



Save the Children

**SAVE THE CHILDREN FINLAND  
INTERNATIONAL PROGRAMME**

**ANNUAL REPORT 2017**

## INTERNATIONAL PROGRAMME ANNUAL REPORT 2017

Save the Children Finland

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This report serves as the 2017 annual report to the Ministry for Foreign Affairs of Finland under programme based support. The views expressed in this publication do not necessarily reflect the views of the ministry.

**Cover photo:** Thirteen year old Judi (name changed to protect identity) from Syria is a beneficiary of Save the Children Finland's child protection project implemented in Duhok, Iraq. Judi received psychosocial support and took part in various youth led activities on child protection and social cohesion. Photo Credit: Noelle Ibarra/Save the Children

# ABBREVIATIONS

AMS	Award Management System
AQIM	al-Qaeda in the Islamic Maghreb
CEF	Child Endowment Fund
CFWA	Community Family Welfare Association
CO	Country Office
CP	child protection
CRG	Child Rights Governance
CSO	civil society organisation
CSSP	child sensitive social protection
CWISH	Children and Women in Social Service and Human Rights
DEVCO	The European Commission's Directorate-General for International cooperation and Development
DRR	disaster risk reduction
ECCD	early childhood care and development
ECHO	European Civil Protection and Humanitarian Aid Operations
GEM	Gender Equality Marker
IDP	internally displaced person
ILO	International Labour Organization
KG	kindergarten
KPIs	key performance indicators
MEAL	monitoring, evaluation, accountability and learning
MFA	Ministry of Foreign Affairs (Finland)
NEAR	Neighbourhood and Enlargement Negotiations
NGO	non-governmental organisation
QB	quality benchmark
SAM	severe acute malnutrition
SP	social protection
UNCRC	United Nations Convention on the Rights of the Child
UNICEF	United Nations International Children's Emergency Fund
USAID	United States Agency for International Development
WASH	Water, Sanitation and Hygiene

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# Foreword

In 2017, Save the Children Finland worked in 14 countries in Africa, Asia, Middle East and Eastern Europe. We directly reached a total of 68 000 girls, 57 000 boys and 95 000 adults through our projects. Despite 2017 being the first year of a five-year programme, we were able to accelerate the slow start of the projects at the beginning of the year and reach a substantial number of children by the end of the year.

Our expenditure totalled eight million euros, and was funded by institutional donors, corporates and private donors. During the year, we were able to decrease our funding dependency on the Ministry for Foreign Affairs of Finland and widen the funding base to other significant donors. Although the amount received, for example, from UNICEF in 2017 was still fairly small, we see the signing of the first programme co-operation agreement with UNICEF in Burkina Faso in June 2017 as a great success.

The volatile operating environment created some challenges by slowing down implementation and prohibiting monitoring visits. The deteriorating security situation affected projects in Somalia and, to some extent, in Burkina Faso. Travel to northern Iraq was also not possible due to the closure of Erbil airport for international flights in July 2017.

Save the Children Finland supported the achievement of Save the Children breakthroughs<sup>1</sup> in 2017 by putting a strong emphasis on the child sensitivity of social protection and cash transfer programming. The newly designed child sensitivity sessions were tested in the Philippines, India and Nepal in conjunction with government social assistance programmes. In a humanitarian context, we continued piloting cash transfers linked to child protection case management and positive discipline training. The child sensitive social protection and cash transfer projects in Somalia made deliberate efforts to sensitise parents and caregivers regarding investing the cash transfers received in order to improve nutrition and childcare. Over 1000 households in Iraq and Somalia benefited

from the pilot. Overall, in 2017 we saw a major shift in the transfer modality whereby Save the Children relied more heavily on mobile cash transfers compared to food vouchers in order to gain operational efficiency.

We were also strongly engaged in strengthening the capacity of child protection service providers in Somaliland and Burkina Faso. Collaboration between service providers providing basic services has also improved in our project areas due to the strengthening of coordination structures, supporting the establishment of referral pathways and joint capacity-building trainings. In addition, some improvements have been made in the way families support their children and work together with social workers to gain more ownership of resolving their children's issues.

In child rights governance our main efforts went into working with companies on child rights and business – we were able to initiate training co-operation with four new corporates. In addition, we organised one joint training in Kenya with the Finnish Embassy on child rights and business.

A great recognition of our efforts to enhance accountability and transparency was the result of the trust barometer of Tekri Ltd, published in May 2017, which revealed that the general population considers Save the Children to be the third most trustworthy organisation in Finland. Of all the civil society and aid organisations, Save the Children was ranked the highest.



**Anne Haaranen**

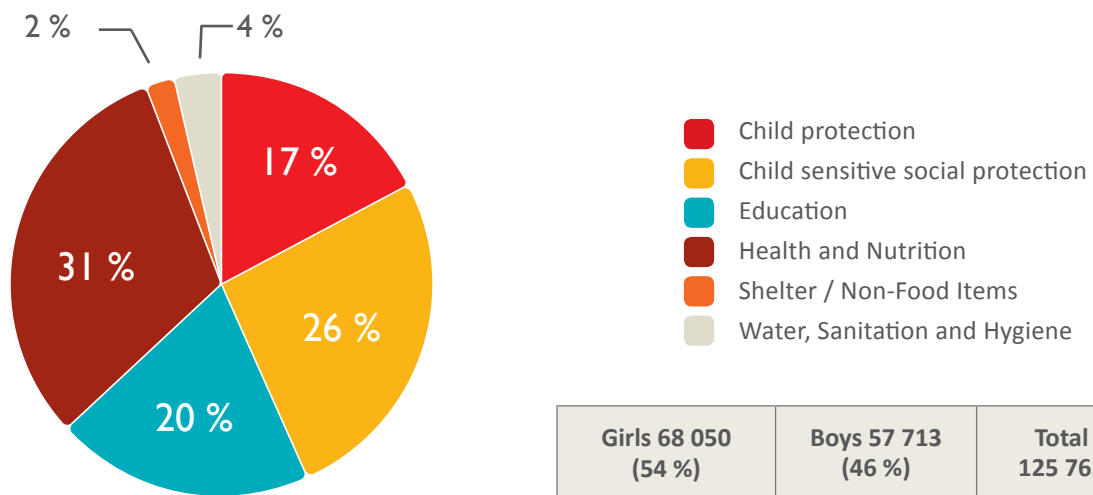
Director, International Programme  
Save the Children Finland

1. These are as follows: no child dies from preventable causes before his or her fifth birthday; all children learn from a quality basic education; and violence against children is no longer tolerated

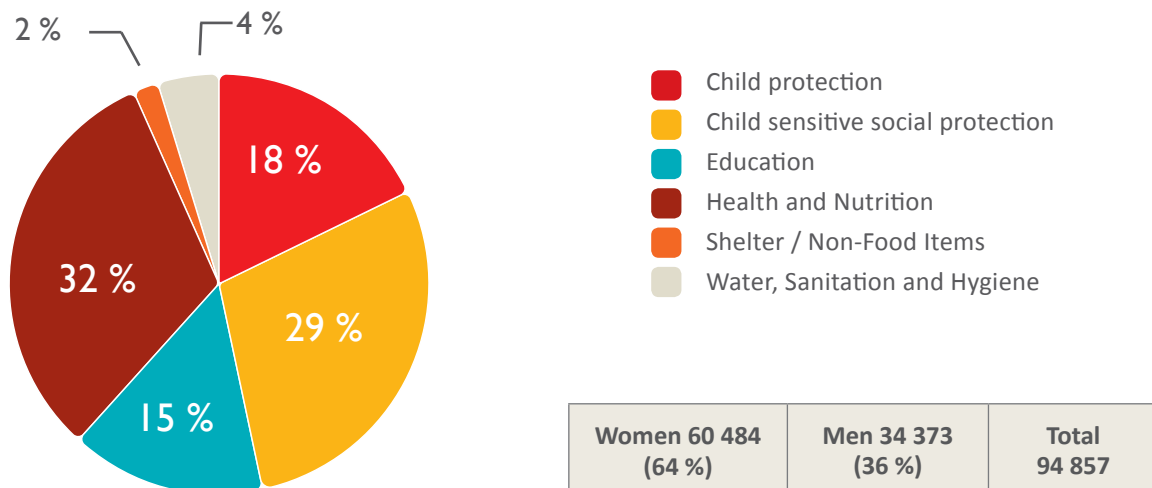
# 1. Introduction

This is the 2017 annual report of Save the Children Finland International Programme. Through 24 projects, we directly reached 68 000 girls, 57 000 boys and 95 000 adults. The projects were implemented in 14 countries in Africa, Asia, Middle East and Eastern Europe (India, Nepal, Bangladesh, Indonesia, the Philippines, Myanmar, Somaliland/ Somalia, Sudan, Zambia, Burkina Faso, Ivory Coast, Iraq, Syria and the Russian Federation).

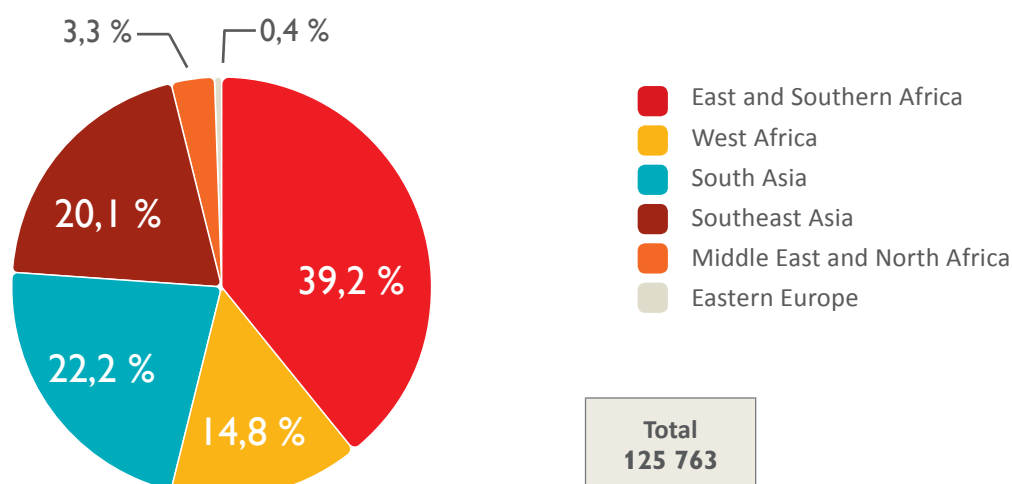
**Directly reached children in the Save the Children Finland programme in 2017**



**Directly reached adults in the Save the Children Finland programme in 2017**



## Directly reached children by the Save the Children Finland programme per geographical area

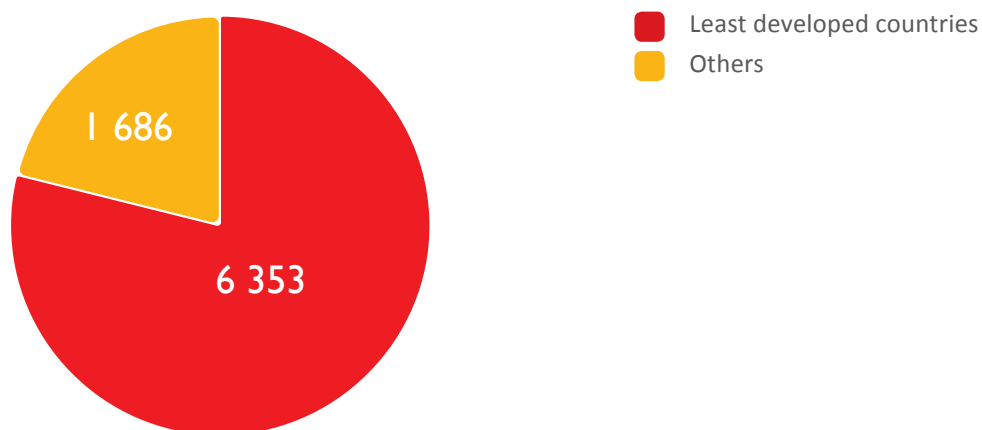


The total volume of international programme operations in 2017 was eight million euros, which consisted of funding from the Finnish Ministry of Foreign Affairs (MFA) (50 %), International Cooperation and Development (DEVCO) and European Civil Protection and Humanitarian Aid Operations (ECHO) (19 %), UNICEF (1 %), and funding from corporates and private donors (30 %).

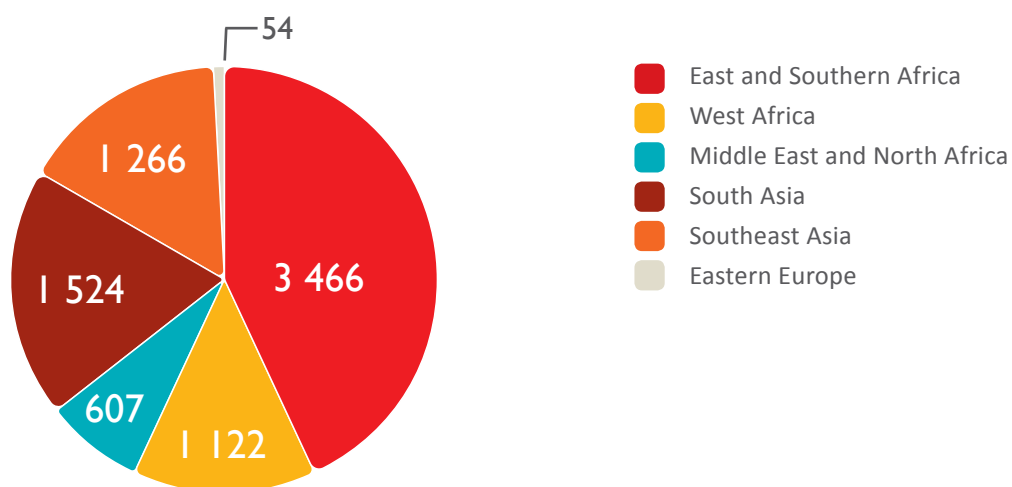


Through our work, and our work with partners, we directly reached over 125 000 children that are the most deprived, marginalized and excluded children due to poverty, geography, gender, ethnicity or disability. Photo: Save the Children

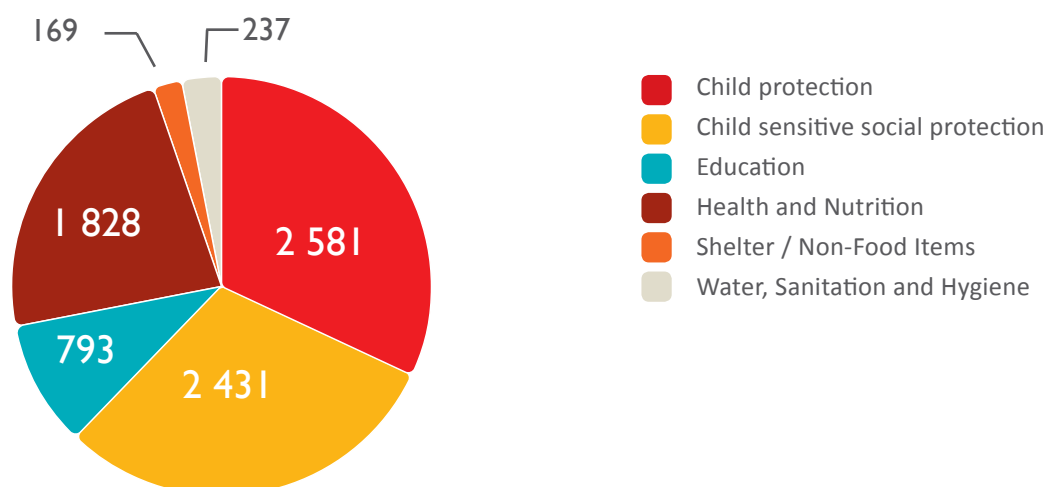
### Expenditures per development status of programme countries (thousand euros)



### Expenditures per geographical region (thousand euros)

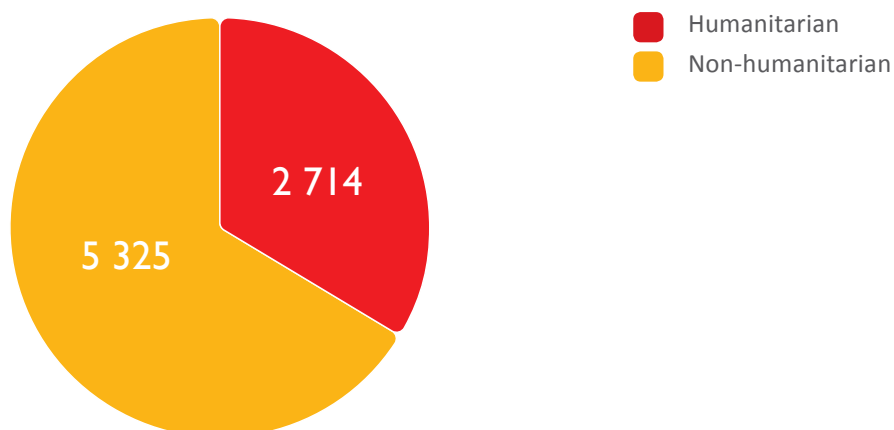


### Expenditures per programme theme (thousand euros)





## Expenditures per sector (thousand euros)













Save the Children Finland is a member organisation of Save the Children International, the world's leading independent organisation for children, which works in around 120 countries. Save the Children's global movement is delivered by 28 member organisations and Save the Children country, regional and advocacy offices.

In 2017, Save the Children reached over 49 million children directly<sup>2</sup> through our work and our partners' work. The total value of Save the Children's responses was approximately 988 million euros, out of which Save the Children Finland's share was 8 million euros. The value of Save the Children's total humanitarian response was around 145 million euros, out of which Save the Children Finland's share was 2.7 million euros. In 2017, Save the Children responded to 121 categorised emergencies in 61 countries, reaching 14.4 million beneficiaries out of whom 8.5 million were children. We directly reached more than 30 million adults across all of our development, humanitarian and campaign work and indirectly reached more than 105 million children<sup>3</sup>.

2. We define 'direct reach' by counting individuals that receive direct support, participate in activities or access services provided by Save the Children or our partners
3. A child is reached indirectly through information, education and communication activities related to programmes in the countries and communities where we work

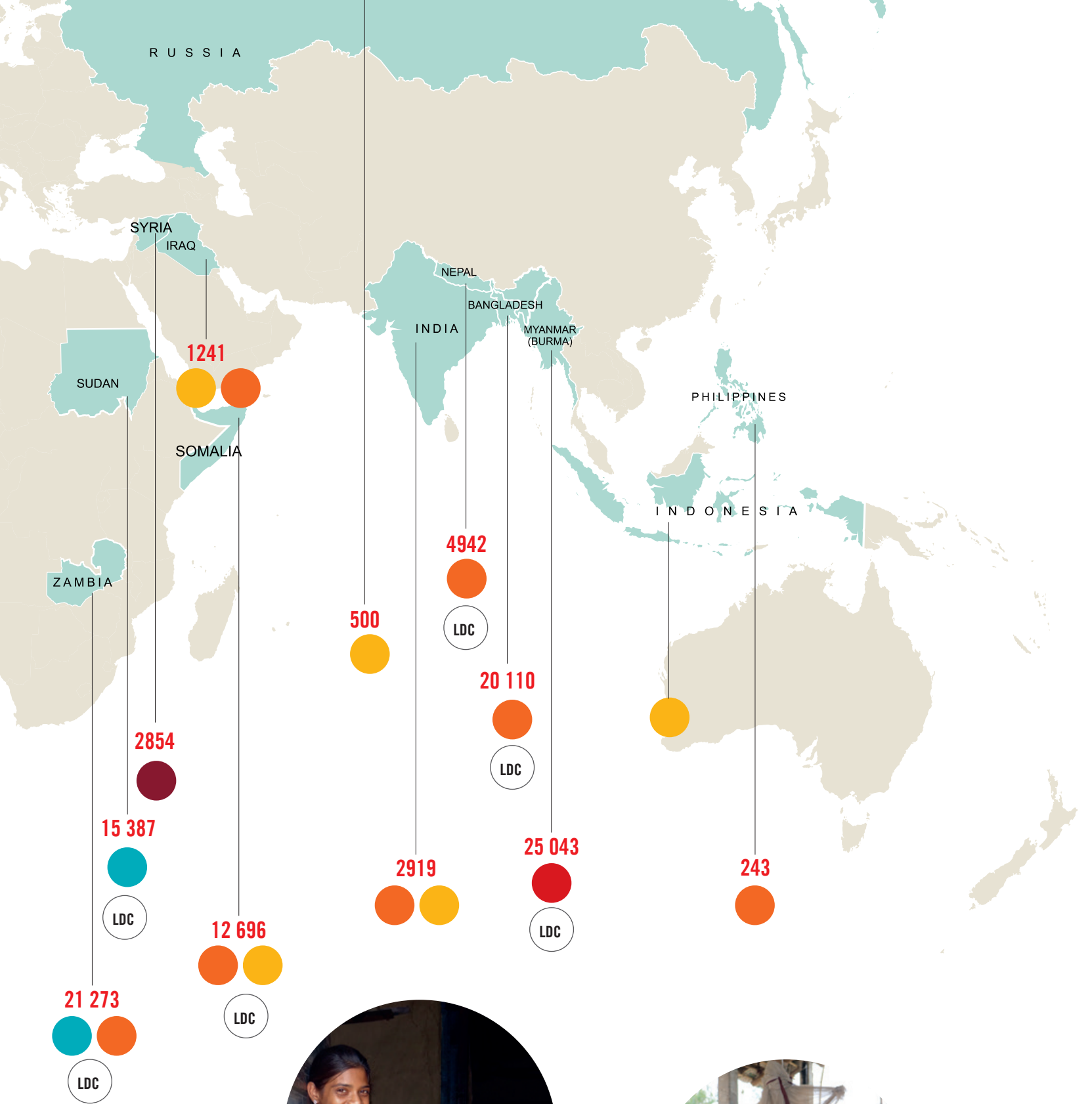
# SAVE THE CHILDREN FINLAND PROGRAMME COUNTRIES IN 2017

-   Child sensitive social protection
-   Child protection
-   Health and Nutrition
-   Education
-   Shelter, Non-Food Items
-  Least Developed Country



18 555





## 2. A complex working environment

Even though in recent decades the world has made unprecedented progress for children, hazards are increasing and, due to increasing vulnerability, a greater number of them become disasters. In the last ten years, 1.5 billion people were affected by disasters and 700 000 people lost their lives, with children, women and the poorest being disproportionately affected.

