

PPA Self-Assessment Review¹

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Reporting Year	2008/9
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Part A – Basic Information²

PPA partner	Save the Children
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Niche statement	Save the Children is the UK's leading INGO for children and a key member of the Save the Children Alliance, one of world's largest INGO Alliances. We work with millions of poor and marginalised children, in fifty countries around the world, to help them realise their basic rights, especially to health, freedom from hunger, education, and protection from exploitation and abuse. On the basis of this experience, and working with national civil society organisations, we influence local and national governments and international organisations to adopt priorities and policies that realise the rights of poor and marginalised children.
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	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
PPA funding (£)	5.38m	6.89m	6.89m	6.89m	7.51m	7.82m	8.040m
As % of total organisational income	4.02%	4.22%	4.64%	4.28%	3.48%	NA	NA

	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
Other DFID funding (£)	8.093m	5.345m	7.542m	8.801m	10.334	NA	NA

Summary of partnership with DFID and other DFID funding³
Save the Children and DFID have a long relationship based on collaboration in research, joint

¹ This self assessment review is only part of the reporting story. Organisations will be able to supply evidence, case studies and other material they feel will show impact on the ground

² Part A is a useful snapshot of the full relationship between DFID and each PPA holder.

There is an opportunity to expand on some of the non-financial aspects in Part D 'Partnership with DFID' but we wanted to expand Part A to reflect the fact that our partnership with DFID is not purely financial.

³ This is intended to be a cumulative list of DFID contracts etc. from when your PPA began. If there is a large amount of information, please summarise by e.g. department and add any additional information to an appendix. We wanted to leave this section quite open to interpretation by each organisation. Note the wording has changed from 'relationship' to 'partnership'.

programming, policy development, influencing and dissemination of shared learning. We have worked together to bring about changes in policy and practice in many areas, including education, HIV/AIDS, health, poverty and economics, child labour and emergency responses. We also work together on key research initiatives, including the “Young Lives” project.

All Save the Children UK policy teams have regular meetings with their DFID counterparts in London, helping to influence the development of DFID policy. SC UK and DFID policy advisors have recently worked closely together to develop DFID’s nutrition policy.

A questionnaire completed last month by all SC UK country offices showed that, in countries where both SC UK and DFID have country offices, SC UK staff are in regular contact with their DFID counterparts in all but about 10% of cases.

Recent DFID grants have included funding for development work in Mozambique, Bangladesh, Zimbabwe, Nigeria, Liberia, Angola and India. DFID has also provided emergency funding this year in Myanmar, Somalia and Kenya, and more recently for emergencies in the South East Pacific. SC UK also receives funding from the Conflict and Humanitarian Fund. A full list of current, active DFID contracts is attached in Appendix 2.

SC UK has recently completed its role as one of the three implementing INGOs (along with Action Aid and Oxfam) of the Commonwealth Education Fund, funded by DFID and set up to support civil society to lobby for increased primary education provision.

Approximate % of total organisational expenditure allocated by sector or theme⁴

Hunger 35%
Education 26%
Protection 20%
Health 13%
Information, campaigning and awareness 6%

⁴ This should provide an indication of your overall organisational allocations by sector or theme (i.e. not limited to your PPA).

The % breakdown may change from year to year and is intended to reflect key organisational priorities for the Reporting Year under assessment.

Part B - Progress against PPA Strategic Objectives⁵

Progress to date against PPA purpose statement
The purpose of the partnership is to reduce child mortality, work effectively in fragile countries, develop accountability to children and influence the public to support development.
We are very pleased with progress made in the first year of this current PPA: <ul style="list-style-type: none">• In 2008/9, our work to reduce child mortality reached 2,215,000 children, an increase of 25% over the previous year. We also secured major shifts in public policy. Key developing countries, including Sierra Leone, Liberia and Burundi, made a commitment to abolish user fees for material and child health and the World Health Organisation agreed to include cash transfers and social protection safety nets in its work to reduce child mortality.• Due to our work, 10.6m children now have access to quality primary education in fragile, conflict affected countries. This is against an indicator for the entire PPA period of 8m and a baseline of 4m.• We see increasing numbers of children involved both in the governance of our own work and in areas such as budget monitoring of their own government's expenditure on all aspects relating to children. With extensive support from Save the Children, particularly in facilitating the involvement of children, 5 countries have submitted alternative Child Rights Committee reports, against our indicator of 3.• Over 50% of the UK population received multiple messages relating to the work of Save the Children, increasing awareness of the work of the organisation but also of the importance of development and emergency work internationally. We see growing support in the UK, even during this recession, for Save the Children's work, as shown in new supporters recruited and actions taken by these supporters.

