 2022.

Moving towards 2022–24 strategic period

At the time of writing the Trustees Report, we are in the midst of an escalating conflict in Ukraine. More than 7.5 million children across Ukraine are in grave danger of physical harm and severe emotional distress, amidst an exodus of more than 5.5 million people – half of them children – fleeing the war. Around the world, COVID-19, conflict and the climate crisis are undoing decades of progress. What we do for and with children is needed now more than ever. The war in Ukraine, alongside the climate emergency and growing hunger crisis, is bringing us back to the core of our mandate. Our strategic framework for 2022–24 is robust, and designed to withstand and absorb the shocks of our increasingly complex world and while continuing to expand our reach for children who need it most.

The war in Ukraine and other challenges have only confirmed we have the right direction of travel as an organisation. We are working to seize the opportunities for coordination to realise Save the Children's collective potential as a "joined up" Movement.

In 2021, alongside delivering our six priorities, the organisation came together to build a new three-year strategy for 2022–24. An inclusive process was led with all SCA/I staff, technical leadership, senior management/leadership and Boards across SCI and the SCA membership. For the first time ever, children worldwide have helped to create Save the Children's new global strategy.

We have made strategic choices, building on lessons from our COVID-19 response, our strengths and also stretching into newer areas of opportunity. With COVID-19, conflict and climate change negatively impacting children, over the next three years our work will continue to focus on meeting immediate needs where governments and families do not. We will also place greater emphasis on driving systemic changes to protect the rights of children for whom the gap is greatest in achieving our 2030 breakthroughs. We will more aggressively tackle structural inequality and discrimination in each country and context in which we work.

We will amplify impact for hundreds of millions more children across more than 100 countries, ensuring they:

- Get a healthy start in life.
- Can safely go to school and learn.
- Live free from violence.
- Grow up in resilient families.

We must think and act differently, together with children and partners, to protect the rights of children now and for future generations. To do this we will:

- Champion children and their local communities, elevate their voices, and make decisions together.
- Partner more strategically with peers, private sector and government and mobilise people and institutions to change public opinions, policies and laws.
- Use data, strengthen evidence and use digital technology to ensure quality education, healthcare and protection for millions more children, faster.
- Become a truly inclusive organisation that invests in diverse talent, achieving more for children with every dollar spent.

Risk management and internal controls

SCI believes that effective risk management is key to successfully delivering our strategic priorities and achieving our ambitions for children. Our strategy and operating environment inevitably expose us to a range of risks. Our commitment to reach the most marginalised and disadvantaged children requires us to operate in conflict-affected and fragile states, and in humanitarian emergencies.

During 2021, we strengthened our risk management by finalising a new risk management policy and procedure, and improving the review and reporting of risks by Risk Committees in all country and regional offices.

We established a new Risk Hub, bringing together some of our specialist risk functions to ensure a more aligned approach across the four pillars of our approach awareness, reporting, responding and prevention. We have strengthened the consideration of risk management in project design through rolling out a new Project and Award Risk Tool. And we have improved our reporting of incident data to ensure we have alignment in the way we are presenting and reporting risk data and the effectiveness of our controls by creating a set of assurance dashboards.

How we managed our principal risks in 2021

SCI has identified 11 principal risk areas, with associated mitigation strategies, as summarised below.

Principal risk	Risk mitigation strategy
Speaking Out	Our Global Policy and Advocacy Department manages risks around Save the Children's public statements and policy positions – considering the potential risks to our programmes and our impact of speaking out too mildly or too strongly. They provide training and guidance to country offices. There are clear sign-off procedures for global policy and reports, and a process to ensure Board and senior management consideration of sensitive issues.
Quality Programme Designs	Our Programme Quality and Impact Department, and the strong cadre of technical experts across our country offices and members, ensure high-quality project design. A new programme design checklist was agreed in 2021 and will be rolled out in early 2022, ensuring we consider issues such as evidence, gender and child participation. We continue to focus on promoting the uptake of our evidence-based 'Common Approaches', and use of a more standard menu of outcome indicators.
Programme Delivery	Our International Programming Department monitor country office performance against a set of Key Performance Indicators. We provide full reports to donors on our progress in programme delivery, and are piloting a new "projects-on-track" indicator to provide more accessible information on project performance against targets. We are strengthening our systems for working with partners, and in 2021 began the 'Partnership Tools Uplift' project.
Safeguarding Children & Adults	Our Safeguarding Team leads a strategy focused on awareness, prevention, reporting, responding and survivor care. A detailed report on our approach to safeguarding and on incidents in 2021 is included on page 20 below. Our focus on keeping children and communities safe also includes strategies to address medical, construction and road traffic risks in our programming.
Safety & Security	Our Safety and Security Team is responsible for managing all operational risks including, the safety and security of programme delivery, the safety and security of our staff, assets, reputational risk and legal liability.
Harassment & Bullying	Our People and Organisation Department are responsible for policies and case management. A detailed report is included in the Our People section below.

Principal risk	Risk mitigation strategy
Attract, engage, retain talented people	Our People and Organisation Department is responsible for policies and systems to drive leadership stability at all levels; build diverse talent pipelines through effective talent acquisition, succession planning and career experiences; accelerating talent development through development programmes; and acquiring talent to complement internal talent for long term growth. The evidence of risk mitigation is low voluntary turnover, high time in position, improved diversity of leadership roles.
Fraud & Data	Our Fraud team leads a strategy focused on awareness, prevention, reporting and response. In 2021, we strengthened our focus on data analytics to improve our understanding of our exposure to fraud. A detailed report on our approach to fraud is included on page 22 below. Our information security and data protection team is committed to preserving the confidentiality, integrity and availability of all beneficiaries, staff, donor and partner data. Our governance model is underpinned by a comprehensive set of policies and procedures. In 2021, we launched a new SCA Information Security Service to protect the Save the Children brand and enhance member information security maturity. We have also completed an information security assessment of all Country and Regional Offices and supported local teams with the remediation of any identified risks.
Financial Sustainability	Our Finance Department is responsible for ensuring strong financial planning, budgeting, reporting and compliance with key controls. Our key financial controls include adherence to the scheme of delegation to ensure approval and authorisation is upheld; maintaining proper segregation of duties through all our key financial processes; reconciliation and review of accounts throughout and at the end of the year; set annual budgets and re-forecast twice a year, on a monthly basis actual spent is monitored against budget. We also hold ourselves responsible and accountable through monthly reporting on global financial KPIs.
Compliance	Our Legal and Awards teams provide training and guidance to staff in country offices, Regions and the centre in relation to a number of critical compliance areas including legal, safeguarding and donor compliance. All policies and procedures are regularly reviewed under our approach to continuous improvement. In this context, on an annual basis Regional Directors provide a Letter of Assurance acknowledging their responsibility to ensure compliance in the region and country offices and confirming compliance with all relevant law, regulations and policies and procedures. Any exceptions must be declared, together with the related remedial actions being taken.
Governance	Over the last four years, we have and continue to be engaged in a process of governance reform aimed at streamlining and clarifying the decision making authority of the various decision making bodies within SCI. This has included a review of Board Effectiveness by an external team and a review of Board and CEO delegation as they apply throughout the organisation. In this way our aim is both to simplify day to day operations and to ensure that decision ownership and accountability is strengthened.

Working together to manage shared risks within the Save the Children movement

The Save the Children movement operates with a networked structure, and members share exposure to financial, operational and reputational risks. Following our earlier work on developing a joint SCA risk appetite and through our SCA shared risk leadership group calls, we work closely with our Save the Children members to ensure that, in our challenging operating environments, we identify and manage shared risks.

Safeguarding children and adults in the community

Save the Children has a zero-tolerance policy towards the abuse and exploitation of children or adults in the community by anyone involved with our programmes, including staff, partners and others representing our cause, such as volunteers. We are deeply committed to preventing any intended and unintended harm to children or adults in the community caused either directly or indirectly by our people or activities.

In this report, we address three types of safeguarding, split across the groups we aim to protect: children ("Child Safeguarding"), adults in the community ("Adult Safeguarding"), and staff / colleagues ("Staff Safeguarding").

SCI has a comprehensive set of safeguarding policies, including the Child Safeguarding Policy and the Protection against Sexual Exploitation, Abuse and Harassment Policy ("PSEAH" Policy). Everyone associated with Save the Children must be aware of their responsibility to safeguard children and adults and of risks of child abuse and sexual exploitation. Our policies only allow the recruitment of representatives who are suited to work with children and apply strict child safe recruitment practices. Anyone who represents our organisation must adhere to the safeguarding policies, behave appropriately towards children, and never abuse the position of trust that comes with being a member of the Save the Children community. This applies to both the private and professional lives of all staff and other representatives.

Everyone who represents us must actively create a safe environment for children and adults who come into contact with the organisation. All activities and programmes of work, including during the response to humanitarian emergencies, are assessed for safeguarding risks and these risks are reduced or mitigated by all means within our control. SCI's central, regional and country offices establish and maintain robust systems, which promote awareness of safeguarding, and enable the prevention of harm.

Reported concerns in 2021

Reports concerning potential policy breaches increased 63% compared to the prior year. This increase in reporting is in line with the trend of pre-COVID years. This increase is more pronounced compared to prior year due to relatively low reporting in 2020 when the onset of the COVID-19 pandemic temporarily reduced programming and challenged face to face reporting and monitoring systems. The increase in reporting in 2021 demonstrates a continued growth of trust and indicates that our reporting systems have adequately adjusted to a COVID-19 context in which travel and field visits are reduced and some of the old physical reporting and monitoring systems are no longer adequate.

We see it as a positive sign that reporters place trust in our systems by sharing their concerns. This enables us to investigate each concern, provide survivor care if any harm took place, take action if our policies were breached, and continuously test and improve our systems. Our reporting data enables us to keep improving our effectiveness in identifying risks and spotting early warnings. The number of cases related to policy breaches by staff has decreased relatively from 37% of cases in 2020 to 19% of cases in 2021.

Safeguarding children

Save the Children's child safeguarding reports include concerns that possible policy breaches may have led to a child being injured, harmed, or placed at risk of harm. This includes a wide range of concerns, from a child being involved in a road traffic accident, to a child being physically harmed, or an unsafe situation due to inadequate handrails on stairs in a school.

In 2021, there were 631 child safeguarding concerns reported:

- Of the 631 concerns reported, 470 have been closed at the time of analysis:
  - 57% were substantiated policy breaches (55% in 2020)
  - 31% of the cases related to sexual exploitation and abuse or physical abuse (36% in 2020).
  - 19% (87) of cases involved Save the Children staff (37% in 2020).
- Of the closed concerns, 87 involved Save the Children staff, of which 42 were substantiated. Of the substantiated cases involving staff:
  - 2 were sexual exploitation and abuse cases, and 7 related to physical abuse.
  - 9 cases led to contract termination or contract not extended; 2 suspensions; 14 official warnings; and 4 supervision and counselling. The remaining cases led to non-disciplinary action, such as additional training or interventions in the programme.
  - 6 cases were reported to the local authorities. There may have been instances where we decided not to refer cases to local authorities if it posed additional risk to the survivor, or in contexts where it was not possible to do so.

Safeguarding adults in the community

Safeguarding concerns related to adults in the community cover a wide range of potential policy breaches, from disrespectful comments to misuse of power and abuse. The reported concerns include early warnings and situations where there is a risk of harm.

- In 2021, there were 124 adult safeguarding concerns reported:
  - The 124 cases are made up of 80 concerns in which Adult Safeguarding was the primary incident type, and 44 concerns in which the primary concern was around Fraud, Safety & Security, Medical, Data Protection or Child Safeguarding, with a secondary Adult Safeguarding component. 51 concerns involved both adults in the community and children and these cases are included in both the Child Safeguarding and Adult Safeguarding data.
  - Of the 124 cases, 29 concerns related to bullying, harassment or intimidation and 30 concerns related to sexual harassment.
- At time of analysis, 87 concerns have been closed:
  - Of the closed cases, 43 allegations were substantiated policy breaches (49%)
  - Of the substantiated cases, 16 cases led to contract termination or contracts not extended; 2 suspensions; 3 counselling and supervision; and 5 official warnings. 17 cases resulted in non-disciplinary action, such as programmatic intervention, process improvement, or additional awareness raising and training.

Progress in 2021 and Plans for 2022

SCI has a localised continuous improvement strategy in place that ensures that each country office annually assesses their systems and develops a contextualised action plan to address local gaps and improve the systems at country level. Our country offices and programmes are required to assess safeguarding risks and develop effective mitigation strategies. The continuous improvement strategy across awareness, prevention, reporting, responding and survivor care is supported by a team of 100 + full time safeguarding professionals, a network of focal points, and a large pool of trained investigators. Our safeguarding specialists are present in each country to enable a contextualised approach.

Across SCI, 96% of new staff received safeguarding training in their first three months of employment. We launched an updated and improved PSEAH Policy and Safeguarding Framework Policy and developed updated and strengthened investigation procedures.

We rolled out our Safer Partnership Programme to most of our country offices, including comprehensive safeguarding assessments with our sub-awarded implementation partners. We also started the roll out of our Volunteer Management System in high-risk country offices. We piloted an approach to further strengthen our engagement with the communities we work in and continued a rigorous review of safeguarding concerns, learning and survivor care.

In 2022 we will complete our Safer Partnership Programme roll out across all country offices, embedding practice into business as usual. We will review and update our Global Child Safeguarding Protocol and Child Safeguarding Policy.

We will continue to strengthen our investigation practices, with a survivor centred approach and a coaching and engagement methodology to strengthening our network of investigators. We will implement an improved and streamlined compliance approach across country offices and prevent re-occurrence of incidents through targeted behavioural change interventions. Ensuring retention of dedicated safeguarding talent through the development and movement of talent is also a priority.

As awareness and trust grows, we do not expect the overall number of concerns to decline in 2022.

Safeguarding staff/colleagues

Save the Children has a zero-tolerance approach to harm or abuse to our staff, volunteers, or partner staff. The protection of our staff and colleagues falls under the responsibility of our People & Organisation ("P&O") team, and the data presented below is in addition to the data presented in the previous section on safeguarding children and adults in the community.

Staff/colleagues safeguarding concerns cover a wide range of incidents, from disrespectful comments in the workplace, bullying behaviour by line managers, and misuse of power and abuse involving community members. The concerns include early warnings and situations where there is a risk of harm.

In 2021, there were 347 colleague safeguarding concerns reported, compared to 151 in 2020. Included in these cases:

- 171 concerns related to bullying, harassment or intimidation
- 35 concerns related to sexual harassment
- 197 concerns have been closed:
  - 68 allegations were substantiated
  - 16 cases led to contract termination, 1 led to contract not extended, 2 suspensions, 8 counselling and supervision, 27 official warnings
  - Following further review, management determined no further action required on the other 10 cases, while the remaining 4 were still under review at the time of analysis.

We have a clear code of conduct policy and this, along with a culture where colleagues feel trust in leadership to act and resolve allegations of harassment and bullying, has led to increase in reported cases. Our reporting channels are anonymous and our commitment to respond are key factors in increased reporting. We believe these numbers will stabilise over the next 2 years because of our triaging process, improved engagement and awareness.

In order to mitigate risks in 2022, we want to make progress in the following four areas:

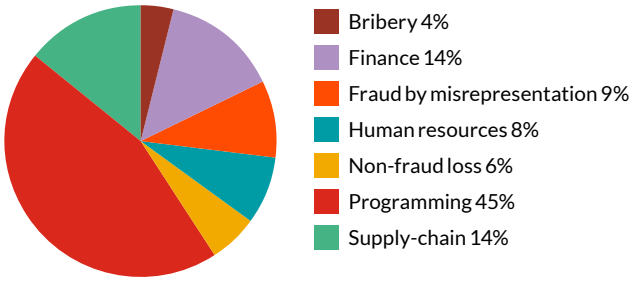
- Implement a triaging system that segregates minor grievances from serious complaints.
- Prevent re-occurrence of incidents through active interventions.
- Ensure effective survivor care.

As awareness and trust grows, we do expect the overall number of concerns to be stable by 2022–23.

Fraud, bribery, and corruption

All staff are required to safeguard SCI resources against fraud and theft by staff, partners, suppliers, volunteers, contractors, community members and beneficiaries. SCI's Global Fraud Team investigates breaches of policy through fraudulent behaviour and lead on the delivery of the organisation's four pillared counter fraud strategy: Awareness, Reporting, Responding and Prevention.

Figure 3
2021 cases by classification



Incidents and actions in 2021

In 2021, the number of fraud reports rose by 37% from 781 in 2020 to 1070. Due to lack of information or non-fraud issues, not all reported incidents are triaged to become open cases. Cases increased by 20% from 603 in 2020 to 721. There was a slight decrease in Triage Level 1 cases, by 18% (32 to 26). Triage Level 2 cases increased by 26% (168 to 213) and Level 3 cases by 27% (339 to 439). Fraud is most commonly low value, high volume, as demonstrated by most cases being Level 3. With the majority of resourcing meeting the increasing workload of newly reported incidents, and fewer historical cases still open, the number of cases closed decreased by 22% (811 to 628).

The continued increase in total reports and cases is in part attributed to continually improving fraud awareness and increased awareness and usage of Datix as SCI's primary reporting mechanism for fraud suspicions.

Programming fraud (fraud taking place at beneficiary targeting, registration or distribution stages of a program, either perpetrated by staff or community members) cases were the most frequent category again, increasing proportionately with the overall caseload (274 in 2020 to 322 in 2021). Cases in **Colombia** continue to make up the majority of this figure with 112 cases, and **Nigeria** the second highest contributor with 66 cases. Both of these Country Offices deliver CVA programming and the majority of cases in each location took place at beneficiary registration and cash distribution stages. Finance cases increased by 100% from 52 to 104, in part due to false invoices and expenses and payroll schemes being detected more often.

Priorities for 2022

The Global Fraud Team seeks to meet the rising caseload with further recruitment and collaboration with other functions in the new Risk Hub. Within the hub, Fraud, Safeguarding and Insurance are member functions under consolidated leadership, partnership teams and at programme design phases to ensure fraud risks are assessed and mitigated methodically on a regular basis.

Global Assurance

The purpose of Global Assurance (GA) is to provide SCI's Chief Executive Officer and the trustees with an independent and objective assessment of the risk, control, and governance arrangements in place at Save the Children. The GAteam undertakes audits of country offices, humanitarian responses, regional offices, and specific business units, based on an assessment of risk.

GAis overseen by the Audit and Risk Committee, which assesses the function's performance, guarantees its independence, approves its strategies and work plan, and receives reports on key risk and control issues arising from its work. The committee seeks regular confirmation and evidence from management that actions it has agreed with the GA function have been implemented.

In 2021, GAconducted a combination of 18 audit, advisory and consultancy engagements. These included audits of Country Offices identified as higher risk; reviews of organisation-wide control frameworks for managing a selection of high 'gross' risks; and advisory support to the organisation's Risk Transformation work.

In 2022, GA's work will align closely with the Global 2022–24 Strategy, and through a combination of assurance advisory work, will involve sustained focus throughout all audit engagements on risks critical to achieving the objectives of the new strategy.

Our people

We deliver on our ambition for children because of dedicated, hard-working, and talented colleagues – from those that deliver programmes on the ground or campaign on key issues, to those who work behind the scenes to keep our data safe, our stock at the right levels and our operations compliant. SCI aims to be a place where engaged colleagues from diverse backgrounds work to achieve our ambition for children. We are committed to the wellbeing and development of over 16,000 staff globally.

COVID-19

The COVID-19 pandemic continued to present huge challenges but SCI was able to produce a clear COVID response strategy. We saw a fundamental shift to the way we work and following the success of wider scale remote working and feedback from staff, SCI took the opportunity to review ways of working on a permanent basis. Many offices now operate a flexible approach with staff able to choose when they go into the office, depending on operational needs.

From a duty of care perspective, SCI has been proactively monitoring the well-being of colleagues through leadership at country offices and local pulse surveys, and we are providing psycho-social support, counselling, healthcare and death benefits as and when colleagues need these. In addition, there are a number of mental health champions in place and a confidential CiC Employee Assistance Programme (EAP) service is available to staff.

In 2021, SCI introduced 'Wellbeing Days' where staff could take up to two days of paid leave in the year to simply focus on their wellbeing. Following the success of this initiative this benefit is now considered permanent.

Anti-harassment

To safeguard our colleagues and staff, there is zero tolerance for all forms of Harassment, Bullying and Intimidation. The SCI Anti-Harassment, Intimidation and Bullying Policy reinforces key messages and expectations to ensure a safe and trusted working environment for all our people by explicitly identifying that any form of harassment, intimidation, bullying, physical and sexual violence and exploitation are not tolerated within our organisation. SCI expects all our staff and representatives to strive for the highest standards of integrity and accountability and to conduct themselves in line with this policy and our Code of Conduct. We will continue to build awareness, prevention and reporting for the safeguarding of staff.

Diversity and equality

At SCI, we foster a culture of respect and dignity for all colleagues. We believe that it is critical to address discrimination directly and promote inclusion and equality in order to ensure that no harm comes to children, and to advance our vision for a world where every child attains their equal right to survival, protection, development and participation. There is zero tolerance for all forms of abuse and mistreatment, which includes sexual exploitation and abuse, harassment, intimidation, and bullying.

SCI has policies and procedures to ensure that job applicants and employees receive fair and equal treatment irrespective of gender, ethnic origin, disability, age, sexual orientation, or any other unjustifiable grounds. Selection for employment, promotion, training or any other benefit is based on aptitude and ability, and all employees and volunteers, whether part time, full time or temporary, are treated fairly and equally.

In 2021, we continue to build on a diverse workforce through transparent recruitment processes. This affects over 6,000 hires annually. We have launched unconscious bias training across SCI. We have conducted pay equity reviews in SCI centre. Our leadership focus on inclusion in talent and succession management resulted in the following representation in leadership at the Country and Regional Offices: 53% of CO leadership are women. 71% of talent pipeline in CO are people of colour.

Our Inclusion groups – Diversity Equity & Inclusion Council, Women Network, Early Career Networks, LGBTQ+, Mosaic Network – have played a critical role in providing feedback, sponsoring speakers and engaging colleagues across SCI.

Reporting on gender equality initiatives across the organisation

On an annual basis, we calculate our UK gender pay gap, which looks at the difference between the average pay of all women vs the average pay for all men. Calculating and reporting on the gender pay gap was postponed in the UK by the UK government (due to COVID-19), SCI published our 2020 figures on the extended government deadline of 5 October 2021 and the 2021 figures have been published on 4 April 2022. Published figures for 2021 are a mean gender pay gap of 11.7% (2020: 19%) and median gender pay gap of 10.7% (2020: 17.45%).

In 2021, we continued to work closely with our centre Employee Forum (established in 2020) and centre Employee Networks and maintained our focus on gender equality. As a result, we hired a new Head of Diversity, Equity & Inclusion who started in Q1 2022. We continue to monitor and implement the Workplace Global Diversity, Equity and Inclusion Policy and conducted an Equal Pay and Diversity Pay Audit for all UK employees. We also continued to track diversity data and mandatory training.

We achieved over 60% female participation in Talent Development Programmes, ensured that 53% of the talent in our regional pipeline and over 50% of our Country Directors were female. We also continued our focus on gender balance at board and leadership levels: 55% of our leaders (Senior Leadership Team and SCA/SCI Board members) are now women.

Actions for 2022

We intend to continue our focus on diversity, equality, and inclusion in 2022, by continuing to implement unconscious bias training for leaders to improve the selection and development of talent and rolling out global anti-bias training.

A new Global Disability Inclusion policy, and accountability guidance for gender and accountability will be launched, together with and a framework and guidance for a gender equality marker KPI. We will be conducting Gender Equality Self-Assessments (including action plans) in 4–6 Country Offices and Gender and Power analysis in 8–10 Country Offices.

We are yet to make progress on improving our diversity scorecard because of lack of available data. We intend to improve the diversity scorecards by including additional data for other relevant groups such as LGBTQ+, disability and early careers, and completing a recruitment gender audit.

Executive Pay

Decisions relating to senior leadership pay are shared with the trustees, and decisions on CEO pay are made by the Trustees guided by its People & Organisation Committee. The People & Organisation Committee approves SCI's Reward Principles which inform our reward policy and annual pay reviews for employees.

For roles in the UK and International roles, base salary is set around the median of the INGO market. For local national roles, pay structures are set between 50–75th Percentile (based on context) of the INGO market. We do not offer any performance-related pay.

Average Country Director pay is broadly in line with the median of the market (our pay aim) and the average lowest and highest actual pay are in line for both male and female Country Directors.

Leveraging talent globally to be fit for the future 2022–2024

In our current three-year work plan (2022–2024), we want to continue to focus on talent development, scaling our processes out to additional grades of the organisation and across Save the Children Association, while continuing to improve our strategic succession planning and movement.

In January 2022, we reviewed and completed succession planning for 25 mission-critical roles in International Programmes. 96% of roles were occupied, 85% roles had successors, 52% of successors are female and 72% are Non-OECD.

Just over 96% (49 out of 51) of our Country Offices completed the annual talent review process using Oracle HR, increasing accountability and enabling us to track and monitor the time in position, internal movement and diversity of senior leaders.

In 2021, 61% of employees set performance goals in Oracle HR and 44% set development goals, using our "Develop to Perform" management approach, which ensures that their managers support them in quarterly development and performance conversations. This was less than the previous year when we had 72% employees with set performance goals and 55% set development goals. We have observed these reductions during the course of the pandemic and impact on workload which may be one driving factor. By the end of 2022 we are aiming for both to be at 75%. In order for us to achieve this target we will be ensuring there is more regular use of the "Develop to Perform" scorecard data so as to increase awareness, transparency and understanding of the root cause of the issues. This will enable us to map clearer accountabilities of employees, managers, our senior management team and leaders.

We continued to run Global Talent Development Programmes for Global Leaders, Country Directors and individuals virtually. Our programmes have positively led to 62% internal movement rate and 6% turnover rate for Country Directors.

At Country Senior Management Team (SMT) level, we assessed 807 leaders and identified a talent pool of 38%. Regional People & Organisation teams are working to ensure these talents are in succession plans, have development plans and access to Talent Development Programmes.

Our ambitions for 2022

We will aim to continue to drive stability in country leaders, maintaining a turnover rate below 10% and internal movement rate of around 40%. We expect 96% of mission-critical roles to be occupied with 76% being filled internally, and a bench of 2–3 internal successors per role. We expect 92% to have completed succession plans, and would like to see equal distribution of men, women, people of colour and ethnic minorities targeted as successors for these roles. We will also identify and implement 8–10 more internal assignments or job moves for the SCA identified talent pool.

For the Extended Leadership Team, our aim is to increase representation for people of colour from 11% to 30%. We will ensure that all approved successors have development plans and pilot a Hogan Assessment and Development tool with 10 successors. This is a personality assessment tool used by organisations to assess job suitability for hiring and also to build self-awareness of leaders.

We will also have 70% complete succession plans for SCI Centre Extended Leadership Team roles, Regional Leadership Team Roles, Country Directors and SMT level by the end of 2022, intentionally tracking and monitoring the distribution of women, people of colour and ethnic minorities as successors for these key positions.

To continue improved accountability, we will ensure that 70% of SCI workforce have documented development goals recorded in Oracle HR by the end of 2022. We aim to create Talent Strategies for the Global Thematic areas to support Technical Expertise Talent Development. Our goal is to retain 90% of technical expertise, identified as 'promotable talent' in 2022.

Carbon and energy data

Children are the least responsible for the climate crisis, yet they will bear the greatest burden of its impact. From cyclones, heat waves, droughts and wildfires, through destruction and loss of livelihoods, to spikes of diseases and epidemics, disruption of education, increase risk of abuse, exploitation and violence, and displacement of millions of people, the consequences of the climate crisis are all around us. In many places where Save the Children works, we are seeing how climate change is harming the poorest and most marginalised children and deepening existing inequalities. SCI recognises that our global operations have an environmental impact.

We will continue to monitor our emissions year-on-year and meet our reporting obligations under The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018.

2021 Performance

We have calculated our environmental impact across scope 2 (indirect electricity) and scope 3 (selected indirect categories such as travel) emission sources. There were no scope 1 (direct fuel) emissions recorded in the reporting period. Our emissions are presented on both a location and market basis and include well-to-tank emissions.

On a location basis our emissions are 301.33 tCO_2e, which is an average impact of 0.52 tCO_2e per FTE, and on a market basis our emissions are 309.51 tCO_2e.

We have calculated emission intensity metrics on FTE, which we will monitor to track performance in our subsequent environmental disclosures.

The main sources of emissions were from flights, electricity and hotel stays in 2021. Overall, our carbon emissions are lower than 2020 due to the impact of COVID-19 restrictions on our operations and our office in London was closed for most of the year.

Actions completed in 2021 to support our ambition included renovating our office and introducing LED lights which are around 80% more energy efficient than our previous lighting and installing a new air conditioning unit which is more energy efficient.

2021 Results

The methodology used to calculate the Greenhouse Gas (GHG) emissions is in accordance with the requirements of the following standards:

- World Resources Institute (WRI) Greenhouse Gas (GHG) Protocol (revised version).
- Defra's Environmental Reporting Guidelines: Including Streamlined Energy and Carbon Reporting requirements (March 2019).
- UK office emissions have been calculated using the DEFRA 2021.

Energy and carbon disclosures for reporting year

	Emissions Source	2020 (†CO_2e)	2021 (†CO_2e)	Variance
Scope 2	Electricity	28.39	16.77	–41%
Total Scope 2		**28.39**	**16.77**	**–41%**
Scope 3	Flights (including WTT)	502.88	255.62	–49%
	Hotel	28.75	20.75	–28%
	Taxis (including WTT)	0.78	0.23	–70%
	Rail (including WTT)[5]	0.35	0.31	–11%
	Employee cars (including WTT)	0.00	1.39	100%
	Electricty transmission and distribution (including WTT[6])	2.78	1.87	–33%
	Electricty generation WTT[6,7]	3.92	4.36	11%
Total Scope 3		**539.46**	**284.53**	**–47%**
Total (Market Based)		**575.75**	**309.51**	**–46%**
Total (Location Based)		**567.85**	**301.33**	**–47%**
Total Energy Usage (kWh)		**121,757.00**	**83,753.90**	**–31%**
Normaliser	†CO_2e per FTE	1.14	0.52	–54%

5 Rail includes both, national and international rail.

6 WTT emissions have been included for both the losses experienced in the grid (categorised as transmission and distribution) and the impact of electricity generation.

7 Electricity generation WTT emissions are a scope 3 category and as such as not been included with the rest of electricity generation emissions as this is scope 2.

Financial performance

All figures are quoted in US dollars.

Incoming Resources

During 2021, SCI's income was $1,335 million, 15% ($169m) higher than our $1,166 million income in 2020. Similar to previous years, 95% of our income was received directly from Save the Children member organisations and the remaining 5% was largely from direct grants and donations in our country offices and donated professional services.

Income from our member organisations of $1,261 million increased by 15% ($166m) compared to $1,096 million in 2020. Income from gifts-in-kind fell by $9 million to $69 million; a significant reduction of in gifts-in-kind of food aid was offset somewhat by an increase in pharmaceutical supplies and services donated by members.

Expenditure

Total expenditure in 2021 was $1,292 million, representing a 13% ($148 million) increase compared with the $1,144 million expenditure in 2020. Expenditure increased due to many significant projects commencing across all our regions both in humanitarian response work and our continuing development work, showing that even with the enduring impact of COVID-19 changing how we operate, we continued to spend on our essential programmes, advocacy and campaigning for children.

A detailed analysis of expenditure is given in Note 3 to the accounts.

Overall humanitarian spend made up 49% of total expenditure in 2021, against 51% on development. This was a small shift from 2020 where humanitarian made up 51% of total expenditure. Spend increased across all our thematic programmes, most significantly in Education which rose by 21% to $342 million. Education represented 26% of programmatic spend, compared to 22% on Health, 15% on both Nutrition and Livelihoods and 14% on Child Protection.

Expenditure increased across all of our regions.

In the **East and Southern Africa (ESA)** region, total spend grew by 8% from $392 million to $423 million. Almost half of this increase reflects increased funding for **South Sudan** for scaling up our humanitarian response to hunger, flooding and conflict. Spend in **Sudan** increased by $8 million with additional funding for our humanitarian response for conflict and food insecurity. **Ethiopia** increased by $7 million partly to support school feeding programming and also the scale up of the humanitarian response to the ongoing conflict in Northern Ethiopia and climate crisis in the south. **Somalia** continues to be our largest country with spend of $107 million, but spending was $9 million lower than the previous year, due to completion of the drought response project.