### 2.1. WEST AFRICA

West Africa has experienced major humanitarian crises since the end of the 1980s, due to multiple conflicts in countries such as Ivory Coast, Liberia, Sierra Leone and Guinea. These insecurities led to vast displacements of refugees, which further weakened the region that already had low levels of development. Today the region is relatively stable and experiencing steady economic growth; however, it remains prone to shocks such as epidemics, droughts and floods.

In particular, the impoverished Sahel region of West Africa (Mauritania, Mali, Niger, Nigeria, Burkina Faso, Senegal and Chad) is likely to see an increase in humanitarian needs due to several complex and interconnected issues, ranging from food insecurity to political instability. Around nine million people in Sahel were in need of emergency food assistance in 2017, and 3.5 million children under the age of five were in need of nutritional treatment. According to UNICEF, approximately 30 % of the children who died from malnutrition in Africa in 2017 were in the Sahel region. The roots of this lie in structural causes, including weak health systems, poor water and sanitation conditions, and inadequate infant care practices. Designing policies, programmes and projects that support the resilience and adaptive capacity of individuals, communities and governments, and in so doing reduce the risk of climate-related conflicts, is the only way to ensure continued progress toward peace, stability and development across the Sahel. In addition to the harsh climate and weak government structures, the rise in terrorism and violent extremism in the Sahel and Sahara in recent years is causing destruction and instability in many of the regions' countries, resulting in a growing number of terrorist attacks and forced displacement. Currently the region hosts over one million refugees, 2.4 million internally displaced persons (IDPs) and 1.9 million returnees. Both Boko Haram, in Northern Nigeria, and AQIM (al-Qaeda in the Islamic Maghreb) in Mali, Chad and Mauritania are growing in numbers and are spreading their influence across the regions. The increased presence of armed groups in the Sahel is also posing new challenges to aid agencies, particularly in terms of security and operational reach.

Burkina Faso is one of the poorest countries in the world and around 45 percent of its rapidly growing population live on less than 1.25 USD a day. It is heavily reliant on agriculture, with close to 80 per cent of the active population employed in this sector. Due to this, it remains vulnerable to shocks related to changes in rainfall patterns and to fluctuations in the prices of its export commodities in world markets,

**BURKINA FASO** is one of the poorest countries in the world and around 45 percent of its rapidly growing population live on less than 1.25 USD a day.

and it is estimated that seven out of ten farmers are unable to produce enough crops for the year. As in the rest of the Sahel region, there are chronically high rates of food insecurity in Burkina Faso, and an estimated one in a hundred children is severely malnourished. The upsurge of terrorism in the Sahel region has also had an impact on Burkina Faso, which has experienced increased insecurity in the north and the capital Ouagadougou due to repeated attacks by violent extremist groups. An estimated 789 296 people, including 543 532 children, will require at least some form of humanitarian assistance in 2018.

As in many other West African countries, children and adolescents remain the principal victims of violence in its various forms in Burkina Faso. These forms include child trafficking, economic inclusion, forced marriage and female genital mutilation. Access to education, sanitation and health care remains poor. In addition to this, over five million children in Burkina Faso have not been officially registered at birth, which places them out of reach of social welfare mechanisms and makes them more vulnerable to exploitation, such as child labour.

Burkina Faso is a relatively challenging context to operate in due to the uncertain security situation in the Sahel area, particularly along the border of Mali. In 2017 two severe terrorist attacks in the capital of Ouagadougou led to the Save the Children Country Office (CO) re-evaluating its safety procedures to ensure that our staff (both in the main office and in the field) continue to be safe at all times. North of Burkina Faso there continued to be several serious terrorist attacks that also affected Save the Children's programming in the area and limited our operational presence in some of the worst-affected conflict areas. However, wherever possible we aim at partnering with our local partners, even in the areas that are increasingly difficult to operate in. Burkina Faso has a vibrant and active civil society, and there are several small-scale grass roots organisations operating across the country. We are regularly partnering with local expertise, particularly in the field of child protection (CP) and nutrition, in order to ensure that the local communities are engaged in all stages of our programming.

## 2.2. EASTERN AND SOUTHERN AFRICA

The Eastern Africa sub-region is characterised by a long history of underdevelopment and conflict. The long period of lawlessness in Somalia and the long Sudanese civil war had a destabilizing effect on other parts of the region. Whilst there is a gradual consolidation of state power in Somalia, the internal conflict in South Sudan and the rise of Islamic extremism pose a threat for a stable regional development framework. Because of renewed conflict and high levels of food insecurity in South Sudan, an increasing number of refugees are seeking protection in Sudan, which has stretched already limited host community capacities. The ongoing violence in Darfur, the Kordofans, Blue Nile and Abyei has forced more than 3.2 million people to flee their homes. Moreover, as of January 2018, Sudan hosts 250 000 South Sudanese refugees, with more than 100 000 arrivals having arrived in 2016 (70 per cent of these are children). Displacements often leave children with limited access to basic services, while exposing them to violence,

**The ongoing violence in Sudan has forced more than 3.2 million people to flee their home.**

exploitation, sexual violence, malnutrition and diseases. Among these 3.2 million people are 1.9 million children, many of whom have been separated from their families and are affected by grave violations.

As a result of conflict, there were an estimated 1.5 million IDPs in Somalia in 2017. The al-Qaida affiliated al-Shabaab has carried out numerous attacks on both civilian and government installations in southern and central Somalia, where civilians or officials have been either killed or injured. This constant security risk also impacted a humanitarian project in Baidoa funded by Save the Children Finland, preventing Save the Children staff from monitoring it due to security travel restrictions. Due to the conflict in Somalia, Somaliland has also received 85 000 IDPs, of which Hargeisa hosts 45 000. Despite relative peace and political stability, Somaliland faces a wide range of development problems including low human development indicators, weak political institutions outside the capital, poor access to basic services and high unemployment rates (80 %), among other indicators. Zambia also got its share of the spillover effects of conflicts in the neighbouring areas. The country has seen an increase of DRC refugees in the Luapula Province, a process that started in August 2017. The refugees (over 10 000 at the end of 2017) were provided shelter in the Kenani Transit Centre with the support of the Government of the Republic of Zambia, the United Nations High Commissioner for Refugees, other United Nations agencies and non-governmental organisations (NGOs), including Save the Children.



In 2017 Somalia experienced one of its worst droughts in decades, and millions were in critical need of assistance. Aid organizations like Save the Children quickly scaled up their efforts, and a widespread famine was averted. The humanitarian impact of the drought continues to be devastating. Photo: Tom Pilston / Save the Children

In addition to the on-going conflicts, the Horn of Africa has been grappling with the effects of consecutive failed rains across Kenya, Ethiopia and Somalia that left 12 million people in need of humanitarian assistance at the start of 2017. Children bore the brunt of the crisis as their families struggled to survive in a worsening situation that resulted in malnutrition, increased susceptibility to diseases, limited access to school and exposure to protection risks if families migrated in search of food and water. In Somalia, at the start of 2017, an estimated five million people (nearly half the population of Somalia) were in need of humanitarian assistance. Hundreds of thousands of children were facing acute malnutrition with numerous families on the move in search of food and water. As a result, about 1.5 million people were internally displaced in the course of the year and Somalia was on the verge of famine. In Sudan, two million Sudanese children under five are acutely malnourished and 550 000 of these children are severely malnourished. Within the African continent, 13 per cent of all children suffering from severe acute malnutrition (SAM) are located in Sudan<sup>4</sup>. Malnutrition and food insecurity are exacerbated by conflict-related displacements, El Niño, epidemics, floods and droughts. In terms of humanitarian situations, most of Zambia, including the extreme southwest and southeast, experienced minimal (Integrated Food Security Phase Classification: Phase 1) food insecurity outcomes. In October, Lusaka also experienced an outbreak of cholera which escalated to epidemic proportions in December. The Zambian government has taken measures to contain the epidemic by activating the Public Health Act.

Despite the steady economic growth in most countries in southern Africa, such as Zambia, the sub-region still faces significant constraints to economic development, such as high poverty, income inequality, high unemployment (especially among the youth), poor infrastructure (including markets) and a low level of intraregional trade. Zambia's economy continued to recover in 2017 but – despite a bumper harvest, improved electricity generation, and an easing of monetary policy – growth remained low, at 3.8 %, due to weak performances by the services, mining and construction sectors. Growth is forecast to strengthen to 4.5 % in 2018. In spite of economic growth, the disparity of wealth between Zambians remains considerable – nationally, 56 % of the population is poor (30 % in urban areas and 70 % in rural areas).<sup>5</sup> There is no economic growth to be seen for Sudan – on the contrary, the deteriorating economic situation in Sudan continues to impact on the population, especially the most vulnerable, including 2.3 million children in need of humanitarian assistance. A reduction in purchasing power stems from a 50 per cent increase in the price of basic commodities, such as wheat and sorghum, depreciation of the Sudanese pound, banning of some import materials and increased export tariffs, without an accompanying increase in income or social safety nets. This situation is expected to cause higher rates of malnutrition, hinder access to health services and reduce opportunities to receive education. As a response to the situation, Save the Children projects' budgets in Sudan have been revised to adapt to the price fluctuation, including readjusting the cash transfer programme to better respond to the price increase of food baskets.

When it comes to the civil society space in the countries, in Zambia, in July 2017, President Lungu invoked Article 31 of the Zambian constitution to proclaim a Declaration of Threatened State of Public Emergency. This made civil society actors – like the Zambia Council for Social Development and CIVICUS – extremely concerned. The emergency declaration has led to fears that it is a means to silence political opponents, civil society and the media, who have questioned the legitimacy of the president following the controversial presidential and parliamentary elections of 2016.

4. UNICEF, Humanitarian Action for Children 2017

5. [http://www.dataforall.org/dashboard/phi/index.php/mpic/country\\_briefings](http://www.dataforall.org/dashboard/phi/index.php/mpic/country_briefings)

Given the wide emergency powers that this invocation provides, it will be difficult for civil society and the media to effectively play their overseeing role of providing checks and balances. The situation in Zambia is likely to lead to a limited civic space in a country once renowned for its democratic credentials. Along similar lines, in Somalia a new repressive media law that passed in July 2017 contained vaguely worded provisions, broad restrictions on journalists and gave powers to the authorities to prosecute media workers.

Human rights violations, particularly restrictions to civic space, also remain a key concern for civil society in Sudan. Despite some progress having been made by Sudanese authorities during 2017, there are still clear deficits in the promotion of human rights, including the obstruction of the freedom of association and a number of high-profile Sudanese activists having been arrested and mistreated during detention. Female human rights defenders are often the targets of sexual violence, attacks on their reputation and intimidation by security forces. Moreover, access is a key humanitarian challenge in Sudan. In October 2017 the US permanently eased long-standing economic sanctions on Sudan because of the country's positive action on various tracks, including the improvement of humanitarian access. Despite some improvements, government restrictions on humanitarian activities remain a major challenge regarding meeting the needs of beneficiaries. Save the Children Finland has faced implementation restraints in their programmes in Sudan, including the non-authorization to conduct the planned studies and project evaluation, and a longstanding delay in getting approval for starting its cash transfer programme with South Sudanese refugees, IDPs and host communities in South Kordofan. The access of international staff to project field locations has also been facing authorization obstacles, placed by the authorities.

## 2.3. MIDDLE EAST

Syria was one of the largest humanitarian and protection crises of 2017. Despite diplomatic efforts at the highest level, the humanitarian situation in Syria remains extremely difficult. Out of 6.5 million IDPs, 2.8 million are children. As a result of the conflict, 85 % of the population live in poverty. In 2017, Syrian children continued to face a number of protection concerns. Children are not only experiencing indiscriminate violence but also risk being recruited into armed groups and forced into child labour. The conflict has also increased the risk of exploitation and early marriage. The war has resulted in the collapse of social structures, institutions and infrastructure, which has had a heavy impact on the level of development in Syria. Providing humanitarian access to the people in need remains constrained due to the conflict, and safety and security concerns.

Over five million Syrians have sought refuge in neighbouring countries and Europe. Turkey has the largest number of Syrian refugees: over 3.5 million. Lebanon and Jordan are accommodating approximately 991 000 and 659 000 refugees respectively. The growing number of refugees has immensely strained the neighbouring countries who continue to accommodate Syrian families. The number of camps has increased and overcrowding has caused deteriorating conditions. Many refugees are facing a lack of access to basic sanitation, health services, food and psychosocial support.





At the beginning of 2017, forced displacement was at its highest in decades worldwide. In Iraq, the pace of displacement increased in fighting-intense areas; however, the total number of recorded IDPs decreased over the year. The photo shows a temporary learning space of Save the Children in Qayyara Air Strip IDP Camp. Photo: Dario Bosio / DARST / Save the Children

In Northern Iraq the humanitarian landscape shifted considerably in 2017. After the recapture of Mosul, the Government of Iraq declared victory over ISIS. This marked the wane of ISIS-affiliated violence and territorial conflict that have affected Northern Iraq since 2014. However, the security situation remains fluid across large sections of the country. It poses a significant risk for children and their families as a result of on-going hostilities, protection violations, explosive hazard contamination and displacement. Violence against women and children is on an unprecedented scale, and many families have been separated, leaving children without appropriate care. Livelihoods have been disrupted and families struggle to meet their basic needs and increasingly rely on negative coping strategies. It is estimated that there are more than 11 million people in need of humanitarian and protection assistance in Iraq. As of 31 December 2017, over 2.6 million people remained displaced across Iraq. While over 3.2 million have returned, they face destroyed communities, continuing insecurity, and limited services and livelihood opportunities.

In September 2017, the Kurdistan Regional Government held an independence referendum that yielded a result in favour of independence. In response, the Iraqi government mobilized troops to contested areas, including Sinjar and the Sinoni

sub-district. This resulted in challenges in accessing these areas to deliver services by Save the Children and other NGOs. A lack of access to Sinoni caused delays in the Save the Children Finland humanitarian project regarding cash distributions, the identification of vulnerable children and follow-up on previously identified children who were supported through case management. It also disrupted the structured psychosocial support activities for children and adolescents. Additionally, the Government of Iraq imposed an international flight ban to the Kurdistan Region after the referendum. This posed major challenges to Save the Children Finland staff members trying to conduct monitoring visits to the project locations.

The shifting border between Kurdistan Regional Government and the Government of Iraq-administered areas has also weakened the possibilities of Syrian refugees to undertake work or travel outside areas administered by the Kurdistan Regional Government due to visa restrictions. Out of 247 000 Syrian refugees in Iraq, approximately 98 % reside in Kurdistan Region where they live in a mixture of camp and non-camp settings. The lack of job opportunities has been one of the main challenges for families. This has direct impact on children since families are not able to dedicate their limited resources to education or non-emergency medical care.

Although there are some active and efficient civil society organisations (CSOs) in Iraq, the majority of them are still in their early stages of development. In 2017, the conflict between government security forces and ISIS posed a significant threat to civic space. Freedom of expression, in particular, remains restricted as journalists continue to assume great risks, such as violence and kidnapping by security forces and armed groups. Additionally, public demonstrations remain a precarious undertaking in Iraq. For example, in December 2017 people were killed and injured in escalated confrontations between police and protesters in the Kurdistan Regional Government. Human rights watchdogs claim that the region has experienced a decline in civic freedoms since the independence referendum took place.<sup>6</sup>

## 2.4. ASIA

In Asia, despite fast growing economies, many children are still being left behind from mainstream development. Even in one of the most densely populated countries in the region, Bangladesh – which has been recently upgraded from being a Low-income Country to being a Lower Middle Income Country and has reduced population growth and improved on health and education indicators – there are still many challenges related to child rights, such as low nutrition indicators, high drop-out rates from schools and a huge inequality gap that exists between the rural and urban poor.

The evolving political context continues to hinder the implementation of child rights in many countries in the region. In 2017, the Government of Nepal took significant steps towards implementing its federal structure, as envisioned in its constitution of 2015: political and administrative boundaries were remade, creating 753 municipalities / rural municipalities which now serve as the 'local government' that has a significant level of legislative and executive power. However, these governments being

6. CIVICUS 2017

rather new, there is a substantial capacity gap, greatly limiting their ability to deliver effectively on child rights, and to legislate and execute child-related policies as per the mandate provided to them by both the Constitution of Nepal and the Local Government Operation Act. These administrative changes, with the resulting staffing changes and coordination challenges, have resulted in slower progress in some project activities, but have also provided opportunities to work with and build the capacity of newly elected members who are eager to serve their communities.

Similarly, Myanmar continues to host some of the world's longest-running conflicts, which stem from the refusal of the Government of Myanmar to fulfil commitments made during the transition to independence in order that a federal system of government can be implemented. As a result, there are on-going live conflicts in the northern Shan State, Kachin and the Rakhine state, and occasional outbreaks of violence in other states, which means that many children face the threat of violence on a daily basis. Despite the substantial increase in the level of health and education funding under the previous regime, which has continued under the National League for Democracy (NLD) government, the implementation capacity remains a constraint.

The overall human rights situation in the region has also deteriorated during 2017. Since 25 August 2017, over 600 000 Rohingya refugees, over half of whom are children, have fled violence in Myanmar, seeking refuge across the border in Bangladesh, causing a large-scale humanitarian crisis. Many have arrived with just the clothes on their backs, needing food, clean water and shelter to survive and to feel safe. People are living in makeshift tents in hugely overcrowded settlements. Conditions in the camps are woefully inadequate and unhealthy, with overflowing latrines and contaminated water. They are largely unlit and dangerous at night, leaving women, girls and children vulnerable to abuse, exploitation and trafficking. Further, in Bangladesh horrific incidents of violence against women and girls, and enforced disappearances are growing according to human rights organizations. In the Philippines, the president launched a War on Drugs in 2017. Operation Tokhang resulted in numerous deaths of suspected drug users, pushers and peddlers, including children. The Department of Social Welfare and Development estimates that 18 000 children have been orphaned because of the War on Drugs in the Philippines.<sup>7</sup>

In Asia, the civil society has traditionally been vibrant and has played an important advocacy and service delivery role – especially regarding protecting and strengthening human rights for marginalised communities – and the legal frameworks (e.g. the Constitution of Nepal and Indian legislation) have generally been supportive of NGOs. However, in practice, in many places there is on-going scrutiny and control over civil society activities, especially those critical of government policies. In India, for example, the current government attempts to control civil society space by denying CSOs their right to register, permits to operate and preventing them from receiving funding from external sources. Because of recent restrictions, India is now classed as having an obstructed civic space.<sup>8</sup>

**Over 600 000  
Rohingya refugees,  
over half of whom  
are children, have  
fled violence in  
Myanmar, seeking  
refuge across  
the border in  
Bangladesh, causing  
a large-scale  
humanitarian crisis.**

7. 5 RJ Barrete (6 August 2017), Children in Duterte's Bloody War on Drugs, Available from: <https://www.rappler.com/thought-leaders/177816-children-duterte-war-on-drugs>

8. CIVICUS 2017

## 3. Strategic focus and programme outcomes

In 2017, a strong emphasis was put on child poverty thematic work and, within that, a specific focus was put on both the child sensitivity of social protection and cash transfer programming. We were also strongly engaged in CP and, more specifically, in developing community-based CP systems in key countries. In child rights governance (CRG) our main efforts went into working with companies on child rights and business – this included trainings of corporate staff, and child rights situation analyses and studies.

