Save the Children

2022-24 Global Strategy
2022 Annual Report

A LETTER FROM OUR CEO

One year into our 2022-2024 Global Strategy, I am pleased to report on how we have continued to relentlessly pursue a better world for children.

Last year, we worked in 115 countries, in partnership with local and national organisations, governments and local authorities, our supporters and, above all, with children and their families, to advance our global goals – ensuring children get a healthy start in life, safely attend school and learn, have a life free from violence, and are supported by resilient families. Our activities last year reached a staggering 329.1m people in total (directly and indirectly), including 117.8m children. We likely impacted millions more by influencing 129 policy changes to protect children's rights across the world.

Across the movement, we met our funding target of $2.7b and at Save the Children International (SCI), we spent more than ever before on our international programmes, humanitarian responses and campaigning and advocacy. SCI's total income grew by 20% in the same year, much of this attributed to our expanding humanitarian work. The number of emergencies we responded to in 2022 rose by 37% on the previous year – we responded to 107 new and ongoing emergencies in 66 countries – allowing us to reach the most vulnerable children facing immediate crises. We raised over $99 million for our Global Humanitarian Fund as well as $110 million to support our work on the Ukraine crisis. Large-scale pooled funding that's entirely dedicated to emergencies is a game-changer in how quickly and seamlessly we are able to get people and money to where they need to be in a crisis – ultimately saving lives.

Strong foundations for progress

Our 2022 strategy report presents progress made last year towards the targets and milestones we've set for each of our goals and enablers. But behind the numbers are incredible examples of innovative, effective initiatives that have made a real difference to children's lives.

We saw years of work fighting for children's rights come into effect in Zambia with the passing of the Children's Act banning child marriage and corporal punishment, and in the Philippines with the Enactment of an anti-online Sexual Abuse or Exploitation of Children law, to name just two examples. And through our Generation Hope campaign, over 50,000 children from more than 40 countries shared their experiences and recommendations around the climate crisis and inequality, putting children's voices front and centre in pushing for change.

Our work with local partners has been central to much of our strategy progress. We helped local community health workers, volunteers and caregivers to diagnose, treat and prevent acute malnutrition in thousands of children and pregnant women. Across continents, we worked with communities to enable children to catch up on the learning they had missed due to Covid-19 school closures. And we made cash grants to thousands of families so they can afford food and shelter during some of the worst humanitarian emergencies around the world. We also continued to shift power to children and their communities by supporting them to stand up for their rights. Across Africa, for example, 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 also laid some strong foundations across other enablers. We launched our new five-point brand plan to strengthen our movement-wide alignment as one global voice; overall our global brand in 2022 showed higher levels of familiarity, awareness and trust which is crucial to engaging and mobilising supporters behind our cause. Through our Global Research Evidence and Learning (REL) agenda, we are also making progress in improving how we gather and synthesise evidence of our impact so, combined with improved program data through roll-out of PRIME, we can strengthen our programming and influencing, and better measure and tell the story of our impact. Through our Technical Expertise (TE) transformation, 36% of SCI Country Offices now have the TE to deliver their strategies (up from 26% the previous year), and in 2022 we filled more than 1000 requests for deployment through our Global Expertise and Humanitarian Surge platform.

Is it enough?

The detailed data in this report is an important snapshot of our progress, and while there are many successes to celebrate, our core question is 'are we succeeding in our commitment to amplify our impact in line with our ambitions for children'? A conflict-fuelled global hunger emergency and climate-related disasters are all intensifying inequality around the world and causing catastrophic harm to the most vulnerable 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; this, while many children around the world are still experiencing secondary impacts of Covid-19. Are we getting closer to achieving our 2030 breakthroughs in a world where the situation for children continues to decline?

On balance, our assessment is cautiously hopeful that we can still disrupt the negative trend lines towards 2030. Our 2022 progress is a mixed picture though. We also saw a decline in our indirect reach, for example, and we are not yet seeing the type of shifts we need in *how* we work that will enable us to scale to the level we've committed to. There has likely been a net increase in the impact of our work overall – but not enough yet to feel confident that we will 'triple impact' by 2024.

What does this mean for 2023?

Specific actions will be developed out of this report, but broadly it means that in some countries we need to stretch our ambitions and targets. We need to be always guided by our Theory of Change; constantly questioning how we are facilitating and working towards change at scale and holding institutions to account for child rights and equality. This requires implementing and monitoring across the goals and enablers as integrated parts of one strategy – adapting to reflect learning and changing contexts, and increasingly taking anticipatory actions to manage the impact of crisis on children. We also need to make faster progress on implementing some of our enablers, building on work already happening across different parts of the organisation for truly transformational change in how we work. We need to improve collection and analysis of our organisational data, and use it to have a clearer picture of our impact and progress in key areas (e.g. DEI). Crucially, we are not yet making best use of the talent we have across our movement, filling critical strategic roles and reducing gaps in our technical expertise resourcing. We must pay particular focus to these areas this year.

Global and local developments last year reinforced why this strategy is so vitally important, whilst providing a reminder of the steep hill we have left to climb if we are to deliver on it. But we are a resilient organisation with a long and proud history of defending children's rights. With our passionate supporters and partners, we will redouble our efforts this year and continue the fight against the rising trend of inequality and discrimination.

Inger Ashing, CEO, Save the Children International

CH1279793: Diana*, an 8-year-old girl from Syria, at school near Dohuk, Iraq.

SAVE THE CHILDREN'S 2022-24 GLOBAL STRATEGY

TRANSFORMING IMPACT

A CHANGING GLOBAL CONTEXT TO WHICH WE WILL RESPOND AND ANTICIPATE

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

SURVIVE

LEARN

BE PROTECTED

2022 global snapshot

Implementing our global strategy

329m people reached incl. 117m children

$2.7bn total income +9% growth

68,000 community health workers & health care providers **&**
60,000 teachers & facilitators
trained for quality service delivery to children

Responded to **107** new & ongoing emergencies in 66 countries

129 policy changes,
81 influenced by children

67% of country strategy milestones **on track or over-achieving**

165M delivered in cash and vouchers to families – highest in our history

10%
7%
24%
60%
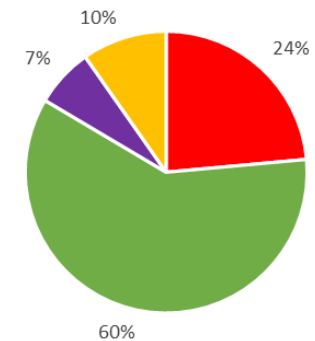
■ Off Track ■ On Track ■ Overshooting ■ Somewhat on Track

* Data: country milestones tagged to global goals with data reported

Our 2022 strategy report presents data and narrative around our targets and achievements; we have collated and compared a range of information sources to give a sense of our direction and scale., summarised below.