Progress against PPA Performance Framework by each Strategic Objective

Strategic Objective 1: Child Survival
To make a critical contribution to the achievement of a two-third reduction in child mortality by 2015 (MDG 4) and to work to see the world on track to achieve this goal by the end of 2010
Please explain choice of indicators reported on below ⁶ We have reported on all indicators.

Indicator 1:
Hunger The EC will have developed, approved and financed a new nutrition policy with an emphasis on preventing child malnutrition especially among the poorest 20%, and regularly includes nutrition impact indicators in country strategic plans. Both these changes will have been influenced by SC

⁵ The phrasing in this section is intended not to preclude referencing back to previous work in a different reporting period.

This is also an opportunity to generate a rich picture of PPA funding and demonstrate its value.

⁶ Agencies may choose to select just some of the indicators for each year of reporting. Please indicate and explain which indicators have been chosen.

UK's respected nutritional research.
Progress achieved and challenges faced⁷
Based on the substantial progress made to date in our work with the EC, we believe we are on track to achieve this indicator. Building on their nutrition concept note, drafted by a small technical team including Save the Children, the EC is now developing their nutrition strategy and convening a high level European donor meeting to take this forward. The background paper for this meeting was produced by Save the Children and endorsed by EC. Save the Children will be a central partner for this event.
List any documentary evidence of achievements⁸
EC Concept Note on Nutrition (available on request)

Indicator 2:
75,000 additional acutely malnourished children in crisis countries will have been treated based on the newly developed Community Management of Acute Malnutrition (CMAM) model, thus demonstrating cost effectiveness and sustainability of the model
Progress achieved and challenges faced⁹
In the period under review, an increasing number of acutely malnourished children have been treated using the newly developed CMAM model. We have expanded our portfolio of projects into a range of countries across Africa and Asia (Somalia, Kenya, Afghanistan, Ethiopia, Myanmar, DRC, Niger, Burkina Faso and South Sudan). In Ethiopia alone, in 2008/9, we treated 21,358 children while in Kenya we treated 9,322 children.
In order for the CMAM model to become sustainable and cost effective, Save the Children has been strengthening community and state structures to deliver treatment. In Ethiopia we have trained Government health professionals and community nutrition volunteers in the management of severe acute malnutrition as well as improving the management of malnutrition by working through the health care delivery system. We have established stabilisation centres for management of children with severe acute malnutrition and complications. This type of approach, which includes capacity building of national health system staff and developing best practice to save children's lives, is repeated across the countries highlighted above. In Afghanistan we are implementing the treatment package as a part of the national health system, on behalf of Government.
At international level, as part of the Global Nutrition Cluster core group, we have actively contributed towards the development of agreed tools to implement CMAM effectively. We have also been leading with a new package of research on supplementary feeding practices that include CMAM. Two research strands include developing a minimum reporting package and investigating and addressing defaulting in supplementary feeding programmes.
Save the Children has led developments to integrate infant feeding (in particular improved breast-feeding) into CMAM, piloting new guidelines in Zimbabwe and Afghanistan.
List any documentary evidence of achievements¹⁰

⁷ Indicate the period referred to: in some cases it may be artificial to focus just on the prior year, and a focus on overall progress may be more helpful

⁸ This can also be used as an opportunity to provide DFID with case studies, YouTube clips etc for 'building support for development'.

⁹ Indicate the period referred to: in some cases it may be artificial to focus just on the prior year, and a focus on overall progress may be more helpful

¹⁰ This can also be used as an opportunity to provide DFID with case studies, YouTube clips etc for 'building support for development'.

Indicator 3:

Three more countries will have changed social protection strategies as a result of publication and dissemination of authoritative research (with UNICEF if poss) on the impact of social transfers in Africa on nutrition and child development outcomes

Progress achieved and challenges faced¹¹

As a result of lobbying by Save the Children, the World Food Programme approved a major change in strategy last year. The new strategy explicitly enables WFP to respond to hunger with cash and vouchers as well as in-kind food aid. Based on this and our own piloting work, we believe we are making good progress on this indicator.