### GLOBAL BREAKTHROUGHS THAT SAVE THE CHILDREN AIMS TO ACHIEVE BY 2030



\*Breakthrough: A remarkable and sustainable shift from the current trend in the way the world treats children

### 3.1. THEORY OF CHANGE IN PRACTISE

Save the Children has developed a rights-based Theory of Change to support Save the Children's programming work. We believe that we can change the world for children by combining all the four elements of our Theory of Change in every thematic programme we embark on. We are convinced that this will help us achieve much more for children, leveraging our resources in a more efficient and sustainable way, and succeeding in achieving the three global breakthroughs we want to see for children.

In 2017 we operationalised the Theory of Change, for example by the following measures:



In the CP project in Burkina Faso, mechanisms have been set up to ensure the involvement of children in the evaluation of available protection services. Children mobilized through the 20 supported child clubs also take part in this process. Photo: Save the Children

## BY BEING THE VOICE

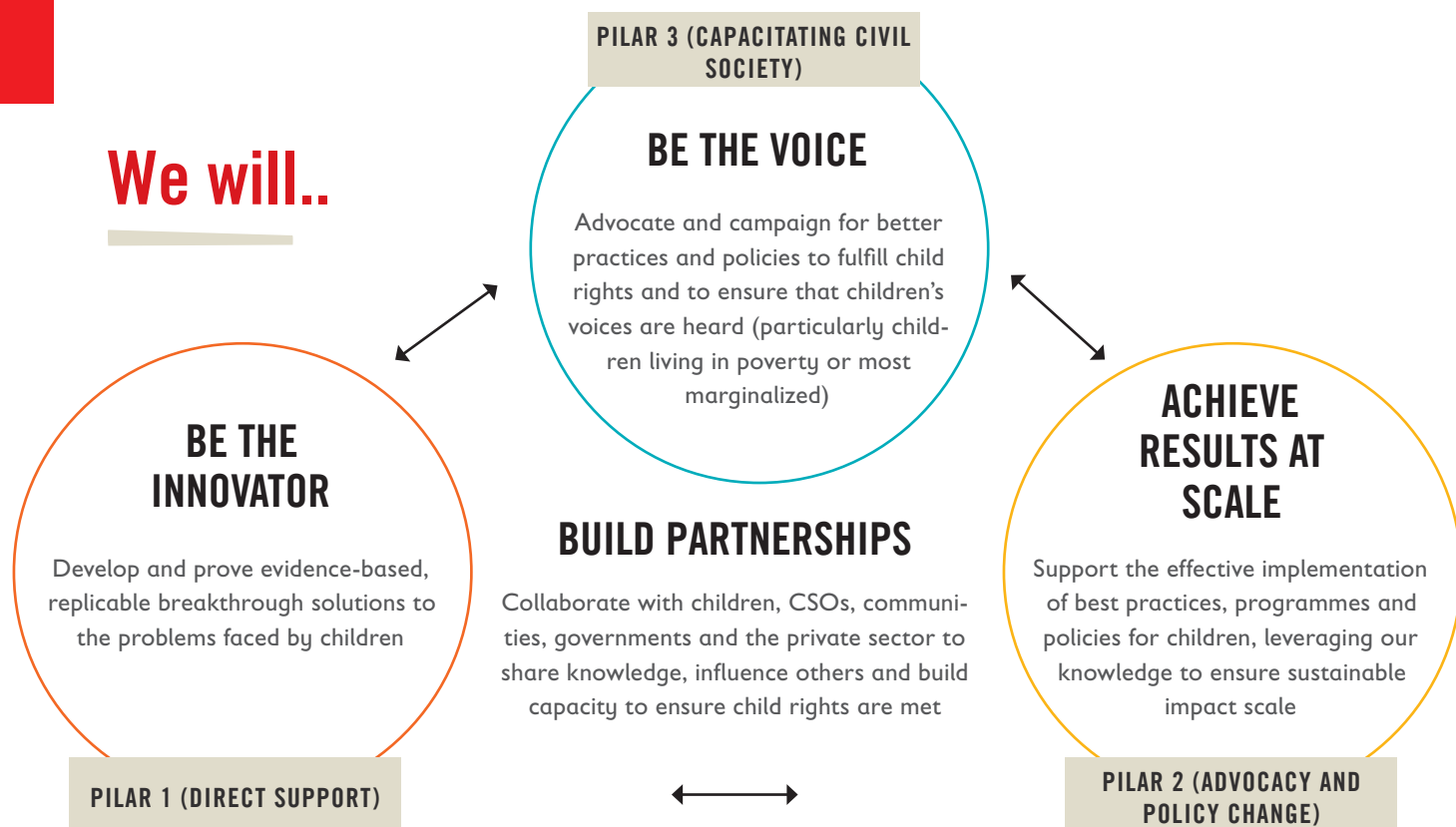
### CONSULTING CHILDREN FOR IMPROVING THE QUALITY OF CP SERVICES IN BURKINA FASO:

Five hundred and twelve children (50 % girls) assessed the quality of the CP services available in their communities in 2017. As part of the assessment, we piloted a child-friendly version of the CP quality of services assessment tool to ensure that children’s views are systematically involved in the review of the services that communities provide and that we support.

To ensure a wide buy-in of this child participation approach from the social workers, we trained and involved all the offices of the Ministry of Social Affairs, as well as other international NGOs intervening in the CP sector. Involving as many stakeholders as possible in the CP sector helps us to guarantee that children’s views are taken into account, also in later stages.

As per the assessment, we found out that many children felt they have little information about how they can be supported and they do not know where to get help. Children also revealed that they do not feel confident in using CP services easily and are afraid to share their problems in case there is no confidentiality. Taking action based on this information, we decided to strengthen CP community-based mechanisms in order to improve the accessibility and we are aiming to train the members of those local mechanisms on confidentiality and psychological support in 2018.

**We will..**



## BY BEING THE INNOVATOR

### INTEGRATING CASH AND CP IN HUMANITARIAN CONTEXT:

In the IDP camps in Baidoa, Somalia, combinations of Cash Plus complementary interventions for children were built in to cash transfer programming to maximise the impact of the transfer on children's wellbeing. Monthly mobile transfers were combined with various interventions for the parents and caregivers receiving cash transfers, such as interventions on CP case management services, sensitization and trainings on

positive discipline, care practices, infant and young child feeding, and the prevention of and response to violence and abuse. In Somalia, according to the child resilience programme evaluation, nearly 80 % of parents/caregivers cited increased understanding of children's rights, as well as understanding of CP issues affecting their children. Parents also mentioned that they had improved communication and feedback between themselves and their children.

## BY ACHIEVING RESULTS AT SCALE

### SUCCESSFUL LOBBYING FOR THE APPROVAL OF THE CHILD ACT IN SOMALILAND:

In Somaliland, Save the Children, in collaboration with the Ministry of Labour and Social Affairs, held advocacy meetings with members of the cabinet of ministers for the first time to advocate and lobby for the approval of the Child Act, Female Genital Mutilation Policy and the Sexual Offences Bill. In January 2018, the Sexual

Offences Bill was approved by parliament and in April 2018 it was also approved by the House of Elders. The Act outlaws rape, gang rape, sexual assault, child marriage and trafficking. This was a culmination of collective efforts made by different organisations, which the project supported by Save the Children Finland contributed to. Putting these laws into practice will impact on all children in Somaliland.

## BUILDING PARTNERSHIPS

### **BUILDING A PARTNERSHIP TO SUPPORT THE RESULTS-BASED MANAGEMENT OF EARLY CHILDHOOD CARE AND DEVELOPMENT (ECCD) CENTRES IN MYANMAR:**

To ensure the sustainability of established ECCD centres in Myanmar, Save the Children has established an ECCD network group in each township, composed of local leaders, caregivers and members of an ECCD management committee. The network groups regularly monitor the quality, attendance and sustainability of existing centres and help communities manage the centres, provide trainings and coordinate ECCD services in each of the townships. The various network groups were previously using their own paper-based methods for collecting data and struggling to collate and share their data during monitoring visits. Data was only shared at meetings, meaning that information often came too late to influence ECCD services in a timely manner.

To address these issues, the Save the Children education team partnered with global technology leader Nokia to create a web-based database with a synchronized Android mobile application for each township. The solution helps the network groups collect and collate data, and share it in real time with the other network groups. As a result, the groups can better understand and fine-tune ECCD services. The data collated by the network groups is used for the better direction of resource allocation, for the planning of ECCD services and for directing resources to where there is an acute need. The deployment of the ECCD application showed that it was critical to use experts from different fields to co-create the solution used in Myanmar. While Save the Children had a strong understanding of ECCD data collection needs, it did not have the expertise to develop the mobile application. Collaboration enabled Nokia and Save the Children to develop a tool that meets the needs of the ECCD network groups and other stakeholders

## 3.2. CHILD POVERTY

### **FOCUS AREA: CHILD SENSITIVE SOCIAL PROTECTION AND CHILD-SENSITIVE LIVELIHOODS<sup>9</sup>**

**SAVE THE CHILDREN INTERNATIONAL PLANNED OUTCOME:** Both female and male caregivers have sufficient economic resources at all times to meet the essential needs of the children in their care to ensure their survival, learning and protection

#### **SAVE THE CHILDREN FINLAND PROGRAMME OUTCOMES**

1. Reduced child poverty in relation to nutrition, education and the reduction of child work
2. Social protection (SP) strategies and programmes are made child sensitive
3. Improved access to SP programmes for deprived households and their children (including in emergencies)
4. Improved parenting and care-giving practise among targeted households

The outcomes are linked to United Nations Convention on the Rights of the Child (UNCRC) Articles 26 and 27

## PROGRESS TOWARDS THESE OUTCOMES<sup>4</sup>

### **OUTCOME 1: Reduced child poverty in relation to nutrition, education and the reduction of child work**

- Reduction in the number of underweight children under five
- Reduction in the paid child work of children (the age category varies from country to country, depending on the local context)
- Increased retention / reduced drop out among children (the age category varies from country to country, depending on the local context)

All child sensitive social protection (CSSP) projects in Asia and Africa aim to address one or more overt manifestations of child poverty. A baseline was carried out for each of the projects in order to be able to understand the status of nutrition, education and child work. The baselines revealed that the percentage of underweight children in Nepal is as high as 37.6 %, whereas in countries such as Zambia and Somaliland it is 11.5 % and 12.5 % respectively.<sup>9</sup> When it comes to education, the drop-out rate was 11.02 % in Nepal, 12.57 % in India, 4.88 % in the Philippines, 13.6 % in Zambia and 8 % in Somaliland (it is to be noted, however, that the enrolment rate was only 27 % in Somaliland).<sup>10</sup> Regarding children and paid work, Zambia reported the highest number (at 30.3 %), followed by Somaliland/Somalia at 17 %, Nepal at 17.14 % and the Philippines at 7.20 %.<sup>11</sup> Although utmost care was taken to develop robust instruments and proper training of enumerators for collecting data, it is worth mentioning that obtaining accurate data on a sensitive issue such as child labour is extremely complex and challenging due to the fact that responses are often masked by socially and/or politically desirable attitudes.

Since the baselines were only finalised by mid-2017, it was concluded that there was no prudence in collecting follow-up data for 2017.

### **OUTCOME 2: Social Protection strategies and programmes are made child sensitive**

- SP policy and programme implementation endorse CSSP as a key approach to addressing the deprivation and vulnerability of children (each country has a specific indicator detailing the policies or programmes we are targeting)

The ambition in all the countries where CSSP projects are being implemented is to have the local/national government endorse CSSP as a key approach to SP. Next year, we will be adopting a mixed approach of lobbying the relevant ministries and departments, and advocating to them, working with strong civil society platforms/networks or through direct advocacy work. In 2017, a strong foundation was laid for working with CSOs, and the national and local governments to promote CSSP as a key approach to addressing the deprivation and vulnerability of children.

9. Gender disaggregated data is as follows: Nepal 37.6 % (40.08% girls and 35.12 % boys), Zambia 11.5 % (10 % girls and 13.2 % boys) and Somaliland 12.5 % (11.2 % girls and 13.6 % boys)

10. Gender disaggregated data is as follows: Nepal 11.02% (10.83 % girls and 11.20 % boys), India 12.57 % (8 % girls and 16.4 % boys), the Philippines 4.88 % (3.40 % for girls and 6.30 % for boys), Zambia 13.6 % (18.3 % girls and 9.9 % boys) and Somaliland 8 % (11 % girls and 6 % boys); the enrolment rate in Somaliland is 27 % (27 % girls and 28 % boys)

11. Gender disaggregated data is as follows: Zambia 30.3 % (24 % girls and 41.8 % boys), Somaliland 17 % (15 % girls and 19 % boys), Nepal 17.14 % ( 16.67 % girls and 17.60 % boys) and The Philippines 7.20 % ( 5.90 % girls and 8.35 % boys)



## JAMILA'S STORY

I am a 36-year-old mother, currently living in Abag Bedey IDP settlement in Baidoa town with my six children, two girls and four boys, aged between two years old and 12 years old. I am one of the female-headed households that were registered to benefit from the unconditional cash transfer of 80 USD monthly per household for three months. I am taking care of my children alone, because my husband lives in the Gedo region, supporting his aged parents.

My family was a famous herding family who had large herds of livestock and farmlands and worked on the farm. Due to the drought, most of the livestock has have died. In my village we had limited food and water sources. To make matters worse, we could not harvest crops for the last three seasons due to failed rainfalls. All that wealth has gone because of the drought and when I think back to my former history of prosperity, tears come down from my eyes. I had to sell the few surviving animals at a

low price to support my family. I have received 80 USD per month for three months. This support has changed the life of my children; their nutrition status has been improved and that money has also helped me to repay the money to cover transportation costs of my children, which I had borrowed from one of the residents.

Jamila, together with four out of her six children in one of the IDP settlements in Baidoa in the Bay region of Somalia. Photo: Fartun Isak / Save the Children



Substantial progress was made in Nepal and Somaliland. In Nepal, Save the Children worked in close collaboration with the Department Of Civil Registration, the Ministry of Federal Affairs and Local Development, who are responsible for SP, in order to develop operational guidelines for the Child Endowment Fund (CEF).<sup>12</sup> The guidelines await final approval from the ministry, if granted, it will be applied across the country. In Somaliland, Save the Children was incorporated as a member of the National Steering Committee for Social Protection and also as a member of the National Social Protection Working Group. This is a huge success, as Save the Children is the only NGO in the National Steering Committee.

In Bangladesh, Save the Children's advocacy work resulted in revising targeting criteria to prioritise women who have adolescent girls in their families in the Vulnerable Group Development SP programme. In practice this means more food security for adolescent girls, who form a very deprived group in Bangladesh.

Across three countries (Nepal, the Philippines, Somaliland/Somalia) memorandums of understanding were established with key government ministries for building their capacity as well as collaborating on advancing CSSP. In addition to the above, fruitful partnerships were made with local and national government ministries and departments in order to support and facilitate their work. For example, in Zambia Save the Children supported a four-day meeting on refining nutrition guidelines for the Ministry of Community Development and Social Services and also participated in the Joint Annual Review of Social Protection, which included discussions with national policy makers across ministries on field findings and policy developments.

Save the Children and UNICEF undertook a joint study on 'Child Poverty and Vulnerability' in Burkina Faso in 2016–17. The aim of the study was to capture dimensions of child poverty and vulnerability (multidimensional child poverty) in the Boucle du Mouhoun region of Burkina Faso and understand the underlying causes in order to better design effective pro-poor and CSSP programmes and policies for the region. The study produced interesting results, which clearly showed that, of the five sampled municipalities, no one municipality performed well in any of the dimensions used in the study. This means that children in the Mouhoun region are considered poor in all the dimensions. A key recommendation from the study, made to the Government of Burkina Faso, was to consider piloting a SP intervention based on a 'CSSP approach' in order to address vulnerabilities and deprivations among children from very poor and marginalized families. In addition, the recommendation was to undertake comprehensive research alongside the piloting in order to establish an evidence base to ensure the maximum relevance, effectiveness and impact of the intervention package while also supporting future scaling up and replication of the approach.

### **OUTCOME 3: Improved access to SP programmes for deprived households and their children**

- The increase (as a percentage and number) in access to SP for both the female and male caregivers of deprived children – including cash and in-kind transfers

12. The CEF is a capital fund promoted by both Save the Children and the local government. It is used for providing cash transfers to orphan children.

- The increased use of transparency and accountability mechanisms for accessing SP

This area of work was planned to be pursued through a number of interventions, ranging from making communities more aware and informed of the SP programmes, facilitating application processes for eligible beneficiaries to work with the government in strengthening their Management Information System, the database management of SP beneficiaries, and by promoting transparency and accountability in the delivery of SP benefits and services.

The highest increase in access to SP by target beneficiaries during 2017 was seen in Dungarpur, India, where 4271 individual sanctions were given for different SP schemes. In Bangladesh 1788 individuals benefitted from six targeted SP schemes, and in Nepal the increase in eligible individuals getting SP was 6 % (increasing from 80 % to 86 %). In Africa this strand of work will pick up in 2018 as we initiate our work with communities and service providers to improve the access to SP programmes for the poorest and most marginalised children and their households in our project areas.

Besides the net increase in the number of beneficiaries accessing SP, significant progress was made in terms of developing transparency and accountability mechanisms for accessing SP benefits, particularly in Asia. In Nepal, municipalities adopting and using the transparency and accountability mechanisms promoted by the CSSP increased by nearly twofold (from nine to 17). A Management Information System is being piloted with the local government in India to track people's eligibility to different SP schemes and facilitate their access to SP programmes.

## CHOTRA'S STORY

I am Chotra Bahadur, 45 years old, married and a father of two young children. I live in Sindupalwchouk, Nepal. I live with my family in a small thatched-roof house and we own two goats, a buffalo and a piece of land where we grow maize and vegetables, but the production is not enough for my family to last the whole year. Three years ago, I became paralysed and I am now completely dependent on others, and my wife has become the sole breadwinner for our family. Before being paralysed, I was working as an unskilled construction worker and farmhand and our family just got by financially. Because of my ill health, my family's financial situation has become even worse. I am sad to say that our children were not able to attend school regularly as they have had to help me at home and look after the cattle.

Only very recently, we attended a local SP information session organised by the Save the Children project staff. Before the session, we did not know that I was eligible to receive a disability card, issued by the government, and subsequent disability allowance. I did not have any documents to apply for the disability allowance, which is one of the SP allowances provided by the Nepalese Government. With the help of a Save the Children social worker, I was able to get the required disability card and prepare all the required documentation to apply for the disability allowance. As a result, I now receive 2000 [NRS] as a monthly allowance from the government, which means that my family is much better off, and the children can attend school regularly again.



Photo: Soma Rani Lama / Save the Children

In Africa, the work on promoting transparency and accountability was also initiated. Although at a nascent stage, this area of work looks extremely promising and is generating a lot of interest among communities, CSOs and local government institutions. The focus in 2017 was on building the capacity of local government institutions (e.g. communes in Burkina Faso, municipalities in Nepal), NGO partners in all CSSP project countries, CSOs (e.g. the Women Network in Somaliland, panchayats in India) and communities (e.g. the IDP Camp Committee in Somaliland) to promote and establish transparency and accountability mechanisms.

