

2022 - 2024 STRATEGY

WITH CHILDREN, FOR CHILDREN



WELCOME TO OUR 2022 – 2024 STRATEGY: WITH CHILDREN, FOR CHILDREN

In 2016, the global Save the Children movement committed to realizing three 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.

The world has changed – and so will we.

All of our efforts in the years since have been aligned with these long-term achievements. We've made meaningful progress, particularly in specific regions – but it's not enough.

COVID-19, climate change and conflict have made the world an increasingly dangerous place for children – and ways of working that might've been impactful just a few years ago can no longer compete with the threats posed by today's global environment.





CHANGING HOW WE WORK

Our 2022 - 2024 Strategy is about **changing how we work with children, others and each other** to see a **greater and deeper impact**. It responds to the ever-evolving circumstances children face today, and endeavors to shape an agency better prepared to address those challenges.

A transformative approach

We've defined the change we want to see for children – our goals.

We've discerned how WE will change to realize those goals– our enablers.

We've developed measurable targets to help us understand when we're reaching those outcomes or falling short.

We've established cross-cutting initiatives that will fuel our progress:

- Mitigating the impact of climate change
- Addressing urgent, increasing needs in food security and nutrition
- Learning what works at scale by advancing research-based evidence
- Integrating a gender equality and social justice lens into all of our programs

A NEW GLOBAL AMBITION

Save the Children's global movement is centered around four key program goals:

HEALTHY START IN LIFE

SAFE BACK TO SCHOOL AND EDUCATION

SAFETY NETS AND RESILIENT FAMILIES

PROTECTION IN CRISIS

The range of enablers that will make these goals possible varies across member agencies – but at Save the Children US, one is so central to our work that we're approaching it as an outcome in its own right: **Shift Power to Children and Communities.**





HEALTHY START IN LIFE

Over the past decades, we've made significant progress in reducing child mortality and improving child health.

But 5.2 million children under five still die each year – 2.4 million in the first few weeks of life – and nearly 300,000 women still die each year due to complications in childbirth.

Most of these deaths are preventable – but inequity gets in the way.

Inequitable access to quality, life-saving care poses substantial threats to child, maternal and adolescent health and survival. Half of the world's population lacks access to basic health services – often because of the place, race, gender, ethnicity or economic circumstances they were born into.

In today's world, urgent is even more urgent.

These inequities have been exacerbated by COVID-19, undermining years of progress and negatively affecting children and communities in the world's hardest-to-reach places.

Climate change, too, continues to have a huge impact on the health and survival of children and their families – and kids in many low- and middle-income countries will continue to bear the worst consequences of climate change.

HEALTHY START IN LIFE

GLOBAL GOALS WITH LOCAL IMPACT

The world is changing at an incredible pace, creating unprecedented challenges for children. To keep up, we're setting even more ambitious global health goals.

By 2024, Save the Children US will:

- Increase vaccination coverage in 15 countries.
- Improve quality of programming and action on health equity in at least 10 countries.
- Ensure 15 million children, adolescents and mothers across 15 countries receive support to prevent and treat malnutrition.
- Expand comprehensive reproductive, maternal, newborn, child and adolescent health programming in 15 countries.
- Improve data for timely decision-making and programming to help close equity gaps in 15 countries.
- Roll out large-scale, culturally appropriate social and behavior change initiatives to produce better health and nutrition outcomes.
- Increase engagement with local partners.
- Advance policies to scale up efforts and increase funding for maternal, newborn and child health and nutrition.
- Provide meals to 100,000 children across rural America.



NEW INITIATIVES FOR CHANGE

Scale up malnutrition programming – especially for adolescent girls and women

- Complete a landscape analysis and position paper that articulates Save the Children's unique niche and identifies gaps in current programming.
- Provide guidance on integrating adolescent nutrition into ongoing nutrition, adolescent, livelihoods and education programming.
- Conduct Implementation Research in at least one country to understand the determinants and drivers of adolescent nutrition.
- Pilot an adolescent-centered approach to planning, designing and implementing new programming and publish our findings.
- Launch a Rural Child Hunger Research and Innovation Lab to identify, test and scale innovative solutions to child hunger in rural America.