The WFP decision counts as a considerable advocacy success. Save the Children had been lobbying for this change at multiple levels for more than three years. Our efforts culminated in an intense six months of advocacy during the period of development of WFP's four year strategy. We were the leading NGO, working alongside Oxfam as we coordinated the voices of a range of views from across Europe and North America. We galvanised donor Governments on the Executive Board of WFP to consider the proposition seriously by organising a specific meeting between NGOs and the Executive Board in Rome in February 2008. We had positive feedback from donors and from WFP management on the role we played in the process.

While many of the recent G8 commitments were disappointing, commitments that were made included real breakthroughs in linking global food security and nutrition, and on cash transfers. On the Day of the African Child, we also helped to push this issue in some key African countries.

We believe these advocacy successes, alongside our recent pilots of cash transfer programmes in Niger, Mozambique and Swaziland cash (which reached 11,247 households, see attached case studies) will pave the way for us to ensure that indicator 3 becomes a reality by 2011.

List any documentary evidence of achievements¹²

WFP 4 year strategy (available on the WFP website)
Lasting Benefits, our report on cash transfers and social protection
http://www.savethechildren.org.uk/en/docs/Lasting_Benefits.pdf
Case studies on pilot programmes in Niger, Mozambique and Swaziland (in Appendix 1)

Indicator 4:

Health
By 2010, 7 key countries (against a baseline of 0) with high under-five mortality (inc. some fragile states) will have piloted or adopted pro-poor health policies following Save the Children's policy dialogue with government authorities and health sector stakeholders. The focus on equity will be reflected in the following kinds of policy commitment:

- abolition of user fees for children under 5 and pregnant women
- the adoption by governments of new indicators that will demonstrate the impact of health interventions by income bracket
- the use of these indicators to ensure health budgets reflect the needs of the poorest
- large-scale social protection programmes (including cash transfers) that reach the poorest

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quintile of the population in order to improve health outcomes

Progress achieved and challenges faced¹³

To date, this indicator has been achieved in 2 countries: Liberia and Sierra Leone but we believe the foundations are very much in place for others to follow, before the end of 2010. Following extensive research and lobbying by Save the Children, both countries have committed to the abolition of user fees for maternal and child health care and have started to put in place policies to do this. Gordon Brown recently secured a clear commitment to this from these and other developing countries, including Burundi. We will be working intensively in several of these to try to ensure that they follow the example of Liberia and Sierra Leone and begin to put in place similar policies. Freeing Up Healthcare – A guide to removing user fees was launched by Save the Children in the UK in December 2008 and at a global-level launch at the meeting of WHO's Executive Board in Geneva in January 2009. WHO provided delegates from over 130 countries with copies of the document. As noted above, we have also achieved several key advocacy targets in relation to the adoption of social protection programmes.

List any documentary evidence of achievements¹⁴

Freeing Up Healthcare-A guide to removing user fees
https://intranet.savethechildren.org.uk/assets/documents/health/Freeing_up_Healthcare.pdf

Indicator 5:

The number of children reached yearly with essential curative and preventive health interventions through Save the Children programmes will have increased by 20% by 2010
Baseline figure 1,012,000 March 2008.

Progress achieved and challenges faced¹⁵

Our curative and preventative health work reached 1,416,000 children in the year to April 2009, an increase of 39.9% over the previous year. This included work in Ethiopia where we increased access to health services in Debresina district by more than 25% bringing it to 76.8%. In Tanzania, in 2008, 52,099 cases of fever, 8,474 cases of pneumonia and 4,339 cases of diarrhoea in children under five were diagnosed and treated using the Integrated Management of Newborn and Child Illnesses (IMNCI) approach on which we had trained health staff. In Sierra Leone our work has doubled primary health service coverage to over 57,000 children from a baseline of 28,000 in 07/08 and 24,500 in 06/07. In the Democratic People's Republic of Korea our integrated health and water and sanitation work provided access to health services to over 41,000 people including 15,000 children.

List any documentary evidence of achievements¹⁶

See Global Impact Report and Health Annex attached as Appendix 1
Cumulative figures generated from country annual reports attached as Appendix 3.

¹³ Indicate the period referred to: in some cases it may be artificial to focus just on the prior year, and a focus on overall progress may be more helpful

¹⁴ This can also be used as an opportunity to provide DFID with case studies, YouTube clips etc for 'building support for development'.

¹⁵ Indicate the period referred to: in some cases it may be artificial to focus just on the prior year, and a focus on overall progress may be more helpful

¹⁶ This can also be used as an opportunity to provide DFID with case studies, YouTube clips etc for 'building support for development'.