In humanitarian contexts, the Cash Plus approach is an appropriate response in settings where household income poverty is a predominant driver for poor child outcomes. In the IDP camps in Baidoa and Somalia, and in the returnee villages of Sinoni and the Gawilan refugee camp in Iraq, Cash Plus complementary interventions for children were built into cash transfer programming to maximise the impact of the transfer on children's wellbeing. Monthly mobile transfers (1075 households received Cash transfer in 2017 within Save the Children Finland humanitarian projects) were combined with various interventions – such as CP case management services, sensitisation and trainings on positive discipline, care practices, infant and young child feeding, and the prevention of and response to violence and abuse – for the parents and caregivers receiving cash transfers.

#### **OUTCOME 4: Improved parenting and caregiving practises among targeted households**

- The percentage of supported caregivers that demonstrate improved parenting and caregiving attitudes and practices

A Parenting Package of 15 to 16 training sessions (according to the context) was developed for India, Nepal, the Philippines, Somaliland and Burkina Faso. The focus of the Parenting Package is to improve caregiver skills by emphasising on improved communication, attachment, empathy and quality time. Depending on the specific needs in a project area, specific sessions were added on nutrition, the importance of education, children and harmful work, family budgeting and gender. Save the Children staff, local partner NGO staff and people from CSOs were trained to become facilitators of the good parenting approach. The training spanned an average period of six months.

Pre-assessment studies on parenting were initiated in the above-mentioned countries in 2017. Extensive work was carried out in partnership with the University of Oslo and the University of Bergen, as well as with local research counterparts, in order to identify and contextualise both quantitative and qualitative data collection instruments. The quantitative instruments focus on measuring domains that are relevant to the parenting sessions, such as attachment to the child, activities with the child and positive disciplining of the child. The qualitative instruments include focus group discussions and direct observations looking at the above-mentioned parameters. Reports for the parenting baselines were finalised in June 2018. At least 600 caregivers/parents, primarily women, were identified for getting trained on the Parenting Package in early 2018. This number will increase towards the end of 2018 as we develop the Parenting Package and plan the training for caregivers/parents in Zambia and Burkina Faso. The Parenting Package has huge potential for being scaled up in other countries in the future.

## KEISHA'S STORY

My name is Keisha. I am eight years old, and I was born and raised in the small village of Villaba in Leyte, the Philippines. My family is poor, and we get assistance from the Philippine government's social safety net, the Pantawid Pamilyang Pilipino Program (4Ps). My family was heavily affected by Typhoon Haiyan in 2013. The typhoon did massive damage to our home and we had to rebuild our lives again. My dream is to become a doctor someday in order to help other people.

### KEISHA'S MOTHER'S STORY

My husband used to fix air conditioning units while I worked as a day-care worker at a local centre. I lost my job after the local council transitioned to another political party. I then enrolled as a family development session facilitator within Save the Children. At that time we were also very lucky, because my husband won a local lottery that helped us to rebuild our home.

Before I became a facilitator within Save the Children, I used a traditional way of disciplining [corporal punishment] that I was brought up with myself. I used to berate my children and hit them. I also used to see them as children with no capacity to decide or give their opinion. After attending the trainings and becoming a family development session facilitator, the relationship between the myself and my daughter changed. I can now control my anger much better and I do not hit my children anymore. I am also more open with Keisha and listen to what she says. These trainings taught me to be a better parent. Now I dream that Keisha will be able to finish her studies and that she will have a bright future.



Photo: Wayomi Chiong / Save the Children

## WHAT IS CHILD FOCUSED:

SP programmes that explicitly focus on improving the situation of children (e.g. school stipends, school meals, child grants).

## WHAT IS CHILD SENSITIVE:

SP programmes that aim at addressing household poverty – e.g. cash or food transfers for poor households, public works – are designed in way that maximises the meaningful and positive impacts on children while minimizing or avoiding any adverse impacts.

## KEY STRATEGIES TOWARDS SUSTAINABILITY

In order for the CSSP approach and work to be sustainable, scaled up and replicated, a mix of strategies were adopted, such as the training and capacity building of representatives from CSOs including our NGO partners, CBOs and local and national government ministries and departments. In Somaliland, Save the Children conducted a training on SP and CSSP for the regional and national level SP staff of the Ministry of Employment, Social Affairs and Family as well as CSOs and civil society networks. A training on how to promote transparency and accountability in accessing SP, as well basic services, was also undertaken in Burkina Faso and Somaliland. In Nepal, the staff of municipalities were trained on Vital Event Registration, which is the Management Information System for SP at the local government level. CSOs and local NGO partners were trained on parenting in Nepal, India, the Philippines, Burkina Faso and Somaliland. In the Philippines, training on improving life skills for children was organised for government officials. In addition to capacity building, in all countries where CSSP is being implemented strong engagement has been fostered with the relevant ministries and departments at the local and national levels in order to build on their ownership and sustain the interventions initiated.

## THEMATIC DEVELOPMENT

During 2017, Save the Children Finland SP advisers were closely engaged with the Child Poverty Global Theme of Save the Children International, aiming to develop a common approach to nutrition-sensitive SP (referred to as 'Cash Plus for Nutrition'), along with a plan on how to roll this out globally.

Our work on developing parenting packages, linked to robust evidence building, attracted global interest within Save the Children as the focus was different from other parenting interventions.

In Zambia, a CSSP foundational training workshop was organised by Save the Children's Child Poverty Global Theme core team, where the International Labour Organization (ILO), UNICEF, United States Agency for International Development (USAID) and the Finnish Embassy participated together with Save the Children's key staff from several African countries. Save the Children Finland's SP advisor was a key facilitator for the workshop.

### THE ESTIMATED BENEFICIARIES OF THE MFA PARTNERSHIP PROGRAMME FOR CHILD POVERTY

	Directly reached children	Indirectly reached children	Directly reached adults	Indirectly reached adults
Target 2017–2021	251 450	645 500	119 800	547 500
Reached in 2017	32 576	43 172	27 482	73 019

### 3.3. CHILD PROTECTION

FOCUS AREA: CP	
<b>SAVE THE CHILDREN INTERNATIONAL OUTCOME: All children are protected through a strong CP system, integrating both formal and informal components</b>	
<b>SAVE THE CHILDREN FINLAND PROGRAMME OUTCOMES</b>	<ol style="list-style-type: none"> <li>5. <b>Community CP systems are strengthened, in particular to meet the needs of the most deprived children and to respond effectively to emergencies and other shocks</b></li> <li>6. <b>Children, including those on the move, have (improved) access to appropriate family-based support, protection and care</b></li> </ol>
The outcomes are linked to <b>UNCRC Articles 19 and 22</b>	

#### PROGRESS TOWARDS THESE OUTCOMES

##### **OUTCOME 5. Community CP systems are strengthened, in particular to meet the needs of the most deprived children and to respond effectively to emergencies and other shocks**

- The number of targeted CP service providers/interventions that have improved their quality of service in a 12-month period
- The perceptions of girls/boys of the quality and accessibility of the CP services available or provided in their communities

Save the Children Finland supports both formal and informal (community-based) service providers. Formal service providers are operated by governments or registered NGOs. Informal service providers are village-level committees or volunteers. The quality of services indicator assessment is assessed by 11 different standards for formal service providers (10 for informal service providers) and each one of these standards has one to four indicators to be measured. Based on the assessment, each standard is either not achieved, partially achieved or achieved/exceeded. Feedback is also collected from girls and boys in a child-friendly manner to monitor their perceptions on the quality and accessibility of CP services available and provided in their communities. With children, only five standards are used (information about the CP services and accessibility to them; child safeguarding; child participation; effectiveness; and equality and non-discrimination).

According to the baseline, the formal service providers fulfilled the standard on compliance with national legislation and regulations quite well, but in all other areas, both the formal and informal service providers' services only partially met the set standards. The poorest performances were in child participation and in child safeguarding.

Children's assessments provided an even more worrying picture, as children seemed to only know about tangible services (health and education services) and did not know about the CP services available in their communities. In some cases, children knew of volunteer CP committees but they did not know their role in preventing and responding to CP issues. Children also thought that they could not access any service alone but only with their parents. Some girls and boys even feared to approach services and had no trust that they would be listened to by service providers.

In 2017, Save the Children Finland strengthened nine formal CP service providers (five in Somaliland and four in Burkina Faso) and supported the decentralization of six formal CP services at local level through facilitating dialogue between ministries and ensuring that technical, financial and human resources are in place for increased accessibility to most marginalised and deprived children. We also strengthened eight existing informal CP committees in Somaliland. In addition, we supported the formation of 12 new CP committees or networks (six in Somaliland and six in Burkina Faso). In the humanitarian context of our projects in Iraq and in Somalia, we worked with 17 community-based CP committees.

Based on the first year monitoring data, there is not yet much change in regard to achieving the outcome indicators. Some of the service providers have shown a slight improvement, but the progress is limited. Notably, the slight improvements appear in the areas which already scored better during the baseline (e.g. information about the service, compliance to national legislation and non-discrimination). Collaboration



Brothers Mohamed\* (13) and Abdi\* (14) used to be almost totally confined to their one-room home in Hargeisa, Somaliland. Their lives changed completely after the community-based Child Welfare Committee, mobilized by Save the Children, intervened. The boys were provided with wheelchairs and the family has received counselling and other support. 'We really feel we are back to normal life', says Abdi. Photo: Save the Children

\* Name changed to protect identity



between service providers providing basic services (health, education, justice, CP and SP) has also improved in our project areas due to strengthening of coordination structures, supporting the establishment of referral pathways and due to joint capacity-building trainings. In addition, some improvements have been made in the way families support their children and work together with social workers to gain more ownership of resolving their children's issues.

The limited achievement in terms of achieving outcome indicators is understandable due to the short time of the implementation. In 2017, structures and coordination mechanisms have been strengthened and although the capacity of the social workers and community based CP committees has been built (e.g. in case management and in referrals), service providers, especially the informal service providers, will need much more hands-on support and coaching support. However, in 2017 the supported formal and informal service providers managed to provide CP response services (including referrals to other service providers) to 107 girls and 107 boys in Somaliland, 189 girls and 241 boys in Somalia, 569 girls and 293 boys in Burkina Faso, and 126 girls and 127 boys in Iraq. This indicates that the supported mechanisms have been able to respond to, although not yet achieve, all the set standards for their services.

An aware and supportive community is a key element in ensuring that a CP system will be able to function at the community level. Without community understanding and support, CP committees might have a limited ability to act as they will fear being victimised. At the same time, public opinion is still largely divided regarding violence against children. Beliefs – such as ‘a well-educated child must be beaten or ‘a child must work hard’ – are still largely dominant in general and violence against children is still largely tolerated.

Although change in communities' attitudes and practices towards violence against children are not measured at the outcome level, projects supported by Save the Children monitor them at output level. Save the Children Finland has been specifically engaging with traditional and religious leaders in order to increase their understanding on harms to children. We have developed innovative approaches, such as the production of a radio soap opera in Burkina Faso and community conversations in Somalia and Somaliland, reaching 670 women and 450 men in Somalia and 442 women and 68 men in Somaliland. The purpose is to raise debate within communities on what we mean by violence, where it starts, how it can be identified, what is an appropriate way to protect a child and how communities can take actions to prevent and respond to violence against girls and boys. The mentioned approaches have multiple engagements with the selected communities, and influential men and women in order to ensure that the communities themselves take concrete actions.

Finally, we have started working directly with children to build their resilience and their capacity to protect themselves and their peers from violence, exploitation and abuse. We trained and supported children in recognizing signs of violence and where to look for help, training more than 650 children (half girls and half boys) in Burkina Faso, 475 girls and 475 boys in Somaliland/Somalia, and 115 girls and 181 boys in Iraq. In Russian Karelia over 100 children received psychosocial support from a dedicated tutor in 2017. In addition, in Somaliland we used child-led research as an approach



In Burkina Faso, members of the supported children's clubs have received training on how to identify and protect themselves from various threats. The children have also benefited from capacity building, for example, capacity building regarding their roles and responsibilities in the implementation of the project, group facilitation and life skills. Photo: Save the Children

## ZAKARIA'S STORY

My name is Zakaria. I am thirteen years old and I was born in Dédougou, in the North West of Burkina Faso. I am the fourth child of my parents. Ever since my father died a few years ago, my mother has stopped being a mother to me and my siblings, and constantly yells at us and hits us. Sometimes we can go for days without food, which forces us to beg in the streets.

A family friend who saw our situation told us about a social welfare centre supported by Save the Children that would be able to help us. I went to see them and they talked to me about the problems in my family and came to visit my house to check on the situation. Social services saw that my mother was beating us and decided to start visiting us regularly to check that we were ok.

They also asked my mother if she wanted to learn how to sew so that she could earn more money and be less stressed about looking after us. They also organised workshops where they talked to her about how she

could take better care of us and that she should not hit us. I too got to go to clubs where I learned different workman skills, so that one day I will be able to find a job and be able to buy food for myself. The centre also organised clubs and radio programmes for children, so that we know what our rights are and how we can look for help if things get bad again.

Because of the help from Save the Children, my mother is much calmer and makes more money with her new sewing skills, so we don't have to beg for food anymore. I am also happy because I feel that someone is looking after me, and now I will have a good future.

for taking child participation to a level where girls and boys themselves identify issues of concerns and decide themselves what action to take to address them. In this process, adults serve as facilitators while children take the lead.

**OUTCOME 6. Children, including those on the move, have (improved) access to appropriate family-based support, protection and care**

- The percentage of supported caregivers that demonstrate improved parenting and caregiving attitudes and practices has increased

The targeted support to vulnerable families, aimed at improving their parenting skills, will start both in Burkina Faso and in Somaliland in 2018. Both countries will use structured parenting sessions to increase mothers, fathers and caregivers understanding of child development, child rights and positive parenting. Positive parenting will strengthen partner and parent–child relationships based on principles of non-violence, non-discrimination and gender equality and it will empower girls and boys to express their views and feelings in the home and to seek help when they feel unsafe. In Russian Karelia, we supported 13 residential children’s care institutions and trained 138 caregivers on parenting skills.

In our humanitarian projects in Somalia and in Iraq, we integrated cash transfer and CP interventions in 2017. Save the Children’s delivery of CP services in Iraq and Somalia has provided clear indications that the majority of CP cases Save the Children is responding to are related to how economic insecurity, economic stress and deprivation increase the risk of neglect and abuse of children and violence against children. As part of the Cash Plus approach of the humanitarian projects in Somalia and Iraq, the parents and caregivers receiving cash transfers benefitted from parenting sessions focusing on care and feeding practices, and the skills required to raise and guide children without using violence and respecting their rights. This enhanced the safety and supportiveness of the home environment and further boosted the transfers’ impact. The impact was yet further strengthened by children’s resilience and life skills trainings, and the capacity building of community committees, community leaders and service providers in order to improve their understanding on how to prevent and respond to CP issues. In Somalia, according to the child resilience programme evaluation, nearly 80 % of parents/caregivers cited increased understanding of children’s rights as well as understanding of the CP issues affecting their children. Parents also mentioned that they had improved communication and feedback between themselves and their children. Parents confirmed that children who participated in the activities had improved communication skills, which enabled them to raise their concerns or needs with their parents or caregivers and other adults. In Iraq, 86 % of the 138 parents and caregivers that participated in the sessions (117 females, 42 males) demonstrated improved positive parenting skills and coping mechanisms.

**KEY STRATEGIES TOWARDS SUSTAINABILITY**

We have worked very closely with the relevant line ministries in all our target countries and have built the capacity of government staff and civil society representatives. All our interventions are part of national strategies and support the national CP system building. For example, in Somaliland Save the Children contributed to the passing of the Sexual Offences Bill in the House of Elders. The Act outlaws rape, gang rape,

sexual assault, child marriage and trafficking. We also supported a consultation workshop organised by Ministry of Labour and Social Affairs for nine female and 14 male participants from government institutions (including the Ministry of Justice, the Ministry of Education, the Somaliland National Human Right Commission, the Attorney General's Office) and representative from CSOs in order to start the development of implementation plans of action for the Child Protection Policy and Alternative Care Policy that the government of Somaliland approved in 2016.

To enhance sustainability, we are not forming any parallel structures at the community level but instead work with those structures which are already recognised by governments and local people. We are committed to reinforcing the coordination and documentation of our approach with governments, other international and local NGOs, and we participate actively in CP working groups aimed at advancing national technical guidelines and standards. We have provided both technical support and financial support the conduct of CP working group meetings. In Somaliland 350 participants (160 women, 190 men) from the government and from international and local NGOs attended these meetings. In Burkina Faso, we are an active member of the GTPE (Groupe de travail sur la protection de l'enfant), which aims to promote the learning and sharing of practices. More specifically, we engaged technically in the CP systems subgroup, which led to the finalization and validation of technical documents

## AMAR'S STORY

I was a teacher in primary school for seven years. Then I was the head of a bank in our village in Syria for about one and a half years, but my contract ended. When I heard that ISIS was going to come to our village, we hurriedly left in the night and we walked across the border to Duhok, Iraq. We had to leave everything. I did not have anything to support my family and I was very stressed.

Whenever we received food, I would sell it for money to pay some of my debts. I almost sold my little daughter's bike because I became desperate.

Before we got this cash assistance, I felt that no one would help me and my family. In addition to getting the cash assistance, Save the Children also advised me to go to camp management and ask for help. Our family received case management support from a trained caseworker. With all the support I was able to get a job as a teacher in the camp.

My older daughter Judi was very unhappy here in the camp. I did not realize that she understood what was happening. After she started to attend resilience sessions, provided by Save the Children, she has changed. She is much better now and we now talk together as a family whenever we have problems. She is hopeful about the future and dreams of becoming a doctor or dentist one day.



Amar\* with his family. His eldest daughter Judi\* in the middle recalls her life before the family had to flee: 'I enjoyed going to school, had a lot of friends and my teachers would tell me that I was the best in my class. I was so sad when we had to leave home.' Judi was identified through Save the Children's child protection specialized programmes, which involve adolescent and youth engagement – including youth-led delivery of community services and youth-led initiatives on protection and social cohesion. Photo: Noelle Ibarra / Save the Children

\* Name changed to protect identity

on case management tools and CP networks. We also supported the group and the state members in setting up quality standards for their interventions, which are in the process of being scaled up. We also led the advocacy sub-group that aims at strengthening the accessibility and the quality of the response to children who are victims of violence. The objective of the sub-group is to ensure the CP system is decentralized to the commune level and that other ministries are taking responsibilities in integrating CP as a major component of their strategy. To support this we have carried out a joint study with UNICEF to assess the level of engagement (strategy, staff, budget etc.) of the ministries of education, health and justice in dealing with CP issues and collaborating effectively with the social services.

At the community level, in Somaliland we trained 52 community conversation facilitators (26 female, 26 male) and 35 child-led research facilitators (7 female, 28 male) from Save the Children staff, partner staff, local organisations, CSOs and the Ministry of Labour and Social Affairs. In Burkina Faso, we are committed to documenting our pilot approach to strengthening the local CP services in four communes in order to ensure that it informs the national methodology and process.

## THEMATIC DEVELOPMENT

Save the Children Finland has actively contributed to the Save the Children’s CP thematic area globally by participating as an active member in the global Task Group on Child Protection Systems’ Strengthening and in the global Task Group on Child Protection Monitoring and Evaluation. For example, in 2017 we contributed to the global mapping of CP systems’ strengthening work and on the development of the Case Management Common Approach (‘Steps to Protect’). We have also supported a pilot of a new monitoring, evaluation, accountability and learning (MEAL) tool (an ‘alternative care output tracker’) which aims to assess the quality and efficiency of Save the Children’s interventions on a more global level regarding the placement of children, and especially children on the move, in family-based care arrangements when they are not be able to stay with their families.

Save the Children Finland developed a focus group discussion tool to assess children’s views on available services and their child friendliness. The tool has been piloted in Burkina Faso and in Somaliland, and in 2018 we will develop a digitalised version of this tool in order to have an easy and fun way to collect children’s feedback. Later in our programme period, we will develop parameters and guidance for providing child-friendly and gender-sensitive CP services.