Spending in the **Asia** region increased by 7% from $234 million in 2020 to $249 million in 2021. A third of this growth was in **Nepal**, which grew by $6 million, mainly from additional funding for COVID-19 response. **Sri Lanka** grew by $4 million relating to US government funding for a food assistance programme for schools. **Afghanistan** also had a $4 million increase due to the crisis in the country during the year.

Total spend in the **West and Central Africa (WCA)** region increased by 18% from $198 million in 2020 to $233 million in 2021. **Nigeria** increased by $19 million, due in large part to increased humanitarian cash transfer programming in the north of the country. **Cote D'Ivoire** increased by $12 million, due to two major health awards now operating at full capacity. Increased donor interest in the insecure Sahel region caused **Niger**, **Mali** and **Burkina Faso** to increase their spend by a combined $15 million. The only major spend decrease from 2020 was $10 million in **DRC**, due to the end of the Ebola response.

Spending in the **Middle East and Eastern Europe (MEEE)** region has increased by 14% from $186 million in 2020 to $213 million in 2021. Half of this growth was due to **Lebanon** and **Yemen** which grew by $8 million and $6 million respectively. In **Lebanon**, the humanitarian response spending increased following the Beirut explosion and ongoing socio-economic crisis. In **Yemen**, our second largest country, the lifting of US government suspensions saw an increase in Cash Transfer Programming with overall spending reaching $77 million spend. The portfolio in **Kosovo** has increased to $3 million due to funding for COVID-19 recovery. In **Occupied Palestinian Territory**, the Gaza escalation in May contributed to additional humanitarian funding of $4 million.

In the **Latin America and Caribbean (LAC)** region, total spend grew by 58% from $61 million in 2020 to $96 million in 2021. This was largely due to an increase in spend in on our response to the Venezuelan migrant crisis, which led to an increase in all country offices, most notably in **Colombia**, **Guatemala** and **Peru**.

Balance sheet

SCI's balance sheet showed net assets have increased from $90 million to $133 million in 2021. Cash and short-term deposits had increased from $239 million, to $254 million in 2021. This increase in cash is driven by increased seasonal cash flows and we believe this to be an appropriate level of cash to be held by SCI considering the high expenditure, which takes place at the end of each year. Investments decreased by $51 million compared to 2020 as SCI switched out of Money Market Fund investments across year end and into bank term deposits.

Fintech for International Development Ltd was incorporated in 2021. SCI holds 11% of the equity and due to its significant influence over the activities and direction of the company, it is considered to be an associate.

Figure 4
2021 direct donations from members
$1,261m (2020 $1,096m)

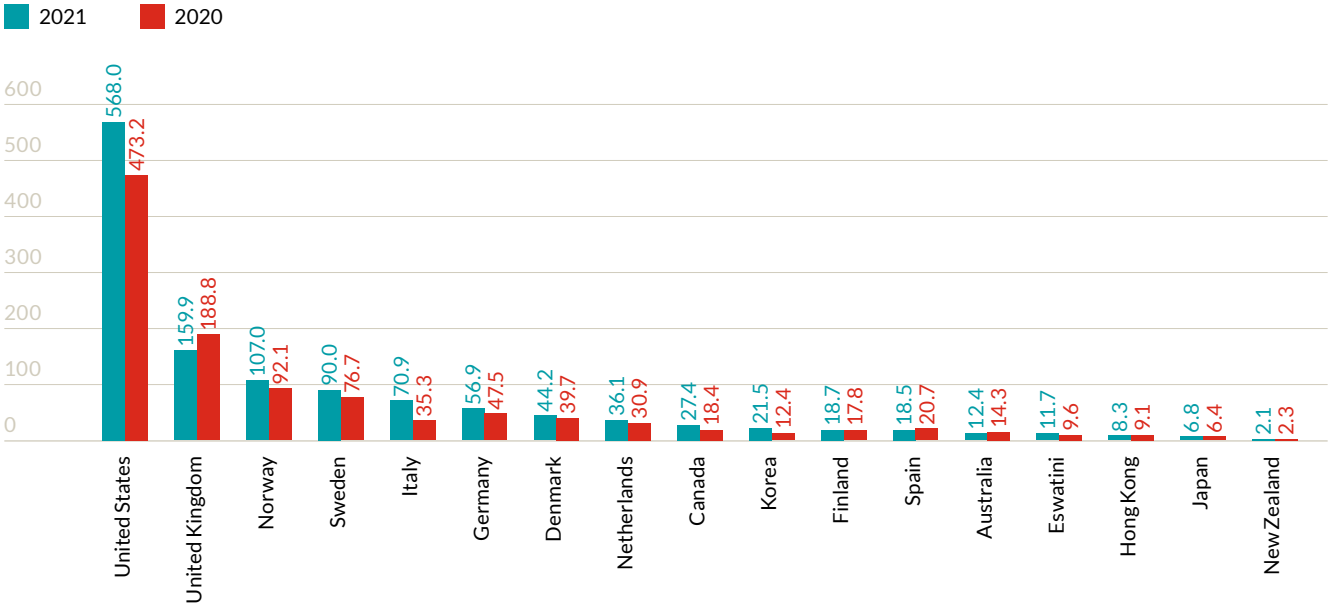


Figure 5
Spend by thematic area
US$m

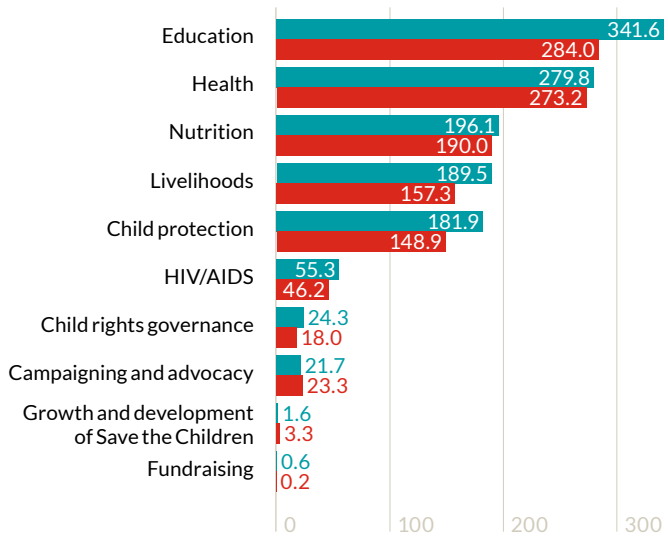


Figure 6
Spend by region largest country office
US$m

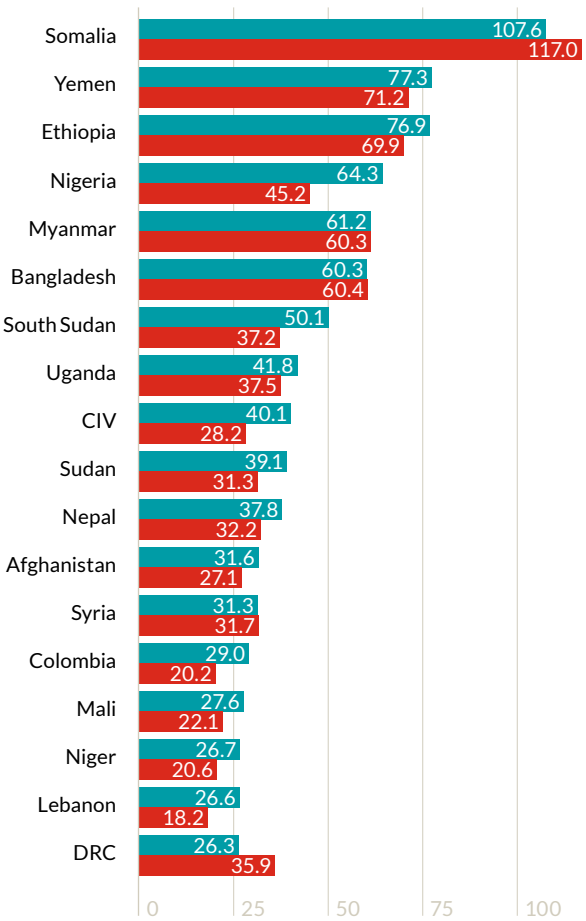
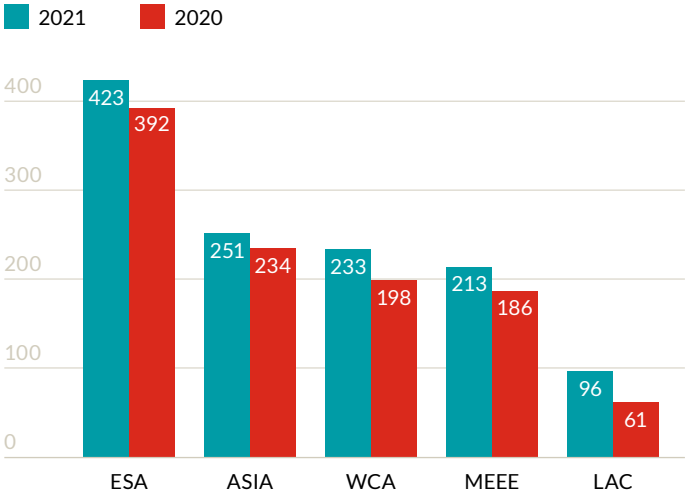


Figure 7
Spend by region
US$m



Reserves

SCI holds reserves for the following purposes:

- To cover our operating expenses in the event of a downturn in income and/or unforeseen increases in costs.
- To meet the costs of unforeseen liabilities for employment or other legal claims not covered by insurance.
- To protect against foreign exchange losses.
- To cover the associated costs in the event of closure or wind-down of our core operations. (Costs associated with the closure and/or wind-down of International Programming work are covered separately by member indemnities up to a maximum of $20 million).

Reserves review 2021

As part of preparing the financial statements, management has reviewed the funds statement and have made three re-categorisations of our funds between restricted and unrestricted. This provides greater transparency, more appropriate and relevant information about SCI's financial position. Please refer to note 15 in the financial statements for more detail.

SCI's reserves comprise the following funds:

General Funds

General Funds comprises investment and other income arising through SCI's activities, and foreign exchange gains and losses. General funds increased from $1.8 million to $3.9 million due to $2.4 gains on foreign exchange in 2021.

International Programming Reserve

The trustees have set the target level for the International Programming Reserve at $15 million. In 2018, a transfer was made of $2.8 million to the Strategic Investment Fund which has now been fully replenished by members in line with our agreement. The balance at the end of 2021 was therefore $15 million (including unrecognised contingent assets of $6.2 million).

Of the $15 million total available reserves as of 31 December 2021, $8.8 million is held by SCI (up from $8.5 million in 2020) and a further $6.2 million is in the form of letters of credit from Save the Children members (shown as contingent assets in Note 18 to the accounts). These letters of credit allow SCI unconditional and irrevocable access to funds on demand in the event of reserves being required.

Strategic Investment Fund

This fund is used to pre-finance our High Performing Organisation project capital spend to ensure the organisation could deliver on its strategic plan with a main emphasis on investing in the portfolio of global transformation projects aimed at improving our efficiency and effectiveness. The use of reserve to fund system developments was agreed with Save the Children members and the reserve will be replenished over the forthcoming years in accordance with that agreement. As a consequence, the Strategic Investment Fund will be in a negative position at the end of 2021 and for the next six years. The replenishment plan in place with all Save the Children members gives SCI a reasonable expectation of receiving income in the future. Per the replenishment plan, on an annual basis, members are providing funds to SCI for an amount equivalent to the annual depreciation of the High Performing Organisation capital costs and therefore the Strategic Investment Fund will be replenished for High Performing Organisation costs at the end of 2027.

Closure Reserve

The trustees have designated a proportion of our unrestricted funds to be used for a Closure Reserve. This represents funds to cover the salary and personnel costs of closure / wind-down of the non-international programming activities. The reserve currently stands at $4.2 million which is a 69% increase from the closing position as at December 2020, at $1.3 million. This increase is driven predominantly by the new lease for the headquarters office in London, which was entered into at the beginning of the year as well as the estimation for personnel costs increasing slightly which would be incurred in the event of a wind down. The trustees have re-evaluated these funds and confirmed that this is an appropriate target level for these purposes at the date of signing this report.

Grant making policy

SCI works in partnership with many organisations. This work includes our staff being involved in joint operations; supporting and monitoring work; and funding local partners to deliver services, humanitarian aid and advocate for child rights. The grants we make to partners enable them to contribute to our breakthroughs, as well as strengthening their organisational capacity. We carefully consider the experience, reach and governance of potential partners, as well as the value they will add in reaching the most deprived and marginalised children. We advise and monitor how all grants are spent. In 2021, 20% (compared to 21% in 2020) of expenditure was through partners.

Going concern

The financial statements have been prepared on a going concern basis which the Trustees consider to be appropriate for the following reasons. The Trustees have prepared cash flow forecasts for a period of 12 months from the date of approval of these financial statements which indicate that, taking account of reasonably possible downsides and the continued impact of COVID-19 on the operations and its financial resources, the Group and Charitable Company will have sufficient funds to meet its liabilities as they fall due for that period.

In particular, SCI has:

- modelled its financial exposure based on 2022 budget assumptions, considering secure funding, programme operations and variable costs;
- reviewed its liquidity and cash flow forecasts;
- reviewed its International Programming Reserve level.

Consequently, the Trustees are confident that the Group and Charitable Company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

Structure, governance and management

SCI 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 7 July 2020. It is registered with Companies House and the Charity Commission and must comply with the Companies Act 2006 and Charities Act 2011. SCI's sole member is Save the Children Association, a Swiss Association formed pursuant to articles 60–79 of the Swiss Civil Code. SCI had eight wholly owned subsidiaries and one new associate, at 31 December 2021, details of which are given in Note 16 of the financial statements.

Board of trustees

SCI's Board of trustees mirrors the board of Save the Children Association. The SCI board currently consists of:

i
Nine Trustees appointed by five member organisations who in the previous year were responsible for the greatest proportion of income to the delivery of Save the Children Association's international programming (the Appointed Trustees).

ii
Three Trustees elected by those member organisations that do not have appointed trustees (per (i) above).

iii
One Trustee who is elected by the Appointed Trustees.

iv
Four Trustees elected by all members of Save the Children Association.

The SCI Board oversees the management of the business of the charity and exercises (directly or through delegation) all the powers of the charity. The Board seeks to ensure that all activities are within relevant laws and agreed charitable objects. Its work includes oversight of, and agreeing the financial plan for, international programmes. The Board has four committees: Audit and Risk; Finance; Governance; and People & Organisation. Each has at least five trustees as members.

The Audit & Risk Committee oversees matters concerning SCI's internal controls, risk strategy, appetite and management (including fraud and safeguarding risk and related management of incidents) and compliance. It is the point of contact for SCI's external auditors and also oversees the work of the global assurance function. The Finance Committee advises the board on financial management, budget and reporting, as well as on treasury, insurance and reserves. The Governance Committee oversees SCI's board and executive-level governance framework, including matters relating to the constitution of its board and board governance systems and processes. The People & Organisation committee determines policy for executive-level compensation (for CEO and certain other senior management roles), advises on organisational design and processes, and organisational culture, and has oversight of SCI's safeguarding policy and procedures.

SCI Board diversity

Our Board of Trustees recognise that it is critical we build an effective approach to supporting equality, diversity and inclusion throughout our organisation, and that those standards start with the Board's own practice.

In 2019, we created a Nominations Committee to support the search and recruitment of new Trustees to the SCI Board, recognising in particular the importance of building diverse representation among our Board members.

In January 2021, the Board attended a workshop to discuss diversity at Board level, including the findings and recommendations of a governance review carried out by Campbell Tickell. In November 2021, on recommendation from the Board, members of Save the Children Association approved the creation of an additional three board seats (which was also be mirrored at SCI Board level), with individuals being elected by member organisations from communities where SCI undertakes substantial programming work. The three new board members are detailed in the administrative details section on page 35.

Auditor

KPMG LLP will be deemed appointed for the next financial year in accordance with Section 487(2) of the Companies Act 2006 unless the company receives notice under Section 488(1) of the Act.

The Audit and Risk Committee oversees the charity's monitoring of external auditor objectivity and independence in relation to non-audit services. The auditor is excluded from undertaking a range of work on behalf of the charity to ensure that the nature of non-audit services performed or fee income relative to the audit fees does not compromise, or is not seen to compromise, the auditor's independence, objectivity or integrity.

Statement of responsibilities of the trustees of SCI in respect of the Trustees' Annual Report and the financial statements

The trustees are responsible for preparing the Trustees' Report (incorporating the strategic report and the directors' report) and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law they are required to prepare the group and parent company financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charitable company and of the group's excess of expenditure over income for that period. In preparing each of the group and charitable company financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Assess the group's and the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern.
- Use the going concern basis of accounting unless they either intend to liquidate the group or the charitable company or to cease operations or have no realistic alternative but to do so.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that its financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the trustees are aware:

- There is no relevant audit information of which the charity's auditor is unaware.
- The trustees have taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees, in their capacity both as trustees and company directors, have reviewed and approved the trustees' report, which incorporates the directors' report and the requirements of the strategic report as set out in the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013.

Induction process for trustees

On appointment to the Board, trustees are provided with an induction pack including information on structure and governance of SCI; the roles and responsibilities of trustees and guidance from the Charity Commission; and ways of working, strategic documents and key policies. Trustees also undertake a range of mandatory trainings including child safeguarding and undertake an induction programme including meetings with Senior Leadership Team members and visits to programmes.

Organisational structure

The trustees delegate the day-to-day running of the charity to the Chief Executive Officer and the senior leadership team, who are responsible for particular areas of the charity and are listed below. The Chief Executive Officer reports to the chair of the board.

Public benefit

The trustees ensure that the activities of the charity are consistent with its charitable objectives and aims. In agreeing our annual plans, the trustees take into account public benefit as set out in the Charity Commission's general guidance on public benefit in relation to the prevention and relief of poverty, the advancement of education and health and the relief of those in need. The trustees believe there is clear public benefit derived from the activities of the charity.

Venture partners and volunteer involvement

This year we have continued to benefit from ongoing strategic partnerships with:

- Boston Consulting Group donated Save the Children globally $4.4 million in professional services and strategic support for regional and country strategy development, climate and digital initiatives, organisational efficiency and effectiveness and scale-up support, plus $207k on secondments of key staff to work on different initiatives around the movement.
- Latham & Watkins LLP for donated legal services of $1.2 million.
- Freshfields Bruckhaus Deringer LLP for donated legal services of $3 million.
- Baker & McKenzie LLP for donated legal services of $539k particularly in the areas of brand protection, employment law and global contracts.

We would like to thank our partners, volunteers, interns and secondees for their continuing contributions, which are invaluable in realising our ambitions for children.

Governance

Governance is a matter of continuous improvement and there are, therefore, a number of initiatives underway to ensure SCI's governance evolves to best support us in delivering impact for children.

We believe that to have the greatest impact for children, today and in the future, we must take account of what is important to our stakeholders. This is best achieved through proactive and efficient engagement. By understanding our stakeholders, we can factor into Boardroom discussions the potential impact of our decisions on each stakeholder group and consider their needs and concerns, in accordance with s172 of the Companies Act 2006.

In the financial year 2020, the Governance Committee and the Board commissioned an independent review of Board Effectiveness by Campbell Tickell. This review was framed around the Charity Governance Code, which has since been updated.

In addition, in 2021, Campbell Tickell also undertook an evaluation of the internal governance reform project which SCA/SCI had initiated in 2019. These reviews have supported SCA's and SCI's ongoing reflections on our adherence to the principles of good governance and continued development of best practice. While the 2019 Governance Reform project (and so the 2021 Campbell Tickell evaluation) were primarily focused on SCA Global Governance, they were of relevance to SCI, as a subsidiary of SCA. The evaluation confirmed significant progress on the themes of working as a global organisation, information flow, and accountability within the Save the Children movement. We have established mechanisms to ensure that we are working together in a transparent manner to ensure enhanced accountability globally. It also confirmed our prioritisation in 2021 of work to further develop our Boards, which has resulted in an expanded Board with new members announced in early 2022, and of our ongoing work to clarify and improve the efficiency of decision making.

For example, as detailed in section "SCI Board diversity" on page 32 in November 2021, in order to improve diversity in governance, members of Save the Children Association approved the creation of an additional three board seats (which was also be mirrored at SCI Board level), with individuals being elected by member organisations from communities where SCI undertakes substantial programming work.

The principles of good governance contained within the Charity Governance Code underpin SCI's governance framework, and we will continue to review our practice against the Code's requirements on a regular basis.

Approval of the Trustees' Report

The Trustee's Report was approved by the Board of Trustees on 10 May 2022

Signed on behalf of the board of trustees by:

Angela Ahrendts
Chair of the Board of Trustees
25 May 2022

Administrative details

Trustees during 2021 and as at date of approval of the report

Angela Ahrendts – *Chair*
(from 5 January 2021)
Rolake Akinkugbe-Filani
(from 1 February 2022)
Roy Caple – *Vice Chair*
Tsitsi Chawatama (from 1 April 2022)
Robert Good
Debra Fine – *Vice Chair*
Anne Fahy
Tamara Ingram (until 31 March 2022)
Bradley Irwin
Larry Kamener (from 1 February 2022)
Deepak Kapoor (from 1 February 2022)
Jon Lomoy
Elizabeth Lule
Raymond Mankowitz
Margaret McGetrick
Teresa Mbagaya (from 1 February 2022)
Joon Oh (until 31 December 2021)
Claudio Tesauro
Dona Young

Board committee memberships as at 31 December 2021

Audit and Risk Committee
Margaret McGetrick – *Chair*
Anne Fahy
Debra Fine
Dona Young
Robert Good (until 2 March 2021)
Tamara Ingram (from 3 March 2021)

Finance Committee
Anne Fahy – *(Chair)*
Brad Irwin
Debra Fine
Margaret McGetrick
Robert Good (from 3 March 2021)

Governance Committee
Robert Good – *(Chair)*
Roy Caple
Dona Young
Claudio Tesauro
Joon Oh (until 31 December 2021)
Jon Lomoy (from 3 March 2021)

People and Organisation Committee
Roy Caple – *(Chair)*
Elizabeth Lule
Brad Irwin
Joon Oh (until 31 December 2021)
Tamara Ingram
Raymond Mankowitz

Senior Leadership Team

Chief Executive Officer
Inger Ashing

Chief Operating Officer
David Wright

Chief Financial Officer
Sam Sharpe

General Counsel
Clare Canning

Chief People Officer
Chet Kuchinad

Global Programme Quality and Impact Director
Bidjan Nashat (until 30 June 2021)

Global Programme Impact Director
Michelle Bowman (interim from 1 July 2021 to 13 February 2022)

Chief Impact Officer
Ebrima Saidy
(from 14 February 2022)

Director of Resource Mobilisation, Communications and Engagement
Clare Rodger

Global Policy, Advocacy & Campaigns Director
Bidisha Pillai

Chief Transformation Officer
Michael Koutstaal

Members at 31 December 2021
Save the Children Australia
Save the Children Canada
Save the Children Denmark
Save the Children Dominican Republic
Save the Children Eswatini
Save the Children Fiji
Save the Children Finland
Save the Children Germany
Save the Children Honduras
Save the Children Hong Kong
Save the Children Iceland
Save the Children India
Save the Children Italy
Save the Children Japan
Save the Children Jordan
Save the Children Korea
Save the Children Lithuania
Save the Children Mexico
Save the Children Netherlands
Save the Children New Zealand
Save the Children Norway
Save the Children Romania
Save the Children Spain
Save the Children Sweden
Save the Children Switzerland
Save the Children UK
Save the Children US

Associate members at 31 December 2021
Save the Children Indonesia
Save the Children Philippines
Save the Children South Africa

Registered office
St Vincent House
30 Orange Street
London WC2H 7HH

Company Secretary
Clare Canning

Registered number
3732267

Registered charity number
1076822

Principal bankers

Barclays Bank Plc
1 Churchill Place
Canary Wharf
London E14 5HP

JP Morgan
383 Madison Avenue
New York
New York 10179

EcoBank
EBI SA
Representative Office
2nd Floor
20 Old Broad Street
London EC2N 1DP

Standard Bank Plc
20 Gresham Street
London EC2V 7JE

Standard Chartered Bank
1 Basinghall Avenue
London EC2V 5DD

Auditor
KPMG LLP
15 Canada Square
Canary Wharf
London, E14 5GL

Tax advisors
Crowe Clark
Whitehill
55 Ludgate Hill
London, EC4M 7JW

Independent auditor's report to the members of Save the Children International

Opinion

We have audited the financial statements of Save the Children International ("the charitable company") for the year ended 31 December 2021 which comprise the consolidated statement of financial activities, consolidated and charity balance sheet, consolidated cash flow statement and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the charitable company's affairs as at 31 December 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the group in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The trustees have prepared the financial statements on the going concern basis as they do not intend to liquidate the group or the charitable company or to cease their operations, and as they have concluded that the group and the charitable company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the trustees' conclusions, we considered the inherent risks to the group's business model and analysed how those risks might affect the group and charitable company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the trustees' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the group or the charitable company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the group or the charitable company will continue in operation.

Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud.

Our risk assessment procedures included:

- Enquiring of Trustees, the audit and risk committee, internal audit, and management and inspection of policy documentation as to the Group's high-level policies and procedures to prevent and detect fraud, including the internal audit function, the Group's channel for "whistleblowing" and fraud reporting, as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Board, audit and risk committee, governance committee and people and organisation committee minutes.
- Using analytical procedures to identify any usual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit. This included communication from the lead to participating audit teams of relevant fraud risks identified at the Group level and request to participating audit teams to report to the lead audit team any instances of fraud that could give rise to a material misstatement at group.

As required by auditing standards, and taking into account possible pressures to internal key performance indicators and our knowledge of the control environment, we perform procedures to address the risk of management override of controls and the risk of fraudulent revenue recognition, in particular the risk that income is recorded in the incorrect accounting period and the risk that Group and component management may be in a position to make inappropriate accounting entries.

We also identified fraud risks related to cash and inventory management in response to the environment in which the Group operates. The Group is working in deprived areas where people desperately need the cash and resources that SCI control. This inherently increases the risks surrounding the control of assets. We also identified a fraud risk related to working with partners and working in a decentralised control environment. Attitudes towards fraudulent activities such as kickbacks may be seen as more common in some areas where the Group works, increasing the likelihood that these are offered, requested or paid. Turnover of staff at some country offices is high meaning it is difficult to ensure that all members of staff have had appropriate fraud awareness and reporting training.

We performed procedures including:

- Identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted to unusual accounts, particularly involving cash accounts;
- Inspecting the relevant income agreements and their accounting to confirm their recognition in line with the SORP for different revenue streams;
- Inspecting stock count sheets and attending inventory counts at specific warehouses;
- Obtaining third party bank confirmations;
- Inspecting partnership agreements and authorisation of partner payments; and
- Assessing the design and effectiveness of controls in place at Country Office level over areas such as procurement, HR, and cash.

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience through discussion with the Trustees and other management (as required by auditing standards). We discussed with the Trustees and other management the policies and procedures in place regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. This included communication from the lead to participating audit teams of relevant laws and regulations identified at the Group level, and a request for participating auditors to report to the lead audit team any instances of non-compliance with laws and regulations that could give rise to a material misstatement at group.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Group is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies' legislation and the charity SORP) and local tax regulations. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Group is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, anti-bribery, employment law, and certain aspects of charitable company legislation, recognising the nature of the Group's activities and its legal form. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remains a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

Other information

The trustees are responsible for the other information, which comprises the Trustees' and strategic report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the other information;
- in our opinion the information given in the Trustees' report and strategic report, for the financial year, is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- the charitable company has not kept adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

Trustees' responsibilities

As explained more fully in their statement set out on page 32, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the group's and the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the group or the charitable company or to cease operations, or have no realistic alternative but to do so.

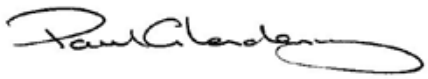
Auditor's responsibilities

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.



Paul Glendenning *(Senior Statutory Auditor)*
for and on behalf of

KPMG LLP, Statutory Auditor
Chartered Accountants
15 Canada Square
Canary Wharf
London E14 5GL

26 May 2022

Financial statements

Consolidated statement of financial activities for the year ended 31 December 2021 (including an income and expenditure account)

	Notes	Unrestricted USD 000s	Restricted USD 000s	2021 Total USD 000s	2020 as restated Unrestricted USD 000s	2020 as restated Restricted USD 000s	Total USD 000s
Income from donations							
Grants and other donations		**44,105**	**1,220,429**	**1,264,534**	42,421	1,041,311	1,083,732
Gifts in kind	2(c)	**257**	**68,720**	**68,977**	–	77,637	77,637
Total income from donations	2(a)	**44,362**	**1,289,149**	**1,333,511**	42,421	1,118,948	1,161,369
Income from investments	2(d)	**611**	**55**	**666**	968	56	1,024
Other income	2(e)	**732**	**228**	**960**	2,492	817	3,309
Total incoming resources		**45,705**	**1,289,432**	**1,335,137**	45,881	1,119,821	1,165,702
Expenditure on raising funds		**17**	**612**	**629**	11	186	197
Expenditure on charitable activities							
International programs		**38,373**	**1,230,089**	**1,268,462**	33,779	1,083,762	1,117,541
Campaigning and advocacy		**3,171**	**18,577**	**21,748**	2,295	20,983	23,278
Growth and development of Save the Children		**11**	**1,563**	**1,574**	64	3,281	3,345
Total expenditure on charitable activities	3(a)	**41,555**	**1,250,229**	**1,291,784**	36,138	1,108,026	1,144,164
Total outgoing resources	3(a)	**41,572**	**1,250,841**	**1,292,413**	36,149	1,108,212	1,144,361
Net incoming resources for the year		**4,133**	**38,591**	**42,724**	9,732	11,609	21,341
Transfers between funds	15	**6,150**	**(6,150)**	**–**	11,594	(11,594)	–
Total funds brought forward as previously reported	15	**36,735**	**53,289**	**90,024**	24,252	44,431	68,683
Reclassification of funds	15	**13,971**	**(13,971)**	**–**	5,128	(5,128)	**–**
Funds brought forward as restated	15	**50,706**	**39,318**	**90,024**	29,380	39,303	68,683
Total funds carried forward	15	**60,989**	**71,759**	**132,748**	50,706	39,318	90,024

As part of preparing the financial statements, management has reviewed the funds statement and have made three recategorisations of funds between restricted and unrestricted. Please refer to note 15 for more detail. This change in accounting policy has been retrospectively applied by restating the opening position in 2020 and restating the restricted and unrestricted income and expenditure in the prior year comparatives for the year ended 31 December 2020 in the above consolidated statement of financial activities.

All gains and losses recognised in the financial year are included above. There is no difference between the net incoming resources before other recognised gains and losses above and the historical cost equivalent. All activities are continuing. The charity uses the exemption conferred by section 408 of the Companies Act 2006 in not preparing a separate income and expenditure account for the charity as a separate entity. The group structure is explained in note 16 and net outgoing resources for the charity alone for the year ended 31 December 2021 were USD 42,260,767 (2020: net outgoing resources of USD 32,958,736). The notes on pages 43 to 64 form part of these financial statements.

Consolidated and charity balance sheet as at 31 December 2021

	Notes	2021 Group USD 000s	2021 Charity USD 000s	2020 as restated Group USD 000s	2020 as restated Charity USD 000s
Fixed assets					
Tangible fixed assets	5	**26,671**	**26,393**	22,913	22,685
		26,671	**26,393**	22,913	22,685
Current assets					
Stock	6	**24,200**	**23,518**	17,879	17,231
Debtors	7	**161,033**	**157,945**	125,897	123,819
Investments	8	**31,579**	**31,579**	82,667	82,667
Cash at bank and in hand	9	**222,853**	**220,200**	156,461	155,443
		439,665	**433,242**	382,905	379,160
Current liabilities					
Creditors: amounts falling due within one year	10	**(273,020)**	**(271,559)**	(263,046)	(260,900)
Net current assets		**166,645**	**161,683**	119,858	118,260
Provisions	11	**(60,568)**	**(58,242)**	(52,747)	(50,747)
Provisions and long term liabilities		**(60,568)**	**(58,242)**	(52,747)	(50,747)
Total net assets		**132,748**	**129,834**	90,024	90,198
Unrestricted funds					
General funds		**3,854**	**3,854**	1,751	1,751
Designated funds		**57,135**	**52,976**	48,955	46,454
Total unrestricted funds	15	**60,989**	**56,830**	50,706	48,205
Restricted funds	15	**71,759**	**73,004**	39,318	41,993
Total funds	15	**132,748**	**129,834**	90,024	90,198

As part of preparing the financial statements, management has reviewed the funds statement and have made three recategorisations of funds between restricted and unrestricted. Please refer to note 15 for more detail. This change in accounting policy has been retrospectively applied by restating the opening position in 2020 and restating the restricted and unrestricted funds in the prior year comparatives for the year ended 31 December 2020 in the above consolidated and charity balance sheet.