Global Goals Progress

In 2022, our work around the world reached 329.1m people in total (directly and indirectly), including 117.8m children. We influenced 129 global, national and sub-national policy changes to protect children's rights, potentially impacting many more children.

Total Income

We met our funding target of $2.7b for the year. Funding is aligned to driving goals in country and global strategies. However some countries are facing specific challenges to fund areas of their strategy.

We laid strong foundations for the necessary strategic shifts to achieve our ambition but progress on a number of areas was slower than anticipated. Across our four global goals, we saw three key patterns:

1. ☑ Our influencing work has progressed very strongly overall, often exceeding targets (e.g. on Live Free From Violence and Safe Back to School and Learning).
2. ☑ Our direct programming work has increased in line with or above targets in all goals except Safe Back to School and Learning.
3. ☒ The scale of our mass communications work (e.g., television campaigns) has declined significantly from the peak of COVID-19 when strategy targets were set, resulting in a decrease in our indirect reach.

The decline in indirect reach outweighed the growth we made in direct reach, resulting in a net decline in our total reach and shortfalls in associated outcome targets. However, our best estimate is that given the relative impact of our improved programming and advocacy approaches, and our influencing wins, there likely has been a net increase in impact overall – but not enough yet to feel confident that we will 'triple impact'. We also do not yet have a strong sight of the extent to which this work is addressing systemic inequality and discrimination and impacting particular groups, e.g., children with disabilities, migrating and displaced children, and children in extreme poverty. This is critical to achieving our strategy.

Assessing progress towards global goal milestones is a nuanced story: we have achieved the majority of country-level targets for deliverables ("milestones"). However, in some instances, our global targets are higher than the aggregate of country level targets. i.e., even if countries all meet their targets, we will not reach out global target, so work is needed to increase our country targets.

Because of this gap between global and country targets, and the decline in our indirect reach, we assess the majority of outcomes – and all goals overall – as "amber".

2022 PROGRESS – A SUMMARY

Enablers progress

Across our six global enablers, we saw foundations being built last year, but a mixed picture overall. The following areas of challenge have been identified:

- Work on influencing is progressing well and we are seeing those shifts occur, including with good participation from children. Still more to do to connect up our campaigning, our brand, and really enabling children to lead campaigns
- We're also gradually building our evidence base and research, but not fast enough. And we are not yet seeing a transformational shift in our use of digital approaches in programming. Despite examples of important progress, the evidence is lacking to really understand the degree of progress on partnership and localisation, critical to how we work with others for impact
- Building blocks are being placed on Anticipatory Action, and we have been the first responders in multiple crises thanks to the humanitarian fund. However, still a lot more improvement needed in this area - especially in view of increased conflict and climate-induced displacement
- We are building our technical capacity, but with gaps in areas that are hard to fund. Technical capacity gaps continue to be particularly problematic in West and Central Africa.
- While progress has been made on Diversity Equity and Inclusion, we still lack visibility and consistency across the movement, with varying priorities posing a challenge to greater collective progress.
- We are doing very well on income, meeting our target for the year, and up on all private, institutional and corporate fundraising. Regular giving is declining however. On optimising resources, we have made good progress, but the outlook that support costs are likely to rise across Members in 2023 is worrying.

Suhuur (2) and her cousin Amiira (7) in a camp for displaced people in Somalia. Content Hub: CH1532623

3 top line areas have been identified where correction will be needed to accelerate our progress and achieve our ambition.
Across the areas, we are aligning on specific actions with owners and leaders across our movement.

Accelerate ambition
- Increase ambition of country targets: We're largely on track meeting current targets at the country level, but we need to encourage countries to set stretch targets where there is a gap with global ambition, or where we can achieve more.
- Increase pace of enablers: Most activity in enabler space is still focused on incremental improvement, and not yet achieving the scale of ambition the strategy called for
- Promote more integrated, "whole of strategy" approach, particularly around how enablers and goals are working together to amplify impact

Close the resource gap
- Address the ongoing challenges in leveraging key talent across our SCA movement for critical roles
- Effort needed on reducing technical expertise gap for cross-cutters/ enablers: Child Rights Governance (44%), Advocacy & Campaigns (35%), cross-cutting (37%) and Child Poverty (23%), and regionally on West & Central Africa
- Additional attention needed for specific countries that fell short of moderate funding targets
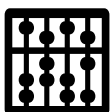
Close data gaps and improve visibility
- Encourage countries to again consider using global milestones to improve coverage of global results
- Build movement wide picture on key areas, including DEI, goal funding
- Undertake further analysis and reflection on what the effect of our influencing work has been, and in relation to other types of reach

Global Goals – Progress Overview

Detailed update toward each goal is available **at this link**

HEALTHY START IN LIFE

Status:
- On track or exceeding targets for most milestones – especially direct reach of health programming and training of health workers
- Moderate target for funding exceeded
- Social Behaviour Change declined from COVID peak, driven by a small number of large projects; some measurement challenges

Proposed actions:
- Goals team to connect with ROs and IOs as identified with suggestions + pathway to align global and country ambition
- Goal teams to work with regions on pathways to enhance resourcing where there are gaps (e.g. TE and funding in WCA)

SAFE BACK TO SCHOOL & LEARNING

Status:
- On track or exceeding targets for most milestones – especially addressing access inequalities and supporting teachers
- Moderate target for funding exceeded
- Region- and theme- specific funding challenges (WCA&MENAEE; ECCD) have been a concern. So has the ongoing teacher crisis post COVID

Proposed actions:
- Goal teams + RMCE to work closely with regions facing funding challenges
- Build on learning from recent award win in Ethiopia, build on advocacy potential
- Promote greater uptake of Enabling Teachers Common Approach

LIVE FREE FROM VIOLENCE

Status:
- Largely meeting milestones – especially case management and MHPSS
- Significant policy gains, particularly for ending child marriage and comprehensive child rights legislation
- Indirect reach lower than expected due to closure of a large project
- Some global targets still to be reviewed.
- Moderate target for funding exceeded.