### THE ESTIMATED BENEFICIARIES OF THE MFA PARTNERSHIP PROGRAMME FOR CP

	Directly reached children	Indirectly reached children	Directly reached adults	Indirectly reached adults
Target 2017–2021	20 200	147 280	11 280	262 460
Reached in 2017	21 994	28 844	16 896	32 421

## 3.4. CHILD RIGHTS GOVERNANCE

FOCUS AREA: CRG	
SAVE THE CHILDREN INTERNATIONAL OUTCOME: Improved accountability for the rights of the most deprived children	
SAVE THE CHILDREN FINLAND PROGRAMME OUTCOMES	7. Increased interest and engagement in child rights by private companies
The outcome supports the enforcement of child rights business principles	

### PROGRESS TOWARDS THIS OUTCOME

#### **OUTCOME 7: Increased interest and engagement in child rights by private companies**

- The number of private companies with which Save the Children has a memorandum of understanding or child rights and business -related agreement

The focus of CRG work in 2017 was on getting more private companies interested and engaged in children's rights. The approach has been to both contact leading Finnish companies directly and present children's rights and business principles (CRBP), as well as being actively involved in different corporate social responsibility stakeholder networks and the related advocacy. Activities in 2017 included: jointly organising a training on CRBP in Nairobi with the Finnish Embassy for Finnish companies, operating in Kenya and East Africa generally; initiating CRBP training cooperation with four entities (Finnish Textile and Fashion, S-Group, Reima and the FIBS corporate responsibility network) and participating in the MFA-organised conference on supporting Syria. In addition to these activities, more in-depth cooperation was initiated with Fortum. Save the Children Finland, in cooperation with Save the Children Indonesia, conducted a study and workshop on the child rights situation in the waste management supply chain in Jakarta.

Save the Children Finland was also actively involved in the stakeholder dialogue on the human rights impacts of companies led by the Finnish Ministry of Economic Affairs and Employment and the MFA. Stakeholders included both Finnish companies as well as CSOs working on corporate social responsibility and human rights issues. Based on this dialogue, a document titled Human Rights Impacts of Own Operations: Insights for Due Diligence was published.

Save the Children Finland also actively took part in different stakeholder dialogues on the use of official development aid to leverage or support the private sector. The aim of this work was to highlight the need to take into account children's rights when channelling official development aid funds to the private sector.

### 3.5. OTHER THEMATIC AREAS: EDUCATION, AND HEALTH AND NUTRITION<sup>13</sup>

#### EDUCATION

FOCUS AREA: EARLY CHILDHOOD CARE AND EDUCATION & BASIC EDUCATION	
PROGRAMME OUTCOME	8. Children from deprived communities who acquire quality-inclusive early childhood care and education transition successfully to basic education and demonstrate relevant learning outcomes while attending basic education
The outcome is linked to UNCR Article 28	

#### PROGRESS TOWARDS THIS OUTCOME

**OUTCOME 8:** Children from deprived communities who acquire quality-inclusive early childhood care and education transition successfully to basic education and demonstrate relevant learning outcomes while attending basic education.

- The positive percentage change in early child development outcomes over a project cycle

Since 2015, in partnership with Nokia, the MFA Asia Unit and Save the Children Nordic members, we have supported the most marginalised and vulnerable children aged 0–5, helping them to access quality, inclusive ECCD and to transition to primary education in three ethno-linguistic minority townships (Hpa An, Hispaw and Oak Twin) in Myanmar, as well improving the quality of ECCD and kindergarten (KG) class learning environments. The aim is to provide children with a sound foundation to their early learning through an innovative and holistic early learning programme by combining ECCD opportunities with enhanced school readiness, which also supports the learning of children in the new KG year, which rolled out in 2016. In Myanmar, where ECCD coverage is less than 24 % nationally, KG is the only opportunity for generating school readiness for young children and support to the roll out of the KG year as the first year of formal schooling is a significant step towards promoting the right to education and access to quality education services.

With Nokia’s support, a mobile application has also been developed which enables community-based ECCD network groups to monitor ECCD services in their localities and collect data on ECCD coverage and quality through the use of simple software. (See further details on the mobile application and ECCD network in the case study presented on page 23.)

Since 2015, a total of 60 ECCD centres and 33 KG facilities have been established and almost 5000 children (71 % coming from marginalised or vulnerable households) have

13. The thematic areas of education, and health and nutrition were funded through DEVCO/ECHO, the MFA, bilateral funding and corporates.

accessed ECCD services. By the end of 2017, a total of 19 146 children were accessing both ECCD and KG learning facilities with our support. Measuring quality and learning outcomes has proven to be more challenging, partly due to the short project timeframe; however, the project evaluation completed after Phase 1 (June 2017) indicated that the quality of the learning environment has improved and the stakeholders who are professionally or socially in direct contact with learners reported positive results in terms of learning outcomes.

## KEY STRATEGIES TOWARDS SUSTAINABILITY

Throughout 2017 we focused on ensuring that the investments made since 2015 are consolidated and sustainable, which was also identified as a priority in the Phase 1 evaluation. We focused on providing technical support and strengthening community structures, such as parent–teacher associations, 60 established ECCD management committees (which manage and maintain ECCD centres), ECCD network groups and caregivers, all of which have a critical role in ensuring the sustainability of community-managed ECCD centres.

We also strengthened the capacities of KG teachers in regard to inclusive education and positive discipline through trainings and training material development. In order to improve the literate environment, we continued to revitalise community libraries and worked with volunteer librarians so that they are able to better engage children. We also monitored the quality of KG classes through the newly developed KG quality framework in order to ensure effective teaching and learning processes. Further, we continued the piloting of a mobile application and its use by the ECCD Network Groups – work which will continue in the next phase of our project (in 2018) with the focus on scaling up use of the application.



In Myanmar, more than 19 000 children receive a higher standard of early childhood education through both the support of learning facilities and trainings organized for teachers. Photo: Save the Children



## PUPPETRY FOR EDUCATION – BREAKING DOWN THE BARRIERS FOR INCLUSIVE EDUCATION

Save the Children's Head of Education Programming in Myanmar, Sridevi Srinivasan, realised the potential of using puppetry in teaching in order to break down barriers for both adults and children and through that to discuss traditionally sensitive issues. 'Myanmar people already have a history of string puppets in their culture,' Sridevi says, 'so I thought that if we could train a large group of people to make their own puppets and create stories about issues like disability inclusion, the puppets would become an effective way to convey those messages through the use of humour and entertainment.' Through the support of MFA Finland and the IKEA Foundation, the project was realised and the Ishara Puppet Theatre conducted a two-week intensive workshop in Yangon.

'The idea is that the township teams will be able to take these performances back with them to their own communities' Sridevi says. 'We're also training six caregivers from early childhood care and development centres. They are very active and creative people, so we hope that they will use their new puppet skills in activities with children in their own classrooms and of course train others in their townships to do the same.'

Disability and inclusive education remains sensitive, yet important, issues in Myanmar. A 2016 situational analysis by UNICEF suggests that around 3–4 % of children in Myanmar have a disability. However, that number is almost certainly greater when you consider the lack of understanding around intellectual disabilities – or even disabilities related to things like hearing and speech. When it comes to inclusive education, far more needs to be done to ensure that children with disabilities are not left behind – and this is a process that involves changing public attitudes, even within the education sector itself. 'Stigma, bullying and discrimination due to disability are key issues in education, even when it comes to the recruitment of teachers,' Sridevi says.

Dadi Pudumjee is a puppet master who has performed and taught his craft all over the world. Dadi says that puppetry has been seen throughout history to convey sensitive or taboo topics to public.



Photo: Save the Children

'You can say certain things through puppetry that human actors in some of our countries may not be able to speak about,' Dadi says. 'This is the power of the puppets when we are working with issues like HIV, safe sex or gender issues – there's just much more that you can get through than if you were using live actors.' Most of the training participants have never considered using puppets in their teaching, even though string puppetry has been used widely throughout Myanmar since the 1700s. Kyu Kyu Thin, a local ECCD caregiver from Pyin Oo Lwin, says 'In my classroom I teach children through poetry, physical exercise and storytelling. We usually use drawing methods to tell these stories, but the puppets are going to be such an amazing way to capture the attention of the children.'

*Finally the day has come that our participants have been working towards: performance day. The teams have made some last-minute repairs to their puppets, rehearsed their performances one final time and have now set up stage at a local monastic school where a group of novice monks eagerly await the performance. The children laugh, giggle and sing their way through the afternoon and, by the end of the day, the group of amateur puppeteers have learnt one final important lesson: a performance is never quite complete without a good audience.*

## FOCUS AREA: EHEALTH AND NUTRITION

### PROGRAMME OUTCOME

9. Children under five have improved access to preventive and curative health and nutrition services related to acute malnutrition, pneumonia, diarrhoea and malaria

The outcome is linked to **UNCRC Article 24**

## HEALTH AND NUTRITION

### PROGRESS TOWARDS THIS OUTCOME

**OUTCOME 9: Children under five have improved access to preventive and curative health and nutrition services related to acute malnutrition, pneumonia, diarrhoea and malaria**

- The number and percentage of children under five with SAM who received effective treatment
- The number of children under five who receive health and nutrition services
- The number and percentage of HHs provided with improved access to safe drinking water and adequate sanitation facilities

The year 2017 was the first year of a three-year DEVCO-supported EC-2-SIGN project in Zambia (Empowering Communities to Scale Interventions for Good Nutrition Project), which focuses on improving the nutritional status of children under five. According to the baseline, 14 % of the children are underweight. Monitoring data that can be held against this baseline will be available in 2018. Concrete steps, taken in 2017, towards reaching the desired outcome included supporting the District Health Offices in the target districts in order to implement a second-round child health week and reach every child for vitamin A supplementation, deworming, growth monitoring and other immunizations. Altogether 44 003 children received vitamin A supplements, 29 255 had deworming treatments and 58 773 had nutritional assessments. In addition, 92 children were treated for pneumonia, 438 for diarrhoea and 703 for malaria. Also, 6 358 mothers were reached with messages on exclusive breast feeding, complementary feeding and dietary diversification. As a result, the uptake of iron and folic acid supplements increased; for example, in Kalweo in the Mpongwe district the uptake increased by 9.5 % from October to December in 2017.

In Sudan, with the support of ECHO, Save the Children was able to provide integrated health, nutrition and Water, Sanitation and Hygiene (WASH) life-saving services to 108 090 vulnerable individuals (25 423 boys, 27 541 girls, 26 460 men, 28 666 women) in North Darfur and North Kordofan, which is 98 % of the target for 2017. Out of all the individuals reached, 28 % (30 265) were children under five. As planned, 21

health facilities that were supported are functional, well equipped and have access to essential drug kits. Also, 2163 children with severe acute malnutrition received treatment, 4463 children under five were admitted to Target Supplementary Feeding Programmes, 801 pregnant and lactating women benefited from moderate acute malnutrition services, totalling 7427 people reached with nutrition services. The crude mortality rate achieved was 0.006, which can be set against the baseline of 0.4 and target of 0.1.

Save the Children also worked towards reducing the number of water and sanitation related diseases, such as diarrhoea, for example by distributing information, education and communication materials and conducting sensitisation sessions on the importance of washing hands, the use of latrines and proper water storage and purification. The baseline figure in Zambia for the percentage of households that have access to a functional and safe water point was 62 %. In 2018 progress will be measured against this baseline data. In Zambia, sensitisation messages reached 1892 people, six school health clubs were formed 12 pupils were trained in the promotion of health and hygiene in the schools, and all target communities now have a WASH committee with an equal number of male and female members and have developed action plans. In Sudan, 1260

## MARIYAH'S STORY

Mariyah – 24 months of age – comes from a poor family in Jabrat Elsheikh, Sudan. Her father works as labourer in a remote area and has a very limited income. He could rarely send money to cover his family's needs. The poverty made it hard for Mariyah's family to fulfil their basic needs, which has affected Mariyah's health and nutrition since she was born. When Save the Children first came into contact with Mariyah, she was an ill, seven-month-old premature baby.

When she was admitted by a doctor to the nutrition centre at Jabart Elsheikh Hospital (implemented by Save the Children and funded ECHO) she weighed 7.3 kg. Soon she started gaining weight, reaching 8.7 kg in the sixth week of treatment. At the end of the treatment she was completely cured and discharged from the nutrition centre in very good health. 'My daughter was weak and frail; I was so worried about her health. Since starting the nutrition programme my daughter's health improved and I am glad to see her in good health' says Hassania, Mariyah's mother.



'Mariyah, as one of many cases of malnutrition in Jabrat Elsheikh, is completely cured. However, poverty is the reason behind most cases of malnutrition and it will be good to solve the root cause to ensure that children will remain in good health after they are discharged from nutrition centres,' says Rasha, Nutrition Officer in the Jabrat Elsheikh nutrition centre. Photo: Save the Children

individuals now have access to dignified, safe, clean and functional excreta disposal facilities and 14 879 households were visited in order to deliver hygiene messages.

## KEY STRATEGIES TOWARDS SUSTAINABILITY

Save the Children worked in close collaboration with the relevant government, civil society, private sector and community entities to provide sustainability to the programme. Partnership building, trainings and sensitisations were among the strategies used to engage duty bearers and civil society actors, as well as being used to increase their knowledge and capacities.

In Sudan, the trainings provided to health cadres built the capacity of the Ministry of Health staff to run the services when Save the Children no longer supports the health and nutrition services. The engagement of the community was ensured in implementing the project activities in order to build their capacity and for them to gradually take the lead in sustaining the service and act as first-line responders in future emergencies. Forty-two village midwives were trained in obstetric care and safe motherhood, 28 medical cadres were trained in early warning system / disease surveillance, 42 mother groups were trained on Young Child Feeding and Community-based Management of Acute Malnutrition, and 259 community outreach volunteers were taught how to conduct mid-upper arm circumference screening, referral and default-tracing and how to follow up on the newly admitted children. The community was involved in project implementation in order to build their sense of ownership; community volunteers on the project were selected by community leaders, and they are fully equipped to take over the screening of children and awareness raising in the community.

In Zambia, a local mining company was engaged in discussion on scaling up the nutrition programme and further partnership scoping meetings are planned for Year 2. The project also engaged small and medium-sized enterprises and linked them to the community-based agri-business to facilitate growth. Activities were also undertaken to build the technical and entrepreneurial agricultural knowledge of the target communities in order to improve the long-term food/nutrition security of the households. In Zambia, the project also trained 475 lead farmers in crop production techniques, which will in turn be disseminated to community members. In addition, 44 health workers and 60 community health volunteers were trained on infant and young child feeding. A further 15 district health staff members were trained in mentorship in order to mentor other health professionals, and 30 health workers were mentored.

## 4. Cross-cutting issues

### DISASTER RISK REDUCTION

Save the Children Finland is committed to continue working to minimise the risks facing children, families and communities and to improve their resilience, and it is doing this by integrating disaster risk reduction (DRR) into its programming. The DRR interventions focus on mitigating the risks of disasters that can hamper the achievements of project outcomes by reducing vulnerabilities, building capacities and preparedness at community level, and through policy-level interventions.

An integral element of effective resilience building is ensuring that local communities and organisations – both government and non-government – have the necessary skills and capacities to protect children. As part of the risk mitigation and preparedness activities in Save the Children Finland's CSSP interventions, DRR capacity-building workshops and drills were organised for communities and local CSOs in order to enhance the knowledge and capacity to effectively anticipate, prepare for, respond to and recover from disaster. As school attendance and retention form one of the key results of the CSSP projects, comprehensive school safety plans were prepared and implemented, and DRR aspects were included in curriculums. For example, in Nepal, teachers, school management committees and parent-teacher associations were supported in order to develop these plans. At the family level, DRR aspects were also integrated in parenting sessions and delivered as part of the CSSP approach.

Save the Children believes that, although children are vulnerable, they have the potential to mitigate risks, improve preparedness and act as agents of change. In Save the Children Finland's CP interventions, the DRR activities focused on empowering

In Burkina Faso, members of children's clubs have received training on disaster risk reduction. Also, school Management Committee and Parent Teacher Association members have been guided in preparing plans for disaster risk reduction. Photo: Save the Children



children and caregivers in risk prevention and preparedness. In Burkina Faso, children's clubs were trained on how to identify potential hazards affecting their localities and how they can improve their protection. Work within committees and clubs has proven to be a successful way for children to understand, learn and share good practices for preventing or minimising those risks.

One of the tools available to guide DRR and resilience work is the Save the Children's resilience marker, which focuses on managing the risk posed to children and provides guidance on measuring whether a proposal's risk level is at a risk-sensitive level at minimum.

## **GENDER SENSITIVITY**

Save the Children Finland's gender equality guidance provides a basic checklist to ensure gender equality mainstreaming during planning, implementation, and monitoring and evaluation. It was presented and discussed in all projects' kick-off meetings in 2017, giving reference to the more detailed *Save the Children Gender Equality Programme Guidance and Toolkit*.

All baseline studies carried out in 2017 collected gender disaggregated data for indicators. Direct beneficiary reach figures and indirect beneficiary reach figures for almost all of the activities are now presented separately for girls, boys, women and men. However, ensuring gender disaggregation of all data still needs to be reminded about and followed up with implementation teams on the ground.

Save the Children's Gender Equality Marker (GEM) is a tool that provides guidance and measures whether a proposal or a concept note meets Save the Children's essential quality standard of being gender sensitive at minimum (girls, boys, women and men are able to equitably access, participate in and benefit from our interventions) and gender transformative whenever possible (identifying, addressing and positively transforming the root causes of gender inequality). Starting from April 2017, it has been compulsory for each CO to fill in GEM during a proposal's development stage. Based on this initial ranking, we have been able to identify and address weaknesses and improve the integration of gender equality before the final submission of proposals. Seven proposals to various donors (e.g. UNICEF and ECHO), developed by Save the Children Finland between April and December 2017, were assessed with GEM and 5 out of 7 were ranked either *gender sensitive* or *gender transformative*. The use of GEM supported us various aspects of projects, for example, it ensured that there were enough resources for staff and partners' training in gender equality.

GEM can also be used in other ways, for example, during project reviews in can be used to strengthen an approved proposals' gender sensitive and gender transformative approaches. During the second quarter of 2017, Save the Children Finland's Gender Equality Focal Person reviewed six approved project documents using GEM and the findings were discussed in the Save the Children Finland's annual meeting in August 2017. Based on the findings, Save the Children Finland's annual Gender Equality Milestones for the programme period were revised. The key change was to commit to starting to support gender analysis in our project countries, as without a proper



Save the Children believes that it is critical to directly address gender discrimination and promote gender 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.  
Photo: Save the Children

gender analysis, we will not be able to be gender sensitive in our programming. In the remaining programme period, we need to use gender analysis in order to have a deeper understanding of why girls, boys, women and men do not have equal access to resources or why they are not able to participate equitably. Because of the review, Save the Children Finland also committed to move towards gender transformation by the end of the programme period, which means that we will aim to identify, address and positively transform the root causes of gender inequality whenever possible.

Save the Children's GEM is not yet adopted in humanitarian projects, but this will be done in 2018. However, the current GEM is already applied in humanitarian proposals, although the depth of information in a humanitarian context might sometimes be more limited. Save the Children Finland also uses ECHO's humanitarian Gender-Age Marker and the related toolkit in order to improve gender and age considerations in all projects funded by ECHO.

In order to achieve gender equality in our programming, the organisational structure and culture needs to be supportive towards gender mainstreaming. In 2017, two of our programme countries (Somalia and Zambia) carried out a gender audit as a self-assessment tool for identifying staff perceptions regarding how gender issues are addressed in programming, and in internal organisational systems and activities. The Nepal CO has carried out its audit. The self-assessments identified weaknesses and areas for improvement, which were used to develop CO gender equality action plans.

## GENDER AND PARENTING SESSIONS IN CSSP PROJECTS:

In the CSSP projects in Asia, gender equity was integrated into the design of the parenting sessions, keeping in mind the social features of the parents/caregivers, the age of the children being targeted through our interventions and the focus of the SP programme at hand. Accordingly, in Nepal, where the focus of our work is based on improving the outcomes of the government's child grant for children aged 0–5 years old, the work on gender is aspiring to make fathers more engaged in the care of their small children so that a closer bond can be formed and gender stereotyped roles vis-à-vis care can be re-evaluated within the family. To achieve this, fathers are encouraged to participate in the parenting sessions, and separate sessions are also being held to promote their

engagement with their children. A similar approach is being followed in the Philippines. In India, where parenting is centred around a cash transfer scheme for single as well as double orphans and where the majority of the caregivers are single mothers, our focus is on influencing the way parents/caregivers perceive differences in boys and girls, and how that plays out in the domestic, as well as the income-generating, work of children and in the opportunities provided for girls and boys.