The notes on pages 43 to 64 form part of these financial statements.

Approved by the board of trustees and signed on its behalf by:

Angela Ahrendts
Chair of the Board of Trustees
Save the Children International
25 May 2022

Margaret McGetrick
Chair of the Audit and Risk Committee
Save the Children International
20 May 2022

Company registration number:
3732267

Consolidated cash flow statement for the year ended 31 December 2021

	2021 USD 000s	2020 USD 000s
Cash flows from operating activities		
Net incoming resources for the year	**42,724**	21,341
Depreciation	**5,917**	3,521
Interest receivable and similar income	**(666)**	(1,024)
Gains on disposal of tangible fixed assets	**(350)**	(2,818)
Increase in stocks of gifts in kind	**(4,293)**	(498)
	43,332	20,522
Increase in debtors	**(35,135)**	19,879
Increase in stocks of purchased goods	**(2,028)**	(200)
Increase in creditors	**9,974**	20,302
Increase in provisions	**7,821**	3,077
Increase in carrying value of associated company	**(219)**	–
	(19,587)	43,058
Net cash from operating activities	**23,745**	63,580
Cash flows from investing activities		
Payments to acquire tangible fixed assets	**(9,675)**	(10,271)
Proceeds from the sale of assets	**349**	2,809
Interest received	**666**	1,024
Net cash from investing activities	**(8,660)**	(6,438)
Net cash flows for the year ended 31 December	**15,085**	57,142
Change in cash and cash equivalents in the financial year		
Cash and cash equivalents at the beginning of the financial year	**239,128**	181,986
Net cash inflows for the financial year	**15,085**	57,142
Cash and cash equivalents at the end of the financial year	**254,213**	239,128
Represented by:		
Cash at bank and in hand	**222,853**	156,461
Short term deposits	**31,360**	82,667
Total cash and cash equivalents	**254,213**	239,128

Save the Children International uses the exemption conferred by section 1.12 of FRS 102 in not preparing a separate cash flow statement for the charity as a separate entity.

Notes to the accounts for the year ended 31 December 2021

1 Accounting policies

a *Basis of accounting*

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard (FRS 102) applicable in the UK and Republic of Ireland published in October 2019. All income and expenditure relates to continuing operations. The financial statements comply with the requirements of the charity's Memorandum and Articles of Association. The financial statements have been prepared on a going concern basis. The financial statements have been prepared under the historical cost convention unless otherwise stated in the relevant accounting policy note. The presentation currency of these financial statements is US Dollars. All amounts in the financial statements have been rounded to the nearest $1,000.

b The financial statements have been prepared on a going concern basis which the Trustees consider to be appropriate for the following reasons. The Trustees have prepared cash flow forecasts for a period of 12 months from the date of approval of these financial statements which indicate that, taking account of reasonably possible downsides and the continued impact of COVID-19 on the operations and its financial resources, the Group and Charitable Company will have sufficient funds to meet its liabilities as they fall due for that period.

In particular, Save the Children International has:

- modelled its financial exposure based on 2022 budget assumptions, considering secure funding, programme operations and variable costs;
- reviewed its liquidity and cash flow forecasts;
- reviewed its International Programming Reserve level.

Consequently, the Trustees are confident that the Group and Charitable Company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

c *Basis of consolidation*

The group accounts incorporate those of the wholly owned subsidiaries and associate of the charity as detailed in note 16 to the financial statements. The results of each subsidiary are consolidated on a line by line basis. The associate is valued as Save the Children International's 10% sharing holding of the value of the net assets of the company as at 31 December 2021 and is included in the investments on the consolidated and charity balance sheet.

d *Company status*

The charity is a company limited by guarantee, not having share capital. Save the Children International's sole member is Save the Children Association, a Swiss Association formed pursuant to articles 60–79 of the Swiss Civil Code. The trustees of Save the Children International are named on page 35. The Charity is a Public Benefit Entity as defined in FRS 102.

e *Income recognition*

Income is recognised in the financial year in which Save the Children International is legally entitled to the income, receipt of funds is probable and the amount can be measured with sufficient reliability.

International programming grant income from Save the Children members is recognised when the charity can demonstrate entitlement to the income. In most cases this is based on programme activity performed. Typically international programming grant agreements specify the goods and services to be provided to beneficiaries. For the purposes of income recognition, the amount of resources expended on individual grants is used to measure programme activity performed. International programming grant income is credited to restricted income within the Statement of Financial Activities (SOFA). In cases where, by agreement with the Save the Children member, funds are received in advance of programme activity, income is recognised upon receipt of the funds and credited to restricted income in the SOFA, with any unspent balances carried forward to the following year within the relevant fund.

Grant income to fund international programming operational activity not directly attributable to projects and investment activity is recognised when entitlement falls due following the agreed schedule in accordance with a Member Contribution Agreement.

Grant income from Save the Children Association and from members to establish Save the Children International reserves is recognised when entitlement falls due.

All other sources of income are recognised as entitlement falls due in accordance with contractual agreements.

f *Gifts in kind*

Gifts in kind donated for distribution by country programmes (such as food, clothing and medical supplies) are included at valuation. Income is recognised when gifts in kind are received. Expenditure is recognised when gifts in kind are released from the warehouse to be distributed to the projects and any undistributed amounts are recognised on the balance sheet as stock.

Gifts in kind for pro bono services are valued either at market value or, where this is not available, an appropriate estimate of the value to the charity is made.

Services donated by members are valued at cost.

In preparing these accounts no value has been attributed to the work performed by volunteers in accordance with the SORP.

g *Stock*

Undistributed balances of goods donated for distribution and goods acquired for distribution are recognised as stock. Stocks are considered to be distributed at the point the stocks are released from the warehouse. Stocks are valued at cost, estimated market value when received or donor valuations.

Stock write offs – if access to inventory is not possible due to any restricted access to warehouses, as a result of safety and security concerns, Save the Children International is therefore unable to receive, distribute or count goods and therefore this means that the service potential on those goods is compromised. Save the Children International may be cut off from the rewards of ownership, which may result in the derecognition of stock.

h *Resources expended*

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Expenditure is charged inclusive of any irrecoverable taxation.

A sizable proportion of the programme work of Save the Children International is undertaken by making grants to operational partners who perform the work on the ground and report back to Save the Children International on the work they have done.

Save the Children International recognises the expenditure on these grants when payment is due to the partner organisation in accordance with the terms of the agreement. The related income on grants which will be used to cover these payments is recognised at the same time in accordance with the charity's standard income recognition policy. Standard partner agreements are typically for a year's duration but can span several years.

Support costs which include the central and regional office functions such as general management, payroll administration, budgeting and accounting, human resources, information technology, legal compliance and trustees costs are allocated across the categories of charitable activities. The basis for the cost allocation is explained in note 3c to the accounts.

i *Taxation*

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK Corporation Tax purposes. Accordingly the charity is exempt from taxation in respect of income and capital grants received within categories covered by Chapter 3 part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. The charity and its subsidiary, The Save the Children Alliance Trading Limited, have a group registration for VAT. Country offices are subject to local tax legislation.

Irrecoverable VAT is not separately analysed and is charged to the SOFA when the expenditure to which it relates is incurred, and is allocated as part of the expenditure to which it relates.

j *Foreign currencies*

The functional currency of Save the Children International is US Dollars. The exchange rate to Sterling at 31 December 2021 was 1.35 (31 December 2020: 1.33).

Where Save the Children International has entered into forward contracts for the purchase of foreign currencies, expenditure in those currencies covered by the forward contract are translated into US Dollars at the forward contracted rate. Transactions denominated in other currencies are translated at the rate of exchange at the time of the transaction.

Foreign currency balances are translated at the rate of exchange prevailing at the balance sheet date. Foreign currency gains and losses are included in the SOFA against the expenditure for the financial year in which they are incurred.

k *Financial instruments*

Financial instruments include forward currency contracts for multiple denominations. As the contracts manage general exchange risk, hedge accounting is not used and the contracts are included in the balance sheet at fair value (as either debtors or creditors), with gains/losses recognised in the statement of financial activities.

All financial instruments at the 31st December 2021 were for a maturity date of less than one year.

l *Debtors*

Trade and other debtors are recognised at the settlement amount due.

m *Tangible fixed assets*

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided on a straight line basis on all tangible fixed assets at rates calculated to write off the cost, less estimated residual value, of each asset over its expected useful life as follows:

Motor vehicles	5 years
Computer software	5 years
Furniture, equipment and fixtures	5 years
Freehold property	25–50 years
Leasehold property	Shorter of 10 years and lease term

The charity does not capitalise assets purchased as part of international programme grant expenditure, nor individual expenditure items below USD 5,000.

Impairment reviews are conducted when events and changes in circumstances indicate that an impairment may have occurred. If any asset is found to have a carrying value materially higher than its recoverable amount, it is written down accordingly.

n *Leased assets and obligations*

Where assets are financed by leasing agreements that give rights approximating to ownership ('finance leases'), the assets are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments payable during the lease term. The corresponding leasing commitments are shown as obligations to the lessor. Lease payments are treated as consisting of capital and interest elements and the interest is charged to the income and expenditure account using the straight line method.

Where assets are financed by operating lease agreements, the lease rentals are charged to the income and expenditure account over the life of the lease on a straight line basis.

o *Pensions*

The pension costs charged in the financial statements represent the contributions payable by the company to the defined contribution schemes during the financial year.

p *Provisions*

Provisions for future liabilities are recognised when the charity has a legal or constructive financial obligation, that can be reliably estimated, and for which there is an expectation that payment will be made.

q *Fund accounting*

General funds are unrestricted funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is explained in the notes to the financial statements. Please see note 15 for details.

Restricted funds are funds that are to be used in accordance with the specific restrictions imposed by donors. The costs of administering such funds are charged against the specific fund in line with the donor agreements. The aim and use of each restricted fund is set out in note 15.

r *Investments*

Short term deposits maturing in less than one year are recorded within current assets. Where they mature in less than 3 months, they are considered cash equivalents within the Cash Flow Statement as they are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value. The expected maturity of these investments is shown in note 8. Other investments are recorded at a fair market value where such a value can be reliably measured, otherwise they are recorded at cost.

s *Creditors*

A liability is recognised for the amount that the group anticipates it will pay to settle the debt or the amount it has received as an advance payment for goods or services it must provide.

t *Accounting estimates and key judgements*

Critical accounting estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying next financial year are as follows:

Gifts in kind are valued by Save the Children staff with regard to market prices when distributed. In cases where the donor has not provided a valuation the most recently available average wholesale acquisition cost will be used to value the GIK.

Provisions – the Group has made significant provision for potential tax liabilities. Management believe that these provisions are appropriate based on information currently available and are calculated as the best estimate of the expenditure required to settle or to transfer it to a third party at the reporting date 31 December 2021.

2 Income

a *Income from donations*

	2021 Grants and other donations USD 000s	2021 Gifts in kind donated services USD 000s	2021 Gifts in kind donated goods USD 000s	**2021 Total USD 000s**	2020 Total USD 000s
Amounts received directly from Save the Children member organisations					
Australia	12,083	331	–	**12,414**	14,274
Canada	26,849	563	–	**27,412**	18,442
Denmark	43,987	215	–	**44,200**	39,663
European Union	–	242	–	**242**	–
Fiji	–	2	–	**2**	–
Finland	18,683	–	–	**18,683**	17,784
Germany	56,860	16	–	**56,876**	47,452
Hong Kong	8,263	23	–	**8,286**	9,123
Iceland	–	–	–	**–**	353
Indonesia	–	127	–	**127**	–
Italy	70,896	–	–	**70,886**	35,322
Japan	6,760	–	–	**6,760**	6,439
Korea	21,519	–	–	**21,507**	12,376
Netherlands	36,020	91	–	**36,111**	30,857
New Zealand	2,110	–	–	**2,110**	2,268
Norway	106,832	200	–	**107,032**	92,090
Philippines	–	351	–	**351**	–
Spain	17,172	–	1,306	**18,478**	20,672
Sweden	88,080	271	1,672	**90,023**	76,749
Switzerland	11,668	–	–	**11,667**	9,646
United Kingdom	156,763	609	2,548	**159,920**	188,842
United States	518,618	3,054	46,349	**568,046**	473,163
Total amounts received directly from members	1,203,163	6,095	51,875	**1,261,133**	1,095,515
Other amounts					
Save the Children Association – Core Fund	17,791	–	–	**17,791**	16,490
Save the Children Association – Strategic Investment Fund	18,199	–	–	**18,199**	16,479
Save the Children Association – Other Funds	3,615	–	–	**3,615**	3,990
Professional services directly provided to Save the Children International	–	10,250	–	**10,250**	12,916
Direct grants and donations in Save the Children International country programmes	17,818	–	757	**18,575**	14,700
Other grants and donations	3,948		–	**3,948**	1,279
Total other amounts	61,371	10,250	757	**72,378**	65,854
Total income from donations	1,264,534	16,345	52,632	**1,333,511**	1,161,369

b *Income from major institutional donors*

Income received directly from members includes amounts originating in grants (including gifts in kind) from the following major institutional donors, including governments and multi-national agencies.	**2021 USD 000s**	2020 USD 000s
United States Agency for International Development / Bureau for Humanitarian Assistance (USA)	**258,906**	203,268
Global Fund to Fight AIDS, TB and Malaria	**68,910**	50,359
World Food Programme	**41,084**	49,073
Norwegian Agency for Development Cooperation / Norway Ministry of Foreign Affairs	**38,930**	40,768
European Civil Protection and Humanitarian Aid Operations (European Commission)	**50,779**	38,298
Swedish International Development Cooperation Agency	**46,034**	37,424
Education cannot wait	**37,244**	33,736
International Cooperation and Development (European Commission)	**40,348**	30,199
United Nations Office for the Co-ordination of Humanitarian Affairs	**24,183**	24,673
Global Partnership for Education Fund – World Bank	**36,526**	22,177
Foreign, Commonwealth & Development Office (FCDO)	**17,225**	21,646
United Nations Children's Fund	**24,890**	19,037
United Nations Office for Project Services	**6,984**	18,927

In addition to these amounts, Save the Children members receive income from these donors for national programming and to fund other costs incurred. Total income received by Save the Children members from these donors is shown in the relevant members' financial statements. Income recorded in Save the Children International's financial statements and those of Save the Children members is subject to differences in the timing of income recognition.

c *Gifts in kind*

	2021 USD 000s	2020 USD 000s
Donated services		
Professional services	**10,250**	12,916
Services donated by members	**6,095**	5,505
Total donated services	**16,345**	18,421
Donated goods		
Food aid	**28,740**	37,879
Pharmaceutical supplies	**17,101**	13,885
Other supplies	**6,791**	7,452
Total donated goods	**52,632**	59,216
Total gifts in kind	**68,977**	77,637

Save the Children International received benefits in the form of volunteers during 2021. The income from gifts in kind does not include a valuation for these benefits.

d *Income from investments and short term deposits*

	2021 USD 000s	2020 USD 000s
Bank interest	**132**	137
Interest and gains on short term deposits	**528**	877
Other interest	**6**	10
Total income from investments	**666**	1,024

e *Other income*

	2021 USD 000s	2020 USD 000s
Sales of assets	**349**	2,809
Rental income	**216**	74
Other income	**395**	426
Total other income	**960**	3,309

3 Expenditure

a *Analysis of total expenditure*

	Staff costs USD 000s	Grants and payments to partners USD 000s	Gifts in kind USD 000s	Other direct costs USD 000s	Apportionment of support costs USD 000s	**2021 Total USD 000s**	2020 Total USD 000s
Expenditure on raising funds	264	259	–	93	13	**629**	197
Charitable activities							
Education	89,217	88,260	7,506	142,880	13,766	**341,629**	283,982
Livelihoods	37,379	21,927	7,339	112,564	10,323	**189,532**	157,298
Health	75,734	59,804	5,695	126,515	12,030	**279,778**	273,163
Child protection	69,393	33,963	1,745	69,952	6,848	**181,901**	148,910
Nutrition	49,019	15,354	24,336	98,277	9,088	**196,074**	190,031
HIV / AIDS	5,515	33,960	6,245	8,514	1,028	**55,262**	46,160
Child rights governance	7,251	8,545	–	7,701	789	**24,286**	17,997
Campaigning and advocacy	17,272	476	–	3,570	430	**21,748**	23,278
Growth and development of Save the Children	–	1,554	–	8	12	**1,574**	3,345
Support costs (c)	30,214	(20)	6,666	17,467	(54,327)	**–**	–
Total expenditure on charitable activities	380,994	263,823	59,532	587,448	(13)	**1,291,784**	1,144,164
Total expenditure	**381,258**	**264,082**	**59,532**	**587,541**	–	**1,292,413**	1,144,361
2020 total expenditure	348,544	236,420	65,850	493,547	–	1,144,361	

Expenditure on fundraising was incurred by one subsidiary in Colombia.

b *Contextual analysis of expenditure*

	2021 USD 000s	**2021 % of costs**	2020 USD 000s	2020 % of costs
Development programmes	**656,192**	**51%**	556,552	49%
Humanitarian response	**636,221**	**49%**	587,809	51%
	1,292,413	**100%**	1,144,361	100%

c *Support costs and the basis of their allocation*

	2021 USD 000s	2020 USD 000s
Support category:		
Leadership and governance	**4,793**	5,857
Financial management	**9,148**	8,700
Information systems	**6,237**	6,081
Human resources	**5,648**	5,689
Facilities and administration	**2,575**	4,274
Total management and administration expenditure	**28,401**	30,601
Investment in system improvements	**18,977**	13,473
Members' donated services	**2,648**	1,550
Pro-bono professional services	**6,666**	5,278
Gains on foreign exchange	**(2,365)**	(1,938)
Total support costs	**54,327**	48,964

All of the above support cost categories have been allocated to the chartiable activities and the expenditure on raising funds on a pro-rata basis of allocation by thematic programme expenditure.

d *Expenditure through partners*

Partner Organisation	**2021 USD 000s**	2020 USD 000s
PSI Population Service International	**5,129**	6,700
Norwegian Refugee Council (Ethiopia)	**3,781**	3,850
Finn Church Aid – South Sudan	**3,494**	1,701
AHRN Asian Harm Reduction Network	**3,419**	3,143
Bal Raksha Bharat (Save the Children India)	**3,394**	2
Ministry of Health – Puntland	**2,855**	2,928
Association pour la Promotion de la Santé de la Femme, de la mère, de l'enfant et de la Famille	**2,736**	1,723
Shimantik	**2,682**	549
Norwegian Refugee Council – South Sudan	**2,550**	1,187
International Organization for Migration	**2,256**	2,491
ONG La Grace Divine Eternelle (O.GRA.DI.E)	**2,215**	1,505
Shafak	**2,167**	1,940
International HIV/AIDS Alliance Myanmar	**2,162**	2,236
ASAPSU Cote D'Ivoire	**2,129**	1,435
World Vision United States	**2,083**	1,385
Myanmar Positive Group	**2,029**	945
American Refuge Committee International	**1,988**	176
Gargaar relief and development organisation	**1,936**	2,074
Association Ivoirienne pour le Progres	**1,934**	1,274
International Rescue Committee bureau Cote d'Ivoire	**1,921**	1,464
ACF Action Against Hunger	**1,887**	288
KTWG Karen Teacher Working Group	**1,864**	1,277
Plan International Netherlands	**1,722**	653
MA'AN Development Center	**1,670**	1,869
Somaliland Ministry of Education and Science	**1,641**	2,155
ETH World Vision	**1,640**	163
Ihsan for Relief and Development (Ihsan Insani Yardim Ve Dayanisma Dernegi)	**1,606**	1,047
MDM Médecins du Monde	**1,591**	(163)
ONG Service d'Assistance Pharmaceutique et Médicale	**1,545**	597
World Vision UK	**1,525**	1,385
Nyein (Shalom) Foundation	**1,523**	900
Mercy Corps	**1,486**	724
CARE Denmark	**1,468**	1,188
Association of Upper Egypt For Education and Development	**1,450**	871
Christian Mission for Development	**1,445**	420
Finn Church Aid Uganda	**1,440**	1,923
National Association of PLWHA in Nepal	**1,424**	1,789
CARE	**1,423**	2,961
LAO Room to Read	**1,395**	1,382
HKI Helen Keller International	**1,377**	1,152
Ministry of Education Culture and Higher Education	**1,352**	440
Friends in Village Development Bangladesh	**1,307**	1,978
Alliance des Religieux contre le VIH/SIDA et les autres Pandémies	**1,257**	663
International Rescue Committee Deutschland	**1,249**	575
Violet Organization for relief and development (Meneksa Orginazasion Sosyal Yardimlasma Ve Daynisma Dernegi)	**1,245**	2,056
CARE Nederland	**1,212**	3,034
Health Poverty Action – MMR	**1,201**	1,198
Mon National Education Committee	**1,176**	508
Institute of Healthcare Improvement	**1,130**	869
Asociación Civil Fe y Alegría	**1,099**	1,007
Expenditure through other partners	**167,872**	162,803
Total expenditure	**264,082**	236,420

In previous years we have published this list of our top 50 partners separately on our website, found here: www.savethechildren.net/about-us/accountability.

e *Geographical analysis of expenditure*

	2021 USD 000s	2020 USD 000s
Afghanistan	**31,569**	27,106
Bangladesh	**60,292**	60,399
Cambodia	**8,631**	8,008
Central Asia	**4**	–
China	**8,340**	8,043
Democratic People's Republic of Korea	**4**	–
Laos	**10,078**	11,197
Myanmar	**61,175**	60,269
Nepal and Bhutan	**37,799**	32,153
Philippines	**9**	–
Sri Lanka	**6,593**	2,651
Thailand	**5,554**	5,225
Vietnam	**9,745**	8,554
Asia regional office – programme expenditure	**6,135**	5,315
Asia regional office – oversight and support	**5,487**	4,690
Asia	**251,415**	233,610
Albania	**3,801**	3,136
Armenia	**–**	244
Egypt	**14,271**	12,650
Northwest Balkans	**6,764**	5,447
Georgia	**562**	507
Occupied Palestinian Territory	**16,079**	12,312
Iraq	**17,249**	17,853
Kosovo	**3,020**	2,138
Lebanon	**26,638**	18,220
Syria	**31,252**	31,653
Turkey	**4,636**	3,845
Ukraine	**3,900**	2,131
Yemen	**77,278**	71,217
Middle East and Eastern Europe regional office – programme expenditure	**4,848**	2,328
Middle East and Eastern Europe regional office – oversight and support	**2,710**	2,414
Middle East and Eastern Europe	**213,008**	186,095
Bolivia	**5,818**	5,269
Colombia	**29,005**	20,264
El Salvador	**6,585**	5,590
Guatemala	**18,860**	9,518
Haiti	**6,062**	3,876
Nicaragua	**4,230**	1,914
Peru & Ecuador	**13,783**	7,134
Venezuela	**6,576**	2,854
Latin America and Caribbean regional office – programme expenditure	**3,296**	3,128
Latin America and Caribbean regional office – oversight and support	**1,729**	1,273
Latin America and Caribbean	**95,944**	60,820

e *Geographical analysis of expenditure (continued)*	**2021 USD 000s**	2020 USD 000s
Burkina Faso	**17,943**	14,568
Cote d'Ivoire	**40,075**	28,235
Democratic Republic of the Congo	**26,279**	35,923
Liberia	**6,930**	9,597
Mali	**27,643**	22,084
Niger	**26,704**	20,593
Nigeria	**64,346**	45,174
Senegal	**6,840**	10,151
Sierra Leone	**8,099**	4,347
West and Central Africa regional office – programme expenditure	**5,634**	4,648
West and Central Africa regional office – oversight and support	**2,569**	2,709
West and Central Africa	**233,062**	198,029
Ethiopia	**76,911**	69,852
Kenya	**16,758**	11,707
Malawi	**17,967**	15,777
Mozambique	**23,963**	26,088
Rwanda	**7,797**	8,353
Somalia	**107,647**	116,963
South Sudan	**50,100**	37,168
Sudan	**39,056**	31,250
Tanzania	**12,795**	12,035
Uganda	**41,751**	37,498
Zambia	**8,623**	5,622
Zimbabwe	**8,682**	12,071
East and Southern Africa regional office – programme support	**6,573**	3,495
East and Southern Africa regional office – oversight and support	**4,451**	4,314
East and Southern Africa	**423,074**	392,193
Addis Ababa	**769**	821
Geneva	**1,405**	1,399
New York	**821**	478
Save the Children advocacy offices	**2,995**	2,698
Save the Children International centre	**57,552**	59,957
Central management of emergency preparedness	**1,158**	2,216
Global strategic investment programme	**14,205**	8,743
Total expenditure	**1,292,413**	1,144,361

f *Net income for the year is stated after charging:*	**2021 USD 000s**	2020 USD 000s
Auditor's remuneration:		
Audit of these financial statements	**698**	627
Amounts receivable by the charity's auditor and its associates in respect of:		
Audit of financial statements of subsidiaries of the charity	**44**	38
Audit of financial statements of branches of the charity	**196**	139
Other assurance services	**357**	388
Non-audit services	**3**	-
Lease rental payments	**18,576**	16,595
Depreciation	**5,917**	3,521

g *Trustees' remuneration*

None of the trustees received any remuneration from the charity during 2021 (2020: nil). None of the trustees received any other benefits in kind during 2021 (2020: nil)

Expenses, including travel and subsistence were reimbursed to trustees or paid to third parties on behalf of trustees as follows: 2 trustees totalling USD 1,908 (2020: 9 trustees totalling USD 9,449).

Save the Children International purchased trustee indemnity insurance to the value of GBP 10 million (USD 13 million) which covers the trustees or other officers of the charity. These insurances provide cover:

- to protect the charity from loss arising from the neglect or defaults of its trustees, employees or agents
- to indemnify the trustees or other officers against legal liability for inadvertent errors or omissions on their part.

4 Staff costs

a *Staff costs*	**2021 USD 000s**	2020 USD 000s
Wages and salaries	**295,677**	272,872
Social security costs and payroll taxes	**9,267**	7,780
Pension and post employment benefits	**10,038**	9,144
Terminal grants	**17,231**	13,825
Benefits in kind	**27,808**	23,246
Other staff costs	**15,142**	16,172
Total direct staff costs	**375,163**	343,039
Donated staff costs from members	**6,095**	5,505
Total staff costs	**381,258**	348,544

Save the Children International contributes to a defined contribution scheme for staff at the centre, a group personal pension (GPP) operated on a salary sacrifice basis. Included in the pension costs above are employers' contributions to this scheme of USD 1,807,960 (2020: USD 1,648,728). There were no outstanding or prepaid contributions at year end. We have a number of pension schemes all of which are defined contribution schemes.

Save the Children International contributes to a long term savings plan for programme staff on international contracts. Employers' contributions charged to the consolidated statement of financial activities, which are included in the above note under wages and salaries, were USD 3,380,718 (2020: USD 3,154,679).

Donated staff costs from members represents secondees from members provided for no consideration. The value of these secondees is included within gifts in kind in note 2 (c).

Save the Children International has not made any redundancy payments which were either paid during the year or had been communicated before 31 December 2021 (2020: USD 276,889). These costs were higher in 2020 due to the organisational review which occurred in the previous year.

b *Average number of Save the Children International employees calculated on a full-time equivalent basis*

	Country offices	Regional offices	Advocacy offices	Centre	**2021 Total**	2020 Total
Charitable activities	15,554	338	28	430	**16,350**	15,913
Fundraising	8	–	–	–	**8**	7
	15,562	338	28	430	**16,358**	15,920

c The table below shows the number of staff (including secondees from members) with emoluments falling in the following ranges, starting from USD 60,000. Emoluments include salary, taxable benefits in kind and other payments to employees but not employer pension contributions.

For members of staff working in our international programmes, emoluments may include accommodation and other benefits, which allow us to be appropriately competitive in recruiting and retaining staff in the International Non-Governmental Organisation market. Employees based in Save the Children International's centre office receive salary amounts in GBP and therefore foreign exchange movements between GBP and USD will impact comparisons between financial years.

Band (USD)	**2021 Gross salaries**	**2021 Total emoluments (including other benefits)**	2020 Gross salaries	2020 Total emoluments (including other benefits)
60,001 – 75,000	**251**	**286**	244	294
75,001 – 90,000	**121**	**149**	122	173
90,001 – 105,000	**47**	**88**	59	81
105,001 – 120,000	**24**	**60**	16	51
120,001 – 135,000	**14**	**25**	12	31
135,001 – 150,000	**3**	**19**	8	24
150,001 – 165,000	**7**	**13**	2	15
165,001 – 180,000	**2**	**7**	5	9
180,001 – 195,000	**2**	**5**	2	8
195,001 – 210,000	**2**	**6**	1	1
210,001 – 225,000	**–**	**–**	1	3
225,001 – 240,000	**1**	**1**	1	1
240,001 – 255,000	**1**	**3**	–	3
255,001 – 270,000	**–**	**1**	–	1
270,001 – 285,000	**1**	**1**	–	1
285,001 – 300,000	**–**	**–**	1	–
300,001 – 315,000	**–**	**–**	–	–
315,001 – 330,000	**–**	**1**	–	1

d *Remuneration of key management personnel*

The trustees delegate the day to day running of the organisation to the Senior Leadership Team who are considered to be the key management personnel. Remuneration for members of the Senior Leadership Team for the year ended 31 December 2021 are detailed below.

Position	No of Senior Leadership Team roles 2021	Actual gross remuneration 2021 USD	**Full time equivalent salary 2021 USD**	No of Senior Leadership Team roles 2020	Full time equivalent salary 2020 USD
Chief Executive Officer		270,255	**270,255**		274,897
Chief Operating Officer		246,452	**246,452**		235,199
Chief Financial Officer		176,226	**176,226**		174,612
Other Senior Leadership Team members	6	1,230,113	**1,195,918**	6	1,178,244
Total remuneration for key mangament personnel		1,923,046			

In addition to the gross salaries USD 197,206 (2020: USD 276,406) was paid for employer's National Insurance and pension contributions in respect of the above individuals.

5 Tangible fixed assets

Group	Computer software systems USD 000s	Furniture, fittings and equipment USD 000s	Motor vehicles USD 000s	Leasehold property USD 000s	Freehold property USD 000s	**Total USD 000s**
Cost						
Brought forward at 1 January 2021	29,020	1,009	7,779	983	2,668	41,459
Additions	6,239	58	2,532	846	–	9,675
Disposals	–	(1)	(1)	–	–	(2)
Carried forward at 31 December 2021	35,259	1,066	10,310	1,829	2,668	51,132
Depreciation						
Brought forward at 1 January 2021	9,910	895	6,245	833	663	18,546
Charge for the financial year	4,907	27	789	70	124	5,917
Disposals	–	(1)	(1)	–	–	(2)
Carried forward at 31 December 2021	14,817	921	7,033	903	787	24,461
Net book value						
31 December 2021	**20,442**	**145**	**3,277**	**926**	**1,881**	**26,671**
31 December 2020	19,110	114	1,534	150	2,005	22,913

Charity	Computer software systems USD 000s	Furniture, fittings and equipment USD 000s	Motor vehicles USD 000s	Leasehold property USD 000s	Freehold property USD 000s	**Total USD 000s**
Cost						
Brought forward at 1 January 2021	28,926	1,014	7,196	983	2,667	40,786
Additions	6,239	46	2,442	846	–	9,573
Disposals	–	(1)	(1)	–	–	(2)
Carried forward at 31 December 2021	35,165	1,059	9,637	1,829	2,667	50,357
Depreciation						
Brought forward at 1 January 2021	9,817	890	5,898	833	663	18,101
Charge for the financial year	4,907	27	737	70	124	5,865
Disposals	–	(1)	(1)	–	–	(2)
Carried forward at 31 December 2021	14,724	916	6,634	903	787	23,964
Net book value						
31 December 2021	**20,441**	**143**	**3,003**	**926**	**1,880**	**26,393**
31 December 2020	19,109	124	1,298	150	2,004	22,685

All fixed assets are held for direct charitable purposes.