Proposed actions:
- Accelerate embedding of Centrality of Protection in humanitarian programming & conflict settings
- Focus globally and with implementing offices to generate evidence for pipeline Common Approach: Seeds – Community-led Child Protection
- Focus on retention & nurturing talent of CP TE

## SAFETY NETS & RESILIENT FAMILIES

Status:
- Significant policy gains at national and district levels on child-sensitive social protection, incl. for 'plus' elements on nutrition and protection
- Global wins at COP27, including with child participation
- SC total reach for activities supporting resilient livelihoods is still around the baseline and lower than targeted for 2022
- Moderate funding target met, but not showing as such due to misallocation of one sub-theme.

Proposed actions:
- Members, IOs and global teams to elevate efforts with donors and govts to increase the volume and child-sensitivity of climate finance
- Identify opportunities to expand/ strengthen program and advocacy embedding child-centred climate resilience and anticipatory action
- Pilot new TE models; treat with urgency the recruitment of global goal senior leadership role as well as regional CVA roles

Global Goal Outcomes: 2022 progress vs 2024 targets

total reach proxy for service outcome statements
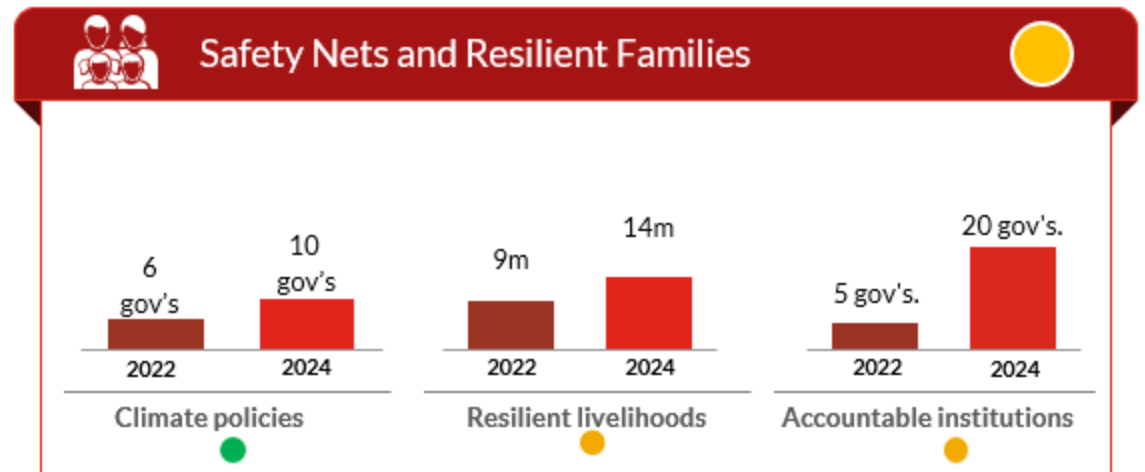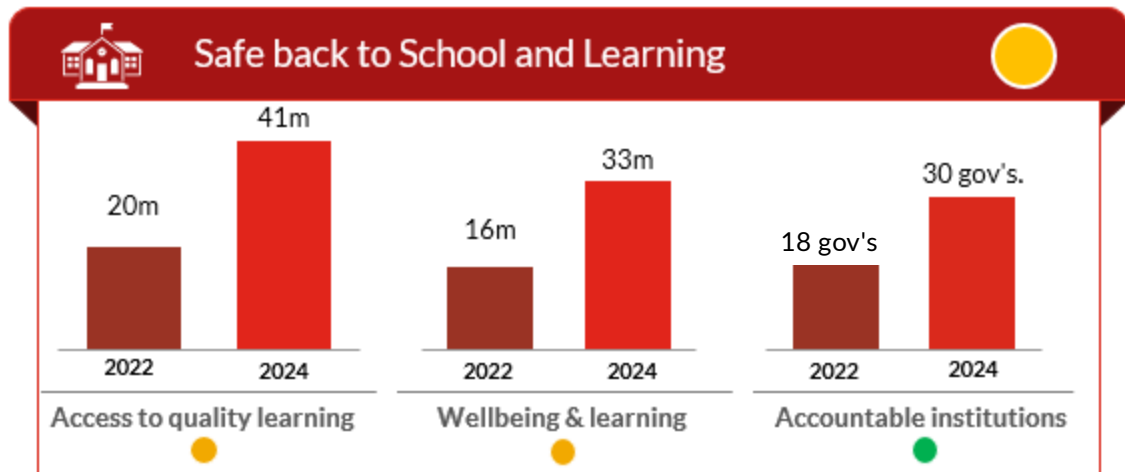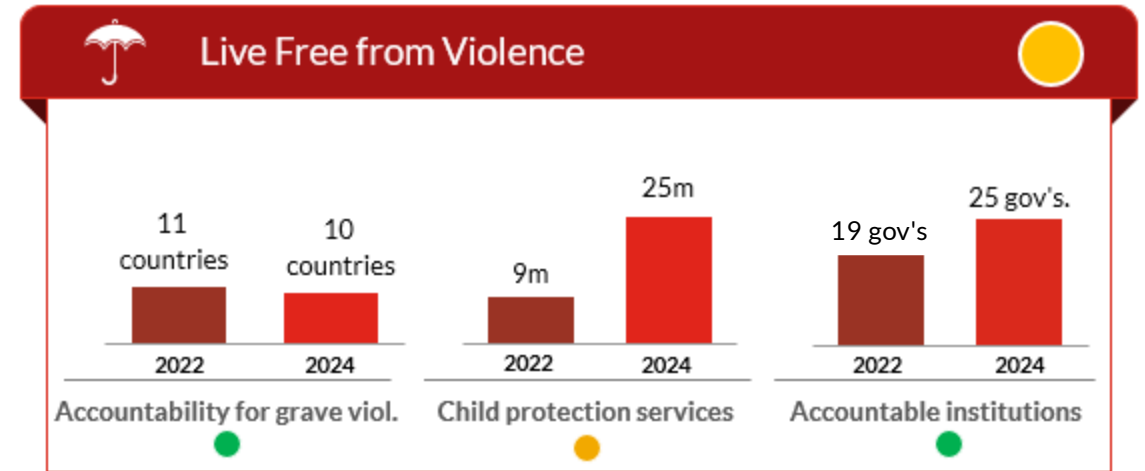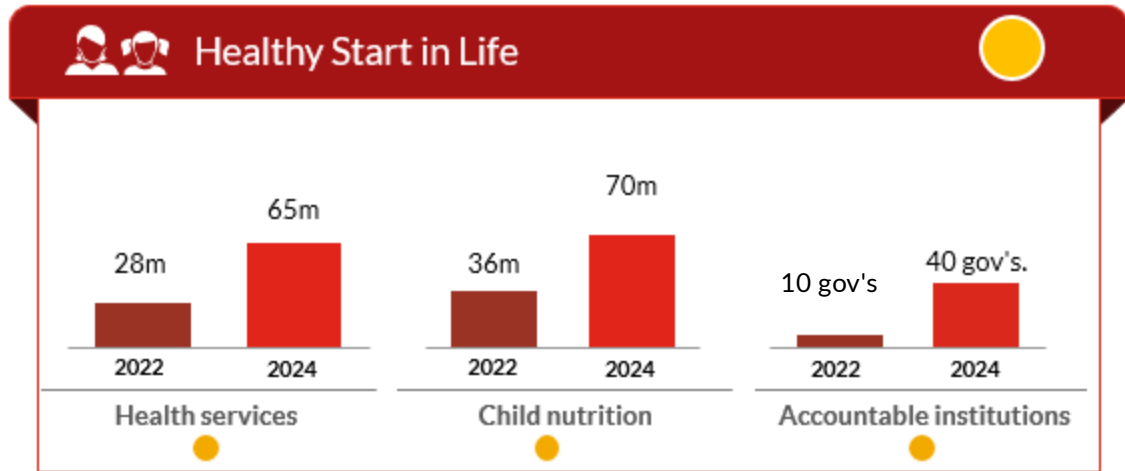
Global Goal Milestones: 2022 progress vs 2024 targets