The Somalia CO 2018 action plan included: a sexual harassment policy and message of zero tolerance for sexual harassment, including a hotline, that is to be distributed to all staff; gender equality as an agenda in the thematic community of practice forums in order to provide thematic sector-specific training on gender mainstreaming and the sharing of both lessons learnt and best practices in gender mainstreaming between teams; gender equality as part of the orientation and induction of all new staff; and the establishment and training a network of field-based Gender Equality Champions.

Save the Children International approved the Gender Equality Policy in June 2017. This policy applies to our working both in humanitarian and development contexts, globally and domestically, and across all levels, teams and departments. The policy guides us to ensure that we can programme, advocate, partner and organise for gender equality.

### CHILD PARTICIPATION

Child participation remains a key approach for Save the Children when designing, implementing and assessing programmes. Taking into consideration children's views regarding issues affecting them and giving them both the space and a voice to advocate for the change they want to see both have many positive effects, including promoting the sustainability of the project actions, enhancing children's confidence and enhancing the protection of children.

Save the Children monitors the realisation of child participation in projects with a specific tool developed for the purpose. In 2017, as in previous years, three minimum standards for child participation were measured: the extent to which child participation in our projects is voluntary, inclusive, and safe and sensitive to risk.<sup>14</sup> Eleven projects out of 19 submitted a fully completed child participation monitoring form. Out

14. Based on the UNCRC General Comment No. 12 (see the nine basic requirements, p. 26)



## PEER ENCOURAGEMENT IN NEPAL:

To provide a learning platform for children about the issues related to them, community-based child clubs were formed that included children from Dalit community and orphaned children. A total of 35 child clubs were formed/reformed that involved 2367 children (50 % girls). The child club members were provided training on issues such as child rights, CP, child club mobilization and life skills. The children were capacitated to conduct child-led

activities in their community and are now able to carry out home visits to households where children are found engaged in child labour and those who do not go school regularly. As a result of the child club members' regular visits, continued follow-up with parents, and child and peer encouragement, 20 children returned to school in Kavre district and are now attending school regularly.



### Sunita's story

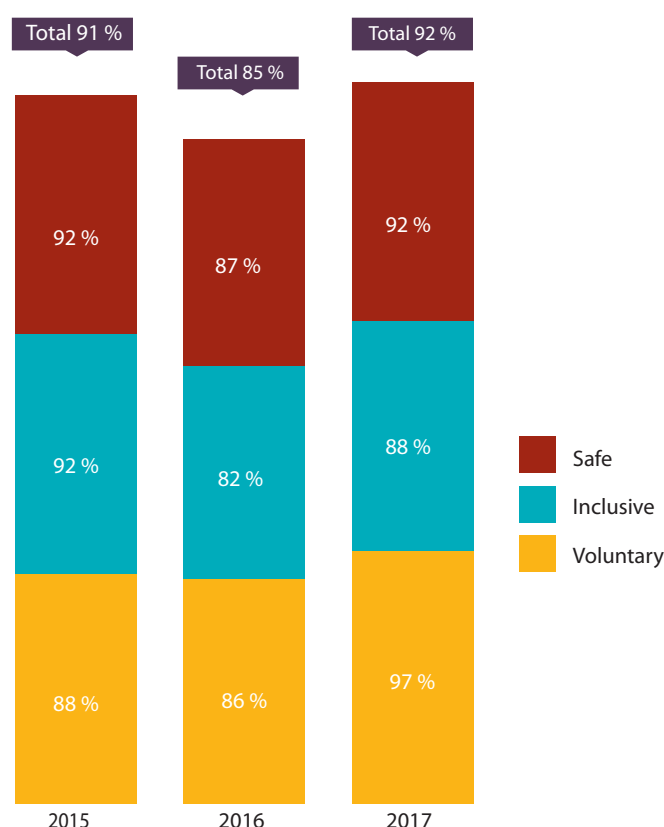
When I was studying in class eight, one of my friends convinced me to go to Kathmandu where she said I would get a better job and make a better income – so I left school. I dropped out of school without any reason. I did not pay attention to my younger sisters and did not listen to my parents. My parents wanted me to study, even though we had financial problems.

One day one of my seniors from school – Ramesh, from my village – came to meet me with a stranger who turned out to be a member of staff of Nangsal (Save the Children's partner NGO). They spoke to me about the importance of education and the possibilities of trafficking, abuse and exploitation. They requested that I return to school and to join the child club. They changed my thinking and made me aware about my life.

Photo: Indra Prasad Gairapipli / Save the Children

of the 11 projects that reported, eight were supported by the Finnish MFA, two by the EU and one by the Red Nose Foundation. The themes of the projects were CSSP (five projects), CP (five projects) and WASH (one project). Six projects from Africa, four from Asia and one from the Middle East reported.

Since the number of submitted child participation forms is quite small, the results do not readily lend themselves to generally applicable conclusions. They do, however, present the opportunity to observe some interesting findings, as detailed below. The overall score for child participation has notably increased from last year. There seems to be positive development in all the three aspects (voluntary, inclusive, safe) of child participation.



All 11 projects reported implementing some type of child participation, with consultative child participation being the most common type of child participation (in eight projects) followed closely by collaborative child participation (in seven projects). As before, the implementation stage was the most common phase for child participation (in all 11 projects).

In terms of learning, a positive development can be observed in the short-term humanitarian assistance in Somalia, where the first six-month project reported an overall score of 89 % for child participation but its extension project, also of six months, reported an overall score of 96 %, meaning that with time, learning and the better inclusion of child participation in the project have taken place.

## CIVIL SOCIETY CAPACITY STRENGTHENING AND PARTNER CAPACITY BUILDING

Strong partnerships and strengthening civil society are at the core of our Theory of Change, and in 2017, we partnered with local CSOs, governments, the private sector, and communities including children to share knowledge, influence others and build the capacity of partners to ensure child rights are met.

In 2017, we worked directly through sub-contracting arrangements with 19 local civil society partners and 62 % of all our projects were implemented, at least partly, by local civil society partners. Our civil society partners, who all share our values have an important role, not only as project implementers, but also as advocates of child rights within their communities and, in some instances, at a national level, as they also share our goals to secure the rights of children.

For new sub-contracted civil society partners, partner capacity assessments which focused on assessing their (thematic) programme and financial capacity were carried out and critical capacity strengthening needs (both technical and overall capacity building needs) were identified and fed into capacity strengthening plans that will be implemented during the programme period, with specific attention to selected key partners. During the year 2017, our partner capacity-building activities focused on training in case management and documentation, youth resilience, child participation, SP and gender among other areas. Some of our partnerships have evolved over the years into more strategic partnerships, such as our partnership with CWISH (Children and Women in Social Service and Human Rights), a child rights organisation in Nepal and a long-standing partner organisation which has now become a resource organisation for Save the Children, as described in the case study below.

In a humanitarian context, engaging and partnering with local civil society actors has proven to be more challenging due to difficulties in adapting partnership approaches and tools (such as rapid partner screening and remote partner monitoring) into a humanitarian context and further efforts will be made in the coming years to also engage with the local partners in humanitarian contexts, in line with Grand bargain, the localisation agenda and core humanitarian standards.

We also partner with governments at both national and local levels in order to support them to implement child rights, as government institutions are the primary duty-bearers. For example, in Somaliland, partnering with the government – which is responsible for managing SP frameworks, policies and programmes as a key partner – has been critical as that lack of government engagement in project implementation would have posed a challenge. The Ministry of Education, Social Affairs and Family, as a partner, participated in the design, planning and implementation of the SP project. In the project inception phase, the ministry played a critical role in project inception, wherein they provided a platform in project target areas, which in turn helped the engagement with local communities. In 2017, Save the Children has provided capacity-building support to the ministry and related SP national-level steering committees by providing training on basic knowledge of SP and CSSP, as well as providing project cycle management support.

During the year 2017, our partner capacity building activities focused in training on case management and documentation, youth resilience, child participation, SP and gender.

## STRATEGIC PARTNERSHIP WITH CWISH IN NEPAL:

Save the Children also partners with so-called resource organisations which have a specific technical expertise on child rights and which not only help to reach project objectives but also provide an opportunity for mutual.

CWISH is a Nepalese CSO which has a long history of working in policy advocacy at national level in regard to children's issues and has been a partner of Save the Children since 2000. Over the years, CWISH has been particularly successful in the handling of child rights violation cases and has led numbers of anti-child labour and anti-trafficking campaigns at national level and runs a child helpline.

In 2017 Save the Children initiated a partnership with two new local civil society partners (Nangshal and CFWA [Community Family Welfare Association]). The newly established local governments, following the federalization process, also have limited experience in CP programming and require extensive capacity-building support. Hence, CWISH (due to its extensive CP expertise in project areas) was selected to provide technical support, together with Save the Children, in order to build the capacity of the new local implementing civil society partners in CP by providing training and then following up by coaching and mentoring in the field.

CWISH manages resource persons for CP with the government partners of project districts and provides hand-holding support to NGO and government partners in child rights violation cases, so that they are capable of handling such cases themselves in the future. At a national level, CWISH supports the Civil Society Social Protection Network in implementing its advocacy agenda.

CWISH team leader **Krishna Subedi** described the benefits of this partnership for his organisation: 'In this partnership, we have an opportunity to work with both government and non-government partners, which helps us to expand our knowledge and gain more experience in child protection issues in different geographical areas and in different settings. We can transfer the knowledge and skills that we have to the other partners of Save the Children so that they can establish themselves as strong child protection organisations. In turn, we can be a vital part of strengthening the child sensitive social protection agenda at a national level. I believe this partnership will help us to better respond to child rights issues in Nepal.'



Save the Children Finland's partner organisation CWISH, providing training on child protection to staff members. Photo: Save the Children

In addition to formal partnerships, we supported a number of informal community structures and groups. In the Philippines for example, through community mapping and consultations, the project has identified existing informal community initiated *bayanihan* ('coming together') groups (such as church groups and formally organised CSOs) as platforms for integrating children's issues as part of their agenda to enhance community engagement in reducing the deprivation of children. Other examples include CP committees, school management committees and parent–teacher associations in Myanmar and the governance of village WASH committees in Zambia, all of which have an important role in engaging with communities to achieve our objectives.

We also contributed to Save the Children's wide work on partnerships through our engagement in a Save the Children partnership working group led by the head of partnerships of Save the Children International and Nordic members which aims to strengthen the overall partnership work within Save the Children at global and country level. In 2017, the key focus areas included strengthening partnerships in the context of new Save the Children International strategy, updating and developing partnership-related systems and tools, supporting Save the Children COs working with partners, partner capacity building and the strengthening of partnerships in a humanitarian context. In September 2017, an Asia partnership learning meeting, organised by a partnership working group, was held in Bangkok wherein our partnership advisor facilitated some of the sessions. Key priority areas for Save the Children partnership work going forward that were identified in the meeting included the importance of investing in the organisational capacity development of partners, the need to engage in strategic partnerships beyond implementing partnerships and integrating partnerships more strongly into Save the Children's humanitarian work.

## 5. Communications and advocacy

FOCUS AREA: COMMUNICATION AND ADVOCACY	
<b>SAVE THE CHILDREN FINLAND PROGRAMME OUTCOMES</b>	<p><b>10. Increased awareness and understanding of Save the Children Finland, Save the Children International priority themes and general global development issues</b></p> <p><b>11. Facilitated and influenced concrete policy changes related to child rights</b></p> <p><b>12. Increased active engagement of citizens, old and new supporters of the organisation, partners and stakeholders in concrete action</b></p> <p><b>13. Increased accountability and transparency of Save the Children Finland programming and actions through regular and timely communications</b></p>

### PROGRESS TOWARDS THESE EXPECTED OUTCOMES

#### **OUTCOME 10: Increased awareness and understanding of Save the Children Finland, Save the Children International priority themes and general global development issues**

Communications focused on the thematic areas and priorities of the global programme of Save the Children Finland. Specific attention was also given to communicating progress and issues related to Save the Children's global campaign, *Every Last Child*, to the general public, stakeholders and interest groups. Communications included public information and global education while also supporting advocacy efforts in promoting awareness, understanding and debate on issues related to the rights of the child and global development

Media exposure continued to be high. A total of 633 media hits were recorded during the year, an increase of over 10 percent from 2016. Extensive media coverage was gained on various reports and studies, like the Every Last Child campaign reports *End of Childhood 2017* and *Ending Child Marriage*. Throughout the year, journalists were supported in reporting on the projects and activities of the organization. For example, reporters from the Finnish broadcasting company Yle visited our projects in Somalia and Somaliland.

An increasing number of people were also reached through core communication channels. The printed bi-annual bulletin *Tulevaisuus uusiksi / Framtiden nu* was disseminated to some 60 000 households and the five issues of the *Pelastakaa Lapset* magazine had a circulation of around 13 000. Newsletters, also providing information on programme progress, reached an additional 12 000 people. The number of people engaged through Facebook and Twitter increased over the year by more than 20 per cent, with there being a total of 45 000 followers at the end of 2017.

## **OUTCOME 11: Facilitated and influenced concrete policy changes related to child rights**

Advocacy focused on the key priority areas identified in Save the Children Finland's strategy. The political landscape and advocacy windows of opportunity also played a role in prioritising what to focus on in 2017.

Save the Children Finland took part in writing the first Finnish CSO follow-up report on the 2030 Agenda. The report was published at the World Village Festival in Helsinki in May and was widely distributed to Finnish decision-makers. Save the Children Finland was responsible for writing the sections on global poverty and hunger. The follow-up report examined the current state of Finnish implementation of the 2030 Agenda and provided Finnish decision-makers with concrete policy recommendations.

Advocating for CP focused especially on humanitarian advocacy relating to the Rohingya crisis, as well as the ongoing conflicts in the Middle East (Yemen, Iraq, Syria). Yemen received special attention as Norwegian media reported in late 2017 that armoured vehicles made by the Finnish company Patria had been exported to Saudi Arabia and were in use in the conflict. The international arms trade agreement prohibits arms exports if, when deciding on the export license, it is known that weapons have been used for war crimes. The Finnish parliament has also argued that Finland should not export defence material to war-torn and countries with poor human rights records. An advocacy campaign to include CP issues as criteria when deciding on Finnish arms export licences was planned and initiated in late 2017.

The upcoming parliamentary elections of 2019 already figured in our advocacy works as Save the Children Finland played a central role in initiating the planning of an election campaign aiming at a national human rights due diligence law in Finland. Together with a number of other Finnish CSOs working on corporate social responsibility, we started building a campaign coalition comprising human rights and children's rights CSOs, development organisations, trade unions and (most notably) some of the largest Finnish companies in order to support national legislation on mandatory human rights due diligence for businesses. The campaign will be launched in late summer 2018.

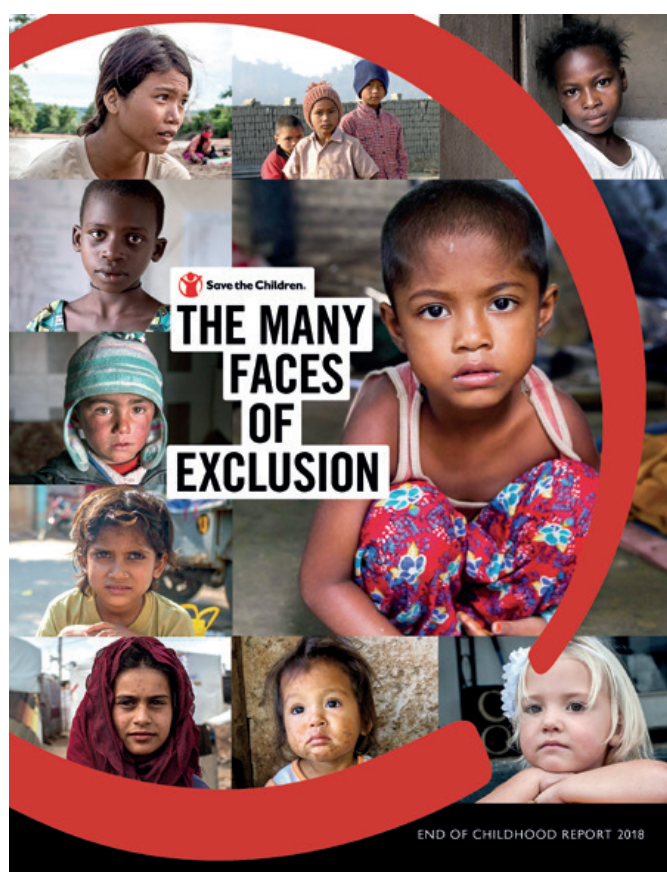
To achieve impact in our advocacy work at programme country level, we need to continuously learn about our context, assess our tactics, and review and adapt our strategies accordingly. Our MEAL advocacy system allows us to do this across all advocacy initiatives, including the Every Last Child campaign. Save the Children's new Advocacy and Campaign Impact Report tool replaced the previous Advocacy Monitoring Tool that was in use prior to 2017. The primary purpose of the new report tool is to demonstrate the extent to which Save the Children is able to contribute to policy and attitude changes, and to learn and adjust advocacy strategies. Data collected during 2017, the start-up phase in the introduction of this tool, will form a baseline for later reports. At the time of writing this report, comprehensive data was not yet available.

**OUTCOME 12: Increased active engagement of citizens, old and new supporters of the organisation, partners and stakeholders in concrete action**

Finnish school-age children were engaged through global education, aiming at guiding them towards individual and communal global responsibility. Their awareness and understanding about child rights, as well as of progress and challenges in global development, were promoted by the dissemination of knowledge, educational resources and through providing direct support to school projects and campaigns. Around 3100 pupils and their teachers were reached during the year.

**OUTCOME 13: Increased accountability and transparency of Save the Children Finland programming and actions through regular and timely communication**

The communications of Save the Children strive to enhance accountability and transparency, as well as to nurture the good reputation that the organisation enjoys in Finland and worldwide. The trust barometer of Tekiri Ltd., conducted by TNS Gallup and published in May 2017, revealed that the general population considers Save the Children to be the third most trustworthy organisation in Finland. Of all civil society and aid organisations, Save the Children is ranked the highest.





## 6. Ensuring quality programming

### 6.1. SUMMARY OF THE KEY LEARNINGS FROM 2017

As 2017 is the first year of our five-year programme, a lot of emphasis was put on getting proper baseline data. Therefore some major learnings from 2017 are linked to the baseline process.

During the data collection with children, it was observed that when we mixed girls and boys, girls were not speaking (when the girls and boys did not know each other). Hence, separate group discussions were organised. Even when the girls and boys were in separate groups during focus group discussions, responses by the girls and boys were not always recorded adequately, making it difficult to capture fully gender-disaggregated data.

Another challenge, especially faced in Somaliland, was the difficulty in accessing men for the survey; men were either at work, sleeping or chewing *khat* during the data collection exercise. In the after-action review for the baselines we also realised that the involvement of children with disabilities during the baseline data collection process was in most cases very low – this is an area we clearly need to improve on in future data collection processes.

Improving monitoring was another key area in 2017 and we put a lot of effort into designing proper monitoring tools in order to be able to generate robust evidence of the impact on our parenting component that can be linked to the CSSP approach. Consequently, we engaged with researchers from University of Oslo and the University of Bergen (who had substantial experience of evaluating parenting programmes in several countries) in order that they could select appropriate data collection instruments for measuring change. Globally validated domains and scales measuring the attitudes and behaviours of parents were tested in the field and adjusted to the local contexts of each project with the help of the researchers. Nevertheless, given the inherent limitations of quantitative surveys and scales in regard to measuring complex patterns of behaviour in general, with even more limitations in low-literacy contexts, the researchers identified qualitative methods that could be used to understand change. These were tested and found to be much more apt for grasping parenting practices. The constraint of the qualitative methods is that they are time consuming and hence are difficult to take to scale. Moving forward, a mixed approach to determining impact will probably be used.

In 2017 we produced country engagement plans for our priority COs for the first time. This proved to be a useful way to ensure two-way commitment (CO to member; member to CO) and accountability with the member–CO relationship. One key learning from the process was that there is need to strengthen COs capability to engage with in-country donors, especially in technical discussions. Hence, we planned and facilitated donor engagement workshops in Sudan and Burkina Faso for key CO

staff early in 2018. For 2018 the country engagement plans also have timelines for delegation/embassy visits supported by Save the Children Finland technical advisors and country portfolio managers when needed.