Leasehold property amounts all relate to long-term leases.

6 Stock

	2021 USD 000s Group	**2021 USD 000s Charity**	2020 USD 000s Group	2020 USD 000s Charity
Undistributed gifts in kind				
Food aid	**9,509**	**9,509**	3,682	3,682
Pharmaceutical and medical goods	**1,687**	**1,695**	1,993	2,001
Other goods	**246**	**420**	1,474	1,352
Total undistributed gifts in kind	**11,442**	**11,624**	7,149	7,035
Other stocks				
Food aid	**1,101**	**1,101**	195	195
Pharmaceutical and medical goods	**8,779**	**8,664**	6,204	6,130
Other goods	**2,878**	**2,129**	4,331	3,871
Total other stocks	**12,758**	**11,894**	10,730	10,196
Total stock	**24,200**	**23,518**	17,879	17,231

7 Debtors

	2021 USD 000s Group	2021 USD 000s Charity	2020 USD 000s Group	2020 USD 000s Charity
Amounts due from Save the Children members	**138,924**	**138,336**	112,259	111,878
Other debtors	**11,802**	**9,953**	2,892	1,655
Prepayments and accrued income	**10,307**	**9,656**	10,746	10,286
	161,033	**157,945**	125,897	123,819

8 Investments

	2021 USD 000s Group	2021 USD 000s Charity	2020 USD 000s Group	2020 USD 000s Charity
Short Term deposits	**31,360**	**31,360**	82,667	82,667
Associated company	**219**	**219**	–	–
	31,579	**31,579**	82,667	82,667

Included in short term deposits, we have bank term deposits, all of which mature within three months.

9 Cash at bank and in hand

	2021 USD 000s Group	2021 USD 000s Charity	2020 USD 000s Group	2020 USD 000s Charity
Cash held at centre	**189,113**	**189,113**	132,611	132,611
Cash held in overseas offices	**33,740**	**31,087**	23,850	22,832
	222,853	**220,200**	156,461	155,443

10 Creditors due within one year

	2021 USD 000s Group	2021 USD 000s Charity	2020 USD 000s Group	2020 USD 000s Charity
Amounts due to Save the Children Association	**4,547**	**4,547**	2,227	2,227
Amounts payable to Save the Children members	**180,142**	**179,827**	189,825	189,825
Amounts due to subsidiary undertakings	**–**	**5,347**	–	328
Trade creditors	**14,738**	**14,186**	7,598	7,429
Financial instrument liability	**519**	**519**	80	80
Other short term liabilities	**12,577**	**11,582**	10,443	9,967
Accruals and deferred income	**60,497**	**55,551**	52,873	51,044
	273,020	**271,559**	263,046	260,900

Amounts payable to Save the Children members include amounts advanced to Save the Children International to fund working capital.

11 Provisions

	Balance as at 1 January 2021 USD 000s	Arising in the financial year USD 000s	Utilised in the financial year USD 000s	Provisions released USD 000s	**Balance as at 31 December 2021 USD 000s**
Terminal grant provisions	40,848	2,957	(624)	–	**43,181**
Property dilapidations	559	96	(31)	–	**624**
Operating lease provision	112	274	(25)	–	**361**
Provision for tax liability	6,622	3,327	(6)	(1,207)	**8,736**
Other provisions	4,606	5,334	(2,087)	(187)	**7,666**
	52,747	11,988	(2,773)	(1,394)	**60,568**

Total provisions held within the Save the Children International charity only were $58,242,000 (2020: $50,747,000).

Terminal grant provisions are contractual amounts due to employees in country and regional offices when leaving employment with Save the Children International.

Property dilapidations represent the estimated costs of payments required to make good the condition of properties on the termination of leases.

The operating lease provision represents the value of lease inducements (rent free period) received by Save the Children International. It will be utilised over the term of the lease.

The tax provision represents estimates of the amounts of liabilities for employee taxes in country and regional offices.

Other provisions represent provisions for pending legal cases or provisions required to be recognised which do not fit into the specific categories listed above.

12 Analysis of net assets between funds

	2021 Unrestricted USD 000s	2021 Restricted USD 000s	**2021 Total USD 000s**
Fixed assets	26,671	–	**26,671**
Current assets	367,906	71,759	**439,665**
Current liabilities	(273,020)	–	**(273,020)**
Provisions	(60,568)	–	**(60,568)**
	60,989	71,759	**132,748**

As part of preparing the financial statements, management has reviewed the funds statement and have made three recategorisations of funds between restricted and unrestricted. Please refer to note 15 for more detail. This change in accounting policy has been retrospectively applied by restating the opening position in 2021 and restating the restricted and unrestricted funds in the prior year comparatives for the year ended 31 December 2020 in the above note.

13 Commitments under operating leases

The total future minimum lease payments and current year expenditure on non-cancellable operating leases:	**2021 Land and buildings USD 000s**	**2021 Other leases USD 000s**	2020 Land and buildings USD 000s	2020 Other leases USD 000s
lease payments recognised as current year expense	**16,272**	**2,304**	15,903	692
lease payments due within one year	**13,532**	**416**	12,600	725
lease payments due between one and five years	**8,952**	**57**	8,104	201
lease payments due after five years	**457**	**26**	661	25
	22,941	**499**	30,198	951

14 Financial commitments

a At 31 December 2021, Save the Children International has committed the following amounts in grants to partners subject to satisfactory performance. These amounts will form part of the grants allocated in future years. These amounts are fully funded by Save the Children members.

	Balance as at 1 January 2021 USD 000s	Charged to SOFA in 2021 USD 000s	New commitments USD 000s	**Balance as at 31 December 2021 USD 000s**
Commitments to partner organisations	229,249	(264,082)	289,579	**254,746**

	2021 USD 000s	2020 USD 000s
Commitments to partner organisations consist of amounts falling due:		
within one year	**166,860**	156,879
after one year	**87,886**	72,370
	254,746	229,249

b Save the Children International has entered into a number of long-term contracts for the supply of services all of which are cancellable.

15 Consolidated statement of funds

	Balance as at 1 January 2020 previously reported	Reclassification of funds	**Balance as at 1 January 2020 USD 000s restated**	Income USD 000s	Expenditure USD 000s	Transfers USD 000s	**Balance as at 31 December 2021 USD 000s**
Unrestricted funds							
General funds	**1,751**		**1,751**	19,403	(15,668)	(1,632)	**3,854**
Fixed asset fund	**25,185**		**25,185**	207	(1,794)	6,954	**30,552**
International programming designated funds**		13,971	**13,971**	26,095	(24,110)	(2,336)	**13,620**
International programming reserve	**8,499**		**8,499**	–	–	301	**8,800**
Closure reserve	**1,300**		**1,300**	–	–	2,863	**4,163**
Designated funds	**34,984**	13,971	**48,955**	26,302	(25,904)	7,782	**57,135**
Total unrestricted funds	**36,735**	13,971	**50,706**	45,705	(41,572)	6,150	**60,989**
Restricted funds							
International programme grants	**41,937**		**41,937**	1,211,863	(1,173,287)	(758)	**79,755**
International programme operational fund	**9,416**	(5,557)	**3,859**	44,489	(44,417)	1,440	**5,371**
Strategic Investment Fund	**133**	(8,414)	**(8,281)**	20,118	(20,383)	(6,819)	**(15,365)**
Donated professional services	**–**		**–**	11,247	(11,247)	–	**–**
Member growth fund	**1,803**		**1,803**	1,715	(1,507)	(13)	**1,998**
Total restricted funds	**53,289**	(13,971)	**39,318**	1,289,432	(1,250,841)	(6,150)	**71,759**
Total funds	**90,024**	–	**90,024**	1,335,137	(1,292,413)	–	**132,748**

General funds represent the amounts that trustees are free to use in accordance with Save the Children International's charitable objectives.

The fixed asset fund represents the net book value of tangible fixed assets and proceeds form the sale of fixed assets to be used for the replacement of fixed assets in 2022. The value of fixed assets acquired out of general funds, the international programme operational fund, the international programme investment fund and the fixed asset replacement fund are transferred to the fixed asset fund.

15 Consolidated statement of funds (continued)

**International Programming designated funds represents non-award funds, disallowance reserve and funded provisions and pre-financed fixed assets.

As part of preparing the financial statements, management has reviewed the funds statement to ensure all funds have been correctly categorised between restricted and unrestricted. As a result of this review and approval from the Save the Children International board of trustees, management have made three recategorisations of funds from the International Programming operational fund (restricted) to the IP designated funds (unrestricted) as a result of the nature and size of these funding streams changing over time:

1) The Non-Award Funding (NAF): The NAF are contributions from members for costs which cannot be charged to donors. This fund began as a specific grant to country offices to cover costs not chargeable to donor grants. It was intended as a stopgap for some countries until such costs could be charged to donors. It has since extended and is now treated as an unrestricted grant to Save the Children International which is used to cover non-chargeable costs and a contingency fund to cover unplanned costs;

2) The Disallowance Fund: This fund is to cover any expected disallowances with our donors. This is a fund which Save the Children International designates to this defined use. We are not charging these costs to the members when we are creating the provision and recognising the expenditure, but if they were to crystallise we would be funding these via the NAF in the year they are payable. It therefore makes sense for this fund to sit in the "International Programming designated funds" line, to sit alongside the NAF;

3) The Provisions and Pre-financed Fixed Assets: This is a designated fund which is ring-fenced to cover any provisions which are made each year. There is no associated income for this fund, so this is a debit balance on the fund. If these liabilities were to crystallise these would be funded from the NAF, therefore it is appropriate for these to be aggregated with NAF income within international programming designated funds.

These re-categorisations of these funds is a change in Save the Children International's accounting policy on how to present these funds. Management believes this provides greater transparency and gives more appropriate and relevant information about Save the Children International's financial position. The change in accounting policy has been retrospectively applied by restating the opening position in 2020 and restating the restricted and unrestricted expenditure in the prior year comparatives in the SOFA and balance sheet. This has impacted the SOFA, balance sheet and note 12.

We include the following tables to summarise the impact of the reclassification on the comparatives presented in these accounts.

We note there is no impact on total balances, only the split between restricted and unrestricted funds.

Impact on Statement of Financial Activities comparatives

	Balance at 1 January 2020 (previously reported)	Reclassification of funds in opening balance	Balance at 1 January 2020 (restated)	Net income in 2020 (previously reported)	Net income in 2020 (restated)	Transfers between funds (previously reported)	Transfers between funds (restated)	Balance at 31 December 2020 (restated)
Unrestricted Funds	24,252	5,128	29,380	3,013	9,732	9,470	11,594	50,706
Restricted Funds	44,431	(5,128)	39,303	18,328	11,609	(9,470)	(11,594)	39,318
Total funds	**68,683**	**–**	**68,683**	**21,341**	**21,341**	**–**	**–**	**90,024**

Impact on Balance Sheet comparatives

	Group Balance at 31 Dec 2020 (previously reported)	**Charity** Balance at 31 Dec 2020 (previously reported)	**Group** Balance at 31 Dec 2020 (restated)	**Charity** Balance at 31 Dec 2020 (restated)	**Group & Charity** Reclassification of Funds as at 31 Dec 2020
Unrestricted Funds	36,735	34,234	50,706	48,205	(13,971)
Restricted Funds	53,289	55,964	39,318	41,993	13,971
Total Funds	**90,024**	**90,198**	**90,024**	**90,198**	**–**

The closure reserve represents the funds set aside to provide for the costs in the event of the closure of the non-programming functions of the charity. This has been topped up this year due to the signing of the renewed lease for the centre office based in London.

International programme grants represent funds received from members for development and humanitarian projects.

The international programme operational fund represents contributions received from members for the running costs of Save the Children International's international programme work, not directly attributable to projects.

Donated professional services represents the value of services provided directly to Save the Children International free of charge.

The member growth fund represents funds received to support the continued growth and development of members.

The use of the Strategic Investment Fund has been revised to show greater transparency and better understanding on how we pre-finance the High Performing Organsation (HPO) capital spend. As a consequence, the strategic investment fund will be in a negative position at the end of 2021 and for the next six years. Save the Children International have a replenishment plan in place with all funding members which gives a reasonable expectation of receiving income in the future. Per the replenishment plan, on an annual basis, members are providing funds to Save the Children International for an amount equivalent to the annual depreciation of the HPO capital costs and therefore the SIF funding will be replenished for HPO costs at the end of 2027.

Use of the international programming reserve is governed by a legal agreement between Save the Children International and international programming members and is principally intended to cover any material foreseen or unforeseen programming liabilities.

As well as cash contributions from members of USD 8.8million, members have committed an additional USD 6.2million in the form of standby letters of credit which give the charity unconditional and irrevocable access on demand to funds in the event of the use of reserves being required.

The closure reserve represents the funds set aside to provide for the costs in the event of the closure of the non-programming functions of the charity. This has been topped up this year due to the signing of the renewed lease for the centre office based in London.

International programme grants represent funds received from members for development and humanitarian projects.

The international programme operational fund represents contributions received from members for the running costs of Save the Children International's international programme work, not directly attributable to projects.

Donated professional services represents the value of services provided directly to Save the Children International free of charge.

The member growth fund represents funds received to support the continued growth and development of members.

16 Subsidiary companies

Save the Children International had eight wholly-owned subsidiary entities at 31 December 2021:

a *The Save the Children Alliance Trading Limited* is incorporated in England and Wales (company number 3744223) as a company limited by shares. It was made a dormant company in 2007; its principal activities were the provision of consultancy services to Save the Children International and commercial use of the Save the Children name and logo. The charity holds the entire issued share capital. The cost of this investment is £1.

b *Save the Children Asia Regional Office Limited* is a Singapore incorporated public company limited by guarantee with registered Company No: 201024335C and registered as a charity under the Singapore Charities Act. Save the Children International is the sole member of Save the Children Asia Regional Office Limited. The company's net assets, liabilities, income and expenditure for the year ended 31 December 2021 were as follows:

	2021 USD 000s	2020 USD 000s
Assets	**1,308**	1,024
Liabilities	**(1,165)**	(799)
Total net assets	**143**	225
Income	**11,417**	10,190
Expenditure	**(11,627)**	(10,042)
Net incoming resources	**(210)**	148

c *Shpetoni Femijet (Save the Children)* is incorporated as a foundation under Albanian law. The board members are all employees of Save the Children International and are responsible for appointing other board members of Shpetoni Femijet. The company's net assets, liabilities, income and expenditure for the year ended 31 December 2021 were as follows:

	2021 USD 000s	2020 USD 000s
Assets	**815**	604
Liabilities	**(747)**	(576)
Total net assets	**68**	28
Income	**3,842**	3,138
Expenditure	**(3,802)**	(3,136)
Net incoming resources	**40**	2

16 Subsidiary companies (continued)

d *Save the Children International (Kenya)* is incorporated in Kenya under the Non-Governmental Organizations Co-ordination Act. Save the Children International is the sole corporate member of Save the Children International (Kenya). The company's net assets, liabilities, income and expenditure for the year ended 31 December 2021 were as follows:

	2021 USD 000s	2020 USD 000s
Assets	**5,744**	2,302
Liabilities	**(4,935)**	(2,048)
Total net assets	**809**	254
Income	**17,314**	12,005
Expenditure	**(16,758)**	(11,708)
Net incoming resources	**556**	297

e *Save the Children International (Zambia)* is incorporated in Zambia under the Societies Act with registered no. ORS/102/35/3906. The members of Save the Children (Zambia) are Save the Children International and the International Programming Director of Save the Children International. The company's net assets, liabilities, income and expenditure for the year ended 31 December 2021 were as follows:

	2021 USD 000s	2020 USD 000s
Assets	**2,094**	217
Liabilities	**(2,300)**	(161)
Total net assets	**(206)**	56
Income	**8,360**	5,642
Expenditure	**(8,623)**	(5,622)
Net incoming resources	**(263)**	20

f *Save the Children International (US Global Advocacy Office), Inc.* was incorporated in Delaware, USA as an exempt non-profit organisation. Save the Children International is sole member with right to remove and appoint director / officer(s). The company's net assets, liabilities, income and expenditure for the year ended 31 December 2021 were as follows:

	2021 USD 000s	2020 USD 000s
Assets	**52**	167
Liabilities	**(52)**	(167)
Total net assets	**–**	–
Income	**821**	478
Expenditure	**(821)**	(479)
Net incoming resources	**–**	(1)

g *Fundación Save the Children Colombia* (registration number S0046070) was incorporated in Colombia as a Foundation (a type of private, not-for-profit entity). Save the Children International is the sole member (a corporate member). The company's net assets, liabilities, income and expenditure for the year ended 31 December 2021 were as follows:

	2021 USD 000s	2020 USD 000s
Assets	**2,156**	1,312
Liabilities	**(1,356)**	(1,110)
Total net assets	**1,151**	202
Income	**29,843**	20,524
Expenditure	**(29,005)**	(20,265)
Net incoming resources	**838**	259

16 Subsidiary companies (continued)

h *Asociacion Civil Save the Children International Venezuela* was registered at the Public Registry of the First Circuit of the Baruta Municipality, Miranda State under number 15 folio 86 of Volume 24 of the Transcription Protocol incorporated on 8th October 2019.

	2021 USD 000s	2020 USD 000s
Assets	**359**	6
Liabilities	**(344)**	98
Total net assets	**15**	104
Income	**6,481**	2,929
Expenditure	**(6,572)**	(2,824)
Net incoming resources	**(91)**	105

i *Fintech for International Development Ltd* was incorporated in 2021. Save the Children International holds 10% of the equity and due to its significant influence over the activities and direction of the company, it is considered to be an associate. During 2021, the company gained additional investors, which reduced SCI's stake in the company from 100% to 10%. At the date of investment, the net assets of SCI's share of the associate was $219k, which was recognised in investments in the balance sheet and as a profit on disposal. There have been no changes to the net assets of the company since the initial investment transaction.

	2021 USD 000s	2020 USD 000s
Assets	**2,083**	–
Liabilities	**(94)**	–
Total net assets	**1,989**	–
Save the Children International's share of net assets	**219**	–

17 Related party transactions

In accordance with the provisions of section 33 of the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), Related Party Disclosures, the related party transactions entered into by Save the Children International are detailed below. All transactions were in the normal course of business.

a *Save the Children Association*

Save the Children International has been controlled throughout the financial year by its ultimate parent undertaking Save the Children Association, a Swiss association formed pursuant to Articles 60–79 of the Swiss Civil Code. No other group financial statements include the results of the charity.

At the end of 2021 Save the Children Association comprised 27 members and 3 associate members. Members and associate members are each separate and independent legal entities incorporated under laws of their home country and are bound together as members through: Save the Children Association Bylaws, a Trademark Licence Agreement between Save the Children Association and each member, and an All Member Agreement, entered into in the first quarter of 2011 to implement an international programming strategy.

The boards of Save the Children Association and Save the Children International have identical membership and both are managed on a day-to-day basis by the same leadership team employed by Save the Children International. During the financial year, the following types of transactions took place between Save the Children International and Save the Children Association: grants of USD 39,604,999 (2020: USD 36,959,327) were received by Save the Children International from Save the Children Association.

At the year end, the group balances with Save the Children Association were:

	2021 USD 000s	2020 USD 000s
Amounts due from / (payable to) the Save the Children Association	**(4,547)**	(2,227)

b *Save the Children members*

During the financial year the following types of transactions took place between Save the Children International and members (primarily the 17 international programming members):

i Grant income of USD 1,203,163,000 (2020: USD 1,032,120,000) was received from the members for international programming activities.

ii Donated services of USD 6,095,000 (2020: USD 5,505,000) were received from members.

iii Donated goods of USD 51,875,000 (2020: USD 57,890,000) were received from members.

iv Contributions to the charity's working capital of USD 28,940,329 (2020: USD 35,181,000) have been made by, and are repayable to, members.

v Donations were received by Save the Children International on behalf of Save the Children members. The sums received are remitted to the relevant member.

vi Additional commitments have been made by the members to Save the Children International as set out in note 18.

No profit or loss has arisen on these transactions.

At the year end, the group's balances with members were:

Save the Children member organisation	2021 Amounts receivable USD 000s	2021 Amounts payable USD 000s	**2021 Net balance USD 000s**	2020 Net balance USD 000s
Australia	1,170	(3,892)	**(2,722)**	(1,785)
Canada	2,821	(6,219)	**(3,398)**	(1,697)
Denmark	5,262	(3,511)	**1,751**	(1,614)
European Union	149	–	**149**	279
Finland	1,616	(3,681)	**(2,065)**	(167)
Germany	6,328	(11,686)	**(5,358)**	(3,351)
Hong Kong	1,086	(1,831)	**(745)**	(83)
Iceland	–	(13)	**(13)**	–
India	84	–	**84**	(68)
Indonesia	–	(33)	**(33)**	(232)
Italy	8,529	(9,353)	**(824)**	(4,499)
Japan	2,198	(1,611)	**587**	1,735
Jordan	34	–	**34**	(12)
Korea	3,962	(2,612)	**1,350**	(1,834)
Mexico	32	–	**32**	(101)
Netherlands	2,812	(5,482)	**(2,670)**	(1,502)
New Zealand	152	(167)	**(15)**	(248)
Norway	10,267	(17,687)	**(7,420)**	(9,210)
Phillipines	170	–	**170**	1,043
Spain	567	(983)	**(416)**	(1,234)
South Africa	318	–	**318**	293
Sweden	8,896	(17,191)	**(8,295)**	(7,380)
Switzerland	876	(2,333)	**(1,457)**	(1,668)
United Kingdom	16,541	(19,745)	**(3,204)**	(19,685)
United States	65,054	(72,112)	**(7,058)**	(24,546)
	138,924	(180,142)	**(41,218)**	(77,566)

18 Contingent assets

Save the Children member organisation	2021 International programming reserve commitments (a) USD 000s	2021 International programming closure indemnity (b) USD 000s	**2021 Total contingent assets USD 000s**	2020 Total contingent assets USD 000s
Australia	–	214	**214**	261
Canada	–	482	**482**	366
Denmark	–	761	**761**	776
Finland	–	327	**327**	351
Germany	–	999	**999**	935
Hong Kong	–	155	**155**	171
Italy	–	1,006	**1,006**	681
Japan	–	123	**123**	124
Korea	–	294	**294**	224
Netherlands	–	619	**619**	597
New Zealand	–	36	**36**	42
Norway	–	1,610	**1,610**	1,628
Spain	–	271	**271**	348
Sweden	–	1,527	**1,527**	1,441
Switzerland	–	203	**203**	177
United Kingdom	3,112	2,451	**5,563**	6,573
United States	3,100	8,922	**12,022**	11,517
	6,212	20,000	**26,212**	26,212

(a) Members have made cash contributions in previous years of USD 8,800,000 to enable Save the Children International to meet its requirements to hold free reserves in accordance with the reserves policy agreed by the trustees. In addition, members provided a further USD 6,212,000 during 2016 in the form of standby letters of credit which give the charity unconditional and irrevocable access on demand to funds in the event of the use of reserves being required (see note 15).

(b) The costs associated with the closure / wind-down of the charity's international programming work are covered by member indemnities up to a maximum of USD 20 million.

19 Contingent liabilities

Save the Children International is involved in various legal proceedings and claims arising in the normal course of business. Management does not expect the ultimate resolution of these actions to have a material adverse effect on Save the Children International's financial position, changes in net assets, or cash flow, as the possibility is remote or the estimate of financial effect is not practicable with the information available.

Save the Children International receives funding from members for various activities, which are subject to audit. Although such audits may result in disallowance of certain expenditures, which would be absorbed by Save the Children International, in management's opinion the ultimate outcome of such audits would not have a significant effect on the financial position, changes in net assets, or cash flows of Save the Children International.

20 Subsequent events

For the reporting date 31 December 2021, there are no subsequent events which has any impact on the recognition and measurement of assets and liabilities.

In response to the outbreak of the war in Ukraine, we set up a new subsidiary in Poland, Fundacja Save the Children International (Poland) and this was registered in the National Court Register in the country on 14 April 2022.

On January 1, 2022, our Kosovo country office transitioned to an independent Save the Children National Office; also on January 1, 2022, Sheptoni Fermijet (Save the Children), listed in note 16, transitioned from being a subsidiary of Save the Children International to an independent Save the Children National Office.

Save the Children International

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Charity registration number 1076822

SAVE THE CHILDREN INTERNATIONAL

England & Wales - Charity number 1076822

Accounts

Save the Children International

Trustees' report, strategic report and financial statements for 2020

www.savethechildren.net

Save the Children

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Save the Children International
Trustees' report, strategic report and financial statements for 2020

The Save the Children International Board of trustees (herein referred to as the 'trustees') are pleased to present their annual report, strategic report and the audited consolidated financial statements of Save the Children International and its trading subsidiaries for the year ended 31 December 2020.

Reflections from the Chair of the Board

2020 was a year like no other, a year when COVID-19 fundamentally changed everything for children. For the vast majority, those changes have had dire consequences on their education, health, and well-being. The pandemic has set back decades of progress made towards the Sustainable Development Goals (SDGs) and our 2030 ambitions for children, and it is the most vulnerable children who will feel this impact – refugees, displaced children, street children, girls, and children with disabilities.

Under the leadership of our CEO Inger Ashing, our teams rapidly responded, with creativity and innovation, to adapt our programmes, advocacy and campaigns so that we continue delivering life-changing work for children during the pandemic. We prioritised children's education with distance learning, and continued delivering our child protection services, which became even more essential as other safety nets were less available. We helped households access safe water and handwashing facilities, while raising awareness of the risks of COVID-19, and provided struggling households with cash and/or voucher transfers. As a result, in 2020 we reached 29.5 million children and adults in 87 countries with our vital services and support.

Nevertheless, we are still in the midst of the biggest humanitarian crisis of our generation, with children most likely to experience its lasting effects. Our founder Eglantyne Jebb was facing a similar post-war crisis, when she created Save the Children over 100 years ago. While the context we work in has changed, we must continue to focus on reaching the most marginalised and deprived so that all children can survive, learn, and be protected.

Joining Save the Children as the new Chair of the Board in January 2021, I am passionately committed to helping lead Save the Children International and Save the Children members through the transformational changes that we urgently need to make, in order to face the challenges of our current external environment. Together as a movement, we will leverage the strength and expertise that our 100-year history brings, while simplifying and sharpening our focus on where we will have the greatest impact for children, at a time when they need us the most.

In 2021, we will develop our three-year global strategy that will transform our organisation and enable us to keep pace with the magnitude of external changes we are facing and serve the children and communities who depend on us. We see a need to be data-driven, to demonstrate where we are improving children's lives and opportunities, to what extent and how we can improve. Technology will be our great enabler as we seize opportunities to maximise our efficiency in our services and processes.

We will work towards shifting the power and resources within the humanitarian system to enable the greatest impact for children, supporting local and national responders, while thinking 'as local as possible, as international as necessary'. We will also look to partner more throughout our different areas of work, ensuring we work with others to leverage our expertise and scale our impact.

I would like to thank Robert Good for his commitment and work as interim Board Chair between June 2019 and January 2021. I am very honored to be a part of Save the Children and look forward to our journey ahead. Together, we will stay focused on our united purpose – children – and on our ability to lead, adapt and continue to build a Save the Children that we are all proud to be a part of.

Angela Ahrendts DBE
Chair of the Board of Trustees

Letter from the CEO

COVID-19 has had an impact on every child and community in the world, and its effects will be felt for years to come and the world's children will bear the brunt of this. Over the last year, Save the Children has been working tirelessly to minimise these effects and continue to fight for children's rights. We faced huge challenges in our work to achieve this but I am immensely proud of what we have accomplished so far.

At the peak of the pandemic, 1.6 billion children were out of school, many lost out on essential learning and some have still not returned. Families are being pushed into extreme poverty. Lack of work and opportunities leads to more tension in the home, and when children are not in school, they are exposed to increases in domestic violence, and other harmful practices. Girls are facing greater inequalities, which has put them at risk of early marriage, physical and sexual violence, and early pregnancy.

Children are feeling anxious and isolated, and living through a pandemic is having a devastating toll on their mental health. On top of this, COVID-19 has placed a massive strain on health systems, some of which are on the brink of collapse. Children are not getting the essential, life-saving health care they need, which puts them at risk of serious illness or even death.

Save the Children immediately stepped up to meet the challenges COVID-19 raised. Our global response and campaign plan to Protect a Generation focused on preventing the reversal of progress made towards the Sustainable Development Goals (SDGs). We adapted our programmes in education, health, and protection to make them COVID safe.

We focused on four crucial areas – keeping children healthy; helping them learn and return to school safely; preventing families from slipping into extreme poverty; and protecting children from the risk of violence in their homes and communities. During the pandemic, we worked alongside children to raise their voices, supporting them to share their experiences of this crisis with governments and decision-makers – ensuring their concerns were heard at a time when they were being largely overlooked.

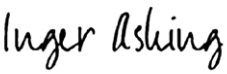
The global pandemic changed us as an organisation. We saw a fundamental shift to remote working due to stay at home orders, forcing us to find innovative ways of working to achieve our breakthroughs for children. Remote working also led to a reduction in travel and our environmental footprint, helping us on our journey to becoming a greener organisation.

While travel and movement were restricted, we had more opportunity to localise our work on the ground, to benefit from our country technical expertise and local partner capability. Having local expertise gives us a clear advantage and we have seen the benefits of this. Our commitments to prioritise working with and supporting local actors are even more pressing in a pandemic – and now is the time to put our theory of change into action.

In 2020, we were required to rapidly scale up our digital efforts – not only in how we engage with our staff and work together remotely, but also in how we influence policy makers and engage our supporters. Our teams used digital and mobile platforms to train teachers and local health workers to deliver cash programming, and to engage our supporters and fellow campaigners. They delivered services remotely using channels like radio, internet, phones and television to reach children like never before – such as digital community case management of childhood illness in Nicaragua, and basic education through television in Ethiopia. This shift towards digital technology has brought different, faster, and more cost-effective ways of working to our organisation.

2020 was a pivotal moment in history and our belief is that, as our global teams work closer together, we will emerge from this crisis stronger, simpler, and able to serve many more children than before.

As we look to the future, I want to thank our teams, members, partners, and donors for their incredible work, their innovative ways of working, and their unwavering commitment to children, in the toughest of circumstances.



Inger Ashing
CEO, Save the Children International

Who we are

We are one of the world's leading independent organisations for children. We work to save children's lives. But we are also committed to helping children fulfil their potential. The fight to secure children's rights is the foundation of all our work.

Our vision is a world in which every child attains the right to survival, protection, development and participation.

Our mission is to inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives.

Our values are Accountability, Ambition, Collaboration, Creativity and Integrity.

For over 100 years, we have worked to ensure all children realise their rights.

Our ambition is to ensure that by 2030:

- **no child dies from preventable causes before their fifth birthday**
- **all children learn from a quality basic education**
- **violence against children is no longer tolerated.**

We cannot do this alone. To achieve these breakthroughs, we must inspire others to join our cause, helping us deliver our work to ensure no child is left behind on the progress made by the rest of the world.

The Save the Children Association (SCA)

The Save the Children Association comprises 30 members (27 full members and 3 associate members[1]) as well as Save the Children International.

Save the Children International (SCI)

Save the Children International is mandated to deliver international programmes and coordinate global campaigns on behalf of the entire Save the Children organisation. Financing for international programmes is provided by 17 international programming members.[2]

With the exception of the sections titled 'Our impact' and 'Our global strategy', which also include information about Save the Children Association, the following pages report on Save the Children International's strategic activities and finances in 2020.

1
An associate member is entitled to use the Save the Children brand but, until progression to full membership, does not have full rights under the Save the Children Bylaws, including those relating to voting rights.

2
Save the Children International programming members are listed in note 18 of the financial statements (page 58).

Our impact

In 2020 we all bore witness to an unprecedented global crisis. The COVID-19 pandemic has had, and continues to have, a devastating impact on the life of every child in every country. Yet it has hit the poorest and most vulnerable the hardest: refugees, displaced children, street children, girls, and children with disabilities. The virus puts an entire generation at risk, it threatens children's rights and it has the potential to undo decades of progress made.