HEALTHY START IN LIFE

	2024	2022
# of children and adults reached directly with CH, MNH and ASRHR programming	22m	21.3m
# of children who received treatment for acute malnutrition with support from SC and its partners	750k	754k
# of CHWs and health care providers trained to prevent and treat childhood illness and undernutrition	35k	68k
# of children and adults supported through SBC initiatives to promote better H&N outcomes (cash-plus)	28m	1.8m
# donors increase global investment towards strong and resilient health and nutrition national systems	7 [2]	5
# of changes made by governments to meet children's right to health and nutrition	60[2]	16

SAFE BACK TO SCHOOL & LEARNING

	2024	2022
Education cluster co-leadership: # children reached	tbc	tbc
Support for access: # children supported	2.4m	2.7m
Teachers supported: # teachers	42k	60k
SBC: # children and adults reached indirectly	168k	44k
Evidence of learning outcomes: # SC implementing offices	15	10
ODA for education: # ODA member markets maintained or increased ODA	tbc	tbc
Education finance: # countries deliver progress on commitments	8[2]	tbc
Changes by governments/international actors: # changes	82[2]	38

LIVE FREE FROM VIOLENCE

	2024	2022
A: # children and adults received MHPSS B: % children and adults who demonstrate improved mental health or psychosocial wellbeing	Tbc 70%	99k 84%
A. # children received child protection case management support B. % children reporting increase to safety and wellbeing through child protection case management	Tbc 90%	9.2k 77%
A. # child protection service providers supported B. % child protection service providers with improved capacity to prevent and respond to cases of violence against children	Tbc 60%	93 79%
Full implementation of Centrality of Protection policy #SC countries	15[2]	22
# of changes made by governments to meet children's right to protection from violence, and wellbeing	75[2]	33

SAFETY NETS & RESILIENT FAMILIES

	2024	2022
# of children and adults supported with cash and voucher assistance	1.5m	1.4m
# of children and adults supported to improve and protect their livelihoods and their investments in children	5m	1.6m
# of adolescents & youth having enhanced capabilities/decent employment access	500k	269k
% of priority evidence gaps addressed, relating to CVA, CSSP and climate resilience	100%	Tbc
# of climate-focused changes made by government/ international actors	10[2]	6
# of social protection-focused changes made by governments/international actor	20[2]	19

1. 2024 column depicts our global target to achieve by 2024. 2022 displays the sum of country achievements for 2022; 2. Cumulative target (e.g. in 3 years time we want 8 countries to deliver progress on education finance commitments); 3. RAG statuses reflect subjective judgements made on progress, not just quantitative progress

Across the four global goals

Child Rights, Equality & Social Justice

Status:
- Important policy gains to improve State accountability to the UNCRC across health, education, protection and safety nets.
- While the number of fiscal & budgetary changes are lower than we expected, there are some important fiscal & budgetary changes contributing to impact at scale for all global goals.
- Reported factors that hindered implementation of child rights recommendations include challenges in timely tracking & monitoring of child rights recommendations; limited civic space; and delay by governments in submitting their reports to human rights mechanisms.
- For country CRG milestones that we have data for, roughly half are on track or exceeding targets, with the other half off track.
- Globally, our direct reach doubled for children in 2022 -1.6m people, including 0.8m children - compared to the previous year. Total indirect reach is almost similar the previous years at 22.4 mill.

Proposed actions:
- IOs to expand uptake of Public Investment in Children Common Approach, with focus on budget analysis. Global teams to support, incl to ensure work is captured in strategy reporting on fiscal/budgetary changes
- In 2023, accelerate implementation of CRG as a cross-goal priority to promote stronger integration of rights and governance to tackle root causes of discrimination and inequality.

	2024	2022
# of Human Rights Reporting changes	73	6
# of fiscal and budgetary changes	25	2
# of State accountability changes	40	15

Global Goals: Country milestone progress as RAG

Red	Off Track (<70%)
Amber	Somewhat on Track (70%-95%)
Green	OnTrack (Above 95%)
Purple	Overshooting (>500%)
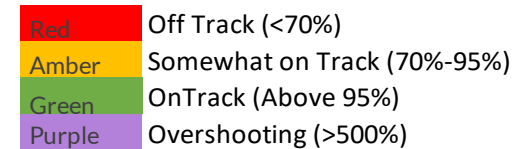
Goal 1: Healthy Start in Life (HSiL). Milestones by RAG status reporting, Year 2022.