Throughout 2017 we assessed and analysed our working methods, and the division of tasks and responsibilities within the core team. Based on the analysis, and using the RACI model, we revised the job descriptions of staff in order to improve timely and efficient award management and to support COs. New titles and responsibilities became effective from 1st of January 2018. The new model enables us to work more effectively with a varied range of donors and to be more prepared to apply to the opening calls of DEVCO/ECHO, UNICEF and the World Bank. The wider our funding portfolio is, the more resilient to changes within individual donor priorities we are.

Save the Children  
Finland undertook  
two on-site donor  
compliance  
trainings in India  
and Zambia.

## 6.2. COMPLIANCE MONITORING

As a means to further systemise Save the Children Finland's monitoring and follow up of the quality implementation in terms of donor requirements and operations quality, and to complement Save the Children International's internal control mechanisms, Save the Children Finland has decided to develop a Compliance Monitoring Plan.

The Grant Management staff will bear the main responsibility for its design and implementation. By emphasising donor compliance monitoring, the aim is that weaknesses in operation quality and compliance are detected and corrected at an early stage and that the number of findings and recommendations raised by external auditors are reduced as years go by. In line with this, Save the Children Finland undertook a number of initiatives in 2017 to strengthen CO staff and partners' capacity for donor compliance, including two on-site donor compliance trainings in India and Zambia, reviewing reports and supporting donor communication to ensure that adequate levels of quality and good engagement with the European Commission are maintained. In Sudan, Save the Children Finland initiated numerous initiatives to strengthen the local staff and partners' capacities on ECHO compliance and quality insurance. One face-to-face training and one e-learning training were delivered in Sudan, covering donor guidance and reporting requirements.

Country offices that Save the Children Finland works with send bi-annual narrative project reports to Save the Children Finland for approval. Project monitoring activities, reports and proposal reviews were regularly undertaken to guarantee quality standards. To follow up and support compliance monitoring, the grant managers performed 13 field visits to eight COs in 2017. In addition, a key part of the compliance monitoring is reviewing the quality of the partner audits and following up on how Save the Children COs and partners are implementing the recommendations put forth in the management letters.

Our key humanitarian partner, ECHO, commissioned an independent audit between July and August 2017 for the Burkina Faso ECHO 2015 project. The purpose of this



Save the Children Finland staff members on a project monitoring visit in Burkina Faso,  
Photo: Save the Children

audit was to provide assurance to the European Commission, as represented by ECHO, that the funds claimed by Save the Children Finland have been used in compliance with the eligibility criteria set out in the grant agreement, the governing Financial Partnership Agreement (FPA) concerning humanitarian aid. Audit findings assessed that Save the Children Finland's administrative internal control systems and its conformity with both its procedures and the FPA were adequate. Logistical internal control systems and project management were assessed as adequate in some respects. In view of improving Save the Children Finland's systems, reducing the risks bearing on the use of EU funds and establishing more effective and efficient aid delivery, some actions were planned following the audit recommendations. Planned actions included the strengthening of management tools, and raising project staff and partners' awareness of the Document Retention, Storage, Disposal and Data Protection policy in order to guarantee that every transaction has the needed supporting documentation filed and easily accessible.

The Save the Children COs', and Save the Children Finland as a member, also need to comply with Save the Children's essential standards, policies and procedures. To help follow up on these, Save the Children International introduced the Core Management KPIs (key performance indicators) (formerly, Core IP Operations KPIs) in 2015 in order to improve the ability to measure, manage and inform decision-making, leading to improved operations in support of quality programme delivery. The KPIs focus on three areas: operations delivery, awards management, and the risk and

financial management of both COs and member organisations. Although KPIs can never tell the full story of performance and should be used together with other management tools, Save the Children Finland performed well against the key member KPIs during 2017. In particular, we were successful in having a low number of awards with non-cost extensions, which implies strong project management and planning, as well as COs submitting reports on time to Save the Children Finland.

### 6.3. OUTPUT AND OUTCOME MONITORING

To ensure better outcome-level monitoring, Save the Children Finland has undergone a rigid process of developing programme-level indicators and ensuring that the required data is collected at project level from baseline to annual monitoring throughout to end lines. For the first time in 2017, Save the Children Finland used control groups for baselines in six countries. In 2017, we also designed and started the operational research linked to the CSSP project in Somaliland. The monitoring and evaluation framework Save the Children Finland applies uses various methods and tools to assess progress against agreed outcomes. It is based on Save the Children International's MEAL framework, systems and tools.

Save the Children Finland's field-based thematic advisors supported Save the Children International COs in increasing the quality of monitoring and evaluation work (especially with the baseline design and data collection) in order to ensure the improved quality of indicator data.

All the baseline studies adopted qualitative and quantitative methods to collect information from secondary and primary sources. The following data collection methods were used: 1) a review of secondary data: the external evaluation of the previous projects (carried out at the end of 2016) and the end line data for the indicators were reviewed and used as secondary sources; 2) focus group discussions (e.g. in child welfare committees or CP working groups) were organised with adults and children, and a risk-mapping tool was modified and used with children while discussing with them about safe and risky places in their communities and ways to protect themselves and their peers; and 3) individual structured interviews (qualitative analysis) were used with key adults. All baselines used survey and/or questionnaire tools designed specifically for each project. Surveys/questionnaires were developed (which were field tested and revised before final usage) for community members (adults) and/or government and local government officials and NGO representatives. Also, ready-made tools, like the Quality of Child Protection Service Indicator tool, were used.

In most cases, data was collected by Save the Children, partner staff and hired enumerators. All data collectors were trained and Save the Children Finland technical advisors and external consultants facilitated the process. To ensure that study participants (particularly children) are not harmed during the data collection, enumerators were given training on the ethical guidelines that are to be followed during the data collection process.

## CASE STUDY: THE CSSP BASELINE IN SOMALILAND

The main tool of data collection was the household questionnaire. This questionnaire contained varying sections including general individuals' information, household vulnerability, nutrition, education, children and work, women's role in decision-making and cross-cutting issues (like gender and DRR). An important tool for data collection was anthropometric measurement. This targeted children under five. To collect the data, a list of target groups was made. Intentionally skipping was made in the lists to ensure that the target group was randomly selected. For the comparison group, the camp leaders were randomly selected households that have the same characteristics. Since the project aim is to support children and their immediate caregivers,

most comparison group households interviewed were headed by females or an intentionally selected female caregiver was interviewed.

The tool was reviewed with a research team during the training. Each and every question in the tool was discussed. Nutrition experts trained data collectors on the standards of taking anthropometric measurements, which included a practical demonstration. A field test was conducted in each of the three locations, interviewing four mothers and eight children in each location. After the field testing, a feedback session was organised and the data collected was reviewed and challenges were addressed.



In Nepal, the baseline research was conducted against the key project indicators in 300 sample households. For comparison and monitoring project progress, a similar exercise was conducted in control areas. Photo: Save the Children

The baselines employed a mix of sampling approaches including a randomized control trial for household selection and purposive sampling for selecting the community committees, government officials and NGOs. The randomised control trial's design enables setting up a group which benefits the intervention (the treatment group), which will be measured against another group (the control group) from the same community that will not take part in the project. The aim of setting up these groups is to measure the change an intervention has contributed and the extent to which project outcomes help communities improve their lives. For baseline studies, a sample was taken from the selected households from the selected target locations of the project (forming the treatment group) and non-beneficiaries (forming the control group) in the selected project sites. The study participants from both the intervention and the control groups were then randomly selected from the households by hired enumerators.

The key MEAL tools developed by Save the Children International and used in all projects supported by Save the Children Finland include a detailed MEAL plan, a detailed implementation plan and an indicator performance tracking table. While the mentioned tools track indicators at the output, outcome and impact levels, quality benchmarks (QBs) are used as activity-level process standards in order to improve key project activities. They are used to define, guide and monitor the quality of activities, ensuring that project processes and activities meet a basic standard and that this will lead to higher-level results. Save the Children International COs develop QBs for each key activity under different themes and, when necessary, they are adopted for a specific project. Both internal and external resources (e.g. internationally agreed standards like the Minimum Standards for Child Protection in Humanitarian Action) are used.

In 2017 Save the Children Finland's technical advisors participated in developing MEAL tools (including QBs) with COs and partners for the projects supported by Save the Children Finland. QBs are used by projects' implementers when planning and implementing activities (providing guidance) and when activities are being monitored independently by the COs' MEAL staff and e.g. by Save the Children Finland staff during field visits. Action points for further improvement agreed after the quality monitoring are recorded in an action tracker.

The existence of MEAL accountability points – such as feedback boxes, hotlines and post-distribution monitoring – allowed community members to raise the concerns and complaints and give feedback. The accountability procedures of the MEAL and programme teams solved and addressed concerns by responding to the beneficiaries.

The integrated cash transfer and CP project in Baidoa, Somalia, received 11 complaints during the project implementation. The complaints were categorized as follows: seven calls were categorized as a positive feedback from beneficiaries who appreciated the project activities and Save the Children's work in the project's target locations, three calls were requests for assistance from non-beneficiaries and one call was a request for more information.

## 6.4. CAPACITY DEVELOPMENT AND TECHNICAL ASSISTANCE

One of the key tasks for members is the provision of technical assistance. Save the Children Finland thematic advisors supported the design and development of the monitoring and evaluation systems for activities, defined programme planning standards and frameworks, supported programme implementation, encouraged the quality and transferral of best practices between countries, and prepared and ran trainings to build the capacity of staff and partners and so contributed to strengthening civil society.

In our effort towards the continuous improvement of our programming work, we have identified a set of internal development objectives for 2016–2019.<sup>15</sup> These objectives and more concrete outputs guide our improvement efforts towards enhanced internal capacity, as well as those aimed at building the capacity of our stakeholders and partners. We track our progress towards the objectives on an annual basis. To strengthen our capacities, our staff members participated in several trainings including hostile environment awareness training, the Save the Children Humanitarian Intermedia Programme, training on international child development programming facilitator skills, youth resilience programming Training for Trainers, and DEVCO proposal development and management trainings.



As a general rule, the projects of Save the Children Finland include trainings and other capacity-building activities for the staff of Save the Children, project implementing partners and stakeholders. Photo: Save the Children

15. A follow-up table on how we are moving towards set outcomes can be shared separately.

In 2017 Save the Children Finland organised 16 different trainings for Save the Children COs, partners and stakeholder staff. The majority of the trainings (in five countries) were on parenting skills, with two trainings on cash transfer programming and three trainings on youth resilience. The rest of the trainings covered issues on CSSP, CP in emergencies, child participation, child rights and business and enhancing the transparency and accountability of community systems. In addition, our technical advisors coached the national CO technical specialists and supported them in developing CP and CSSP CO advocacy plans, as well as positioning Save the Children COs as a lead organisations on CP and CSSP within their countries.

## 6.5. IMPROVING QUALITY GLOBALLY

In 2017 a lot of focus was given to the development of common approaches. By the end of 2017, Save The Children met the internal target of having 10 common approaches, which we are now driving the uptake of more consistent quality and results across our programming in 2018 and beyond.

In 2017, Save the Children started to develop a new global project planning and management system called PRIME. PRIME should be functional in 2019. Project programme management/PRIME will improve project management and project information management in programme delivery across Save the Children. The PRIME system will embed quality assurance and control mechanisms and facilitate project management and project information management. It will include a comprehensive set of project management functionality tools from project inception to closure; facilitate the proactive and timely management of projects in order to minimise unused funds and reduce the risks of no-cost extensions through better quality project delivery and monitoring; and embed accountability and standardisation into our project management processes. The data analytics and reporting functionality of PRIME will provide easily accessible information about our programmes, correlate interventions with impacts and facilitate increased use of knowledge about what works for children and it will provide a more solid evidence base for advocacy/fundraising.

In July 2017, the Humanitarian Quality and Accountability Initiative produced extensive audit findings about Save the Children's performance, holding them against nine core humanitarian standard commitment areas. In general, the findings confirmed that we have well-developed systems, monitoring, reporting and feedback processes in place, and that our policies and strategies demonstrate a very strong commitment to coordination. Budgets are closely monitored, and corruption is taken very seriously and acted upon when discovered. Our Code of Conduct is rigorously applied and HR policies and procedures, as well as feedback processes, are delivered systematically. While Save the Children exhibits a commitment to learning, the audit found that we can do a better job of sharing innovation and learnings with communities and people affected by crisis. It was also pointed out that Save the Children does not systematically analyse all stakeholder and country plans, and personnel do not always include inputs from significant local stakeholders. Additional areas for improvement are in the level of consultation with communities and people affected by crises regarding the design, implementation and monitoring of complaints-handling processes and the need for programmes to systematically identify unintended negative effects on livelihoods, the local economy and the environment. Lastly, the audit identified the



need to improve our beneficiary data protection systems. With these findings in mind, Save the Children International has identified a number of priority areas for improvement. Two of these seek to address specific weakness regarding the environment and data protection and three of them cut across a number of indicators within the nine commitments, therefore maximising our improvement in regard to the core humanitarian standards: consultation, learning and partnerships.

Throughout 2017, Save the Children was working on the global level to design a global results framework to support monitoring change, set against Save the Children breakthroughs and thematic outcomes. The results framework is a graphic portrayal of how our day-to-day activities affect the impact that Save the Children aims to achieve for children. The framework portrays a 'cause and effect' relationship – Save the Children must perform at one level of the framework to drive change at the next level. Each of the four levels has measurable, time-bound results and indicators to assist us in determining whether Save the Children is on track to achieve its ambition. Level I, II and III indicators will be finalised in June 2018 and data for the Save the Children International results framework will be collected for the first time in January/February 2019. Save the Children Finland has been involved in the global results framework development project, especially in regard to defining and agreeing upon the sub-thematic indicators, achieved through the steering group and working group work on the Global Themes of CP and Child Poverty.

## 7. Personnel in Save the Children Finland's international programme team

At the end of 2017, Save the Children Finland had 11 staff members working in the International Programme's team in Helsinki. The International Programme's team was supported by the Finance team and the Communications and Fundraising teams. Our Communications Officer was moved to the Communications team when the new Fundraising and Communications Director started and restructuring took place in Head Office. In order to ensure quality, it is important that our programme is based on existing thematic expertise within Save the Children Finland. Even though operating in a Save the Children International environment, thematic knowledge and innovation within project and programme design is Save the Children Finland's responsibility. For this reason, in 2017 we had four thematic advisors deployed in the field and two based in the Helsinki Head Office to support project implementation, and ensure quality and organisational learning. The sub-team of Programme Development and Quality, under the Team Head, had technical advisors in the fields of Cash Transfers and Livelihoods, MEAL (advisor was on maternity leave in 2017), CP and SP. In addition to having thematic knowledge on child poverty (CSSP, cash transfers and livelihoods) and CP, we also have expertise in DRR, child participation, gender and civil society strengthening.

The sub-team of Account and Grant Management comprised of four Account and Grant Managers, a Global Corporates Account Manager, an Advocacy and Policy Advisor and one Grant Manager under the line management of the Programme Director. The ways of working of Account and Grant Managers and the division of tasks and responsibilities between them were assessed and analysed throughout 2017. As an outcome of that process, we revised the job descriptions and titles to better reflect their responsibilities in December 2017. Starting from January 2018, Portfolio Managers perform the tasks of former Grant Managers and act as key focal points for their portfolio countries, managing all projects within those country. Partnership Managers are responsible for building strong donor relationships with their respective accounts (i.e. with donors).

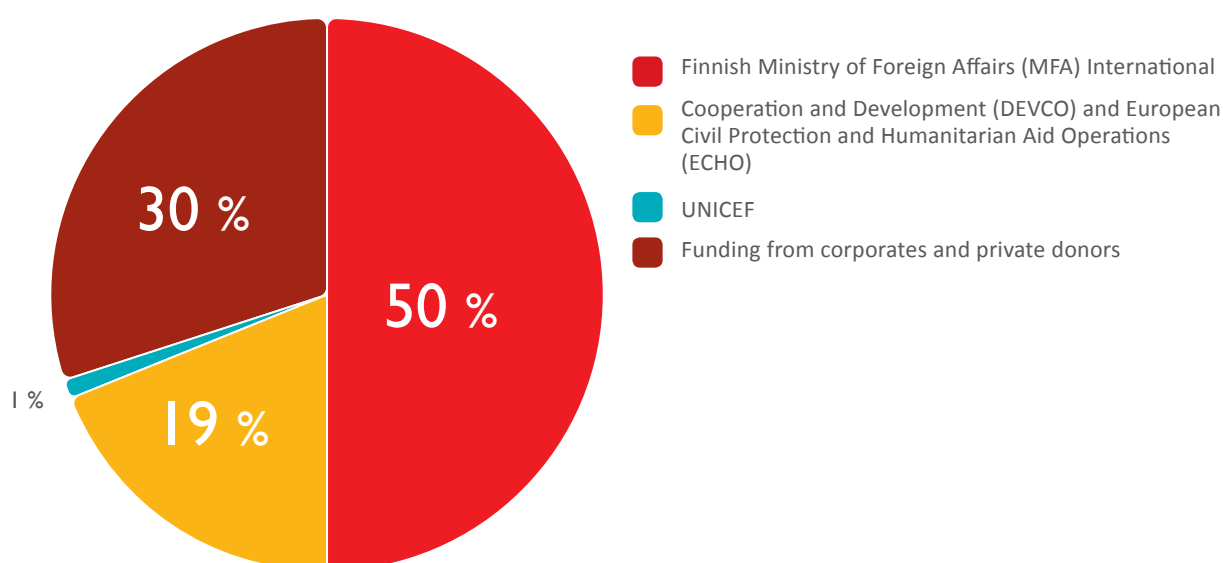
# 8. Management

## 8.1. THE FUNDING BASE AND ACCOUNT MANAGEMENT

Save the Children employs an account management system to ensure that our most important donors perceive the global organisation as joined-up, professional network. The system provides clear assignment of responsibility to members in order to lead (or support) Save the Children's engagement with specific donors, and it also ensures that all COs know which member to contact for information, advice, support and active proposal development and submission for each of the donors that may be interested in funding work in any given country. This is governed by the Fundraising Protocol, signed by all International Programme members including Finland.

Account managers are responsible for five overarching areas: a) an overall account strategy to maximise revenue for children; b) ensuring that specific funding opportunities are capitalised on; c) ensuring that proposals submitted and reports delivered enhance Save the Children's reputation with the donor; d) coordinating policy and advocacy engagement with the donor in conjunction with the global advocacy offices; and e) sharing knowledge – correct and full information – about donors with members.

In 2017 Save the Children Finland International Programmes represented 28 % of the total volume of Save the Children Finland with a range of different funding sources.



The MFA represented 50 % of the total funding portfolio of Save the Children Finland International Programmes in 2017. Programme funding from the CSO Unit was 2 870 000 euros and was allocated to six awards in Burkina Faso, Somalia, Zambia, Nepal and the Philippines; project planning, evaluations and capacity development; human resources; communication and administration. Funding from the humanitarian unit was 900 000 euros and utilised for two humanitarian projects in Iraq and Somalia.

Responsibilities towards these programme countries included collecting donor intelligence; engaging with the donor both in Helsinki and in the respective Finnish Embassies in Kenya, Zambia and in Nepal; supporting COs to position themselves for funding; and acting as the main interlocutor for COs on behalf of the account. The Embassy of Finland in Kenya paid a visit to Somaliland and the Save the Children Somalia CO in Nairobi in November 2017. Representatives from the MFA in Helsinki visited the Save the Children CO in Iraq in May 2017. Save the Children Finland also supported the Save the Children Mozambique CO by linking the office to the Finnish Embassy in Maputo. This further resulted in a meeting on early childhood education between these two parties. A similar meeting was held with the MFA Mozambique desk officer in Helsinki. Save the Children CO in the occupied Palestinian territories has also participated in several meetings organised by the Finnish Embassy in Palestine. In addition, Save the Children Finland participated in a Team Finland Business trip to Zambia and Mozambique in October.