Reduce equity gaps by prioritizing children and communities

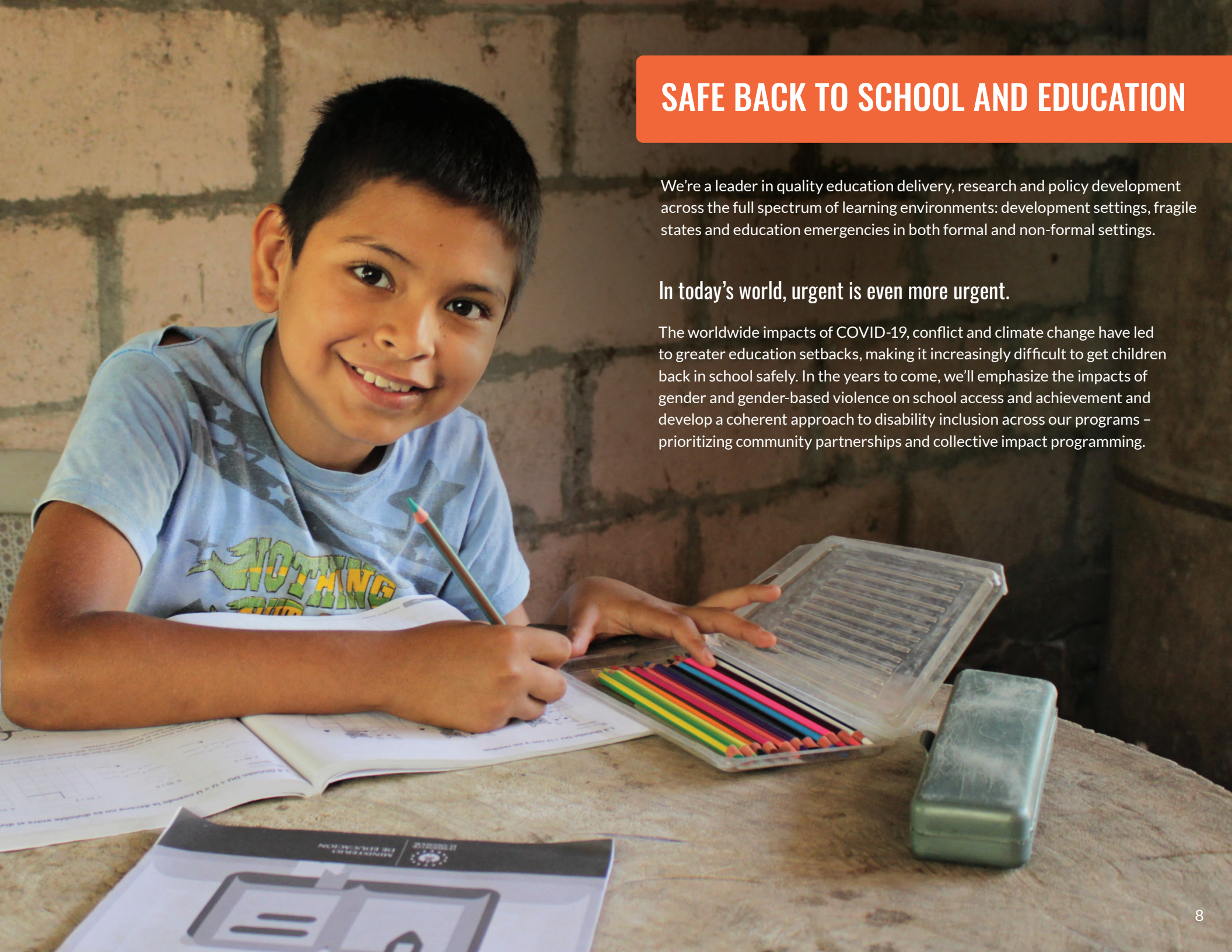
- Review the existing landscape of health equity tools and resources.
- Develop guidance on key health equity resources and tools for existing programs and proposal development.
- Adapt and develop resources and tools that enable the implementation, monitoring, tracking and evaluation of equity within SCUS health programs.
- Present and publish findings in international journals and forums.
- Provide funds to underserved communities in rural America to support the expansion of health programs.