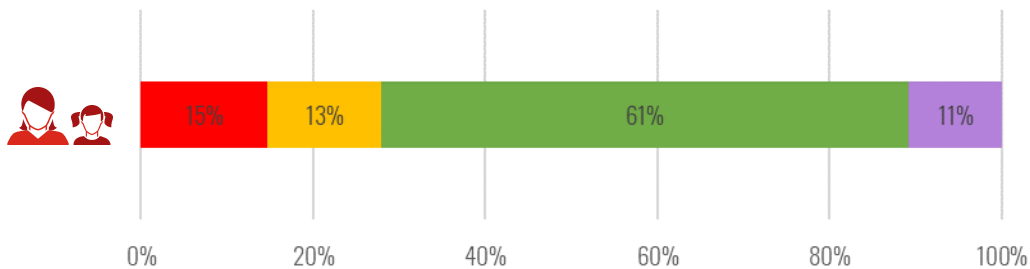| 15%	13%	61%	11%

Goal 2: Safe Back to School and Learning (SB2SL). Milestones by RAG status reporting, Year 2022.

16%	10%	67%	7%
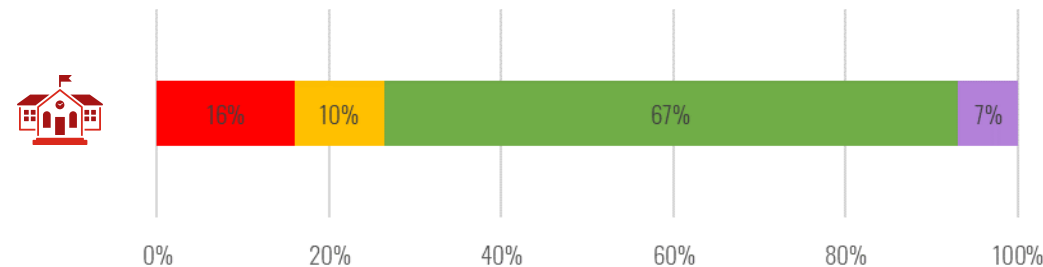
Goal 3: Live Free from Violence (LFFV). Milestones by RAG status reporting, Year 2022.

28%	8%	59%	5%
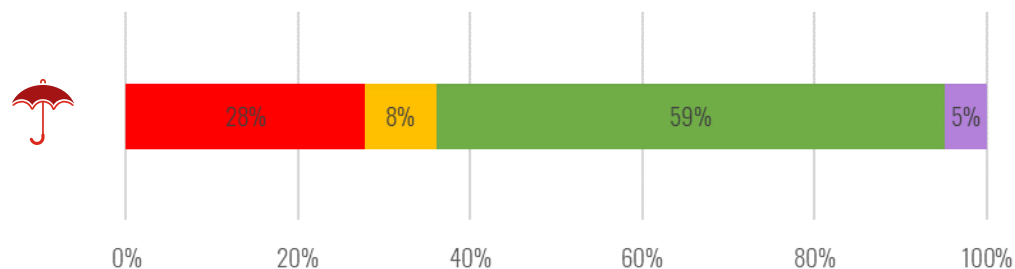
Goal 4: Safety Nets and Resilient Families (SNRF). Milestones by RAG status reporting, Year 2022.

25%	9%	59%	7%
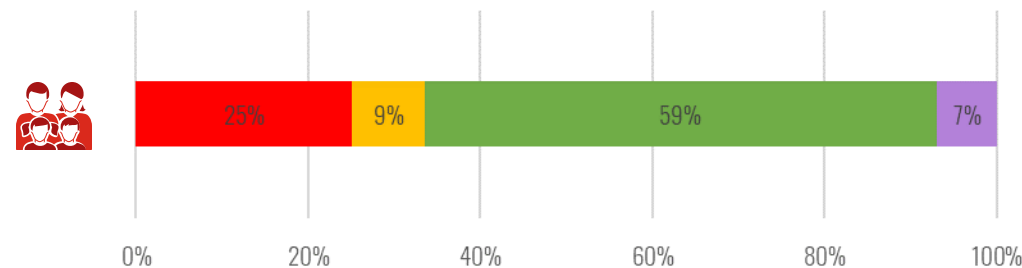
Note: This overview is based on 637 milestones distributed as followed: 129 milestones associated to Goal 1; 144 milestones associated to Goal 2; 144 milestones associated to Goal 3 and 128 milestones associated to Goal 4. The rest of the milestones (92) are associated to Child rights governance and cross-cutter tags.
Source: Country reporting from PMT app. Based on data extracted on 21.03.23

Note: 2022 milestone data does not yet aggregate from all countries we believe are contributing to global goals and milestones; our capabilities to monitor a more comprehensive global SCA/I representation are improving; the next update is due August 2023. Please see Annex for explanation of data captured, quality and confidence in 2022.

Global Enablers – Progress Overview

Detailed update toward each enabler is available at this link

● On track   ● Somewhat on track   ● Support needed

ADVOCATE, CAMPAIGN & MOBILISE ●

Status:
- Campaigning with children making good progress, particularly driven through Generation Hope and supporting children at COP27
- Operationalised our 5-point Brand plan to increase brand familiarity, awareness and trust, and align with one global voice

Proposed actions:
- Continue to strengthen our brand across diverse markets to support our impact vision and income growth
- Address country capacity gaps on A&C (esp in WCA/ESA)

DIGITAL & DATA ●

Status:
- Good progress on focus areas, including data collection tools, but not scaling digital solutions across the organisation yet. Currently cannot measure uptake of T4D in programming
- Evidence gaps are starting to be closed and some more focus now on outcomes - we need to get faster at this.
- We're starting to see more focus on anticipatory action, including through the AA++ team. Still early days.

Proposed actions:
- Identify scalable 3rd party solutions for selected digital prgms
- Work towards embedding R&E in the awards pipeline
- Continue work to encourage uptake of AA

SHIFT POWER ●

Status:
- Agreed long-term ambition for localisation, 'Local to Global for Impact', and kick-started priority workstreams.
- Accountability to children and communities doing well through projects and in mechanisms to influence senior leadership; however with very limited investment and capacity in this space, likely stagnate for coming year.