Together, Save the Children International and Save the Children members have faced these exceptional challenges, working towards our global mission – that all children survive, learn, and are protected – within the context of COVID-19. We developed a Global Response Plan to COVID-19, 'Protect a Generation' which reached 29.5 million children and adults in 87 countries. We acted quickly to reframe our plans and respond immediately, focusing on four key priorities: To mitigate the impact of COVID-19 on child survival; to help children learn, stay safe and return to school; to support family survival and food security through safety nets; and to keep children safe in their homes and communities.

Although COVID-19 has had a massive impact on our work, changing how we operate, we continued our essential programmes, advocacy, and campaigns for children across the globe. In 2020, we:

- directly reached nearly **45 million children** through our work and the work of our partners
- responded to **135 emergencies in 63 countries**, reaching nearly 10 million people, including 5.4 million children
- accomplished **106 advocacy and campaign achievements** across Save the Children, of which 70 were secured with children.

Specifically through Save the Children International's programme operations, we worked to ensure…

… all children survive …

Our focus during the pandemic has been to keep children alive and healthy. Whilst COVID-19 itself has not physically affected children in the same way as adults, from the outset it was clear that the ripple effects of the virus could have a serious impact on children's survival. Widespread national lockdowns, meant that families who were already struggling to support their children found themselves without a source of income, slipping further into poverty. With restricted access to overwhelmed health care systems, children have been left vulnerable to diseases that are easily treatable but can be deadly if missed.

We worked to keep families and communities safe from the virus by sharing information on how to protect themselves during the pandemic. Safe messaging on handwashing, social distancing and good hygiene were shared across 64 countries. To reach children, families, and communities in a variety of areas, we broadcasted information on radio, television, and social media, as well as using more specific media like megaphones in remote areas. We also distributed bars of soap with information written on them, using innovation to get the message across. We reached over 1.1 million households supporting their access to safe water and handwashing facilities to protect themselves day-to-day.

We ensured that health facilities were properly resourced so that staff had the materials and information they needed to prevent the spread of the virus. We know from years of experience that Community Health Care is the first line of defence in a crisis. In 2020 we worked with and trained around 117,000 Community Health Care Workers (CHWs) to detect, refer, and manage cases of COVID-19, so they could keep their communities safe. Being able to continue their work, going out into their communities, meant that CHWs were able to detect children at risk and get them much needed treatment, or refer them on, without delay. In 2020 our teams provided lifesaving treatment to nearly 400,000 children under the age of 5 with acute malnutrition.

We continued to focus on getting people out of poverty, primarily using cash transfers which are one of the best evidence-based anti-poverty tools. Lockdown restrictions had an immediate impact on families' income sources, so we helped over 550,000 households at risk or already in crisis, with cash or voucher transfers, often through mobile phones for greater speed and efficiency. We also worked with governments to advocate for expanding safety nets for the world's poorest families, such as providing free school meals. Through our 'A Foundation to End Child Poverty' Report, we put a spotlight on how child-specific benefits are needed and why we need to move to Universal Child Benefits to protect a generation from the impact of COVID-19 and climate change.

… learn …

In June 2020, three months after COVID-19 was declared a global pandemic, 90% of children were out of school. Our main concern was to ensure children continued to learn when their schools were closed, focusing on their health and wellbeing as well as their educational needs. We came up with innovative and inclusive ways to keep nearly 3.5 million children learning, including TV and radio lessons, audio files, simple pen and paper materials, and even a library that took books to remote communities via camels. We supported 87,000 children with disabilities, whose needs are often overlooked, to access distance learning programmes and continue their education. We worked with teachers and governments to create distance learning materials that would be rolled out nationally, including ways for children to identify and talk about their feelings. We also helped feed children, who rely on school meals, and delivered messages to rural communities by bus, bike, rickshaws, and pick-up trucks.

Even before the pandemic, 258 million children were out of school, and this rose to a staggering 1.6 billion children at the height of the pandemic. We led the development of the Safe Back to School Practitioner's Guide. Endorsed by the UN Education and Protection Clusters, the guide builds on the UN Framework for Reopening Schools and provides concrete actions to implement these global policy recommendations. It is also being used to support governments and partners to develop national guidelines for the safe return to school for children in Mozambique, Afghanistan, Yemen, and Nepal, while supporting Ministries of Education in 53 countries to adapt their curriculums to the COVID-19 context.

In Sierra Leone, for example, we adjusted our existing education projects, in spite of the pandemic and school closures. Our Accelerated Education Project (AEP) helped get children aged between 10–16 back on track with their education when they have missed out on school and have fallen behind. Our Kimi Project mobilised communities to get involved in supporting their children to keep learning.

When taking the National Primary School Exams (NPSE), 88% of the AEP students and 91% of Kimi Project students passed – outstanding results considering the circumstances of a pandemic. We also worked with voluntary teachers to set up clubs for children, including reading clubs, and we supplied radios and learning materials to teachers and children so that they could follow learning programmes broadcast on the radio.

We addressed the crisis of refugee children's access to education, which was set to worsen during the pandemic, with 3.7 million refugee children out of school before COVID-19 even appeared. Refugees have been hit particularly hard during the pandemic because they have less access to technology and are often excluded from national education systems, and consequently national COVID-19 responses. In September 2020, we co-hosted a virtual high-level meeting, bringing together multi-lateral organisations, philanthropists, foundations, and NGOs to discuss our learning and find solutions to meet the gaps in refugee education. Discussions focused on ensuring refugee children get more access to remote learning and do not miss out on other school services during the pandemic, such as school meals and mental health support. Our recommendations called for increased funding, better coordination, and greater speed in delivery.

… and are protected

During the pandemic it was even more crucial that children affected by violence, abuse, neglect, and exploitation were able to access essential child protection, mental health and psychosocial services and gender-based violence services. COVID-19, and lockdown restrictions, put pressure on families, leaving children at even greater risk of violence in the home, child labour, sexual violence and early marriage. The social distance measures to prevent and respond to COVID-19 also impacted on their mental health and well-being. Our teams and partners adapted ways of working to ensure continuity of these child protection services for children and their families. In humanitarian emergencies life-saving support was prioritised for survivors of sexual violence, those at risk of recruitment by armed forces and those separated from their families.

We supported nearly 250,000 children and 380,000 adults with psychosocial support to help them overcome the effects of isolation, sadness, loss, loneliness and fear, giving them the support to manage theirs and their families' stress and anxiety. We also supported 112,000 children through our case management system, assessing their individual needs and directing them to timely and vital services.

When children's helplines closed, we supported them to reopen and be classified as essential services. We worked with social workers to support children affected by violence. We also supported children, as well as their parents or carers, by sharing messages through radio, video and other media to help them during these stressful times. With so many children suddenly relying on digital technology for socialising and learning, we shared tips to enable them to keep safe while using the internet.

We urged leaders to make child protection a priority in their Covid-19 response plans and to class the child protection workforce as essential workers. Through our research and reports, we also provided evidence on protection issues and how they have been exacerbated during the pandemic, drawing attention to the almost universal negative impact of Covid-19 and its prevention measures on children and caregivers' psychosocial well-being. We also highlighted how children with disabilities fared significantly worse across all indicators than other children, from access to food to exposure to violence, and we recommended priority inclusion in health, education, social protection and child protection services.

Our 'Global Girlhood' Report highlighted the devastating impact of Covid-19 on girls in particular, due to them being at increased risk of sexual and gender-based violence, including child marriage, acting as a barrier to their return to school.

Working with children to make change happen

In May 2020, we conducted a global survey to hear directly from children about how they had been impacted by COVID-19, and to understand and respond to their experiences during this unprecedented time. This was the largest and most comprehensive of its kind to date, talking to 25,000 children, parents, and caregivers from 37 countries. Our findings were compiled in our 'Protect a Generation' report.

We learned that 80% of children had learned little or nothing during the pandemic, and 90% struggled to get access to healthcare and medicines. Almost 1 in 5 children, in families that had seen a loss of income, reported violence in the home. The report highlighted society's inequalities, with the poorest struggling the most and the gap between rich and poor widening further. The survey also asked children what they would say to their leaders if they had a chance. We compiled their responses into the 'Children's Agenda for Action', where they demanded action on education, better access to healthcare and prioritisation of their families' basic needs.

Campaigning

Save our Education campaign

To address the staggering numbers of children unable to go to school during the pandemic, 1.6 billion at its peak, we launched our Save our Education campaign. It sets out actions for global leaders to protect children's right to an education. These include having a robust action plan for education in the context of Covid-19, increasing funding, as well as tracking progress and ensuring those responsible for implementing actions are held to account. We have also made recommendations for governments to ensure that the most marginalised children continue to learn, that clear plans are in place to re-open schools when it is safe to do so, and that all children are healthy and safe while they are out of school. For example, in South Sudan, Save the Children was instrumental in advocating for the withdrawal of a ban on examinations in selected counties and for conducting examinations for all children.

Our advocacy work with the World Bank to relieve financial pressures by suspending debt payments, enabled governments to increase their funding for education, thereby helping to support our campaign objectives. We called for a global high-level meeting on the impact of the pandemic on education – which led to an extraordinary session of the Global Education Meeting convened by UNESCO in October 2020, with over 70 governments represented.

Providing a platform for children

Throughout 2020, we pioneered National and Global Digital Hangouts, which brought children and global leaders together in online meetings about the response to the pandemic. Decision-makers heard children talk about their priorities and share their views on issues such as internet access, how they could be supported to keep learning, and prioritising the impact of violence and isolation on children during the pandemic.

Reaching children in crisis

We continued to respond to humanitarian emergencies around the world, doing all we can for children and their families affected by disasters. We prioritised responses in Afghanistan, South Sudan, Venezuela, Syria, Iraq, occupied Palestinian territory (oPt), Nigeria and the Democratic Republic of Congo (DRC), where children's needs were the greatest and where we were best placed to scale our impact.

Conflict, climate change, economic turbulence and a global pandemic are all contributing to a **Global Hunger Crisis**, where children are being pushed to the brink of starvation. Without nutritious food, children are at risk of becoming severely malnourished and dying of entirely preventable diseases. Save the Children has been responding to this emergency, calling for greater funding to ensure that children survive and are healthy.

Circumstances are particularly dire in **South Sudan**, where conflict has led to the displacement of 4 million people. We have provided cash and food assistance to some of the most vulnerable families, as well as training parents and carers on how to assess their child's malnutrition status at home, so symptoms can be detected early.

Every day children in **Yemen** are struggling to survive the triple threat of explosions, starvation and disease. Nearly six years of conflict and severe economic decline are driving the country to the brink of famine, with 80% of the population requiring some form of assistance. Despite enormous operational challenges, Save the Children is reaching the most vulnerable children across Yemen, making sure they have enough food to eat, can access healthcare, can continue their education, and are protected from violence. Since the beginning of the crisis, we have reached more than four million children with crucial support.

In **Northern Nigeria**, the number of people at risk of going hungry continued to rise. We screened over 68,000 children for malnutrition and treated over 7,600 of them. We continued to advocate for children's access to safe, quality and uninterrupted education and enrolled over 215,000 children in schools. Psychosocial support was also provided to over 28,500 children.

Forty years of conflict in **Afghanistan** has left the country on the brink, and recent drought and floods have caused further devastation. The security situation remains volatile and climatic shocks such as floods, landslides and heavy snowfall continue to worsen the situation for children across the country. Our teams reached families with protection, education, shelter and food assistance and delivered life-saving health services through mobile health teams that served the most remote communities, reaching pregnant women, new mothers and children with malnutrition screening and treatment programmes.

It is estimated that 50% of children in North **Syria** have dropped out of school as a result of COVID-19. Determined that children do not miss out on their education, we rolled out new methods of remote learning, including online lessons, to keep as many children as possible in education during the pandemic. We continued to work with partners in the North West, North East and South of the country.

In November 2020, conflict erupted in the **Tigray region in Ethiopia**, exacerbating an already complex situation in the country. Before the conflict, 950,000 people were in need of aid, with families in the region facing insecurity, flooding, locust attacks, drought and disease outbreak. The outbreak of violence has caused mass displacement across the region and over 61,000 Ethiopians have sought refuge in Sudan. Now, an additional 1.3 million people across Tigray, Amhara and Afar regions are in need of assistance.

Save the Children is one of the few organisations with capacity to respond in the Tigray region and is also responding to the influx of people across the border in Sudan. Teams continue to provide lifesaving assistance to affected communities, such as the provision of food baskets and hygiene and shelter kits to thousands of families.

Unemployment, hyper-inflation and violence have left 7 million **Venezuelans** in need of assistance. This has led to a migration crisis, putting an added burden on countries like Colombia, which hosts 2 million migrants, and Peru, which hosts 900,000. Our teams have been supporting migrant children, advocating for their rights and highlighting their needs. In Colombia we have adapted our response to help families protect themselves from Covid-19, and distributed education supplies so children can learn at home. In Peru we have provided cash assistance to 7,000 of the most vulnerable families, prioritising those experiencing food insecurity. In Venezuela, we launched a small food security programme to support families and community kitchens in 4 states. We are currently expanding this work to reach more vulnerable children and families.

When a warehouse in the main port in **Beirut** was hit by a massive explosion on August 29th, we provided over 4,000 debris-removal kits including helmets, goggles, and shovels, to help clear rubble. For those whose homes were damaged, we supplied over 2,000 shelter kits, we supplied 10,800 hot meals, and distributed cash grants to spend on essentials such as food and rent. Our teams delivered crucial psychological first aid to around 370 children and parents, to help them process what had happened, and set up 140 child friendly spaces to give children their own place to play.

In November 2020, hurricanes Eta and Iota inflicted unimaginable destruction across **Guatemala, Nicaragua and Honduras** causing floods and landslides, as well as structural damage to roads, buildings, and power grids. Save the Children was immediately on the ground conducting rapid assessments to identify the critical needs of children and their families. We worked to reach over 200,000 people in these three hardest hit countries with essential supplies such as food, safe drinking water, blankets, hygiene, cooking and cleaning kits. We also gave psychosocial support to families that have lost everything, and provided supplies, such as crayons and colouring books, for children to play with and process their feelings.

In response to a significant rise in humanitarian needs over the last year and drawing on the lessons we learned, we launched our first ever Global Humanitarian Plan 2021: Children Cannot Wait to ensure we can protect children from immediate risks to their survival and support their recovery from crisis, in partnership and solidarity with civil society organisations, NGOs and UN agencies.

Our Global Strategy: Ambition for Children 2030

In 2016 Save the Children launched a 15-year global strategy to ensure that by 2030:

- no child dies from preventable causes before their fifth birthday
- all children learn from a quality basic education
- Violence against children is no longer tolerated.

This is the first time all Save the Children members, together with Save the Children International, have agreed a shared strategy that is being implemented across the organisation. 2020 marked the second year of our three-year strategic period (2019–2021), and we are striving to drive impact for children by implementing our three-year-plan as outlined below.

Ambition 2030

ALL CHILDREN SURVIVE, LEARN AND ARE PROTECTED

In 2019–2021, we will drive our breakthroughs for deprived and marginalised children across all contexts by:

SURVIVE

Helping children survive by reducing childhood pneumonia and supporting adolescent sexual and reproductive health and rights

LEARN

Improving learning outcomes in the early years by promoting literacy and numeracy in inclusive learning environments

BE PROTECTED

Protecting children in conflict and changing behaviours that expose children to violence

Drive high quality programmes and advocacy

- Focus our people and funding on the most deprived and marginalised children
- Learn, do and measure what works
- Put child rights at the centre of what we do

Engage the public to support our cause

- Build on integrated approach to public engagement
- Accelerate growth in supporter giving

Change how we work to be fit for the future

- Improve accountability to our stakeholders
- Develop new models and platforms

Operate more effectively and efficiently

- Reform our governance
- Live our values and engage our people
- Continue to improve our infrastructure

Progress delivered by Save the Children International in 2020

Our ambition for all children to learn, survive and be protected did not change in 2020, but COVID-19 affected *how* we implemented our plans to reach our goals.

In some ways, this pandemic helped us take more aggressive steps to deliver on our strategy, for example in digital transformation and localisation, where our progress had been lagging. In other ways, it challenged us to be more nimble and adapt in the face of immense uncertainty. It brought us closer together as an organisation, to act as one for a greater impact on a global scale. For the first time ever we launched a truly global fundraising appeal across Save the Children International and members, which aligned with both our advocacy strategy and global COVID-19 response plan under the framework of 'protecting a generation'. We brought our donors and fellow campaigners closer to our work, to staff on the ground and the children who are leading change in their communities, by holding a series of webinars across the globe, connecting them directly. We also reduced costs, as well as our carbon footprint, due to COVID-19 travel restrictions, and we used digital and mobile platforms more than ever before to deliver our programmes.

Drive high quality programmes and advocacy

In May 2020, we launched our Protect a Generation Response Strategy, which outlines how we are mitigating and responding to the devastating impact this pandemic is having on children. This truly global plan was the first of its kind for Save the Children. It integrates our programming, advocacy, campaigning, and fundraising work; and demonstrates the innovative and creative work we are doing on the ground to respond to COVID-19. The plan has been used by members and country offices to advocate for the $649 million in funding we need to reach 69 million people across 87 countries, enabling us to protect children's access to essential services and prevent children and their families from slipping further into poverty.

Safe Back to School initiative: Our Safe Back to School Initiative was endorsed in August 2020. It aims to see 150 million children get back into learning through programme delivery, advocacy, and campaigning, while using our role as co-lead of the inter-agency education work during humanitarian emergencies (the Education cluster). Additionally, we have identified 15 priority countries where we have the potential to make the most impact in the coming year, where children's well-being has been severely affected since being out of school. We also advocated strongly to governments to increase or maintain the share of public expenditure on education and ensure recovery packages support marginalised students.

Strengthening resilience and financial safety nets: The outlook for global hunger and food security in 2021 is bleak, with 150 million more children living in poverty and four countries at risk of famine. Save the Children is focusing on our capacity to deliver Cash Plus programming, providing cash transfers alongside other services, such as nutrition interventions. Towards the end of 2020, we reviewed our end-to-end operational procedures and ways of working to improve delivery speed and quality around our cash programming. We finalised our report 'A foundation to end child poverty', aimed at governments, donors, and development partners. The report sets out a clear, evidence-based policy solution for governments to work progressively towards Universal Child Benefits. We also advocated to increase coverage for children in social protection systems in humanitarian responses – starting with the most deprived and marginalised.

Technical expertise (TE): In early 2020, we set up virtual groups of technical experts to help to connect colleagues across the globe on adapting programmes, in preparation for and in response to, the effects of COVID-19 on children and their families. As part of our efforts to focus on the most deprived, in April we launched the Technical Expertise Request Platform to provide virtual expertise where it is most needed. 65 requests from 30 country, regional and member offices were placed, 81% of which were fulfilled.

Accelerated evidence and learning: The COVID-19 crisis has driven better aligned and coordinated support from our technical teams. Technical staff from around the world rapidly developed and shared COVID-19 programme adaptations to allow our programmes to continue in a way that was safe for children and staff. This included, for example, guidance on how to monitor acute malnutrition using a 'no-touch' approach, and remote monitoring approaches when staff were unable to visit communities in person. In addition, between March and early September 2020, over 100 different webinars and sharing forums were convened with staff from around the world, building and sharing our collective knowledge on how best to continue to reach children in the time of COVID-19. In June 2020, we launched a new "Learning Log" available across Save the Children for rapid sharing of lessons from programmes, operations and advocacy as offices innovated and adapted to new challenges.

Advocating for and alongside children

In the face of COVID-19, Save the Children's advocacy and campaigns work stood out as an area where we drove the meaningful inclusion of children in national response plans. In 41 countries, we supported children's voices to be heard and included in national and subnational COVID-19 planning and implementation. At the global level we campaigned for the safe return of children to learning, and hosted innovative digital hangouts with 13 government officials and 31 children, drove UNGA commitments to the COVID-19 response, advocated for debt relief, and the inclusion of civil society in the global vaccine platform COVAX.

Nationally, we have secured crucial wins through our advocacy. For example, the Ethiopian government included Universal Child Benefits in its 10-year economic plan. We influenced the scale up of a social protection schemes for orphans and vulnerable children by the Government of Nepal, as well as the design and piloting of a universal child grant scheme in Somaliland. Working in partnership with other organisations, we contributed to a law being overturned in Sierra Leone, which banned pregnant girls from attending school. Katsina State in northwest Nigeria passed a Child Protection Bill aimed at ensuring the provision of adequate care and protection for children, and a long-awaited confirmation that Sudan has now criminalised Female Genital Mutilation following years of advocacy. We continued to speak out on child rights violations with specific emphasis in 2020 on the dire situation of children in occupied Palestinian Territory, Yemen, Syria, and Myanmar.

Engage the public to support our cause

Save the Children International coordinated and convened Save the Children members to launch our biggest ever public fundraising appeal of $100 million, to respond to the COVID-19 crisis. By the end of 2020, Save the Children members had raised $96.5 million towards the appeal. Despite an extremely challenging fundraising environment, where Face-to-face (F2F) programmes shut down in more than 11 member markets, our individual giving was stronger than projected. Working alongside members, Save the Children International devised a rapid risk mitigation plan, which was put into effect as early as February, focusing on redirecting investments into areas such as digital as we sought to diversify our fundraising portfolio. As a result, by mid-2020 we had surpassed our new donor targets, with new acquisitions through telemarketing, Direct Response TV (DRTV) and digital fundraising making up for F2F shortfall. We were able to reactivate our F2F channel using contactless methods in some markets, with particular success in Netherlands, South Africa and Mexico. Our donor legacy pipeline also continued to grow steadily, and while legacy prospecting, channel benchmarking and DRTV testing were delayed due to COVID-19, this work resumed in late 2020.

Change how we work to be fit for the future

In 2020, we continued to make progress on our operating model to ensure it is fit for the future. We designed two new operating models within our structure, for National Offices and Save the Children International US branches, to start implementing in 2022. These models will ensure we can respond to global and local donor needs in the most effective way.

We demonstrated how well we can adapt to online working through the rapid rollout of MS Teams by the end of May 2020. In the second half of 2020 we moved the SCI Financial System into the Microsoft Cloud, followed by our remaining global technology services, allowing us the flexibility to grow and shrink easily to meet business demands and the needs of the future, and offer a truly flexible, 'work from anywhere' approach. To move us closer to 24/7 operating model, we strategically placed a new Technology Hub in the Philippines, to serve our users and Save the Children members in Asia in 'real time', resulting in far less interruptions to our work with children.

COVID-19 has brought even more cyber threats as criminals exploit the pandemic. We rolled out software to all SCI managed devices to filter inappropriate content, encrypted all our laptops and installed remote 'end point' management capability, allowing us to remote manage laptops, software, updates and corporate polices, therefore making it much harder for the cybercriminal. We also achieved certification in 2020 for the UK Government's minimum standard of Information Security – Cyber Essentials – which is required in order to obtain UK Government funding. Working with Microsoft, we invested in the CoreView Solution that will allow us to administer our complex environment giving enough administration rights to technical staff in our country offices without exposing ourselves to risk.

Operate more effectively and efficiently

In 2020, we continued our focus of transforming ourselves into a more effective and efficient organisation. We have intentionally worked on building a diverse and inclusive workforce, where in 2020, 64% of our leaders in the movement are women, and 52% of leaders in our country offices are from non-OECD countries (up from 24% in 2014). We completed the implementation of our new global HR Information System – Oracle HR – reaching all our 15,529 staff. It enables us to include more robust talent information for more effective deployments, and better management of information and reporting to inform planning and strategic decisions. We streamlined our activities to reduce costs, for example reviewing our organisational structures in our regional offices and the Centre, which although has resulted in minimal redundancies, the new structure has a reduced number of management layers to enable faster and more effective decision-making and delivery.

Through continued work to transform our supply chain, we were able to achieve $9.5m in financial benefits (against a target of $7.9 million) plus $330,000 of Supply Chain gifts-in-kind. We also launched our new Supply Chain Learning Hub platform to support our people's professional development and trained more than 750 staff in procurement basics. We successfully launched a 'Source to Pay' solution, which automates and digitalises how we procure and pay for goods and services. Having gone live in all five regional offices, two country offices and the centre in October 2020, the system will be implemented across the majority of our country offices in 2021. We also released our bespoke Project Management Methodology (PMM) and conducted training for the first 600 members of staff. This will be further supported by PRIME which we will introduce in 2021, allowing us to project manage programmes and track evidence of our results – increasing our impact for children.

2021 Strategic priorities

The COVID-19 crisis is threatening to reverse decades of progress toward the Sustainable Development Goals in child and maternal health, education, protection, and child poverty. As a result, more than one billion children are facing years of learning loss due to school closures, and more than 100 million children are being pushed into severe poverty. Millions more will die from preventable illness, be sent to work, or be forced into early marriage. The pandemic and global recession are also having an inordinate impact on people already marginalised and facing grave inequities, due to gender, disability, race and religion. Added to these challenges, children face more frequent and severe catastrophic events and protracted crises due to the climate crisis, entrenched conflict and fragility, forced displacement and infectious diseases. Yet, at a time when children need us more than ever, the role, shrinking space and financial viability of INGOs continue to be threatened, pushing us to revisit our business model to be adaptable and resilient to a changing future.

Although we have made substantial progress in our 2019–2021 Global workplan , in 2020, the current global crises highlight where we are falling behind, including where more fundamental change is needed to protect and uphold children's rights. We need stronger alliances, local partners, evidence, new business models and new donors, to have an impact for children on the scale required. We also have to be more intentional to make diversity, inclusion, gender equality and anti-racism part of our organisation and culture and ensure our brand image and profile reflect the same.

As millions of children head back to school, there continues to be a real danger of unprecedented reversals in learning, coupled with a surge in dropouts among vulnerable groups of children. We are seeing child poverty and malnutrition surge as financial safety nets fall from family budgets across low-income settings. Our response will be to give priority to distance and accelerated learning, and to building financial resilience to combat increased poverty and malnutrition, which can in turn improve children's chances of continuing their learning and returning safely to school. We are also committed to a renewed focus on defending the rights of the most deprived and marginalised children. We will speak out against child rights violations, and will advocate and campaign more boldly, with children and young people, on the need for systemic change on these issues. Locally and globally, we have sharpened our breakthrough plans in essential health care and nutrition to focus on malnutrition, pneumonia and integrated community care. We have refined our child protection plans to focus on strengthening child protection services at community level – across our education, social protection, and essential health services work – to reduce violence against children and other negative coping strategies in homes, schools and online.

Throughout 2021, we will prioritise work in six key areas to:

1

Strengthen learning and access to education for millions of children around the world:
By 2021, we will have contributed to maintaining access to flexible/blended learning opportunities for more than 85 million children in our focus countries, and to reducing the global $35 billion education financing gap by at least 10%.

2

Strengthen resilience and financial safety nets for millions of children and their families:
By the end of 2021, we will have contributed to ensuring that 500,000 children and their families in the poorest countries are able to meet their basic needs through increased access to cash, and supported at least 7 governments to improve coverage of social protection for children.

3

Strengthen technical expertise and humanitarian capability to deliver quality programming and advocacy at the frontline:
By the end of 2021, we will have increased the number of senior technical experts in countries and regions to more than 650 and the resourcing of local partners by 10% beyond project direct costs, transferred the management of Emergency Health Unit into SCI, and consolidated a fully flexible $40 million Humanitarian Fund.

4

Increase fundraising alignment, diversity and return on investment to drive our breakthroughs:
By the end of 2021, we will have secured more than $80 million in new raise from institutional and corporate accounts, including through new strategic accounts; and established more cost-effective partnership models with more than two multilateral member accounts.

5

Become more cost effective and accountable for children, donors and one another:
By the end of 2021, we will have agreed the timeline to deliver on our ambition of reducing our ratio of support services and administrative costs by 20%, increased unrestricted resources going to programming by $30 million with 80% of SCA staff using Oracle, majority of SCI staff procuring goods with ProSave, and our carbon footprint baselined and targeted cross-movement.

6

Build a stronger culture and become more diverse and inclusive from the inside out:
By the end of 2021, staff engagement across the movement will be at 75% or greater; we will be using a diversity scorecard to improve diversity of leadership in SCA, and have ensured 100% staff complete unconscious bias and anti-racism training.

Risk management and internal control

Shared risk appetite across Save the Children

In 2020, confronted with the challenges which COVID-19 created for our operations worldwide, Save the Children International has responded by working more closely together with its members in jointly addressing the risks we all share. As such the membership endorsed mid 2020 a global shared risk appetite as part of a global risk management framework with a commitment to embed it in our risk culture and review it on a regular basis. As such we consider strong risk management and robust internal control to be critical components of our operations. It enables us to uphold and protect our reputation and, as a result, gain the trust of the children and communities we work with, our partners, as well as the individual and institutional donors who support us.

Risk management and reporting

While establishing a risk appetite is a significant improvement, we realised that further progress would be required for a global risk management framework, including an effective incident reporting and case management system, and a proper governance mechanism for escalating risk incidents and concerns to the trustees. As such after extensive stakeholder engagement with our Risk Management Working Group, which has a substantial regional and country level representation, we have started to more systematically document and manage risk at country, regional and centre level. Risks are formally documented in risk management plans, as well as in individual award risk assessments.

We now specify certain risks that all country offices are required to assess on a routine basis, which we define as principal risks, which cover the twelve areas of risk for which a shared board risk appetite has been established. These are:

- Speaking out – Not Speaking out
- Quality Program Design
- Program Delivery
- Harming Children and Adults
- Safety and security
- Harassment & Bullying
- People
- Fraud & Data
- Compliance
- Sustainability
- Transformation & Delivery
- Governance

We consider managing and mitigating these risks to be instrumental to achieving our strategic and operational objectives.

Regional Risk Committees review risk reports, provide support to country offices in managing key risks and act as a mechanism for escalating risks to the centre and board committees. At the centre, we have established a Centre Risk Management Committee, composed of risk managers, appointed by the Senior Leadership Team members who hold accountability for these principal risks. This Committee assists the Senior Leadership Team to identify and discuss the key risks that could limit the organisation's ability to achieve its objectives.

Those risks, together with ratings and mitigation plans, are discussed by the trustees at their quarterly Audit and Risk Committee. The trustees are accountable to children, Save the Children members, donors, regulators, including the Charity Commission, partners, staff as well as the Save the Children Assembly[3].

Incident reporting, case management and cross-functional risk management

Our incident reporting, case management and cross-functional risk management have clear procedures, mechanisms and processes to detect, react, report, manage and mitigate risk. In March 2020, we moved our incident reporting and case management system – Datix – in the Cloud, just in time to allow our staff to remotely access the system report and manage all child safeguarding and fraud incidents and concerns and added at the same time global safety and security incidents, sexual harassment, bullying and adult safeguarding to the types of incidents which now could be reported and managed online. We also built a link between Datix and our global whistleblowing hotline.

We have since also added data protection and information security incidents and their case management to Datix and are looking to start using the insurance claims capability and risk management modules which are also part of the standard Datix offering. This system generates the serious incident reports which allows our trustees of Save the Children International to communicate all serious incidents with the Charity Commission and to the relevant programming Save the Children members, so they can in turn inform their donors.

3
The Save the Children Assembly comprises of the Save the Children Association member organisations, usually represented by their Board Chair, and is the entity with the highest authority within the Save the Children Association. The Assembly has final decision rights under the Bylaws on key decisions, including membership, mission, strategy, global accountability and brand.

Brexit-related risks

As negotiations for the UK to exit the European Union continued throughout 2020 up to the deadline, we kept working to identify, assess and address/mitigate the financial and non-financial risks that Brexit posed to Save the Children International and the wider Save the Children Association. Early on we had identified that the primary risk would be in relation to eligibility for, and compliance with, funding from the European Commission's Directorate-General for International Cooperation and Development and Directorate-General for Neighbourhood and Enlargement Negotiations. To reduce the amount of awards at risk, we have been working on structural changes in those country offices most impacted as part a broader project related to creating more flexibility in our operating models. The Save the Children Association had a pipeline of $13 million awards at risk from 1 January 2021 onwards, which we will continue to monitor regularly throughout the year. In addition, we have taken mitigating actions to reduce other risks around our workforce, procurement, foreign exchange and other treasury operations, travel, data protection, insurance, procurement and tax in order to minimise disruption to our operations.

Child safeguarding

Save the Children has a zero-tolerance policy towards the abuse and exploitation of children by anyone involved with our programs, including staff, partners and others representing our cause, such as volunteers. We are deeply committed to preventing any intended and unintended harm to children caused either directly or indirectly by our activities.