In spring 2017, Save the Children Finland acted as a chair of the network of 22 CSOs receiving programme funding from MFA. In this role, Save the Children Finland chaired one meeting and coordinated the communication between the CSOs and the ministry regarding CSO evaluations, the programme funding instrument renewal process and a meeting later in May that gathered the 22 CSOs, MFA staff and the Minister for Development. Save the Children Finland was also invited to participate in the Development Days CSO session. In 2017, the desk officer for Save the Children Finland in the CSO Unit changed twice and meetings were held both times with the respective officer.

The CSO programme funding application for 2018–21, worth 14 819 998 euros, was delivered in June. Towards end of the year, 11 480 000 euros was confirmed from the MFA as Save the Children Finland's programme funding for 2018–21, 2 870 000 euros being received annually.

Regarding **DG DEVCO/NEAR** (Neighbourhood and Enlargement Negotiations), Save the Children Finland is currently the lead member within Save the Children for Burkina Faso and Sudan and is an interested member for India, Zambia and Russia. Responsibilities towards these countries include collecting donor intelligence, engaging with the donor, supporting COs to position themselves for funding, acting as the main interlocutor for COs on behalf of the account, assessing CO account-related training needs and coordinating the internal allocation of funding opportunities. In 2017, Save the Children Finland had three active DEVCO awards – in Burkina Faso, Zambia and India – totalling a portfolio of 3 535 919 euros. Out of this, 1 676 605 euros was raised in 2017. Donor intelligence, funding and training opportunities were regularly shared with the COs. New monitoring tools have been developed to increase DEVCO projects' management capacity, including a Record Keeping and Audit Readiness Checklist, a Go/No-Go checklist for new funding opportunities and a portfolio management checklist. Coordination with other Save the Children members was maintained through regular participation in internal account meetings and trust fund working groups.

Regarding **DG ECHO**, Save the Children Finland is the lead member for Burkina Faso and Sudan and an interested member for India and Somalia. In 2017, Save the

Children Finland raised 2 600 00 euros in funds from ECHO for Sudan, becoming the major ECHO NGO's partner in that country. This significantly strengthened our humanitarian funding portfolio and our recognition as a humanitarian organisation. Save the Children Finland maintained regular contact with the ECHO desks in Brussels, supported donor local communication exchanges and donor field visits in-country and coordinated audits and assessments, conducted by ECHO. Moreover, coordination with other Save the Children members and other NGOs was maintained through participation in account meetings and in ECHO and VOICE (Voluntary Organisations in Cooperation in Emergencies) network initiatives and consultations. One portfolio management checklist was developed to support the management of ECHO projects.

Save the Children Finland is also actively working with the **UNICEF** account by being an account lead for Burkina Faso Country Office and a sub-account lead for Somalia and Tanzania's COs. Save the Children Finland signed its first Programme Cooperation Agreement with UNICEF Burkina Faso in 2017, and raised 122 978 euros to



Through funds from ECHO, Save the Children Finland significantly expanded the delivery of humanitarian assistance in Sudan in 2017. The photo shows the registration of beneficiaries for cash transfers. Photo: Sanna Juntunen / Save the Children

implement a CSSP and a cash transfer study. A memorandum of understanding on CP was also signed in 2017 with UNICEF Burkina Faso and two new awards were negotiated, due to start in 2018. An e-learning training was performed on UNICEF compliance and reporting requirements with Burkina Faso CO staff, along with one internal face-to-face training on UNICEF financial requirements and the development of one partnership management checklist. Regular coordination with other Save the Children members and UNICEF headquarters was maintained through participation in account meetings.

Although Save the Children Finland has no active awards with the **World Bank**, we have been actively participating in Save the Children World Bank Account meetings. Engagement contacts have been maintained with the World Bank in Burkina Faso with a view to future collaborations in the field of CSSP.

## 8.2. GENERAL MANAGEMENT

Save the Children Ambition 2030 will be operationalised through three-year strategic plans, the first one covering 2016–2018. The focus during this strategy period is on nine priority areas that build the Save the Children movement and achieve results at scale. Initiatives include a high-performing organisation project, reducing costs and complexity, sharpening global processes and systems, and increasing unrestricted funding in order to become more flexible and to be able to respond to unexpected developments and strategic opportunities. At the end of 2017, the majority of our high-performing organisation projects were on track. The deployment of four key systems was completed, including bringing high-quality internet connections to more than 10 000 of our staff across 400 field offices, delivering on effort reporting and cost allocation methodology for clearer, more coherent and compliant costing and reporting to donors, and a more predictable cost base moving forward.

Save the Children's work towards strengthening our new member organisations in 2017 resulted in Save the Children Hong Kong being approved for full membership at the end of 2017 Q4. In 2018, the Philippines and Indonesia will advance on their path towards associate membership status, and we are exploring the potential for eventual membership in China.

The management of international programming is harmonised through common global systems, the Award Management System (AMS) and the financial system, Agresso (see Chapter 8.3.). The AMS serves as a database for all funding transferred between Save the Children members and Save the Children International and manages the approval workflow for funding for the opportunity stage, concept note, proposals, risk management, agreements and amendments. The AMS is also a storage system in which Save the Children International can store the key documents related to each funding source, including concept notes, proposals, agreements, amendments and reports. An award record is created in the AMS as soon as an opportunity is identified. Grant and Account Managers in Helsinki made sure all the relevant documents were produced and stored in the AMS, including information on donor compliance and guidelines.

Wider country annual planning and country annual reporting processes are carried out annually and Save the Children members contribute to these. Country Consultation Group meetings will be organised in 2018; therefore, in 2017 only a few Country Consultation Groups were organised. Regional Advisory Council meetings are forums in which to discuss plans and strategies at a regional level. In 2017, Save the Children Finland participated in Asia, Africa and Middle East and Eastern Europe Regional Advisory Councils. Global Programme Directors had four face-to-face meetings during the year and the steering committees of child poverty and CP met twice in 2017. In addition to these, several Skype meetings were carried out.

In August 2017, Save the Children Finland organised its annual international programme meeting, with field-based technical advisors also participating. The agenda included in-depth thematic discussions and separate sessions on improving the cross-cutting issues of gender equality and partnerships.

### ***Child safeguarding makes Save the Children safe for children.<sup>16</sup>***

As explained in our programme document, within Save the Children there are child safeguarding policy, protocol and reporting mechanisms in place. Save the Children's child safeguarding incidents include any incident where a child may be injured or harmed. This includes issues of physical, sexual or emotional abuse and accidents in which a child is endangered, such as road accidents. In recent years, Save the Children has significantly strengthened reporting systems and is actively tackling under-reporting. As a result, Save the Children has seen a notable increase in the number of cases reported from 2011 to 2017.

Two hundred and ten child safeguarding incidents were reported in 2017 globally:

- 195 cases have now been closed and 15 are still being investigated.
- Of the 195 closed cases, 53 were child safeguarding concerns about children participating in one of our programmes or within the communities we work in; none of these concerns involved Save the Children or partner staff, but, as a trusted leader who is committed to protecting children in all contexts, it is important we investigate all claims.

One hundred and forty-two incidents involved Save the Children International or partner staff in 2017:

- 85 of these were proven to be child safeguarding violations; the others were proven false or disproven due to insufficient or unclear evidence.
- 48 of the proven cases involved Save the Children International or partner staff
- 34 cases led to dismissals and the other 14 led to remedial actions, such as formal warnings or trainings.
- 11 incidents were reported to the local authorities.
- Regarding the 37 proven cases that involved our partners, 27 resulted in dismissals and 10 in remedial actions; as part of its zero tolerance policies and

16. Note that child safeguarding is different from CP, which is making the world safe for children.

commitment to child safeguarding, Save the Children worked closely with its partners in each of these cases to ensure the safeguarding concerns were handled effectively.

In 2017, Save the Children International strengthened its global anti-harassment policy and is now working on embedding this policy to ensure that all staff know how to report and feel safe doing so. Save the Children International developed an action plan to combat sexual harassment and bullying within the organisation. At the global level, Save the Children International received 31 allegations of sexual abuse in 2017 and referred ten cases to authorities. In the past year, 16 staff members were dismissed over reports of sexual harassment.

Throughout 2017 there has been a strong emphasis on improving staff well-being and safety through clarifying and improving processes related to harassment within the office environment in different Save the Children members. In March 2018, Save the Children US asked for external expertise to review past events pertaining to the dismissal and management of one former Save the Children US employee. This will be a thorough external investigation of the matter, including an investigation of the organisation's current procedures for hiring and the related employment practices for addressing claims of sexual misconduct and harassment. In June 2017, Sir Anthony Salz was asked by the Save the Children International Board to lead an external panel review of Save the Children International's control environment, particularly in relation to fraud and other risks to programming around the world. This has been progressing and was completed in July 2018. In light of recent media attention, the scope of the review has widened to include a review of the sexual harassment of staff.

According to the staff well-being questionnaire conducted in May 2017, 17 % of Save the Children Finland staff had experienced inappropriate behaviour from line managers and 2 % claimed to have experienced discrimination. Save the Children Finland's senior management team has acted upon these findings with a set of measures to enforce zero tolerance towards inappropriate behaviour and harassment.

### **8.3. FINANCIAL MANAGEMENT**

Save the Children International uses the global financial management system Agresso, where budgets and expense transactions are booked for their correct periods and allocated to the correct projects. Agresso ensures transparency and accountability in financial management as members like Save the Children Finland can access Agresso at any time and see if the recording of expenditure has been completed and if bookings are accurate and timely.

During year 2017, Save the Children Finland grant managers have monitored project implementation by reviewing costs booked for projects based on monthly Agresso reports. It has been possible to discuss any unclear variations or erroneous transactions on a monthly basis with different COs, which has enabled fast and efficient monitoring of project costs. When relevant, topics related to projects' financial management have been discussed during quarterly country calls between Save the Children Finland and CO staff.



At Save the Children Finland Head Office level, quarterly meetings have been arranged between portfolio managers, controllers and the global programme director.

In 2017, Save the Children International completed a global development project, where the Agresso Effort Reporting system has replaced the manual timesheets used in different COs to charge salary costs for different projects. The use of the online Effort Reporting system has automated the process of charging salary costs for projects when salary allocations are made to projects based on approved working time allocations in the system. The automated process reduces errors deriving from human error. During earlier years, there have been a few cases where local auditors auditing projects of Save the Children Finland have detected differences between the working time marked on approved timesheets and the actual salary cost allocation booked for a project. In the new system, these kind of errors can be avoided.

Together with the respective Save the Children COs, Save the Children Finland has done budget revisions to amend budgets for changed project circumstances. For MFA Programme Based Support projects, budget revisions were done in October according to the annual cycle of the Framework funding. For projects funded by other funding sources, budget revisions were done according to project-specific needs and donor requirements. After revising budgets, respective changes were also done to budget figures and codes in the AMS.

## 8.4. RISK MANAGEMENT

When planning the 2017–21 programme, Save the Children Finland identified the main internal and external risks in all of the programming countries with projects funded by Save the Children Finland. These were contextual risks: children facing violence and abuse within our projects; changes in the political and/or administrative environment, such as elections, coups d'état or governance reform processes; natural disasters and a volatile security situation; the shrinking space of civil society due to restrictive legislation; and challenging reporting requirements or funding limitations.

One of the contextual risks that activated in 2017 was the federalisation process, which included local elections in Nepal. The process slowed down some of the activities while the reform was on-going and some project activities had to be adjusted. In Somalia the volatile security situation in south-central Somalia had an effect on the project monitoring as there was no access to the project site in Baidoa. In Sudan, the recurrent access barriers imposed by the government to humanitarian aid organizations, in particular with regards to the implementation of assessments, led to an insufficient collection of evidence of project results and contextual analysis. Alternative data collection procedures and the strengthening of engagement strategies with government authorities will be used from 2018 onwards to minimise this risk. In India, due to the increasing movement of Naxalism and persistent conflict between the state government and IDPs in Telangana State, the team opted to maintain low visibility in the settlements, including at the Child Friendly Learning Spaces created under Save the Children Finland's programme.

Risks that were related to programmes were also identified and these had to do with the low thematic and/or operational capacity of the implementing CO or local partner and incompatibility with the Save the Children International standards, resulting in inefficient or poor quality activities in Save the Children Finland.

A programme-related risk that activated in 2017 was the staff turnover in Zambia CO. Several positions were changed or shifted and this had an effect on the CO's internal communication and coordination, which in turn resulted in cooperation between Save the Children Finland and the CO. There was a new Country Director in place. A new Financial Director was recruited due to constraints in getting a work permit for the former one. This had an effect on financial monitoring and reporting, especially in correcting the bookings accordingly on time. The Zambia CO took the gaps in cooperation with Save the Children Finland seriously and an organisational restructuring process, with new defined roles and responsibilities, was conducted towards end of the year.

A programme-related risk in Burkina Faso was the low operational capacity to implement our projects in the Save the Children CO in Ouagadougou and other field offices. This was due to the sudden increase of funding in the country and the lack of a significant increase in hiring staff in the field and the lack of capacity of project managers. In order to address the issue, Save the Children Finland decided to hire a trainee to assist in the management and monitoring of projects funded by Save the Children Finland. This was highly beneficial for our overall programming and we aim at using this strategy again in the future, along with other capacity-building mechanisms, in order to increase the CO's ability to implement projects. Another big risk factor for Burkina Faso is the worsening security situation of the Sahel region and the increase in extremism and terrorist attacks, particularly along the border of Mali. The Burkina Faso CO has several mitigation measures in place to ensure the safety of our national and international staff who operate in the risk areas, and we will continue to monitor the situation and adapt our safety protocols accordingly.

In order to minimise the programme-related risk of incompatibility with the Save the Children International standards, Save the Children Finland was part of the award management change project which aimed to implement a consistent, effective, end-to-end award management process across Save the Children. During 2017, a Save the Children International Award Management Change Process - team member visited Save the Children Finland to train staff on new processes, guidance and tools and to develop the action plan of Save the Children Finland in order to implement the process changes needed. Some of the key focus areas in the action plan included improving the use of new funding mechanisms, improving the quality of reporting by COs and strengthening the internal screening of new funding opportunities.

Identified institutional risks were changes in donor guidelines in the middle of a funding period and funding agreement, and sudden reductions in both long-term and flexible funding (e.g. MFA Finland programme funding), as well as fraud or misuse of funds in Save the Children Finland's programme countries. In 2017, four alleged misuse of funds cases in projects supported by Save the Children Finland were reported to us. In three of the cases the investigation found no evidence of fraud or gross misconduct.

One case led to the termination of a partnership agreement with a local partner, who was found to have misused small amounts of project funding. As a preventative action, the COs have strengthened internal controls through more regular spot checks and compliance reviews conducted by finance and awards departments and through providing technical support to field office finance and logistics departments.

The identified risks in Save the Children Finland projects are monitored by the COs and will also be followed up as part of Save the Children Finland's regular monitoring (e.g. during field visits, annual meetings and in the narrative reports COs send to Save the Children Finland).

As part of Save the Children International operations quality control, risks are assessed both at country programme level and at project level from concept (the opportunity stage) onwards using a joint opportunity risk tool. At this point, the risk assessment informs our decision-making on whether we should pursue an opportunity or not. For every project, we assess the likelihood and potential impact of external and internal risks – such as environmental, political, child safety, security, financial, reputational risks – based on agreed risk criteria and using an award risk assessment tool. Mitigation plans are developed based on the results of the assessment. Child safeguarding is a core aspect of Save the Children and the active management of risks relating to child safeguarding throughout the projects is crucial.

In addition, partner assessment (including risk assessment) is a Save the Children prerequisite for any sub-award relationship and these are carried out for all our partner organisations. For the major risks, mitigation will be considered and also addressed in CO Risk Management Plans. The projects supported by Save the Children Finland go one step further and integrate DRR components, based on the discussions on risk assessment findings (on the environmental context or the security/political context). This serves both to help staff think more in terms of potential risks and to mitigate the actual effects.

# Annex: The situation for children in Save the Children Finland's programme countries

## END OF CHILDHOOD INDEX

Save the Children's annual *End of Childhood Index* assesses the extent to which childhood is threatened due to a variety of childhood 'enders'.

The examined indicators signal the disruption of childhood and represent life-changing events that potentially prevent children from reaching their full potential: poor health, malnutrition, exclusion from education, child labour, child marriage, early pregnancy and extreme violence.

These 'childhood enders' are most prevalent where poverty, conflict and gender bias overlap to create toxic environments for children.

End of Childhood Index scores for countries are calculated on a scale of 1 to 1000 and reflect the average level of performance across eight indicators:

<b>940 or above:</b>	few children are missing out on childhood
<b>760 to 939:</b>	some children are missing out on childhood
<b>600 to 759:</b>	many children are missing out on childhood
<b>380 to 599:</b>	most children are missing out on childhood
<b>379 or below:</b>	nearly all children are missing out on childhood

CHILDHOOD ENDER	CHILD DIES	CHILD IS SEVERELY MALNOURISHED	CHILD IS OUT OF SCHOOL	CHILD BEGINS WORK LIFE	CHILD MARRIES	CHILD HAS A CHILD	CHILD IS A VICTIM OF EXTREME VIOLENCE		END OF CHILDHOOD INDEX 2018	
							Population forcibly displaced by conflict (% of total)	Child homicide rate (deaths per 100,000 population aged 0-19)	Score (out of 1,000)	Rank (out of 175)
Save the Children Finland programme country	Under-5 mortality rate (deaths per 1,000 live births)	Child stunting (% children aged 0-59 months)	Out-of-school children of primary and secondary school age (%)	Children engaged in child labor (% ages 5-17)	Adolescents currently married or in union (% girls aged 15-19)	Adolescent birth rate (births per 1,000 girls aged 15-19)	Population forcibly displaced by conflict (% of total)	Child homicide rate (deaths per 100,000 population aged 0-19)	Score (out of 1,000)	Rank (out of 175)
Bangladesh	34.2	36.1	18.4	4.3 y	44.2 a, b	82.6	0	1.6	701	130
Burkina Faso	84.6	27.3	40.1	39.2 x, y	31.5 x	107.2	0,0	4.9	560	165
Côte d'Ivoire	91.8	21.6 a	33.4	31.3 a	18.4 a	135.6	0.3	3.7	611	154
India	43.0	38.4	20.2	11.8 x, y	15.2 a, b	23.3	0.0	1.0	768	113
Indonesia	26.4	36.4	14.2	6.9 x, y	12.8	49.2	0,0	1.8	794	105
Iraq	31.2	22.6 x	21.9 x	4.7 x, y	20.7 b, x	84.8	13.6 c	6.1	730	125
Myanmar	50.8	29.2	21.3	9.3 y	12.6 b	16.2	1.7 c	1.5	791	107
Nepal	34.5	35.8	13.8	37.4	27.1 a	71.3	0.1	1.8	677	138
The Philippines	27.1	33.4	6.1	11.1 x, y	9.7	62.7	0.6 c	2.6	799	104
Russian Federation	7.7	...	1.3 d, z	...	7.5 x	22.7	0.1	1.3	944	37
Somalia	132.5	25.3 x	48.7 d, x, z	49.0 x, y	24.6 b, x	102.6	17.9 c	2.0	483	170
Sudan	65.1	38.2	14.0 d, z	24.9	21.2 a, b	72.1	7.5 c	3.4	667	140
Syrian Arab Republic	17.5	27.5 x	45.0	4.0 x, y	9.7 b, x	38.9	68.2 c	1.0	656	142
Zambia	63.4	40.0	21.0 d, z	40.6 x, y	16.9	87.9	0.0	2.5	633	147

- ... Data are unavailable or outdated (i.e. pre-2005)
- a An estimate from recent Multiple Indicator Cluster Surveys or Demographic and Health Survey (pending reanalysis)
- b The estimate does not include consensual unions
- c There is evidence of the recruitment and use of children (e.g. as child soldiers)
- d School attendance data were sourced from surveys because recent enrolment data were not available
- x Data refer to the most recent year available during the period 2005–2011
- y Data differ from the standard definition (interpret with caution)
- z Data are from the secondary source (interpret with caution)

Further details, see *The Many Faces of Exclusion – End of Childhood Report 2018, Methodology and Research Notes*.



# Our commitment to children

## 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

guide our behaviour and are the principles by which we make decisions: Accountability, Collaboration, Integrity, Ambition and Creativity.

# Our 2030 Ambition

## SURVIVAL

No child dies from preventable causes before their fifth birthday.



## EDUCATION

All children learn from a quality, basic education.



## PROTECTION

Violence against children is no longer tolerated.



Save the Children believes every child deserves a future. 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.

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