Proposed actions:
- Prioritise culture/ mindset shift needed to advance localization effort – noting realization of this enabler has significant implication across entire strategy implementation

AGILE & INCLUSIVE ORG ●

Status:
- 77 new senior TEs recruited and TE gap on target. Gaps in themes that are harder to fund (A&C, CRG). WCA challenges continue . Time to recruit high (3.5 months)
- ~90 humanitarian staff shifted to SCI to create a more agile workforce to deliver humanitarian response
- Mixed DEI performance. Good results on % females in leadership. Data gaps however in members, race

Proposed actions:
- Global Hiring feasibility to explore hiring across SCA
- Tailored interventions to attract TE + retention activities such as salary reviews

STRATEGIC PARTNERSHIPS ●

Status:
- Good work in 2022 to define what we mean and our approach to strategic partnerships to drive program impact, and to establish a baseline.
- Further work needed to fully setup and scope the enabler, and understand the local to global impact of strategic partnerships – and to drive 'amplification'

Proposed actions:
- Accelerate work to strengthen alignment and coordination across the movement
- Elevate existing strategic partnerships or secure new ones to drive amplified impact on Global Goals

GROW & OPTIMISE RESOURCES ●

Status:
- Total income target met for 2022. $2.7bn = +9% on 2021.
- Pvt. Sector (including through digital), institutional (also new raise) and corporate channels all up and exceeding targets.
- Country strategy moderate funding ambition exceeded
- Support cost ratios improved in 2022, but trend looks worrying for 2023

Proposed actions:
- Investment in regular giving to turn around the decline
- Focus on fewer, bigger better partnerships
- Better quality and visibility of funding/ award data
- Member CFOs to align on cost efficiency agenda

Global Enabler Milestones: 2022 progress vs 2024 targets

ADVOCATE, CAMPAIGN & MOBILISE

	Baseline	2024	2022	Trend
Changes to policies, systems & budgets	71	200	129	↑
% changes influenced by children	14%	50%	63%	↑
Children leading campaigns	1k	50k	5.2k	→
Supporters base (non-financial digital)	3.1m	10m +	4.5m	↑
Brand awareness, familiarity and trust (# members increasing)	3	18	9	↑

STRATEGIC PARTNERSHIPS

	Baseline	2024	2022	Trend
Partners rating positive relationship with SC	68%	80%	75%	↑
Strategic partnerships driving goals	12	tbc	12	

AGILE & INCLUSIVE ORG.

	Baseline	2024	2022	Trend
% countries >75% staff engagement score	71%	50%	72%	→
Countries with technical expertise to deliver their strategies	16%	75%	36%	↑
Gender diversity in leadership (% female leaders – median SCA/SCI)	66%	> 50%	65%	→
Gender pay gap (median gender pay gap UK staff SCI)[2]	11.7%	5%	tbc	→
%SCA doing equity pay gap assessment	tbc	tbc	42%	
Staff report feeling part of an inclusive org - % SCA median	75%	tbc	87%	↑
% SCA with more than 75% staff reporting feeling part of an inclusive org	75%	tbc	71%	→

DIGITAL & DATA

	Baseline	2024	2022	Trend
Programs using tech 4 development[1]	<10%	tbc	tbc	
Evidence gaps closed	0%	75%	5%	↑
Predictive analytics for anticipatory action[1]	tbc	tbc	tbc	
Individual giving through digital	<30%	50%	41%	↑

SHIFT POWER

	Baseline	2024	2022	Trend
Children's participation in external decision-making[1]	tbc	tbc	tbc	
Children advising internally (%countries)	25%	75%	25%	→
Projects enable participation (% projects)	67%	75%	83%	↑
Local partner needs-based capacity development (% respondents)	44	60%	44%	→
Flexible funding (% respondents)	28%	50%	40%	↑
Flexible funding to local/ national actors (% funding)	8.1%	tbc	8.1% (7.7% hum, 8.6% dev)	
Sub-awards to local/ national actors with ICR (%)	9%	tbc	9%	

GROW & OPTIMISE RESOURCES

	Baseline	2024	2022	Trend
Total income	2.4bn	3bn	2.7bn	↑
Support services & admin costs	13.3%	10.5%	11.8%	↑
Unrestricted going to programs & advoc	155mn 21%	250m 27%	177m 22.5%	↑
Program spend aligned with strategic goals	95%	95%	96%	→
Moderate ambition secured	100%	100%	100%	→

1. Some of the targets are still tbc as they are either new indicators or just established the baseline. Three indicators are still establishing their measurement methodology
2. 2023 gender pay gap reporting refers to 2022 period (tbc); ditto 2022 gender pay gap figures refer to 2021 period