Save the Children International has a global child safeguarding policy, which outlines and requires the following:

- Save the Children aims to be a child safe organisation.
- Everyone associated with Save the Children must be made aware of their responsibility to safeguard children and adults and risks of child abuse and sexual exploitation.
- Save the Children recruits only representatives who are suited to work with children and to apply strict child safe recruitment practices.
- Anyone who represents our organisation must adhere to the safeguarding policies.
- 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 community. 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 programs of work, including during the response to humanitarian emergencies, are assessed for risks to children and these risks are reduced or mitigated by all means within our control.
- Save the Children International's central, regional and country offices establish and maintain robust systems, which promote awareness of child safeguarding, and enable the prevention of harm.

2020 Progress

Key successes

In 2020 we made good progress in improving our safeguarding efforts in SCI, including:

- All SCI Country Offices (COs) have an annual safeguarding plan in place, developed based on their self-assessment against the Child Safeguarding Protocol.
- The Safeguarding Framework has effectively governed all types of safeguarding within Save the Children under the umbrella of one policy, and contributed to an increase in reporting of Adult Safeguarding concerns.
- Our pilot safeguarding study covering volunteers was completed, and is due for a phased rollout in 2021 and 2022.
- Risks are reviewed quarterly through a risk committee and Financial Control and Compliance process.
- Country offices have invested significantly in full time safeguarding resources – with more than 70 full time safeguarding staff in country offices by year end (compared to a total of 20 full time staff two years ago in 2018).
- A new Child Safeguarding e-Learning course was rolled out, and saw strong training compliance with 95% of new SCI staff trained on safeguarding within their first three months.
- Continued rigorous review of safeguarding concerns, learning and ensuring survivor care.

2020 incidents and actions

Child safeguarding

Save the Children's child safeguarding incidents include any incident where a child may be injured or harmed, or placed at risk of harm. This includes a wide range of incidents, from a child being injured in a road crash to a child being physically harmed by an adult.

In 2020, there were 401 child safeguarding concerns reported, which is 32% lower than in 2019, 8% higher than 2018.

- Of the 401 concerns reported, 278 have been closed at time of analysis:
  - 55% were substantiated (53% in 2019)
  - 36% of the cases related to sexual exploitation and abuse or physical abuse (38% in 2019)
  - 37% (102) of cases involved Save the Children staff (27% in 2019)
- Of the 102 closed concerns involving Save the Children staff:
  - 52 allegations were substantiated
  - 12 were sexual exploitation and abuse cases
  - 18 cases led to contract termination or contract not extended, 2 suspensions and 18 official warnings, 4 supervision and counselling. 10 cases resulted in other action, such as programmatic intervention, process improvement, or additional awareness raising and training.
  - 8 cases were reported to the local authorities. There may have been instances where we decided not to refer cases to local authorities if it posed additional risk to the survivor, or in contexts where it was not possible to do so.
- The 32% drop in child safeguarding concerns in 2020 represented a fall in the number of concerns raised at the onset of the COVID pandemic, which was driven by changes in programming activities in country offices and challenges in conducting in-person monitoring, awareness, and reporting activities in the field. Adaptation to the COVID context started in March 2020, and led to a gradual increase in reporting until reporting volumes were back at 2019 levels by Q4 2020.
- We see this as an indication that our culture of awareness raising continues to move in the right direction and as a reflection of our ongoing campaign to build trust within the communities we work. Our efforts to build awareness on the importance of reporting, what constitutes a safeguarding issue and our survivor-centred approach, has meant that both children and adults continue to be likely to voice their concerns knowing that our staff will respond and provide the right support and care for survivors. Our reporting data enables us to continuously growing sophistication in identifying risks and spotting early warnings.

Adult safeguarding

Adult safeguarding concerns cover a wide range of incidents, from disrespectful comments in the workplace, bullying behaviour by line managers, and misuse of power and abuse involving community members. The concerns include early warnings and situations where there is a risk of harm.

In 2020, there were 186 adult safeguarding concerns reported, compared to 80 in 2019, which comprised:

- 151 staff concerns and 35 related to adults in the communities where we work
- 67 concerns related to bullying, harassment or intimidation
- 33 concerns related to sexual harassment
- 89 concerns have been closed:
  - 47 allegations were substantiated
  - 5 cases led to contract termination, 2 led to contract not extended, 5 suspensions, 3 counselling and supervision, and 10 official warnings. 22 cases resulted in other action, such as programmatic intervention, process improvement, or additional awareness raising and training.
- The increase in concerns for 2020 can largely be attributed to launching adult safeguarding on Datix, the successful roll-out in 2019 of our Preventing Sexual Exploitation and Abuse (PSEA) policy, the Safeguarding Framework Policy, and anti-harassment and bullying training, leading to more awareness and trust in the system.

Substantiated cases overall

* 2020 figures include both child safeguarding and adult safeguarding (adults in the community and staff safeguarding concerns), while 2019 figures include only child safeguarding concerns. The majority of cases from 2020 that were open at the end of the year were reported in Q4 2020, and were under active investigation at the time this analysis was prepared.

	Total Cases Reported	Total Cases Closed at time of analysis	Total Cases Substantiated	% Substantiated
2019	592	591	315	**53%**
2020*	587	367	199	**54%**
Total	**1179**	**958**	**514**	**54%**

2021 outlook

We are intentional in making progress in five areas in 2021 to mitigate risk:

- Scale safeguarding in partnership and volunteers to country offices with the intent of mitigating risks.
- Prevent re-occurence of incidents
- Focus on mitigating risk of abuse in adults within the communities we serve
- Ensure embedding of safeguarding protocol mitigates risks
- Ensure retention of dedicated safeguarding talent through development and movement of talent

As awareness and trust grows, we do not expect the overall number of concerns to decline in 2021.

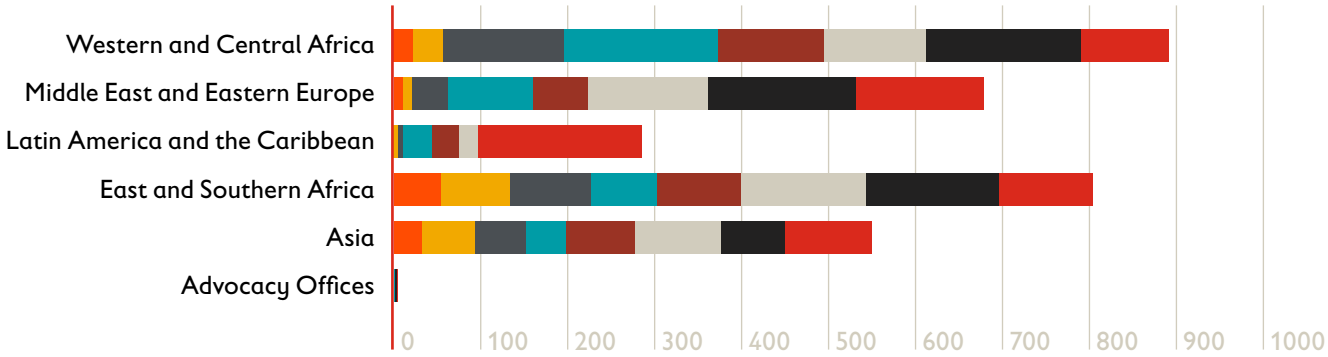
Fraud, bribery, and corruption

Incidents and actions in 2020

During the onset of the COVID-19 pandemic, it was initially anticipated that reporting and case figures would decrease significantly. In reality, a smaller decrease has been observed. Where face-to-face reporting may have not been possible, the global availability of Safecall for whistleblowing and Datix for function specific incident reporting has facilitated reports from staff even as we adjust to remote and home-based working.

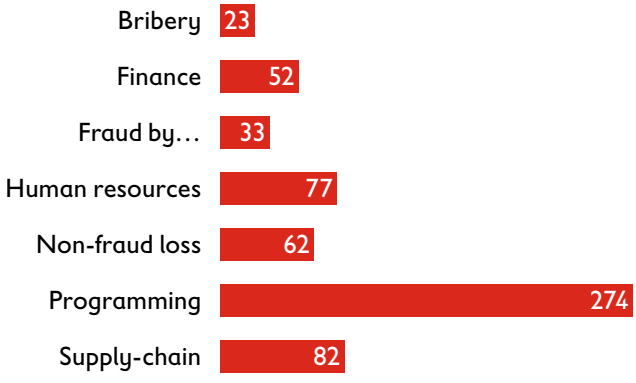
In 2020, the number of fraud incident reports decreased by 10% from 870 in 2019 to 781. We noted a smaller percentage decrease in the number of reports investigated in 2020, down 2% from 618 in 2019 to 603. A 27% decrease in Level 1 (most serious) cases was also noted, down from 48 in 2019 to 35. The number of cases closed in 2020 increased by 11% from 726 in 2019 to 811.

Fraud cases by region and year



	AOs	A	ESA	LAC	MEEE	WCA
2013	0	33	54	0	11	22
2014	0	61	80	5	10	35
2015	0	59	93	6	42	139
2016	1	45	76	33	97	177
2017	0	79	97	31	64	122
2018	0	100	143	22	138	117
2019	2	73	153	42	170	178
2020	2	100	107	146	147	101

Cases by classification



The most significant increase in fraud cases by region in 2020 was in Latin America and the Caribbean, which saw a 246% increase from 42 in 2019 to 146 in 2020, placing the region just below Middle East and Eastern Europe in total cases for the year. 118 of these 146 cases were connected to a new Cash Transfer Programme in the region. The lessons learned from the experience throughout 2020 are being shared with other cash transfer programme teams to identify weaknesses that can be prevented in future activities.

The increased number of Programming cases in Colombia has contributed to the 54% increase in cases of that classification, from 148 in 2019 to 274 in 2020. In contrast, there were marginal decreases in other incident classifications, e.g. Bribery 25 cases in 2019 to 23 in 2020 and Supply Chain 98 cases in 2019 to 82 in 2020.

There were two fraud cases in Advocacy and Fundraising offices in 2020. These two cases were detected through financial reviews of the offices, rather than office staff reporting. It is hoped that increased completion of the Fraud, Bribery & Corruption Awareness Training, and development of an anti-fraud culture, led by senior staff, will encourage staff to report concerns and suspicions more frequently in 2021.

Key achievements in 2020

- To meet the challenge of a caseload that continues to increase, coupled with the additional restrictions placed on travel and normative ways of working, a Remote Investigation Guidance was created. This was designed to complement the existing investigation methodology and equip Regional Fraud Leads and Fraud Focal Points to respond to reports anywhere in the world without relying on office based work or extensive travel.
- Risk functions who had been using Datix Web for reporting and case management migrated to Datix Cloud IQ in March 2020. DCIQ is a cloud-based platform offering increased functionality for core users and increased accessibility for staff to report concerns from anywhere in the Save the Children movement.

Priorities for 2021

A fully staffed Global Fraud Team is a high priority in the first quarter of the year enabling us to improve data and information quality for key stakeholders, continue to investigate remotely, and develop proactive investigation initiatives independent of traditional reactive fraud investigations.

Global assurance

The purpose of Global Assurance is to provide Save the Children International's Chief Executive Officer and the trustees with an independent and objective assessment of the risk, control, and governance arrangements in place at Save the Children. The Global Assurance team undertakes audits of country offices, humanitarian responses, regional offices, and specific business units, based on an assessment of risk.

Global Assurance is overseen by the Audit and Risk Committee, which assesses the function's performance, guarantees its independence, approves its strategies and work plan, and receives reports on key risk and control issues arising from its work. The committee seeks regular confirmation and evidence from management that actions it has agreed with the Global Assurance function have been implemented.

In 2020, Global Assurance conducted a combination of 18 audit, advisory and consultancy engagements, including audits of country offices identified as higher risk, business units, and a cross-organisational audit on programme quality and impact, a key strategic priority for the organisation. In light of the COVID-19 crisis, Global Assurance carried out work to ensure that business units were actively responding to heightened and/or new risks. Global Assurance's work noted a resilient and agile organisation responding to the challenges brought by the pandemic, although some recurring gaps and weaknesses in our control environment – specifically cross-functional collaboration on timely and comprehensive management of risk, and financial sustainability specifically in humanitarian contexts – are still evident. This should be prioritised to ensure a sustainable improvement in our internal control and strengthen the organisation's agility in responding to crises. In 2021, the team will continue to focus on structural weaknesses in our global internal control systems.

Our people

We deliver on our ambition for children because of dedicated, hard-working and talented colleagues – from those that deliver programmes on the ground or campaign on key issues, to those who work behind the scenes to keep our data safe, our stock at the right levels and our operations compliant. Save the Children International aims to be a place where engaged colleagues from diverse backgrounds work to achieve our ambition for children. We are committed to the wellbeing and development of over 15,000 staff globally.

COVID-19

The COVID-19 pandemic presented huge challenges but SCI was able to produce a clear COVID response strategy. We saw a fundamental shift to remote working due to stay at home orders and this had a knock on effect on staff wellbeing. From a duty of care perspective, SCI has been proactively monitoring the well-being of colleagues through leadership at country offices and local pulse surveys, and we are providing psycho-social support, counselling, healthcare and death benefits as and when colleagues need these. In addition, there are a number of mental health champions in place and a confidential CiC Employee Assistance Programme (EAP) service is available to staff.

Anti-harassment

To safeguard our colleagues and staff, there is zero tolerance for all forms of Harassment, Bullying and Intimidation. The SCI Anti-Harassment, Intimidation and Bullying Policy reinforces key messages and expectations to ensure a safe and trusted working environment for all our people by explicitly identifying that any form of harassment, intimidation, bullying, physical and sexual violence and exploitation are not tolerated within our organisation. SCI expects all our staff and representatives to strive for the highest standards of integrity and accountability and to conduct themselves in line with this policy and our Code of Conduct. We will continue to build awareness, prevention and reporting for the safeguarding of staff.

Diversity and equality

At Save the Children International, we foster a culture of respect and dignity for all colleagues. We believe that it is critical to address discrimination directly and promote equality in order to ensure that no harm comes to children, and to advance our vision for a world where every child attains their equal right to survival, protection, development and participation. There is zero tolerance for all forms of abuse and mistreatment, which includes sexual exploitation and abuse, harassment, intimidation, and bullying.

Save the Children International has policies and procedures to ensure that job applicants and employees receive fair and equal treatment irrespective of gender, ethnic origin, disability, age, sexual orientation, or any other unjustifiable grounds. Selection for employment, promotion, training or any other benefit is based on aptitude and ability, and all employees and volunteers, whether part time, full time or temporary, are treated fairly and equally.

SCI Board diversity

Our Board of Trustees recognise that it is critical we build an effective approach to supporting equality, diversity and inclusion throughout our organisation, and that those standards start with the Board's own practice.

In 2019, we created a Nominations Committee to support the search and recruitment of new Trustees to the SCI Board, recognising in particular the importance of building diverse representation among our Board members.

In January 2021, the Board attended a workshop to discuss diversity at Board level, including the findings and recommendations of a governance review carried out by Campbell Tickell. The Board's work on this is ongoing and will be integrated with other work on diversity and equality described below. The Board of Trustees have agreed to address identified "gaps" in representation and so increase Board diversity by the end of 2022.

Reporting on gender equality initiatives across the organisation

On an annual basis, we calculate our UK gender pay gap, which looks at the difference between the average pay of all women vs the average pay for all men. Calculating and reporting on the gender pay gap was postponed in the UK by the UK government (due to COVID-19), and we plan to publish our 2019 and 2020 figures later this year. However, the currently published figures for 2018 – published in 2019 are a median pay gap of 16.3% mean pay gap of 16.8% – further details can be found here.

In 2020, we worked closely with our Centre Employee Forum (set up in 2020) and Centre Employee Networks to continue our focus on gender equality by:

- Having a dedicated focal point in the HR Team for Diversity and Inclusion.
- Launching a Workplace Global Diversity, Equity and Inclusion Policy.
- Conducting an Equal Pay and Diversity Pay Audit for all UK employees.
- Ensuring at least 60% of participants in Talent Development Programmes were female.
- Ensuring at least 53% of talent in our Regional pipeline are women.
- Ensuring over 50% of our Country Directors are women.
- Continuing our focus on gender balance at board and leadership levels: 45% of our leaders(Senior Leadership Team and SCA/SCI Board members) are women.
- Senior Leadership Team agreeing the organisation's Anti-Racist Statement.
- Continued tracking of diversity data and mandatory training.

We intend to continue our focus on diversity and inclusion in 2021, by:

- Training and Communicating on the Global Diversity, Equity, and Inclusion Policy.
- Adding salary information to all job adverts and no longer asking for current salary
- Collecting and acting upon, the diversity data in our engagement surveys.
- Leaders undertaking unconscious bias training as part of the talent review process and the process enabling unconscious bias to be challenges.
- Rolling out global anti-bias training.
- Launching global disability inclusion policy, accountability guidance for Gender and accountability framework and guidance for Gender Equality marker KPI
- Gender Equality Self-Assessment conducted (including action plan) in 4–6 Country Offices and Gender and Power analysis in 8–10 Country Offices.
- Building on our people data and Diversity Scorecard to include globally LGBTQ, disability, and other relevant groups.
- Completing a recruitment gender audit and implementing all necessary actions to address any issues identified.
- Completing an equal pay audit, looking at all diversity groups.
- Creation of Disability Network and Experiences (Socio/economic etc) Network
- Continuing our efforts to attract more women into senior positions.
- Continuing our focus on gender balance, non-OECD and other groups at the trustee and leadership levels.
- Continuing our efforts to attract more men and women into roles where there is an under-representation of either gender.

Executive pay

Decisions relating to senior leadership pay are shared with the trustees, and decisions on CEO pay are made by the Trustees guided by its People & Organisation Committee. The People & Organisation Committee approves SCI's Reward Principles which inform our reward policy and annual pay reviews for employees.

For roles in the UK and International roles, base salary is set around the median of the INGO market. For local national roles, pay structures are set between 50–75th Percentile (based on context) of the INGO market. We do not offer any performance related pay. Benefits are set as per the contract type – national (including UK), International and International-light. We aim to recruit to national terms and conditions but where this is not possible and the conditions in our package type policy are met then we may offer an international or international-light package.

Average Country Director pay is broadly in line with the median of the market (our pay aim) and the average lowest and highest actual pay are in line for both male and female Country Directors.

Leveraging talent globally to be fit for future 2019–2021

In our current three-year workplan (2019–2021), we want to continue to make talent an advantage by repeating processes that work with rigour, scaling our processes out to lower layers of the organisation and across Save the Children Association, and continuing to get better at strategic succession planning and movement.

In 2020 we focused on:

- Identifying, retaining and succession planning for 25 mission-critical roles in International Programmes. In January 2021, 96% roles are occupied, 92% roles have at least 1 successor, 48% successors are female (which we need to increase) and 70% successors are people of colour or minorities.
- Collaborating with Member HR Teams and CEOs to conduct the first Talent Management Discussion across Save the Children International and members. This process will enable us to identify mission-critical roles across the organisation and our top organisational talent who can prepare to fill these positions in the future. We will continue to have 2 global talent discussions per year.
- Making our talent review process operational via Oracle HR. 97% country offices completed the annual talent review process using Oracle HR. This increases accountability and now enables us to track and monitor the increasing time in position of senior leaders, as well as improving internal movement and diversity of senior leaders.
- Valuing and nurturing all levels of talent by embedding and digitalising our 'Develop to Perform' performance management approach ensuring that all employees have goals and development plans and that their managers support them in quarterly development and performance conversations. In 2020, 72% employees set performance goals in Oracle HR and 55% set development goals. By the end of 2021 we would like both to be at 75%.
- Continued to build internal coaching capabilities by training a further 15 senior leaders from SCI and SCUS to coach 45 of our internal promotable talent.
- Re-designed talent development programmes, such as our Global Leaders Engagement Week, managing for High Performance and our Senior Leaders Coaching Programme from face-to-face to virtual learning sessions to ensure our commitments to developing leaders.
- Launched our Global Mobility Framework to focus on creating international experiences for internal talent, with a focus on increasing international assignments for talent from non-OECD backgrounds.

In 2021 we aim to achieve the following:

- Continue to drive stability in country leaders. At the end of 2020, average time in position was 2.3 years and we want this to increase to 3 years. We also aim for a turnover rate below 10% – our turnover rate in 2020 was 8%. Our internal movement rate is at 70% and we want to maintain this for 2020.
- Have 92% complete succession plans for mission-critical roles, with 96% roles occupied, 76% roles being filled internally, and a bench of 2–3 internal successors per role. We would also like to see equal distribution of men, women, OECD and non-OECD people targeted as successors for these roles.
- Identify and implement 8–10 internal assignments or job moves for the SCA identified Talent Pool.
- Have 100% complete succession plans for SCI Centre ELT roles, Regional Leadership Team Roles and Country Directors by the end of 2021. We will intentionally track and monitor the distribution of women and non-OECD as successors for these key positions.
- Ensure that 75% of Save the Children International workforce have documented development goals recorded in Oracle HR by the end of 2021.
- Create Talent Strategies for the Global Thematic areas to support TE Talent Development.

Carbon and energy data

Children are the least responsible for the climate crisis, yet they will bear the greatest burden of its impact. From cyclones, heat waves, droughts and wildfires, through destruction and loss of livelihoods, to spikes of diseases and epidemics, disruption of education, increase risk of abuse, exploitation and violence, and displacement of millions of people, the consequences of the climate crisis are all around us. In many places where Save the Children works, we are seeing how climate change is harming the poorest and most marginalised children and deepening existing inequalities.

Save the Children International recognises that our global operations have an environmental impact and we are committed to monitoring and reducing our emissions year-on-year. In 2020, we upgraded our energy and carbon reporting to meet our reporting obligations under The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, and to increase the transparency with which we communicate about our environmental impact to our stakeholders.

2020 Performance

In 2020, we calculated our environmental impact across scope 1 and 2 emission sources, and across selected categories within scope 3 emission sources (see table below). Our emissions are presented on both a location and market basis and include well-to tank (WTT) emissions.

The main sources of emissions were from flights, electricity and hotel stays in 2020. Overall, the consumption of electricity was low due to COVID-19 restrictions resulting in the office space being unoccupied for 8 months of the year in 2020. It is also expected that flights are lower due to the global pandemic restricting travel to and from the UK. There were no emissions recorded in the reporting period for scope 1 (emissions directly from operations that are owned or controlled by the reporting company)

Energy and carbon action

Due to COVID-19 and other external factors no Energy Savings Initiatives have been undertaken in 2020. In 2021, Save the Children will agree to global emission reduction targets for the organisation as a whole.

2020 Results

The methodology used to calculate the GHG emissions is in accordance with the requirements of the following standards:

- World Resources Institute (WRI) Greenhouse Gas (GHG) Protocol (revised version)
- Defra's Environmental Reporting Guidelines: Including Streamlined Energy and Carbon Reporting requirements (March 2019).
- UK office emissions have been calculated using the DEFRA 2020.
- Following an operational control approach to defining our organisational boundary, our calculated GHG emissions from business activities fall within the reporting period of January 2020 to December 2020.

Energy and carbon disclosures for reporting year

	Emissions Source	2020 (†CO_2e)
Scope 2	Electricity	28.39
Total Scope 2		**539.46**
Scope 3	Flights (including WTT)	502.88
	Hotel	28.75
	Taxis (including WTT)	0.78
	Rail (including WTT)	0.35
	Electricty transmission and distribution (including WTT[4])	2.78
	Electricty generation WTT[4,5]	3.92
Total Scope 3		**539.46**
Total (Market Based)		**575.75**
Total (Location Based)		**567.85**
Total Energy Usage (kWh)		**121,757.00**
Normaliser	†CO2e per FTE	1.14

4
WTT emissions have been included for both the losses experienced in the grid (categorised as transmission and distribution) and the impact of electricity generation.

5
Electricity generation WTT emissions are a scope 3 category and as such as not been included with the rest of electricity generation emissions as this is scope 2.

Financial performance

In order to achieve our mission, Save the Children International conducts high-quality, proactive and responsive financial management aimed at maximising the impact for our global beneficiaries. Financial performance provides a means by which to judge the results of our strategy and activities in objective monetary terms.

All figures are quoted in US dollars.

Incoming Resources

During 2020, the COVID-19 pandemic presented significant uncertainties in world economies, yet despite this, Save the Children International's income of $1,166 million remained close to the 2019 amount of $1,169 million. Similar to previous years, 97% of our income was received directly from Save the Children member organisations and the remaining 3% was largely from direct grants and donations in our country offices and donated professional services.

Income from our member organisations of $1,096 million remained at a similar level to 2019. Income from gifts-in-kind fell by $3 million to $78 million; a significant reduction in gifts-in-kind of food aid was largely offset by increase in pharmaceutical supplies and donated professional services.

Expenditure

Total expenditure in 2020 was $1,144 million, representing a 2% ($29 million) reduction compared with the $1,173 million expenditure in 2019. Expenditure fell due to Indonesia and the Philippines transitioning from Save the Children International country offices to become Save the Children associate members. Excluding Indonesia and the Philippines, total spend in 2020 was similar to 2019 showing that even with the significant impact of COVID-19 changing how we operate, we continued to spend on our essential programmes, advocacy and campaigning for children.

A detailed analysis of expenditure is given in Note 3 to the accounts.

Overall humanitarian spend made up 51% of total expenditure in 2020 against 49% on development. This was a small shift from 2019 where humanitarian made up 48% of total expenditure. From a thematic perspective, Health and Nutrition expenditure made up 40% of total expenditure in 2020 (40% in 2019), Education made up 25% (23% in 2019) and Livelihoods 14% (16% in 2019).

Expenditure increased in three of our five regions.

Total spend in the West and Central Africa region increased by 12%, from $177 million in 2019 to $198 million. Except for Nigeria and Mali, expenditure increased in all country offices within the region. Cote D'Ivoire saw expenditure increase by $7 million with most spend on two major health awards. There was increased donor interest and new awards in Burkina Faso resulting in expenditure increasing by over $6 million with more programme work with adolescents. Spend in Senegal increased by over $5 million with more cash transfer programming.

2020 spend in the East and Southern Africa region increased by 6% to $392 million ($370 million in 2019). Humanitarian responses in Malawi, Mozambique and Ethiopia were scaled down, while the response in Somalia was scaled up to $117 million making it our largest country office. Spend in Sudan more than doubled to $31 million in 2020 due to our humanitarian response to refugees fleeing the Tigray conflict in Ethiopia.

In the Latin America and Caribbean region, total spend of $61 million was 7% higher than in 2019 ($57 million). This was largely due to an increase in spend in Colombia, Peru and Venezuela on our response to the Venezuelan migrant crisis.

Spending in the Asia region decreased by $60 million from $294 million in 2019 to $234 million in 2020. This was largely due to the scale down of the Rohingya response in Bangladesh, reducing spend by $25 million to $60 million in 2020, and the transition of Indonesia and the Philippines to Associate Members reducing spend by $26 million. Except for Laos, spend fell in all other countries, reflecting the impact of COVID-19.

In the Middle East and Eastern Europe region, total spend of $186 million fell by 9% compared to $204 million in 2019. Most significantly, spend in Yemen decreased by $8 million to $71 million, mainly in the North following the suspension of US government spending in April 2020. Spend in Iraq fell by $6 million to $18 million and in Egypt by $5 million to $13 million, largely as a result of reduced donor funding and the impact of COVID-19.

Balance sheet

Save the Children International's balance sheet showed net assets have increased from $69 million to $90 million. Cash and short-term deposits had increased from $182 million, to $239 million in 2020. We believe this to be an appropriate level of cash to be held by Save the Children International considering the high expenditure, which takes place at the end of each year.

Reserves

Save the Children International holds reserves for the following purposes:

- To cover our operating expenses in the event of a downturn in income and/or unforeseen increases in costs.
- To meet the costs of unforeseen liabilities for employment or other legal claims not covered by insurance.
- To protect against foreign exchange losses.
- To cover the associated costs in the event of closure or wind-down of our core operations. (Costs associated with the closure and/or wind-down of International Programming work are covered separately by member indemnities up to a maximum of $20 million).

Save the Children International's reserves comprise the following funds:

General Funds

General Funds comprises investment and other income arising through Save the Children International's activities, and foreign exchange gains and losses. General funds increased from $0.4 million to $1.8 million due to gains on foreign exchange in 2020.

International Programming Reserve

The trustees have set the target level for the International Programming Reserve at $15 million. In 2018, a transfer was made of $2.8 million to the Strategic Investment Fund for High Performing Organisation projects that is being replenished by members in line with our agreement. The balance at the end of 2020 was $14.7 million (including unrecognised contingent assets of $6.2 million) showing a replenishment from members of $1.9 million during 2020. The Strategic Investment Fund was created to ensure the organisation could deliver on its strategic plan, with a main emphasis on investing in the portfolio of global transformation projects aimed at improving our efficiency and effectiveness. The use of reserve funds to cover system developments was agreed with Save the Children members and the reserve will be replenished over the forthcoming years in accordance with that agreement.

Of the $14.7 million total available reserves as of 31 December 2020, $8.5 million is held by Save the Children International (up from $6.6 million in 2019) and a further $6.2 million is in the form of letters of credit from Save the Children members (shown as contingent assets in Note 18 to the accounts). These letters of credit allow Save the Children International unconditional and irrevocable access to funds on demand in the event of reserves being required.

Closure Reserve

The trustees have designated a proportion of our unrestricted funds to be used for a Closure Reserve. This represents funds to cover the salary and personnel costs of closure / wind-down of the non-international programming activities. The reserve currently stands at $1.3 million. The trustees have re-evaluated these funds and confirmed that this is an appropriate target level for these purposes at the date of signing this report.

Grant making policy

Save the Children International works in partnership with many organisations. This work includes our staff being involved in joint operations; supporting and monitoring work; and funding local partners to deliver services, humanitarian aid and advocate for child rights. The grants we make to partners enable them to contribute to our breakthroughs, as well as strengthening their organisational capacity. We carefully consider the experience, reach and governance of potential partners, as well as the value they will add in reaching the most deprived and marginalised children. We advise and monitor how all grants are spent. In 2020, 21% (2019: 19%) of expenditure was through partners.

Going concern

On 11 March 2020, the World Health Organization declared the Coronavirus (COVID-19) outbreak to be a pandemic in recognition of its rapid spread across the globe, with over 150 countries affected. Many governments took stringent steps to help contain or delay the spread of the virus, including: requiring self-isolation/ quarantine by those potentially affected, implementing social distancing measures, and controlling or closing borders and "locking-down" cities/regions or even entire countries.

In response to the COVID-19 pandemic, Save the Children International has modelled its financial exposure considering, 2020 actual performance, 2021 budget forecasts and assumptions regarding secured funding, programming activity and variable costs; reviewed its liquidity, cash flow forecasts and International Programming Reserve levels.

The Trustees have prepared cash flow forecasts for a period of 18 months from the date of approval of these financial statements which indicate that, taking account of reasonably possible downsides and the anticipated impact of COVID-19 on the operations and its financial resources, the Group and Charitable Company will have sufficient funds to meet its liabilities as they fall due for that period. The Trustees note that, to date, the level of programming activity during the pandemic continues to be significantly better than anticipated at the outset.

Based on the financial performance through the pandemic to date, the reserve position at the date of approval, together with the financial modelling and cash flow forecasts that have been prepared to the end of 2022 the Trustees have a reasonable expectation that Save the Children International will have the necessary resources to continue operating for the foreseeable future. Therefore, they are satisfied, at the time of approving the financial statements, that Save the Children International has adequate resources to continue to operate for the foreseeable future and are not aware of any material uncertainties that call this into doubt. The financial statements have therefore been prepared on the basis that the charity is a going concern. Please refer to the basis of preparation outlined in the financial statements in Note 1.

Structure, governance and management

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 7 July 2020. 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, a Swiss Association formed pursuant to articles 60–79 of the Swiss Civil Code. Save the Children International had seven wholly owned subsidiaries at 31 December 2020, details of which are given in Note 16 of the financial statements.

Board of trustees

Save the Children International's Board of trustees mirrors the board of Save the Children Association. The Save the Children International board consists of:

i
Nine individuals who are member organisations that contributed at least 8% of the combined total income of all members of Save the Children Association;

ii
Three individuals who are elected by those member organisations that do not appoint trustees (as above);

iii
One independent trustee who is elected by those member organisations which do not appoint trustees (as per (i) above); and

iv
One trustee (who may be independent or from a member board) who is selected by the appointed trustees.

Further details of the Board members are listed below.