Mitigate the impact of the climate crisis on children and health systems

- Finalize our Climate and Health strategy, identifying key pathways and priority actions.
- Build priority actions into programming in several countries.
- Begin implementing at least one Green Climate Fund grant focusing on climate and health.
- Present and publish approaches and results in external forums.

Mitigate the impact of COVID-19 on children and health systems

- Complete, disseminate and update the COVID-19 Vaccine Information and Response Platform.
- Document and disseminate successes of responding to COVID-19 within existing programs.
- Publish findings regarding risk communication and community engagement approaches to address COVID-19 vaccine hesitancy.



SAFE BACK TO SCHOOL AND EDUCATION

We're a leader in quality education delivery, research and policy development across the full spectrum of learning environments: development settings, fragile states and education emergencies in both formal and non-formal settings.

In today's world, urgent is even more urgent.

The worldwide impacts of COVID-19, conflict and climate change have led to greater education setbacks, making it increasingly difficult to get children back in school safely. In the years to come, we'll emphasize the impacts of gender and gender-based violence on school access and achievement and develop a coherent approach to disability inclusion across our programs – prioritizing community partnerships and collective impact programming.

SAFE BACK TO SCHOOL AND EDUCATION

GLOBAL GOALS WITH LOCAL IMPACT

The world is changing at an incredible pace, creating unprecedented challenges for children. To keep up, we're setting even more ambitious global education goals.

By 2024, Save the Children US will:

- Secure 20 policy changes to support children's right to education – including early education – in the U.S. and foreign policy.
- Focus on closing equity gaps, ensuring 30 million children globally and 107,000 children in the U.S. have consistent access to safe, inclusive and quality learning and child care environments.
- Accelerate the education outcomes of 30 million children globally and 23,000 children in the U.S., bridging learning gaps to age and grade-appropriate levels.
- Develop 12 thought leadership products that advance understanding of the importance of home-school connections to learning, supporting 9,000 children in the U.S.