Appendix:
Further detail on data used

Country strategy milestones target different child groups
*(*Based on raw data)*
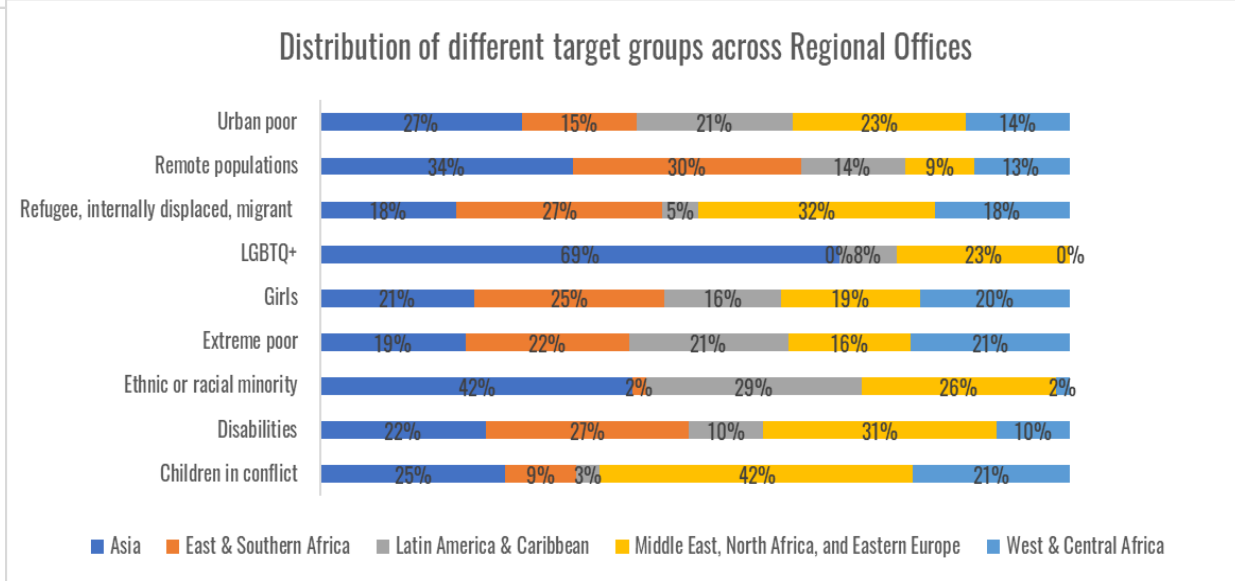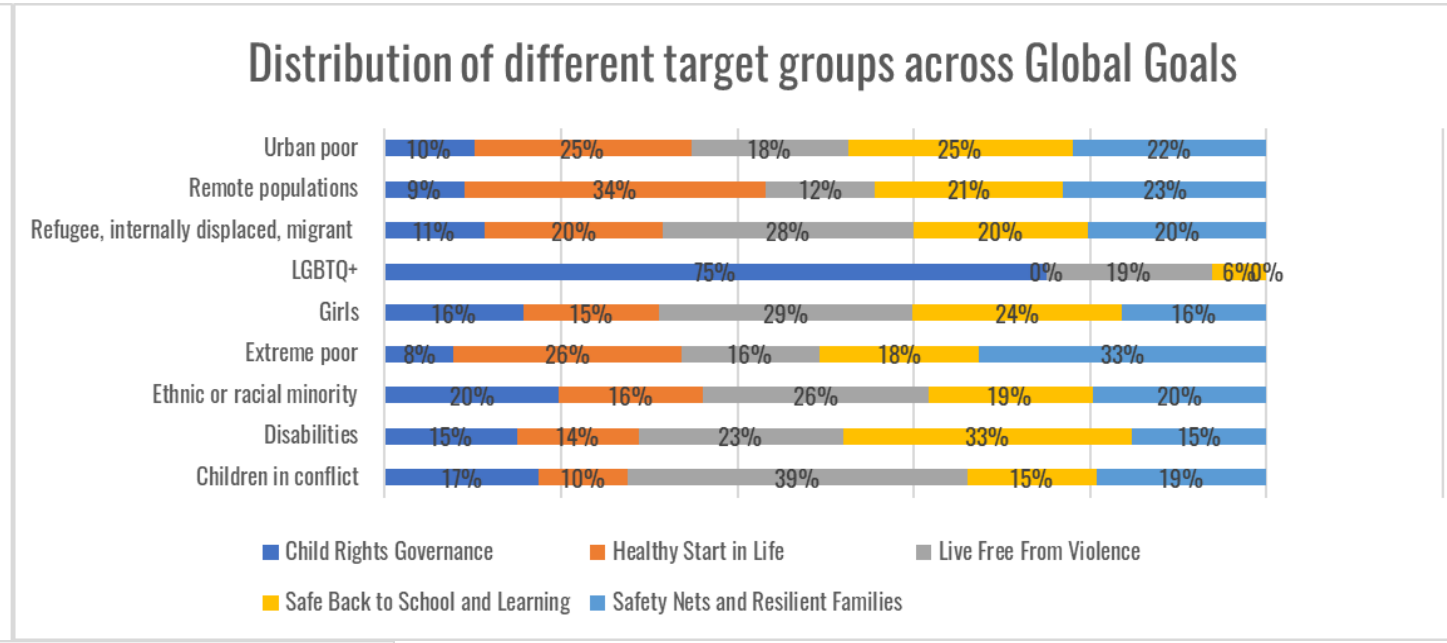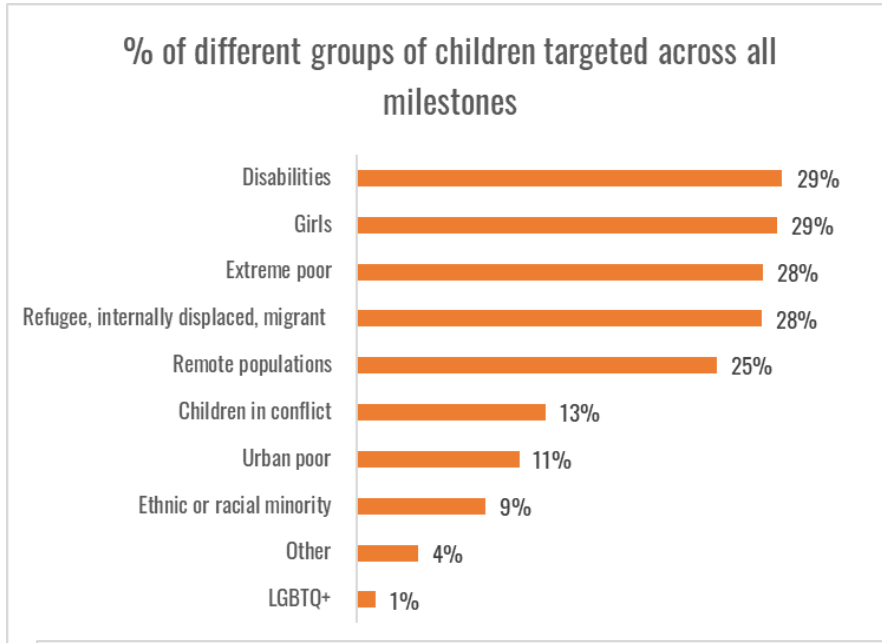
% of different groups of children targeted across all milestones

Group	%
Disabilities	29%
Girls	29%
Extreme poor	28%
Refugee, internally displaced, migrant	28%
Remote populations	25%
Children in conflict	13%
Urban poor	11%
Ethnic or racial minority	9%
Other	4%
LGBTQ+	1%

Distribution of different target groups across Global Goals

	Child Rights Governance	Healthy Start in Life	Live Free From Violence	Safe Back to School and Learning	Safety Nets and Resilient Families
Urban poor	10%	25%	18%	25%	22%
Remote populations	9%	34%	12%	21%	23%
Refugee, internally displaced, migrant	11%	20%	28%	20%	20%
LGBTQ+	75%	0%	19%	6%	0%
Girls	16%	15%	29%	24%	16%
Extreme poor	8%	26%	16%	18%	33%
Ethnic or racial minority	20%	16%	26%	19%	20%
Disabilities	15%	14%	23%	33%	15%
Children in conflict	17%	10%	39%	15%	19%

Legend: ■ Child Rights Governance ■ Healthy Start in Life ■ Live Free From Violence ■ Safe Back to School and Learning ■ Safety Nets and Resilient Families

Distribution of different target groups across Regional Offices

	Asia	East & Southern Africa	Latin America & Caribbean	Middle East, North Africa, and Eastern Europe	West & Central Africa
Urban poor	27%	15%	21%	23%	14%
Remote populations	34%	30%	14%	9%	13%
Refugee, internally displaced, migrant	18%	27%	5%	32%	18%
LGBTQ+	69%	0%	8%	23%	0%
Girls	21%	25%	16%	19%	20%
Extreme poor	19%	22%	21%	16%	21%
Ethnic or racial minority	42%	2%	29%	26%	2%
Disabilities	22%	27%	10%	31%	10%
Children in conflict	25%	9%	3%	42%	21%

Legend: ■ Asia ■ East & Southern Africa ■ Latin America & Caribbean ■ Middle East, North Africa, and Eastern Europe ■ West & Central Africa

For each of the milestone, groups of children most impacted by inequality & discrimination were identified as part of 2022-2024 strategy setting process. Above graphs show how various equity-seeking groups are represented in our work across regions and global goals.