The Save the Children International Board oversees the management of the business of the charity and exercises (directly or through delegation) all the powers of the charity. The board seeks to ensure that all activities are within relevant laws and agreed charitable objects. Its work includes oversight of, and agreeing the financial plan for, international programmes.

Auditor

KPMG LLP will be deemed appointed for the next financial year in accordance with Section 487(2) of the Companies Act 2006 unless the company receives notice under Section 488(1) of the Act.

The Audit and Risk Committee oversees the charity's monitoring of external auditor objectivity and independence in relation to non-audit services. The auditor is excluded from undertaking a range of work on behalf of the charity to ensure that the nature of non-audit services performed or fee income relative to the audit fees does not compromise, or is not seen to compromise, the auditor's independence, objectivity or integrity.

Statement of responsibilities of the Trustees of Save the Children International in respect of the Trustees' annual report and the financial statements

The trustees are responsible for preparing the Trustees' Annual Report and the group and parent charitable company's financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law they are required to prepare the group and parent company financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charitable company and of the group's excess of expenditure over income for that period. In preparing each of the group and charitable company financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the group's and the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the group or the charitable company or to cease operations, or have no realistic alternative but to do so.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that its financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Induction process for trustees

On appointment to the Board, trustees are provided with an induction pack including information on structure and governance of Save the Children International; the roles and responsibilities of trustees and guidance from the Charity Commission; and ways of working, strategic documents and key policies. Trustees also undertake a range of mandatory trainings including child safeguarding and undertake an induction programme including meetings with Senior Leadership Team members and visits to programmes.

Committees

In 2020, a substantive review of the various Board Committees' Terms of Reference (TOR) was undertaken to clarify the remit of each Committee and to review the Committees' ways of working against best practice. The resultant revisions were approved in the Board meetings at the beginning of this year. The following disclosure reflects the changes made to each Committee's TOR with respect to its remit as an SCI Board Committee.

The Audit and Risk Committee is appointed by the board of trustees and has five members, including a chair. The committee meets at least four times a year to consider reports from the management team and external auditors. The committee oversees matters concerning SCI's external auditors, the annual financial statements, SCI's internal controls, risk strategy, appetite and management (including fraud and safeguarding risk and related management of incidents) and compliance. It also oversees the work of the global assurance function.

The Finance Committee is appointed by the board of trustees and has five members, including a chair. The committee meets at least four times a year to consider reports from the management team. The committee advises the board on financial management budget, and reporting, treasury, insurance and reserves.

The Governance Committee is appointed by the board of trustees and has six members, including a chair, who meet at least four times a year. The committee advises the trustees on Save the Children International's governance framework, the constitution of its Board and Board governance systems and processes, as well as effectiveness.

The People and Organisation Committee is appointed by the board of trustees and has six members, including a chair (who must not be the same person as the chair of the board), who meet at least four times a year. The committee advises the trustees on the compensation of the Chief Executive Officer, SCI Managing Director, and senior management of Save the Children International, by reference to those in comparable employment within the INGO and other relevant sectors. It also advises on organisational design and processes, and organisational culture, and has oversight of SCI's safeguarding policy and procedures.

Organisational structure

The trustees delegate the day-to-day running of the charity to the Chief Executive Officer and the senior leadership team, who are responsible for particular areas of the charity and are listed below. The Chief Executive Officer reports to the chair of the board.

Public benefit

The trustees ensure that the activities of the charity are consistent with its charitable objectives and aims. In agreeing our annual plans, the trustees take into account public benefit as set out in the Charity Commission's general guidance on public benefit in relation to the prevention and relief of poverty, the advancement of education and health and the relief of those in need. The trustees believe there is clear public benefit derived from the activities of the charity.

Venture partners and volunteer involvement

This year we have continued to benefit from ongoing strategic partnerships with:

- In 2020, Boston Consulting Group donated to Save the Children globally $5.7 million of professional services and strategic support for regional and country strategy development, climate and digital initiatives, organisational efficiency and effectiveness and scale-up support, plus $0.6 million on secondments of key staff to work on different initiatives around the movement.
- Latham & Watkins LLP for donated legal services of $1.9.
- Freshfields Bruckhaus Deringer LLP for donated legal services of $1.7.
- Baker & McKenzie LLP for donated legal services of $568,000, particularly in the areas of brand protection, employment law and global contracts.

We would like to thank our partners, volunteers, interns and secondees for their continuing contributions, which are invaluable in realising our ambitions for children.

Governance

Governance is a matter of continuous improvement and there are, therefore, a number of initiatives underway to ensure SCI's governance evolves to continue to best support us in delivering impact for children.

We believe that to have the greatest impact for children, today and in the future, we must take account of what is important to our stakeholders. This is best achieved through proactive and efficient engagement. By understanding our stakeholders, we can factor into Boardroom discussions the potential impact of our decisions on each stakeholder group and consider their needs and concerns, in accordance with s172 of the Companies Act 2006.

In the financial year 2020, the Governance Committee and the Board commissioned an independent review of Board Effectiveness by Campbell Tickell. This review was framed around the Charity Governance Code, which has since been updated, and allowed SCI to reflect on our adherence to the principles contained therein.

The Board Effectiveness Review identified a number of strengths in SCI's governance, including robust fiduciary oversight. There were also areas identified where further progress could bring benefits, such as development of some elements of governance infrastructure. The SCI Governance Committee has responsibility for oversight of the implementation of recommendations made by Campbell Tickell.

In addition, the Board has been reviewing diversity at Board level, and is in the process of reviewing actions around governance diversity and inclusion plans and targets, which will be integrated with other work on diversity and equality described on page 20.

The principles of good governance contained within the Charity Governance Code underpin SCI's governance framework, and we will continue to review our practice against the Code's requirements under the leadership of our new Chair.

Approval of the Trustees' Report

The Trustee's Report was approved by the Board of Trustees on 10 May 2021.

Signed on behalf of the board of trustees by:

Angela Ahrendts
Chair of the Board of Trustees (from 5 January 2021)

Administrative details

Trustees during 2020 and as at date of approval of the report

Robert Good *(Interim Chair until 4 January 2021)*
Angela Ahrendts *(Chair from 5 January 2021)*
Roy Caple *(Vice Chair from 6 June 2020)*
Debra Fine *(Vice Chair from 6 June 2020)*
Peter Hodgson *(until 31 December 2020)*
Anne Fahy
Tamara Ingram
Bradley Irwin
Jon Lomoy *(from 1 January 2021)*
Elizabeth Lule
Raymond Mankowitz
Margaret McGetrick
Joon Oh
Charles Steel *(until 31 December 2020)*
Claudio Tesauro
Dona Young

Board committee memberships as at 31 December 2020

Audit and Risk Committee
Peter Hodgson *(Chair until 31 December 2020)*
Anne Fahy
Debra Fine
Dona Young
Robert Good

Finance Committee
Anne Fahy *(Chair)*
Peter Hodgson *(until 31 December 2020)*
Brad Irwin
Debra Fine
Margaret McGetrick

Governance Committee
Robert Good *(Chair)*
Roy Caple
Dona Young
Charles Steel *(until 31 December 2020)*
Joon Oh
Claudio Tesauro

People and Organisation Committee
Roy Caple *(Chair)*
Elizabeth Lule
Brad Irwin
Joon Oh
Tamara Ingram
Raymond Mankowitz

Senior Leadership Team

Chief Executive Officer
Inger Ashing

International Programmes Managing Director
David Wright

Chief Financial Officer
Yngve Seierstad Stokke *(until 12 June 2020)*

Chief Financial Officer
Sam Sharpe *(interim from 22 June 2020, permanent from 1 September 2020)*

General Counsel
Clare Canning

Chief People Officer
Chet Kuchinad

Global Programme Impact Director
Bidjan Nashat

Director of Member Development and Revenue Growth
Clare Rodger

Chief Risk Officer
Dominiek Vangaever *(SLT until February 2020)*

Global Campaign, Advocacy and Communications Director *(Acting)*
Kitty Arie *(until 18 October 2020)*

Global Campaign, Advocacy and Communications Director
Bidisha Pillai *(from 19 October 2020)*

Chief Transformation Officer
Michael Koutstaal

Director of Global Strategy
Megan Steinke *(SLT until February 2020)*

Registered office
St Vincent House
30 Orange Street
London WC2H 7HH

Company Secretary
Clare Canning

Registered number
3732267

Registered charity number
1076822

Principal bankers

Barclays Bank Plc
1 Churchill place
Canary wharf
London E14 5HP

EcoBank
EBI SA, Representative Office
2nd Floor, 20 Old Broad Street
London EC2N 1DP

Standard Bank Plc
20 Gresham Street
London EC2V 7JE

Standard Chartered Bank
1 Basinghall Avenue
London EC2V 5DD

Auditor

KPMG LLP
15 Canada Square
Canary Wharf
London, E14 5GL

Independent auditor's report to the members of Save the Children International

Opinion

We have audited the financial statements of Save the Children International ("the charitable company") for the year ended 31 December 2020 which comprise the consolidated statement of financial activities, consolidated and charity balance sheet, consolidated cash flow statement and related notes, including the accounting policies in Note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 December 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the group in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The trustees have prepared the financial statements on the going concern basis as they do not intend to liquidate the group or the charitable company or to cease their operations, and as they have concluded that the group and charitable company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the trustees' conclusions, we considered the inherent risks to the group's business model and analysed how those risks might affect the group and charitable company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the trustees' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the group or the charitable company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the absence of reference to a material uncertainty in this auditor's report is not a guarantee that the group or the charitable company will continue in operation.

Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of Trustees, the audit and risk committee, internal audit, and management and inspection of policy documentation as to the Group's high-level policies and procedures to prevent and detect fraud, including the internal audit function, the Group's channel for "whistleblowing" and fraud reporting, as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Board, audit and risk committee, governance committee and people and organisation committee minutes.
- Using analytical procedures to identify any usual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit. This included communication from the group to component audit teams of relevant fraud risks identified at the Group level and request to component audit teams to report to the Group audit team any instances of fraud that could give rise to a material misstatement at group.

As required by auditing standards, and taking into account possible pressures to internal key performance indicators and our knowledge of the control environment, we perform procedures to address the risk of management override of controls and the risk of fraudulent revenue recognition, in particular the risk that income is recorded in the incorrect accounting period and the risk that Group and component management may be in a position to make inappropriate accounting entries.

We also identified fraud risks related to cash and inventory valuation and management in response to the environment in which the Group operates. The Group is working in deprived areas where people desperately need the cash and resources that SCI control. This inherently increases the risks surrounding the control of assets. We also identified a fraud risk related to working with partners and working in a decentralised control environment. Attitudes towards fraudulent activities such as kickbacks may be seen as more common in some areas where the Group works, increasing the likelihood that these are offered, requested or paid. Turnover of staff at some country offices is high meaning it is difficult to ensure that all members of staff have had appropriate fraud awareness and reporting training.

We performed procedures including:

- Identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted to unusual accounts, particularly involving cash accounts;
- Inspecting the relevant income agreements and their accounting to confirm their recognition in line with the SORP for different revenue streams;
- Inspecting stock count sheets and attending inventory counts at specific warehouses;
- Obtaining third party bank confirmations;
- Inspecting partnership agreements and authorisation of partner payments; and
- Assessing the design and effectiveness of controls in place at Country Office level over areas such as procurement, HR, and cash.

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience through discussion with the Trustees and other management (as required by auditing standards). We discussed with the Trustees and other management the policies and procedures in place regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. This included communication from the group to full-scope component audit teams of relevant laws and regulations identified at the Group level, and a request for full scope component auditors to report to the group team any instances of non-compliance with laws and regulations that could give rise to a material misstatement at group.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Group is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies' legislation and the charity SORP) and local tax regulations. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Group is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, anti-bribery, employment law, and certain aspects of charitable company legislation, recognising the nature of the Group's activities and its legal form. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remains a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

Other information

The trustees are responsible for the other information, which comprises the Trustees' and strategic report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the other information;
- in our opinion the information given in the Trustees' report and strategic report for the financial year, is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- the charitable company has not kept adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

We have nothing to report in these respects.

Trustees' responsibilities

As explained more fully in their statement set out on page 28, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the group's and the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the group or the charitable company or to cease operations, or have no realistic alternative but to do so.

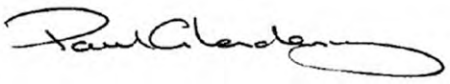
Auditor's responsibilities

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.



Paul Glendenning *(Senior Statutory Auditor)*
for and on behalf of

KPMG LLP, Statutory Auditor
Chartered Accountants
15 Canada Square
Canary Wharf
London E14 5GL

2 June 2021

Financial statements

Consolidated statement of financial activities for the year ended 31 December 2020 (including an income and expenditure account)

	Notes	Unrestricted USD 000s	Restricted USD 000s	2020 Total USD 000s	Unrestricted USD 000s	Restricted USD 000s	2019 Total USD 000s
Income from donations							
Grants and other donations		**17,262**	**1,066,470**	**1,083,732**	16,812	1,067,453	1,084,265
Gifts in kind	2(c)	**–**	**77,637**	**77,637**	288	80,824	81,112
Total income from donations	2(a)	**17,262**	**1,144,107**	**1,161,369**	17,100	1,148,277	1,165,377
Income from investments	2(d)	**954**	**70**	**1,024**	2,846	113	2,959
Other income	2(e)	**1,926**	**1,383**	**3,309**	231	695	926
Total incoming resources		**20,142**	**1,145,560**	**1,165,702**	20,177	1,149,085	1,169,262
Expenditure on raising funds		**9**	**188**	**197**	52	3,679	3,731
Expenditure on charitable activities							
International programs		**15,060**	**1,102,481**	**1,117,541**	11,976	1,125,114	1,137,090
Campaigning and advocacy		**2,033**	**21,245**	**23,278**	3,626	21,283	24,909
Growth and development of Save the Children		**27**	**3,318**	**3,345**	1,707	5,516	7,223
Total expenditure on charitable activities	3(a)	**17,120**	**1,127,044**	**1,144,164**	17,309	1,151,913	1,169,222
Total outgoing resources	3(a)	**17,129**	**1,127,232**	**1,144,361**	17,361	1,155,592	1,172,953
Net incoming/(outgoing) resources for the year		**3,013**	**18,328**	**21,341**	2,816	(6,507)	(3,691)
Transfers between funds	15	**9,470**	**(9,470)**	**–**	(551)	551	–
Total funds brought forward	15	**24,252**	**44,431**	**68,683**	21,987	50,387	72,374
Total funds carried forward	15	**36,735**	**53,289**	**90,024**	24,252	44,431	68,683

All gains and losses recognised in the financial year are included above. There is no difference between the net incoming resources before other recognised gains and losses above and the historical cost equivalent. All activities are continuing. The charity uses the exemption conferred by section 408 of the Companies Act 2006 in not preparing a separate income and expenditure account for the charity as a separate entity. The group structure is explained in note 16 and net outgoing resources for the charity alone for the year ended 31 December 2020 were USD 32,958,736 (2019: net outgoing resources of USD 4,314,912). The notes on pages 38 to 58 form part of these financial statements.

Consolidated and charity balance sheet as at 31 December 2020

	Notes	2020 Group USD 000s	2020 Charity USD 000s	2019 Group USD 000s	2019 Charity USD 000s
Fixed assets					
Tangible fixed assets	5	**22,913**	**22,685**	16,154	16,127
		22,913	**22,685**	16,154	16,127
Current assets					
Stock	6	**17,879**	**17,231**	17,181	14,629
Debtors	7	**125,897**	**123,491**	145,776	141,724
Investments	8	**82,667**	**82,667**	75,509	75,509
Cash at bank and in hand	9	**156,461**	**155,443**	106,477	103,579
		382,904	**378,832**	344,943	335,441
Current liabilities					
Creditors: amounts falling due within one year	10	**(263,046)**	**(260,572)**	(242,744)	(241,497)
Net current assets		**119,858**	**118,260**	102,199	93,944
Provisions	11	**(52,747)**	**(50,747)**	(49,670)	(46,574)
Provisions and long term liabilities		**(52,747)**	**(50,747)**	(49,670)	(46,574)
Total net assets		**90,024**	**90,198**	68,683	63,497
Unrestricted funds					
General funds		**1,751**	**1,751**	427	427
Designated funds		**34,984**	**32,484**	23,825	24,026
Total unrestricted funds	15	**36,735**	**34,235**	24,252	24,453
Restricted funds	15	**53,289**	**55,963**	44,431	39,044
Total funds	15	**90,024**	**90,198**	68,683	63,497

The notes on pages 38 to 58 form part of these financial statements.

Approved by the board of trustees and signed on its behalf by:

Angela Ahrendts
Chair of the Board of Trustees
Save the Children International
29 May 2021

Margaret McGetrick
Chair of the Audit and Risk Committee
Save the Children International
1 June 2021

Company registration number: 3732267

Consolidated cash flow statement for the year ended 31 December 2020

	2020 USD 000s	2019 USD 000s
Cash flows from operating activities		
Net incoming/(outgoing) resources for the year	**21,341**	(3,691)
Depreciation	**3,521**	1,411
Interest receivable and similar income	**(1,024)**	(2,959)
(Gains)/losses on disposal of tangible fixed assets	**(2,818)**	15
Increase in stocks of gifts in kind	**(498)**	(1,706)
	20,522	(6,930)
Decrease in debtors	**19,879**	12
(Increase)/decrease in stocks of purchased goods	**(200)**	800
Increase/(decrease) in creditors	**20,302**	(23,312)
Increase in provisions	**3,077**	222
	43,058	(22,278)
Net cash from operating activities	**63,580**	(29,208)
Cash flows from investing activities		
Payments to acquire tangible fixed assets	**(10,271)**	(6,141)
Proceeds from the sale of assets	**2,809**	59
Acquisition of other investments	**–**	860
Interest received	**1,024**	2,959
Net cash from investing activities	**(6,438)**	(2,263)
Net cash flows for the year ended 31 December	**57,142**	(31,471)
Change in cash and cash equivalents in the financial year		
Cash and cash equivalents at the beginning of the financial year	**181,986**	213,457
Net cash inflows (outflows) for the financial year	**57,142**	(31,471)
Cash and cash equivalents at the end of the financial year	**239,128**	181,986
represented by:		
Cash at bank and in hand	**156,461**	106,477
Short term deposits	**82,667**	75,509
Total cash and cash equivalents	**239,128**	181,986

Save the Children International uses the exemption conferred by section 1.12 of FRS 102 in not preparing a separate cash flow statement for the charity as a separate entity.

Notes to the accounts for the year ended 31 December 2020

1 Accounting policies

a *Basis of accounting*

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard (FRS 102) applicable in the UK and Republic of Ireland published in October 2019. All income and expenditure relates to continuing operations. The financial statements comply with the requirements of the charity's Memorandum and Articles of Association. The financial statements have been prepared on a going concern basis. The financial statements have been prepared under the historical cost convention unless otherwise stated in the relevant accounting policy note. The presentation currency of these financial statements is US Dollars. All amounts in the financial statements have been rounded to the nearest $1,000.

On 11 March 2020, the World Health Organization declared the Coronavirus (COVID-19) outbreak to be a pandemic in recognition of its rapid spread across the globe, with over 150 countries affected. Many governments are taking stringent steps to help contain or delay the spread of the virus, including: requiring self-isolation/quarantine by those potentially affected, implementing social distancing measures, and controlling or closing borders and "locking-down" cities/regions or even entire countries.

For the year ended 31 December 2020, both income and programming activity continued at very similar levels to 2019 and this is expected to continue in 2021.

The Trustees have prepared cash flow forecasts for the period to 31 December 2022, which indicate that, after taking account of severe but plausible downsides, and the anticipated future impact of COVID-19 on the operations and its financial resources, the Group and Charitable Company will have sufficient funds to meet its liabilities as they fall due for that period.

In particular, Save the Children International has:

- modelled its cash flow and reserve requirements based on 2021 budget assumptions, considering secure funding, programme operations and fixed and variable costs;
- reviewed its liquidity and cash flow forecasts including severe but plausible downside scenarios that model lower funding and programming activity than experienced in 2020;
- reviewed its International Programming Reserve level;
- considered the financial performance and position of the members who provide funding.

Consequently, the Trustees are confident that the Group and Charitable Company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

b *Basis of consolidation*

The group accounts incorporate those of the wholly owned subsidiaries of the charity as detailed in note 16 to the financial statements. The results of each subsidiary are consolidated on a line by line basis.

c *Company status*

The charity is a company limited by guarantee, not having share capital. Save the Children International's sole member is Save the Children Association, a Swiss Association formed pursuant to articles 60–79 of the Swiss Civil Code. The trustees of Save the Children International are named on page 30. The Charity is a Public Benefit Entity as defined in FRS 102.

d *Income recognition*

Income is recognised in the financial year in which Save the Children International is legally entitled to the income, receipt of funds is probable and the amount can be measured with sufficient reliability.

International programming grant income from Save the Children members is recognised when the charity can demonstrate entitlement to the income. In most cases this is based on programme activity performed. Typically international programming grant agreements specify the goods and services to be provided to beneficiaries. For the purposes of income recognition, the amount of resources expended on individual grants is used to measure programme activity performed. International programming grant income is credited to restricted income within the Statement of Financial Activities (SOFA). In cases where, by agreement with the Save the Children member, funds are received in advance of programme activity, income is recognised upon receipt of the funds and credited to restricted income in the SOFA, with any unspent balances carried forward to the following year within the relevant fund.

Grant income to fund international programming operational activity not directly attributable to projects, investment activity and the financial management system is recognised when entitlement falls due following the agreed schedule in accordance with a Member Contribution Agreement. Income is credited to restricted income within the SOFA, with unspent balances being carried forward to the following year within the relevant fund.

Grant income from Save the Children Association and from members to establish Save the Children International reserves is recognised when entitlement falls due.

All other sources of income are recognised as entitlement falls due in accordance with contractual agreements.

e *Gifts in kind*

Gifts in kind donated for distribution by country programmes (such as food, clothing and medical supplies) are included at valuation. Income is recognised when gifts in kind are received. Expenditure is recognised when gifts in kind are released from the warehouse to be distributed to the projects and any undistributed amounts are recognised on the balance sheet as stock. Gifts in kind are valued by Save the Children International staff with regard to market prices when distributed in cases where the donor has not provided a valuation.

Gifts in kind for pro bono services are valued either at market value or, where this is not available, an appropriate estimate of the value to the charity is made.

Services donated by members are valued at cost.

In preparing these accounts no value has been attributed to the work performed by volunteers in accordance with the SORP.

f *Stock*

Undistributed balances of goods donated for distribution and goods acquired for distribution are recognised as stock. Stocks are seemed as distributed at the point the stocks are released from the warehouse. Stocks are valued at cost, estimated market value when received or donor valuations.

g *Resources expended*

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Expenditure is charged inclusive of any irrecoverable taxation.

A sizable proportion of the programme work of Save the Children International is undertaken by making grants to operational partners who perform the work on the ground and report back to Save the Children International on the work they have done.

Save the Children International recognises the expenditure on these grants when payment is due to the partner organisation in accordance with the terms of the agreement. The related income on grants which will be used to cover these payments is recognised at the same time in accordance with the charity's standard income recognition policy. Standard partner agreements are typically for a year's duration but can span several years. The agreements contain certain conditions, the fulfilment of which is under the control of the charity. Save the Children International assesses partner performance prior to agreements being signed and monitors their performance for the duration of the agreement.

Support costs which include the central and regional office functions such as general management, payroll administration, budgeting and accounting, human resources, information technology, legal compliance and trustees costs are allocated across the categories of charitable activities. The basis for the cost allocation is explained in note 3c to the accounts.

h *Taxation*

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK Corporation Tax purposes. Accordingly the charity is exempt from taxation in respect of income and capital grants received within categories covered by Chapter 3 part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. The charity and its subsidiary, The Save the Children Alliance Trading Limited, have a group registration for VAT. Country offices are subject to local tax legislation.

i *Foreign currencies*

The functional currency of Save the Children International is US Dollars. The exchange rate to Sterling at 31 December 2020 was 1.33 (31 December 2019: 1.30).

Where Save the Children International has entered into forward contracts for the purchase of foreign currencies, expenditure in those currencies covered by the forward contract are translated into US Dollars at the forward contracted rate. Transactions denominated in other currencies are translated at the rate of exchange at the time of the transaction.

Foreign currency balances are translated at the rate of exchange prevailing at the balance sheet date. Foreign currency gains and losses are included in the SOFA against the expenditure for the financial year in which they are incurred.

j *Financial instruments*

Financial instruments including forward currency contracts and currency swap arrangements are included in the financial statements at a fair value at the balance sheet date. The value is included within current assets or current liabilities unless the financial instrument is for a period of greater than 1 year. As at 31 December 2020 two offsetting Korean Won non-deliverable forward trades with a combined net value of zero were in place with a maturity of greater than one year.

k *Debtors*

Trade and other debtors are recognised at the settlement amount due.

l *Tangible fixed assets*

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost, less estimated residual value, of each asset over its expected useful life as follows:

Motor vehicles	5 years
Computer software	5 years
Computer hardware	3 years
Furniture, equipment and fixtures	5 years
Freehold property	25–50 years
Leasehold property	Shorter of 10 years and lease term

The charity does not capitalise assets purchased as part of international programme grant expenditure, nor individual expenditure items below USD 5,000.

Impairment reviews are conducted when events and changes in circumstances indicate that an impairment may have occurred. If any asset is found to have a carrying value materially higher than its recoverable amount, it is written down accordingly.

m *Leased assets and obligations*

Where assets are financed by leasing agreements that give rights approximating to ownership ('finance leases'), the assets are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments payable during the lease term. The corresponding leasing commitments are shown as obligations to the lessor. Lease payments are treated as consisting of capital and interest elements and the interest is charged to the income and expenditure account using the straight line method.

Where assets are financed by operating lease agreements, the lease rentals are charged to the income and expenditure account over the life of the lease on a straight line basis.

n *Pensions*

The pension costs charged in the financial statements represent the contributions payable by the company to the defined contribution schemes during the financial year.

o *Provisions*

Provisions for future liabilities are recognised when the charity has a legal or constructive financial obligation, that can be reliably estimated, and for which there is an expectation that payment will be made. Provisions for dilapidations are made where the liabilities can be measured with some certainty.

p *Fund accounting*

General funds are unrestricted funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is explained in the notes to the financial statements.

Restricted funds are funds that are to be used in accordance with the specific restrictions imposed by donors. The costs of administering such funds are charged against the specific fund in line with the donor agreements. The aim and use of each restricted fund is set out in note 15.

q *Investments*

Short term deposits maturing in less than one year are recorded within current assets. Where they mature in less than 3 months, they are considered cash equivalents within the Cash Flow Statement as they are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value. The expected maturity of these investments is shown in note 8.

Investments in subsidiaries are stated at cost.

r *Creditors*

A liability is recognised for the amount that the group anticipates it will pay to settle the debt or the amount it has received as an advance payment for goods or services it must provide.

s *Accounting estimates and key judgements*

Critical accounting estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying next financial year are as follows:

Provisions – the Group has made significant provision for potential tax liabilities and terminal grant payments. Management believe that these provisions are appropriate based on information currently available.

Provisions for liabilities are recognised when there is a legal or constructive obligation for which a measurable future outflow of funds is probable. Where the time value of money is material, provisions are discounted using a discount rate reflecting the current market assessment of the time value of money as represented by the interest rates available to the group when placing cash on deposit.

2 Income

a *Income from donations*

	2020 Grants and other donations USD 000s	2020 Gifts in kind donated services USD 000s	2020 Gifts in kind donated goods USD 000s	**2020 Total USD 000s**	2019 Total USD 000s
Amounts received directly from Save the Children member organisations					
Australia	13,920	354	–	**14,274**	21,918
Canada	17,982	460	–	**18,442**	24,601
Denmark	39,596	50	17	**39,663**	32,485
Finland	17,784	–	–	**17,784**	12,740
Germany	47,466	–	(14)	**47,452**	29,489
Hong Kong	9,133	–	(10)	**9,123**	9,408
Iceland	353	–	–	**353**	170
Indonesia	–	–	–	**–**	–
Italy	35,421	–	(99)	**35,322**	41,834
Japan	6,458	–	(19)	**6,439**	8,460
Korea	12,358	–	18	**12,376**	10,562
Mexico	–	–	–	**–**	(9)
Netherlands	30,291	–	556	**30,857**	24,159
New Zealand	2,268	–	–	**2,268**	1,495
Norway	91,960	189	(59)	**92,090**	89,809
Spain	20,552	–	120	**20,672**	15,105
Sweden	74,226	76	2,447	**76,749**	80,147
Switzerland	8,843	–	803	**9,646**	8,520
United Kingdom	183,865	1,745	3,232	**188,842**	200,512
United States	419,644	2,631	50,888	**473,163**	487,259
Total amounts received directly from members	1,032,120	5,505	57,890	**1,095,515**	1,098,664
Other amounts					
Save the Children Association – Core fund	16,490	–	–	**16,490**	16,683
Save the Children Association – Strategic Investment Fund	16,479	–	–	**16,479**	19,842
Save the Children Association – other funds	3,990	–	–	**3,990**	5,417
Professional services directly provided to Save the Children International	–	12,916	–	**12,916**	6,874
Direct grants and donations in Save the Children International country programmes	13,374	–	699	**14,073**	12,527
Other gifts in kind	–	–	627	**627**	1,398
Other grants and donations	1,279	–	–	**1,279**	3,972
Total other amounts	51,612	12,916	1,326	**65,854**	66,713
Total income from donations	1,083,732	18,421	59,216	**1,161,369**	1,165,377

b *Income from major institutional donors*

Income received directly from members includes amounts originating in grants (including gifts in kind) from the following major institutional donors, including governments and multi-national agencies.	**2020 USD 000s**	2019 USD 000s
United States Agency for International Development/Office of Foreign Disaster Assistance (USA)	**203,268**	214,853
Global Fund to Fight AIDS, TB and Malaria	**50,359**	51,578
World Food Programme	**49,073**	68,741
Norwegian Agency for Development Cooperation/Norway Ministry of Foreign Affairs	**40,768**	25,766
European Civil Protection and Humanitarian Aid Operations (European Commission)	**38,298**	30,513
Swedish International Development Cooperation Agency	**37,424**	39,709
Education cannot wait	**33,736**	20,128
International Cooperation and Development (European Commission)	**30,199**	34,463
United Nations Office for the Co-ordination of Humanitarian Affairs	**24,673**	27,328
Global Partnership for Education Fund – World Bank	**22,177**	3,917
Department for International Development (UK)	**21,646**	31,857
United Nations Children's Fund	**19,037**	25,489
United Nations Office for Project Services	**18,927**	15,377

In addition to these amounts, Save the Children members receive income from these donors for national programming and to fund other costs incurred. Total income received by Save the Children members from these donors is shown in the relevant members' financial statements. Income recorded in Save the Children International's financial statements and those of Save the Children members is subject to differences in the timing of income recognition.

c *Gifts in kind*

	2020 USD 000s	2019 USD 000s
Donated services		
Professional services	**12,916**	6,874
Services donated by members	**5,505**	8,470
Total donated services	**18,421**	15,344
Donated goods		
Food aid	**37,879**	54,800
Pharmaceutical supplies	**13,885**	6,584
Other supplies	**7,452**	4,484
Non-capital assets donated by members on transition	**–**	(100)
Total donated goods	**59,216**	65,768
Total gifts in kind	**77,637**	81,112

Save the Children International received benefits in the form of volunteers during 2020. The income from gifts in kind does not include a valuation for these benefits.

d *Income from investments and short term deposits*

	2020 USD 000s	2019 USD 000s
Interest on bank deposits	**137**	692
Interest and gains on deposits and financial instruments	**877**	2,259
Interest receivable from members	**–**	5
Other interest	**10**	3
Total income from investments	**1,024**	2,959

e *Other income*

	2020 USD 000s	2019 USD 000s
Sales of assets	**2,809**	59
Rental income	**74**	167
Other income	**426**	700
Total other income	**3,309**	926