NEW INITIATIVES FOR CHANGE

Scale approaches to transition children back to learning

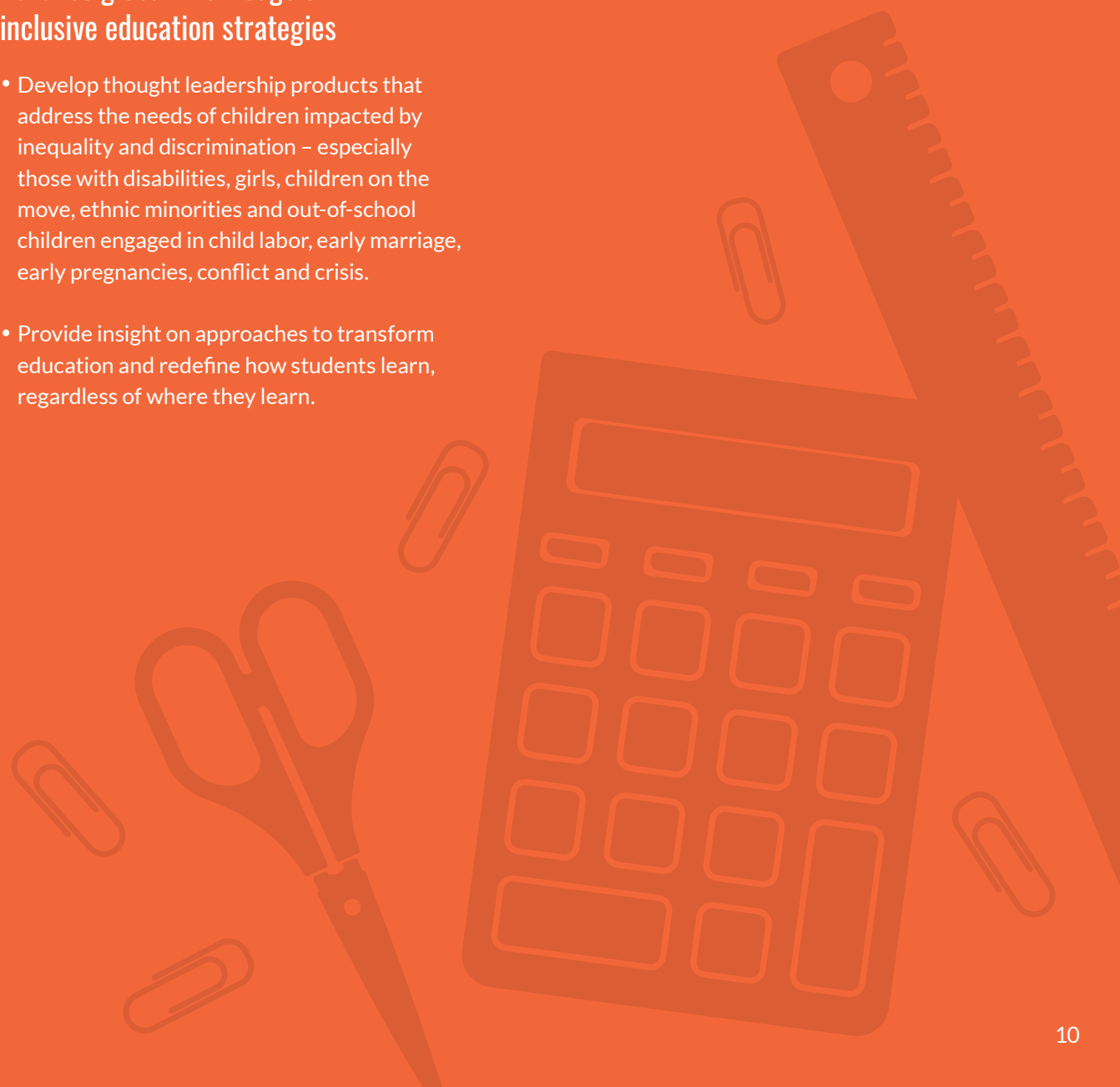
- Accelerate school readiness activities for children who've missed out on early childhood learning.
- Expand catch-up clubs for children in upper primary grades who struggle with foundational skills in reading and math.
- Expand Return to Learning activities for children in crisis.

Reinforce Home-School Connections

- Pilot approaches that improve home-based learning environments and hybrid learning models.
- Recognize and respond to children's differing abilities.
- Recognize and respond to disparities across families regarding resources, caregiver capacity and environment, including fragile contexts.

Advance global knowledge on inclusive education strategies

- Develop thought leadership products that address the needs of children impacted by inequality and discrimination – especially those with disabilities, girls, children on the move, ethnic minorities and out-of-school children engaged in child labor, early marriage, early pregnancies, conflict and crisis.
- Provide insight on approaches to transform education and redefine how students learn, regardless of where they learn.





SAFETY NETS AND RESILIENT FAMILIES

Millions of families across the globe live just one crisis away from hunger, homelessness and other threats to a healthy childhood.

In today's world, urgent is even more urgent.

- Failing agricultural production and rising food prices threaten to push millions of families from subsistence into poverty, which could have lifelong impacts on the health, nutrition, education and welfare of their children.
- According to the UN's Food and Agriculture Organization, up to 811 million people lived in hunger in 2021 – a crisis that worsened when the conflict in Ukraine cut agricultural production in Ukraine and Russia from the global food supply.
- The Horn of Africa has suffered five years of below-average rains, causing the average cost of a food basket in East Africa to increase by 23% in just one year – a staggering challenge for families that already spend 50% or more of their income on food.
- More than 283 million people across 80 countries are at high risk of acute food insecurity.