- Almost 30% of milestones targeting urban poor are represented in Asia region;
- Remote population groups are mostly represented in milestones from Asia and ESA regions, with 34% targeted by the global goal of Healthy Start in Life;
- Refugees, internally displaced and migrants are mostly targeted in milestones from MENAEE and ESA regions, with more or less equal representation across global goals (though highest number of 28% through Live Free From Violence perspective);
- Number of milestones focusing on LGBTQI+ is quite low, mostly represented in Asia, through Child Rights Governance perspectives;
- Milestones targeting girls are mostly within Live Free from Violence global goal;
- Extreme poor are mostly targeted through milestones of Safety Nets global goal.
- Different ethnic and racial groups are mostly targeted in milestones from Asia and LAC regions;
- Children with disabilities are mostly targeted in milestones from MENAEE and ESA regions, with major focus from Safe Back to School global goal;
- Milestones targeting children in conflict are mostly represented in MENAEE region, with most focus from Live Free from Violence global goal.

Notes on data sources used for global goals

Global goal outcomes: Methodology notes

Source: Service delivery outcomes use Total Reach figures as a proxy measurement. Accountable institutions reporting use 'wins' reported through strategy reporting and assured updated from global/ regional PAC teams

2022 total reach reporting covers 97 countries across SCA

Directly reached - A person is reached directly when one of the following conditions is met:
· s/he has received one or more project/program inputs from Save the Children or its partner;
· s/he has participated in activities of Save the Children or its partner;
· s/he has accessed services provided by Save the Children or one of its partners;
· s/he has received inputs, activities or services from individuals/institutions to whom Save the Children or its partners have provided sustained support.2

Indirectly reached – A person is reached indirectly through communications, IEC, campaigning and/or awareness raising efforts or events conducted or supported by Save the Children or one of its implementing partners.

Total reach figures allocation to global outcomes:
<u>Essential Health Services proxy:</u> Direct + Indirect number of children and women reached of CH, MNRH and ASRH sub-themes from 2020 and applying same share of those themes (32%)
<u>Child Nutrition proxy:</u> Direct + Indirect number of children reached of Nutrition sub-theme from 2020 and applying same share of that themes (26%) to thematic indirect reach
<u>Access to Learning:</u> Total Reach Direct + Indirect Children for Education, baselined in 2020
<u>Wellbeing and Learning Outcomes:</u> Based on 80% on average of those supported with literacy boost progress their reading; use 80% of proxy for % accessing support who learn
<u>Child Protection Services:</u> Direct & Indirect number of children reached for Harmful Work, Appropriate Care, and CP Systems sub-themes: use average baseline for 2018-2020 due to 2020 anomaly in indirect reach
<u>Resilient Livelihoods incl. Cash and Voucher Assistance:</u> All Child Poverty direct reach

Global goal milestones: Data quality and scope

Source: Country reporting from PMT app - 2022 Strategic goals dataset. Data extracted on 21.03.23

Reporting captured 70 countries across SCA (out of 89 expected). Data included 637 milestones after removing inconsistencies and errors such as missing data

Dataset structure: Number of variables (columns): 79 | Number of values (rows): 1,251

Overall data quality:
Milestone data does not yet capture and aggregate data from all countries contributing to global goals and milestones and some targets need to be reviewed in time for the next report due August 2023.
- **Final milestone (total: 1,251):** Milestones with NULL/Blank entry (18) | Milestones with a text value (1,233)
- **Yearly Target 2022:** Milestones with target = NULL (252) | Milestones with target = 0 (106) | Milestones with target > 0 (875)
- **Total Achievement Q1-Q4 2022:** Milestones with actual = NULL (303) | Milestones with actual = 0 (141) | Milestones with actual > 0 (789)
- **Unit:** Milestones with unit = NULL/Blank (128) | Milestones with unit = numeric value (69) | Milestones with unit = text value (1036)
- **Global goal:** Milestone with global tag (960) | Milestone with global tag = NULL (273)
- **Global milestone:** Milestones without global milestone tag (710) | Milestones with global milestone tag (523)
- **Global dashboard tag:** Milestones with tag = Keep (503) | Milestones with tag = Not Keep/NULL (730)

Country reporting has been vetted through regional offices (for SC-COs only), and with targeted reviews from global goal teams (including PAC and RMCE).

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Updates to global strategy indicators and targets since last report

	Updated indicator/ target	Previous indicator/ target	Reason for change
Healthy Start in Life	Essential health services: Annually, by 2024, at least 65M children and women have increased vaccination coverage, skilled birth attendance, use of modern contraceptive methods; focus on closing equity gaps	Essential health services: Annually, by 2024, at least 130M children and women have increased vaccination coverage, skilled birth attendance, use of modern contraceptive methods; focus on closing equity gaps	Refined calculation of baseline and target to capture focus group of children and women only (from all people previously)
Healthy Start in Life	Child nutrition: Annually, by 2024, at least 70M children in 50+ countries receive support to prevent and treat under nutrition	Child nutrition: Annually, by 2024, at least 105M children in 50+ countries receive support to prevent and treat under nutrition	Refined calculation of baseline and target to capture focus group of children only (from all people previously)
Shift Power	Increased opportunities for children and local actors that SC enabled to participate in external decision making proceedings+	New indicator	Indicator added to track participation in external decision making
Agile & Inclusive Organisation	%SCA undertaking equity pay gap assessment	New indicator	Not all entities are undertaking pay gap assessments. Rationale here is to start tracking how many are, with the aim to increase.
Agile & Inclusive Organisation	%SCI staff reporting feeling part of an inclusive organisation Median of SCA (members + SCI) with % staff reporting feeling part of an inclusive organisation % of SCA (members plus SCI) at or exceeding 75% benchmark	%Staff report feeling part of an inclusive organisation	Disaggregating the indicator to show a more detailed SCA wide picture
Grow & Optimise Resource	Proposed dropping indicator	Increase unrestricted funding going to strategic goals via pooled funds	Only humanitarian fund as of now. Other metric already there on UR to programmes

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