3 Expenditure

a *Analysis of total expenditure*

	Staff costs USD 000s	Grants and payments to partners USD 000s	Gifts in kind USD 000s	Other direct costs USD 000s	Apportionment of support costs USD 000s	**2020 Total USD 000s**	2019 Total USD 000s
Expenditure on raising funds	7	169	–	18	3	**197**	3,731
Charitable activities							
Education	81,575	81,846	10,213	99,821	10,527	**283,982**	267,851
Livelihoods	31,370	16,621	11,027	89,464	8,816	**157,298**	182,772
Health	68,499	57,475	2,792	131,126	13,271	**273,163**	255,077
Child protection	60,911	27,434	843	54,025	5,697	**148,910**	155,419
Nutrition	45,983	15,618	30,246	89,298	8,886	**190,031**	213,889
HIV/AIDS	6,175	27,458	5,451	6,268	808	**46,160**	43,525
Child rights governance	6,546	7,019	–	3,969	463	**17,997**	18,557
Campaigning and advocacy	19,319	550	–	3,007	402	**23,278**	24,909
Growth and development of Save the Children	157	2,308	–	789	91	**3,345**	7,223
Support costs (c)	28,002	(78)	5,278	15,762	(48,964)	**–**	–
Total expenditure on charitable activities	348,537	236,251	65,850	493,529	(3)	**1,144,164**	1,169,222
Total expenditure	**348,544**	**236,420**	**65,850**	**493,547**	–	**1,144,361**	1,172,953
2019 total expenditure	371,833	221,068	65,863	514,189	–	1,172,953	

Expenditure on fundraising was incurred by one subsidiary entity in Colombia

A list of grants made to partner organisations with whom Save the Children International has worked during 2020 is available at www.savethechildren.net

b *Contextual analysis of expenditure*

	2020 USD 000s	**2020 % of costs**	2019 USD 000s	2019 % of costs
Development programmes	**556,552**	**49%**	614,701	52%
Humanitarian response	**587,809**	**51%**	558,252	48%
	1,144,361	**100%**	1,172,953	100%

c *Support costs and the basis of their allocation*

Support category:	Basis of allocation:	**2020 USD 000s**	2019 USD 000s
Leadership and governance	estimated time	**5,857**	5,840
Financial management	pro-rata by thematic programme expenditure	**8,700**	7,901
Information systems	pro-rata by thematic programme expenditure	**6,081**	4,471
Human resources	headcount	**5,689**	5,842
Facilities and administration	headcount	**4,274**	4,396
Total management and administration expenditure		**30,601**	28,450
Investment in system improvements	according to support category	**13,473**	20,344
Members' donated services	according to support category	**1,550**	4,467
Pro-bono professional services	according to support category	**5,278**	2,750
(Gains)/losses on foreign exchange	pro-rata by thematic programme expenditure	**(1,938)**	(565)
Total support costs		**48,964**	55,446

d *Geographical analysis of expenditure*	**2020 USD 000s**	2019 USD 000s
Afghanistan	**27,106**	29,361
Bangladesh	**60,399**	85,270
Cambodia	**8,008**	11,056
Central Asia	**–**	844
China	**8,043**	8,697
Democratic People's Republic of Korea	**–**	(125)
Indonesia	**–**	17,267
Laos	**11,197**	10,067
Myanmar	**60,269**	64,481
Nepal and Bhutan	**32,153**	34,343
Philippines	**–**	8,610
Sri Lanka	**2,651**	3,253
Thailand	**5,225**	5,354
Vietnam	**8,554**	8,943
Asia regional office – programme expenditure	**5,315**	876
Asia regional office – oversight and support	**4,690**	5,310
Asia	**233,610**	293,607
Albania	**3,136**	3,237
Armenia	**244**	851
Egypt	**12,650**	17,983
Northwest Balkans	**5,447**	5,048
Georgia	**507**	895
Occupied Palestinian Territory	**12,312**	9,226
Iraq	**17,853**	24,301
Jordan	**–**	(686)
Kosovo	**2,138**	2,923
Lebanon	**18,220**	17,703
Syria	**31,653**	29,308
Turkey	**3,845**	5,703
Ukraine	**2,131**	2,508
Yemen	**71,217**	79,233
Middle East and Eastern Europe regional office – programme expenditure	**2,328**	2,090
Middle East and Eastern Europe regional office – oversight and support	**2,414**	3,403
Middle East and Eastern Europe	**186,095**	203,726
Bolivia	**5,269**	5,578
Colombia	**20,264**	12,674
El Salvador	**5,590**	6,046
Guatemala	**9,518**	11,129
Haiti	**3,876**	3,810
Nicaragua	**1,914**	3,051
Peru & Ecuador	**7,134**	6,280
Venezuela	**2,854**	–
Latin America and Caribbean regional office – programme expenditure	**3,128**	7,012
Latin America and Caribbean regional office – oversight and support	**1,273**	1,449
Latin America and Caribbean	**60,820**	57,029

d *Geographical analysis of expenditure (continued)*	**2020 USD 000s**	2019 USD 000s
Burkina Faso	**14,568**	7,993
Cote d'Ivoire	**28,235**	21,239
Democratic Republic of the Congo	**35,923**	33,282
Liberia	**9,597**	3,365
Mali	**22,084**	23,680
Niger	**20,593**	18,607
Nigeria	**45,174**	54,804
Senegal	**10,151**	5,035
Sierra Leone	**4,347**	4,432
West and Central Africa regional office – programme expenditure	**4,648**	1,246
West and Central Africa regional office – oversight and support	**2,709**	3,569
West and Central Africa	**198,029**	177,252
Ethiopia	**69,852**	77,958
Kenya	**11,707**	12,478
Malawi	**15,777**	21,004
Mozambique	**26,088**	40,988
Rwanda	**8,353**	6,392
Somalia	**116,963**	99,710
South Sudan	**37,168**	29,925
Sudan	**31,250**	12,829
Tanzania	**12,035**	12,316
Uganda	**37,498**	33,281
Zambia	**5,622**	4,629
Zimbabwe	**12,071**	8,667
East and Southern Africa regional office – programme support	**3,495**	5,118
East and Southern Africa regional office – oversight and support	**4,314**	4,326
East and Southern Africa	**392,193**	369,621
Addis Ababa	**821**	961
Brussels	**–**	1,217
Geneva	**1,399**	1,224
New York	**478**	639
Save the Children advocacy offices	**2,698**	4,041
Save the Children International centre	**59,957**	51,135
Humanitarian response	**2,216**	1,593
Global strategic investment programme	**8,743**	14,949
Total expenditure	**1,144,361**	1,172,953

Save the Children European Union was created as a separate legal entity and has taken on the advocacy activities so there are no longer any advocacy costs incurred by Save the Children International.

e *Net income for the year is stated after charging:*	**2020 USD 000s**	2019 USD 000s
Auditor's remuneration:		
Audit of these financial statements	**627**	589
Amounts receivable by the charity's auditor and its associates in respect of:		
Audit of financial statements of subsidiaries of the charity	**38**	22
Audit of financial statements of branches of the charity	**139**	111
Other assurance services	**388**	329
Lease rental payments	**16,595**	33,330
Depreciation	**3,521**	1,411

The decrease in the lease rentals this year is as a result of improved quality of operating lease information from our country offices.

f *Trustees' remuneration*

None of the trustees received any remuneration from the charity during 2020 (2019: nil). None of the trustees received any other benefits in kind during 2020 (2019:nil)

Expenses, including travel and subsistence were reimbursed to trustees or paid to third parties on behalf of trustees as follows: 14 trustees totalling USD 9,449 (2019: 14 trustees totalling USD 54,409).

Save the Children International purchased trustee indemnity insurance to the value of GBP 10 million (USD 13 million) which covers the trustees or other officers of the charity. These insurances provide cover:

- to protect the charity from loss arising from the neglect or defaults of its trustees, employees or agents
- to indemnify the trustees or other officers against legal liability for inadvertent errors or omissions on their part.

4 Staff costs

a *Staff costs*	**2020 USD 000s**	2019 USD 000s
Wages and salaries	**272,872**	288,656
Social security costs and payroll taxes	**7,780**	8,239
Pension contributions	**9,144**	8,366
Terminal grants	**13,825**	15,365
Benefits in kind	**23,246**	27,602
Other staff costs	**16,172**	15,135
Total direct staff costs	**343,039**	363,363
Donated staff costs from members	**5,505**	8,470
Total staff costs	**348,544**	371,833

Save the Children International contributes to a defined contribution scheme for staff at the centre, a group personal pension (GPP) operated on a salary sacrifice basis. Included in the pension costs above are employers' contributions to this scheme of USD 1,648,728 (2019: USD 1,614,827). Employer pension contributions made for employees under this scheme, whose emoluments are in excess of USD 90,000 were USD 294,332 (2019: USD 351,327). There were no outstanding or prepaid contributions at year end.

Save the Children International contributes to a long term savings plan for programme staff on international contracts. Employers' contributions charged to the consolidated statement of financial activities were USD 3,154,679 (2019: USD 3,381,790).

Donated staff costs from members represents secondees from members provided for no consideration. The value of these secondees is included within gifts in kind in note 2 (c).

b *Average number of Save the Children International employees calculated on a full-time equivalent basis*

	Country offices	Regional offices	Advocacy offices	Centre	**2020 Total**	2019 Total
Charitable activities	15,189	271	30	423	**15,913**	16,915
Fundraising	7	–	–	–	**7**	151
	15,196	271	30	423	**15,920**	17,066

Full time equivalent employees have fallen in 2020 as a result of Philippines and Indonesia country offices becoming members part way through 2019.

c *The table below shows the number of staff (including secondees from members) with emoluments falling in the following ranges. Emoluments include salary, taxable benefits in kind and other payments to employees but not employer pension contributions.*

For members of staff working in our international programmes, emoluments may include accommodation and other benefits, which allow us to be appropriately competitive in recruiting and retaining staff in the International Non-Governmental Organisation market. Employees based in Save the Children International's centre office receive salary amounts in GBP and therefore foreign exchange movements between GBP and USD will impact comparisons between financial years.

Band (USD)	**2020 Gross salaries**	**2020 Total Emoluments (including other benefits)**	2019 Gross salaries	2019 Total Emoluments (including other benefits)
0 – 15,000	**14,852**	**13,926**	16,122	16,160
15,001 – 30,000	**2,599**	**3,134**	3,618	3,946
30,001 – 45,000	**731**	**881**	1,017	1,060
45,001 – 60,000	**434**	**452**	473	453
60,001 – 75,000	**244**	**294**	284	281
75,001 – 90,000	**122**	**173**	155	178
90,001 – 105,000	**59**	**81**	73	97
105,001 – 120,000	**16**	**51**	35	57
120,001 – 135,000	**12**	**31**	19	31
135,001 – 150,000	**8**	**24**	9	29
150,001 – 165,000	**2**	**15**	5	13
165,001 – 180,000	**5**	**9**	9	11
180,001 – 195,000	**2**	**8**	5	9
195,001 – 210,000	**1**	**1**	3	6
210,001 – 225,000	**1**	**3**	1	2
225,001 – 240,000	**1**	**1**	–	1
240,001 – 255,000	**–**	**3**	–	1
255,001 – 270,000	**–**	**1**	–	1
270,001 – 285,000	**–**	**1**	–	2
285,001 – 300,000	**1**	**–**	1	–
300,001 – 315,000	**–**	**–**	–	–
315,001 – 330,000	**–**	**1**	–	1

d *Remuneration of key management personnel*

The trustees delegate the day to day running of the organisation to the Senior Leadership Team who are considered to be the key management personnel. Remuneration for members of the Senior Leadership Team for the year ended 31 December 2020 are detailed below

Position	No of employees	Actual gross remuneration 2020 USD	**Full time equivalent salary 2020 USD**	No of employees 2019	Full time equivalent salary 2019 USD
Chief Executive Officer		250,553	**274,897**		293,234
International Programmes Managing Director		219,949	**235,199**		210,559
Chief Financial Officer (until 21 June 2020)		127,657	**202,509**		207,283
Chief Financial Officer (from 22 June 2020)		86,832	**174,612**		–
Other Senior Leadership Team members	8	1,056,164	**1,178,244**	10	1,496,788
Total remuneration for key mangament personnel		1,741,155			

In addition to the gross salaries, USD 276,406 (2019: USD 338,761) was paid for employer's National Insurance and pension contributions in respect of the above individuals. During the year we introduced a new Chief Financial Officer and a Global Campaign, Advocacy and Communications Director, the details of which can be found in the administrative details section in the trustees report.

Some key management personnel have volunteered to take a cut in their gross salary in recognition of the financial challenges the organisation was experiencing at the start of the pandemic. Differences between full-time equivalent remuneration and actual gross remuneration arise as a result of voluntary pay reductions taken for part of the reporting period following the onset of the pandemic and individuals joining/leaving Save the Children International.

5 Tangible fixed assets

Group	Computer software systems USD 000s	Furniture, fittings and equipment USD 000s	Motor vehicles USD 000s	Leasehold property USD 000s	Freehold property USD 000s	Total USD 000s
Cost						
Brought forward at 1 January 2020	19,477	1,020	7,461	944	2,668	31,570
Additions	9,543	(11)	700	39	–	10,271
Disposals	–	–	(382)	–	–	(382)
Carried forward at 31 December 2020	29,020	1,009	7,779	983	2,668	41,459
Depreciation						
Brought forward at 1 January 2020	6,379	817	6,175	765	1,280	15,416
Charge for the financial year	3,531	78	461	68	(617)	3,521
Disposals	–	–	(391)	–	–	(391)
Carried forward at 31 December 2020	9,910	895	6,245	833	663	18,546
Net book value						
31 December 2020	**19,110**	**114**	**1,534**	**150**	**2,005**	**22,913**
31 December 2019	13,098	203	1,286	179	1,388	16,154

Charity	Computer software systems USD 000s	Furniture, fittings and equipment USD 000s	Motor vehicles USD 000s	Leasehold property USD 000s	Freehold property USD 000s	Total USD 000s
Cost						
Brought forward at 1 January 2020	19,383	1,025	7,093	944	2,667	31,112
Additions	9,543	(11)	485	39	–	10,056
Disposals	–	–	(382)	–	–	(382)
Carried forward at 31 December 2020	28,926	1,014	7,196	983	2,667	40,786
Depreciation						
Brought forward at 1 January 2020	6,286	812	5,842	765	1,280	14,985
Charge for the financial year	3,531	78	447	68	(617)	3,507
Disposals	–	–	(391)	–	–	(391)
Carried forward at 31 December 2020	9,817	890	5,898	833	663	18,101
Net book value						
31 December 2020	**19,109**	**124**	**1,298**	**150**	**2,004**	**22,685**
31 December 2019	13,097	213	1,251	179	1,387	16,127

All fixed assets are held for direct charitable purposes.

Leasehold property amounts all relate to long-term leases.

6 Stock

	2020 USD 000s Group	**2020 USD 000s Charity**	2019 USD 000s Group	2019 USD 000s Charity
Undistributed gifts in kind				
Food aid	**3,682**	**3,682**	4,366	4,366
Pharmaceutical and medical goods	**1,993**	**2,001**	1,764	1,750
Other goods	**1,474**	**1,352**	521	504
Total undistributed gifts in kind	**7,149**	**7,035**	6,651	6,620
Other stocks				
Food aid	**195**	**195**	521	521
Pharmaceutical and medical goods	**6,204**	**6,130**	5,384	4,037
Other goods	**4,331**	**3,871**	4,625	3,451
Total other stocks	**10,730**	**10,196**	10,530	8,009
Total stock	**17,879**	**17,231**	17,181	14,629

7 Debtors

	2020 USD 000s Group	2020 USD 000s Charity	2019 USD 000s Group	2019 USD 000s Charity
Amounts due from Save the Children members	**112,259**	**111,878**	125,266	124,345
Amounts due from subsidiary undertakings	**–**	**(328)**	–	(1,015)
Other debtors	**2,892**	**1,655**	10,467	8,534
Prepayments and accrued income	**10,746**	**10,286**	10,043	9,861
	125,897	**123,491**	145,776	141,725

8 Investments

	2020 USD 000s Group	2020 USD 000s Charity	2019 USD 000s Group	2019 USD 000s Charity
Short Term deposits	**82,667**	**82,667**	75,509	75,509
	82,667	**82,667**	75,509	75,509

USD 25,000,000 of short term deposits are in money market funds which are callable on demand. The balance is held in short term deposits which matured less than 3 months after the year end.

9 Cash at bank and in hand

	2020 USD 000s Group	2020 USD 000s Charity	2019 USD 000s Group	2019 USD 000s Charity
Cash held at centre	**132,611**	**132,611**	64,002	64,002
Cash held in overseas offices	**23,850**	**22,832**	42,475	39,577
	156,461	**155,443**	106,477	103,579

10 Creditors due within one year

	2020 USD 000s Group	2020 USD 000s Charity	2019 USD 000s Group	2019 USD 000s Charity
Amounts due to Save the Children Association	**2,227**	**2,227**	2,146	2,146
Amounts payable to Save the Children members	**189,825**	**189,825**	182,586	180,566
Trade creditors	**7,598**	**7,429**	3,559	3,546
Financial instrument liability	**80**	**80**	353	353
Other short term liabilities	**10,443**	**9,967**	4,694	5,886
Accruals and deferred income	**52,873**	**51,044**	49,406	49,000
	263,046	**260,572**	242,744	241,497

Amounts payable to Save the Children members include amounts advanced to Save the Children International to fund working capital.

11 Provisions

	Balance as at 1 January 2020 USD 000s	Arising in the financial year USD 000s	Utilised in the financial year USD 000s	Provisions released USD 000s	**Balance as at 31 December 2020 USD 000s**
Terminal grant provisions	38,043	76,985	(74,180)	–	**40,848**
Property dilapidations	506	83	(30)	–	**559**
Operating lease provision	212	–	(100)	–	**112**
Provision for tax liability	6,085	4,238	(2,198)	(1,503)	**6,622**
Other provisions	4,824	8,831	(9,049)	–	**4,606**
	49,670	90,137	(85,557)	(1,503)	**52,747**

Total provisions held within the Save the Children International charity only were USD 50,747,000.

Terminal grant provisions are contractual amounts due to employees in country and regional offices when leaving employment with Save the Children International.

Property dilapidations represent the estimated costs of payments required to make good the condition of properties on the termination of leases.

The operating lease provision represents the value of lease inducements (rent free period) received by Save the Children International. It will be utilised over the term of the lease.

The tax provision represents estimates of the amounts of liabilities for employee taxes in country and regional offices.

Other provisions represent provisions for pending legal cases or provisions required to be recognised which do not fit into the specific categories listed above.

12 Analysis of net assets between funds

	2020 Unrestricted USD 000s	2020 Restricted USD 000s	**2020 Total USD 000s**
Fixed assets	22,913	–	**22,913**
Current assets	329,615	53,289	**382,904**
Current liabilities	(263,046)	–	**(263,046)**
Provisions	(52,747)	–	**(52,747)**
	36,735	53,289	**90,024**

13 Commitments under operating leases

The total future minimum lease payments and current year expenditure on non-cancellable operating leases:	**2020 Land and buildings USD 000s**	**2020 Other leases USD 000s**	2019 Land and buildings USD 000s	2019 Other leases USD 000s
lease payments recognised as current year expense	**15,903**	**692**	32,273	1,057
lease payments due within one year	**12,600**	**725**	12,426	387
lease payments due between one and five years	**8,104**	**201**	13,767	1,096
lease payments due after five years	**661**	**25**	4,005	29
	21,365	**951**	30,198	1,512

14 Financial commitments

a At 31 December 2020, Save the Children International has committed the following amounts in grants to partners subject to satisfactory performance. These amounts will form part of the grants allocated in future years. These amounts are fully funded by Save the Children members.

	Balance as at 1 January 2020 USD 000s	Charged to SOFA in 2020 USD 000s	New commitments USD 000s	**Balance as at 31 December 2020 USD 000s**
Commitments to partner organisations	188,556	(236,420)	277,113	**229,249**

	2020 USD 000s	2019 USD 000s
Commitments to partner organisations consist of amounts falling due:		
within one year	**156,879**	143,331
after one year	**72,370**	45,225
	229,249	188,556

b Save the Children International has entered into a number of long-term contracts for the supply of services all of which are cancellable.

15 Consolidated statement of funds

	Balance as at 1 January 2020 USD 000s	Income USD 000s	Expenditure USD 000s	Transfers USD 000s	**Balance as at 31 December 2020 USD 000s**
Unrestricted funds					
General funds	**427**	17,458	(14,192)	(1,942)	**1,751**
Fixed asset fund	**15,926**	2,684	(2,937)	9,512	**25,185**
International programming reserve	**6,599**	–	–	1,900	**8,499**
Closure reserve	**1,300**	–	–	–	**1,300**
Designated funds	**23,825**	2,684	(2,937)	11,412	**34,984**
Total unrestricted funds	**24,252**	20,142	(17,129)	9,470	**36,735**
Restricted funds					
International programme grants	**35,378**	1,041,829	(1,034,476)	(794)	**41,937**
International programme operational fund	**7,338**	70,308	(64,970)	(3,260)	**9,416**
Strategic Investment Fund	**–**	19,320	(13,771)	(5,416)	**133**
Donated professional services	**–**	11,537	(11,537)	–	**–**
Member growth fund	**1,715**	2,566	(2,478)	–	**1,803**
Total restricted funds	**44,431**	1,145,560	(1,127,232)	(9,470)	**53,289**
Total funds	**68,683**	1,165,702	(1,144,361)	–	**90,024**

General funds represent the amounts that trustees are free to use in accordance with Save the Children International's charitable objectives.

The fixed asset fund represents the net book value of tangible fixed assets and proceeds from the sale of fixed assets to be used for the replacement of fixed assets in 2021. The value of fixed assets acquired out of general funds, the international programme operational fund, the international programme investment fund and the fixed asset replacement fund are transferred to the fixed asset fund.

Use of the international programming reserve is governed by a legal agreement between Save the Children International and international programming members and is principally intended to cover any material foreseen or unforeseen programming liabilities. As well as cash contributions from members of USD 8.8million, members have committed an additional USD 6.2million in the form of standby letters of credit which give the charity unconditional and irrevocable access on demand to funds in the event of the use of reserves being required. With the agreement of the contributing members, a portion of the contributions was transferred to the strategic investment fund in 2018. This has been partially replenished in 2019 and in 2020, giving a closing balance of USD 8.5million as illustrated above. It is intended that the fund will be fully restored to USD 8.8million by the end of 2021.

The closure reserve represents the funds set aside to provide for the costs in the event of the closure of the non-programming functions of the charity.

International programme grants represent funds received from members for development and humanitarian projects.

The international programme operational fund represents contributions received from members for the running costs of Save the Children International's international programme work, not directly attributable to projects.

The Strategic investment Fund represents contributions received from members for costs related to investments in Save the Children International's strategic priorities.

Donated professional services represents the value of services provided directly to Save the Children International free of charge.

The member growth fund represents funds received to support the continued growth and development of members.

16 Subsidiary companies

Save the Children International had eight wholly-owned subsidiary entities at 31 December 2020:

a *The Save the Children Alliance Trading Limited* is incorporated in England and Wales (company number 3744223) as a company limited by shares. It was made a dormant company in 2007; its principal activities were the provision of consultancy services to Save the Children International and commercial use of the Save the Children name and logo. The charity holds the entire issued share capital. The cost of this investment is £1.

b *Save the Children Asia Regional Office Limited* is a Singapore incorporated public company limited by guarantee with registered Company No: 201024335C and registered as a charity under the Singapore Charities Act. Save the Children International is the sole member of Save the Children Asia Regional Office Limited. The company's net assets, liabilities, income and expenditure for the year ended 31 December 2020 were as follows:

	2020 USD 000s	2019 USD 000s
Assets	**1,024**	1,112
Liabilities	**(799)**	(986)
Total net assets	**225**	126
Income	**10,190**	6,857
Expenditure	**(10,042)**	(6,857)
Net incoming resources	**148**	–

c *Shpetoni Femijet (Save the Children)* is incorporated as a foundation under Albanian law. The board members are all employees of Save the Children International and are responsible for appointing other board members of Shpetoni Femijet. The company's net assets, liabilities, income and expenditure for the year ended 31 December 2020 were as follows:

	2020 USD 000s	2019 USD 000s
Assets	**604**	493
Liabilities	**(576)**	(469)
Total net assets	**28**	24
Income	**3,138**	3,237
Expenditure	**(3,136)**	(3,238)
Net incoming resources	**2**	(1)

d *Save the Children International (Kenya)* is incorporated in Kenya under the Non-Governmental Organisations Co-ordination Act. Save the Children International is the sole corporate member of Save the Children International (Kenya). The company's net assets, liabilities, income and expenditure for the year ended 31 December 2020 were as follows:

	2020 USD 000s	2019 USD 000s
Assets	**2,302**	1,524
Liabilities	**(2,048)**	(1,533)
Total net assets	**254**	(9)
Income	**12,005**	12,479
Expenditure	**(11,708)**	(12,477)
Net incoming resources	**297**	(2)

16 Subsidiary companies (continued)

e *Save the Children International (Zambia)* is incorporated in Zambia under the Societies Act with registered no. ORS/102/35/3906. The members of Save the Children (Zambia) are Save the Children International and the International Programming Director of Save the Children International. The company's net assets, liabilities, income and expenditure for the year ended 31 December 2020 were as follows:

	2020 USD 000s	2019 USD 000s
Assets	**217**	835
Liabilities	**(161)**	(851)
Total net assets	**56**	(16)
Income	**5,642**	4,629
Expenditure	**(5,622)**	(4,629)
Net incoming resources	**20**	–

f *Save the Children International (US Global Advocacy Office), Inc.* was incorporated in Delaware, USA as an exempt non-profit organisation. Save the Children International is sole member with right to remove and appoint director / officer(s). The company's net assets, liabilities, income and expenditure for the year ended 31 December 2020 were as follows:

	2020 USD 000s	2019 USD 000s
Assets	**167**	32
Liabilities	**(167)**	(32)
Total net assets	**0**	–
Income	**478**	639
Expenditure	**(479)**	(639)
Net incoming resources	**(1)**	–

g *Fundación Save the Children Colombia* (registration number S0046070) was incorporated in Colombia as a Foundation (a type of private, not-for-profit entity). Save the Children International is the sole member (a corporate member). The company's net assets, liabilities, income and expenditure for the year ended 31 December 2020 were as follows:

	2020 USD 000s	2019 USD 000s
Assets	**1,312**	2,391
Liabilities	**(1,110)**	(2,395)
Total net assets	**202**	(4)
Income	**20,524**	12,674
Expenditure	**(20,265)**	(12,674)
Net incoming resources	**259**	–

16 Subsidiary companies (continued)

h *Asociacion Civil SCI Venezuela* was registered at the Public Registry of the First Circuit of the Baruta Municipality, Miranda State under number 15 folio 86 of Volume 24 of the Transcription Protocol incorporated on 8 October 2019.

	2020 USD 000s	2019 USD 000s
Assets	**6**	–
Liabilities	**98**	–
Total net assets	**104**	–
Income	**(2,929)**	–
Expenditure	**2,824**	–
Net incoming resources	**(105)**	–

17 Related party transactions

In accordance with the provisions of section 33 of the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), Related Party Disclosures, the related party transactions entered into by Save the Children International are detailed below. All transactions were in the normal course of business.

a *Save the Children Association*

Save the Children International has been controlled throughout the financial year by its ultimate parent undertaking Save the Children Association, a Swiss association formed pursuant to Articles 60–79 of the Swiss Civil Code. No other group financial statements include the results of the charity.

At the end of 2020 Save the Children Association comprised 27 members and 3 associate members. Members and associate members are each separate and independent legal entities incorporated under laws of their home country and are bound together as members through: Save the Children Association Bylaws, a Trademark Licence Agreement between Save the Children Association and each member, and an All Member Agreement, entered into in the first quarter of 2011 to implement an international programming strategy.

The boards of Save the Children Association and Save the Children International have identical membership and both are managed on a day-to-day basis by the same leadership team employed by Save the Children International. During the financial year, the following types of transactions took place between Save the Children International and Save the Children Association: grants of USD 36,959,327 (2019: USD 41,941,843) were received by Save the Children International from Save the Children Association.

At the year end, the group balances with Save the Children Association were:

	2020 USD 000s	2019 USD 000s
Amounts due from/(payable to) the Save the Children Association	**(2,227)**	(2,146)

b *Save the Children members*

During the financial year the following types of transactions took place between Save the Children International and members (primarily the 17 international programming members):

i Grant income of USD 1,032,112,000 (2019: USD 1,027,542,000) was received from the members for international programming activities.

ii Donated services of USD 5,505,000 (2019: USD 7,988,000) were received from members.

iii Donated goods of USD 57,890,000 (2019: USD 63,134,000) were received from members.

iv Contributions to the charity's working capital of USD 35,181,000 (2019: USD 35,400,425) have been made by, and are repayable to, members.

v Donations were received by Save the Children International on behalf of Save the Children members. The sums received are remitted to the relevant member.

vi Additional commitments have been made by the members to Save the Children International as set out in note 18.

No profit or loss has arisen on these transactions.

At the year end, the group's balances with members were:

Save the Children member organisation	2020 Amounts receivable USD 000s	2020 Amounts payable USD 000s	**2020 Net balance USD 000s**	2019 Net balance USD 000s
Australia	630	(2,415)	**(1,785)**	132
Canada	2,095	(3,792)	**(1,697)**	(1,949)
Denmark	4,810	(6,424)	**(1,614)**	(488)
European Union	279	–	**279**	422
Finland	1,566	(1,733)	**(167)**	(2,341)
Germany	6,551	(9,902)	**(3,351)**	826
Hong Kong	1,487	(1,570)	**(83)**	(304)
India	–	(68)	**(68)**	244
Indonesia	–	(232)	**(232)**	1,355
Italy	1,975	(6,474)	**(4,499)**	(3,203)
Japan	2,981	(1,246)	**1,735**	1,329
Jordan	–	(12)	**(12)**	120
Korea	520	(2,354)	**(1,834)**	(3,262)
Mexico	–	(101)	**(101)**	32
Netherlands	3,982	(5,484)	**(1,502)**	(3,507)
New Zealand	80	(328)	**(248)**	(546)
Norway	8,177	(17,387)	**(9,210)**	(13,365)
Phillipines	1,043	–	**1,043**	(237)
Spain	1,739	(2,973)	**(1,234)**	(1,133)
South Africa	293	–	**293**	14
Eswatini	–	–	**–**	(37)
Sweden	6,970	(14,350)	**(7,380)**	(7,705)
Switzerland	690	(2,358)	**(1,668)**	(1,785)
United Kingdom	18,210	(37,895)	**(19,685)**	(14,803)
United States	48,181	(72,727)	**(24,546)**	(7,130)
	112,259	(189,825)	**(77,566)**	(57,321)

18 Contingent assets

Save the Children member organisation	2020 International programming reserve commitments (a) USD 000s	2020 International programming closure indemnity (b) USD 000s	**2020 Total contingent assets USD 000s**	2019 Total contingent assets USD 000s
Australia	–	261	**261**	445
Canada	–	366	**366**	485
Denmark	–	776	**776**	636
Finland	–	351	**351**	223
Germany	–	935	**935**	574
Hong Kong	–	171	**171**	157
Italy	–	681	**681**	769
Japan	–	124	**124**	144
Korea	–	224	**224**	227
Netherlands	–	597	**597**	468
New Zealand	–	42	**42**	27
Norway	–	1,628	**1,628**	1,825
Spain	–	348	**348**	261
Sweden	–	1,441	**1,441**	1,550
Switzerland	–	177	**177**	151
United Kingdom	3,112	3,461	**6,573**	6,870
United States	3,100	8,417	**11,517**	11,400
	6,212	20,000	**26,212**	26,212

(a) Members have made cash contributions of USD 8,788,000 to enable Save the Children International to meet its requirements to hold free reserves in accordance with the reserves policy agreed by the trustees. In addition, members provided a further USD 6,212,000 during 2016 in the form of standby letters of credit which give the charity unconditional and irrevocable access on demand to funds in the event of the use of reserves being required (see note 15).

(b) The costs associated with the closure/wind-down of the charity's international programming work are covered by member indemnities up to a maximum of USD 20 million.

19 Contingent liabilities

Save the Children International is involved in various legal proceedings and claims arising in the normal course of business. Management does not expect the ultimate resolution of these actions to have a material adverse effect on Save the Children International's financial position, changes in net assets, or cash flow.

Save the Children International receives funding from members for various activities, which are subject to audit. Although such audits may result in disallowance of certain expenditures, which would be absorbed by Save the Children International, in management's opinion the ultimate outcome of such audits would not have a significant effect on the financial position, changes in net assets, or cash flows of Save the Children International.

20 Subsequent events

For the reporting date 31 December 2020, there are no subsequent events which have any impact on the recognition and measurement of assets and liabilities.

Save the Children International

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