We need systems that protect children and families.

The lack of community or government safety nets and livelihood options exacerbates the challenges that vulnerable households face. Without access to resources, training and networks to forge sustainable futures, women and youth suffer economic and climate shocks disproportionately.

SAFETY NETS AND RESILIENT FAMILIES

GLOBAL GOALS WITH LOCAL IMPACT

The world is changing at an incredible pace, creating unprecedented challenges for children. To keep up, we're setting even more ambitious global safety goals.

By 2024, Save the Children US will:

- Undertake 15 policy changes by multilaterals, U.S. government entities or officials at the national, state and local levels that increase access to social safety net programs and build resilience to global and domestic shocks.
- Provide \$150 million in cash voucher assistance to 2.5 million children and their families each year.
- Support 2,700 children on the move in the U.S. with cash assistance.
- Help 2 million children and their families build stronger, more resilient livelihoods – especially those affected by climate change.



NEW INITIATIVES FOR CHANGE

Heighten focus on CASH-plus transfer programs

- Conduct robust research on cash voucher assistance and CASH-plus programming, using data to strengthen programming and advocacy.
- Identify new private sector partners and approaches – cash for food security, technology for cash delivery – that lead to innovative and impactful programming.

Embark on a climate crisis initiative

- Bring a climate lens into existing work with food security and livelihoods, particularly at the community level.
- Strengthen our leadership position in our work with the Green Climate Fund.
- Include staff from the Policy, Advocacy & Campaigns and Marketing, Communications & Fundraising teams to build on the work of a planned consultant looking into climate advocacy.

Contribute to resilient livelihoods in policy and practice

- Expand community-driven development programming, providing resources to help millions of families establish climate-resilient livelihoods.
- Develop evidence, learning and technical guidance on sustainable approaches to increase income and food security in vulnerable communities.
- Expand and develop impact-driven, multi-stakeholder partnerships with private and public sectors to address the root causes of child labor within smallholder agricultural value chain communities.





PROTECT CHILDREN IN CRISIS

Save the Children US believes all children deserve to live free from violence. We've made a commitment to deepen our global work in preventing and responding to gender-based violence, with a focus on humanitarian settings.

In today's world, urgent is even more urgent.

Gender-based violence was at unprecedented levels before the outbreak of COVID-19. Today:

- 1 billion children experience physical, sexual or emotional violence or neglect each year.
- 9 in 10 victims of sexual violence are girls.
- 12 million girls marry before their 18th birthday each year.
- 1 in 3 women and girls will experience sexual or physical violence in their lifetime.

PROTECT CHILDREN IN CRISIS

GLOBAL GOALS WITH LOCAL IMPACT

We're driving girls-focused advocacy in the U.S. and around the world, bringing a critical child lens to gender-based violence policy and practice.

By 2024, Save the Children US will:

- Contribute to 24 changes to U.S. policies, laws and systems to prevent, mitigate and respond to gender-based violence risks experienced by children living in crisis – including a 15% overall increase in funding.
- Help 5 countries initiate research, partnership and programming to prevent and address child, early and forced marriages and unions.
- Build a portfolio of U.S. government-funded programs that focus on preventing and responding to gender-based violence.



NEW INITIATIVES FOR CHANGE

Establish transformative program models to address early child marriage

- Address gender-based violence in crisis settings by collaborating with 3-5 country offices who prioritize gender equality.
- Design and test comprehensive program models that deliver gender-based violence prevention and response outcomes.
- Scale new approaches across the global Save the Children movement.

Strengthen global and local partnerships

- Establish collaborative global and local partnerships that advance gender-based violence service implementation, research, technology, funding, advocacy and communication.
- Shift power to catalyze our localization approach and bring resources to children and families in crisis.

Expand U.S.-government policies to prevent, mitigate and respond to gender-based violence

- Improve coordinated gender and age-responsive services across agencies and sectors.
- Hold duty-bearers accountable for children's rights.
- Increase resources and change how they're prioritized, allocated and reported on.

Focus on technology-based prevention and response

- Develop accessible gender and age-appropriate services to respond to children at risk of technology-facilitated gender-based violence.
- Build public and private sector partnerships to develop or scale innovative strategies and tools.
- Produce thought leadership activities that establish Save the Children as a leader preventing technology-facilitated violence against children.
- Increase advocacy and communications to protect the rights of children using digital tools.





SHIFTING POWER TO CHILDREN AND COMMUNITIES

Children and youth across the globe want to help secure their own futures. To realize our goals, we need to follow their lead and ensure their voices are heard – shifting power to the communities where we work.

Simply put, this transfer of power – giving agency to those most affected by our work – is the right thing to do.

It's time to offer children a seat at the table.

The Save the Children global movement has long fostered community-led development. Our advocacy arms – Save the Children Action Network and the Policy, Advocacy & Campaigns division – encourage child participation in advocacy boards, and our marketing and communications strategy elevates children's voices through storytelling.

Going forward, we'll be an even stronger ally to children by transferring larger portions of our budget to local actors – elevating their role in developing programs and driving sustainable impact in their own communities.

BY 2024, SAVE THE CHILDREN US COMMITS TO:

Improving our capacity to listen, build, trust and partner with local and children's organizations

- Improve Save the Children US and country office readiness to engage U.S. donors in securing quality flexible funding for local actors, with an initial focus on Nigeria, Niger, Cote D'Ivoire, Mali, Nepal, Ethiopia, Kenya, Colombia, Guatemala, Bangladesh and Malawi.
- Improve domestic programming in collective impact rural communities by building the capacity of local partners to raise and manage funds from institutional donors.

Amplifying the voices of children and local partners as agents of change

- Establish a Save the Children US Youth Advisory Council to ensure children and young people are informing our overall strategy.
- Give children and local partners a seat at the table with policymakers.
- Lead efforts to amplify the voices of children and youth-led social movements, ethically using storytelling with impact.

Making our data, approaches and evidence available for the public good

- Adopt and be accountable to the **Network for Empowered Aid Response (NEAR)** framework of localization and shifting power, with a future value proposition of having a unique focus on child- and youth-led organizations.
- Lead on child-focused, community-led research and capacity transfer to guide the movement and wider industry on established best practices.



MORE ENABLERS TO CHANGE

While Shifting Power to Children and Communities is an integral aspect of achieving our 2022-2024 Goals, there are several other additional operational shifts and advances that will play key roles in the realization of our strategy.

Advocate, Campaign and Mobilize

- 3 million supporters by 2025.
- Strengthen supporter experience.
- Leverage our movements for policy change.

Grow and Optimize Resources

- \$1.1 billion in total revenue by 2024.
- Bigger and better awards, commitments and partnerships.
- New funding streams.

Agile, Effective and Inclusive Organization

- 9% reduction in support service and administrative cost ratio.
- Greater diversity, equity and inclusion in all roles.
- Business process simplicity and efficiency.

Digital and Data

- Utilize “Movement of Millions” technology and data to increase supporters and engagement.
- Use impact technology, data increases and program evidence to strengthen storytelling.
- Optimize operations technology and data to drive staff productivity and reach more children with life-changing resources.



The world grows tougher for children day by day.
Our work is underway. Join us.



Save the Children.

Save the Children believes every child deserves a future. Since our founding over 100 years ago, we've changed the lives of over 1 billion children. In the United States and around the world, we give children a healthy start in life, the opportunity to learn and protection from harm. We do whatever it takes for children – every day and in times of crisis – transforming their lives and the future we share.

501 Kings Highway East
Suite 400
Fairfield, CT 06825

899 North Capitol Street, NE
Suite 900
Washington, DC 20002

savethechildren.org
1-800 Save the Children



Photos: Save the Children