Indicator 6:
Through our advocacy work, the number of HIV-infected children (as defined by UNAIDS) who have access to treatment will have increased from 130,000 children to at least 170,000 (globally per annum)
Progress achieved and challenges faced¹⁷
<p>We anticipate that new figures released by UNAIDS in the next two weeks will confirm that there has been an increase in access to paediatric HIV/AIDS treatment. We believe our advocacy and lobbying work has contributed to this. Last year we campaigned to overcome bottlenecks to increasing coverage rates for prevention of mother-to-child transmission(PMTCT) and paediatric treatment services from 30 to 40 percent to the globally agreed upon target of 80 percent by 2010. We are continuing to address this through our recently launched child survival campaign. We are currently establishing partnerships with agencies such as Elizabeth Glazer foundation, ICAP and UNAIDS to advocate for increases in access to both PMTCT and paediatric treatment.</p> <p>Since this indicator was developed, we have increased our focus on reducing transmission rates between mother and child. While our advocacy work relating to the importance of access to treatment for HIV/AIDS infected children continues, and was particularly in evidence through our work at the 17th International AIDS Conference in Mexico, our work will increasingly target the reduction in transmission rates. We would welcome a discussion with DFID about how to broaden this indicator, in the context of the PPA, to reflect this change.</p>
List any documentary evidence of achievements¹⁸
UNAIDS figures due mid December

Indicator 7:
Save the Children will have established 6 new health and hunger programmes, and increased spending overall on child survival programmes from £17.5m in 06/07 to £26m by 10/11
Progress achieved and challenges faced¹⁹
Our total spend on child survival work, for the year ending April 1 2009, was over £35m (excluding £20m of food aid). Our programming for that year reached 2,215,000 children, an increase of 25% over the previous year. For the period April to June 2009 we spent £11.7m (nearly 1/3 of our total spend over that period) on child survival work. There has been a 150% increase in the value of our hunger work in emergencies. In 08/9, based on new grants received, at least 4 new countries began hunger programming while 2 new countries began health programming.
List any documentary evidence of achievements²⁰
Annex 1 Global Impact Report 2009

What is the likelihood that Strategic Objective 1 will be achieved? Rate 1 to 5	1
Please note rating refers to overall objective rather than indicators	

¹⁷ Indicate the period referred to: in some cases it may be artificial to focus just on the prior year, and a focus on overall progress may be more helpful

¹⁸ This can also be used as an opportunity to provide DFID with case studies, YouTube clips etc for 'building support for development'.

¹⁹ Indicate the period referred to: in some cases it may be artificial to focus just on the prior year, and a focus on overall progress may be more helpful

²⁰ This can also be used as an opportunity to provide DFID with case studies, YouTube clips etc for 'building support for development'.

Strategic Objective 2: Mobilise support for development
To build a critical body of support in the UK for development and the interests of children in developing countries

Indicator 1:
Working with our international Alliance and through our new Child Survival Campaign, we will have inspired 10 million people, against a baseline of 0, (including 1 million in the UK) to take action. Examples will include: <ul style="list-style-type: none"> • providing life-saving interventions for child survival, including blankets and mosquito nets • taking campaigning actions to ensure that poverty and child survival remain top of the global political agenda • texting - to show support for communities in developing countries • attending events
Progress achieved and challenges faced
<ul style="list-style-type: none"> • 347,861 people in the UK took action in response to campaigns in the year March 2008 to April 2009. • Since then, in June 2009, there has also been a range of activity in the UK, US, Canada and in 16 African countries for the Day of the African Child. • 19 Alliance members and 24 Country Programmes (working in 43 countries) have launched the Every One campaign which focuses on newborn and child survival • A popular mobilisation toolkit has been launched setting out guidance on objectives of the campaign and suggested tactics over the next 5 years of the campaign. <p>While progress to encourage action in the UK is strong and we believe the 1m target to be well within reach, there is some concern about the Alliance-wide 10m target despite full participation from Save the Children Alliance members.</p>
List any documentary evidence of achievements
Popular mobilisation kit (available on request)

Indicator 2:
Our communications with UK families on child survival will have been seen by more than 20 million people each year (2008-10) in the UK and will have generated financial or non-financial support from 200,000 people each year. 380,000 people in the UK will have participated in events as part of our child survival campaign. Baseline 0 for all.
Progress achieved and challenges faced
Over 30m people in the year to April 2009 saw some type of Save the Children message (via TV ads, direct marketing, newspaper inserts, billboards etc) and, on average, will have seen a Save the Children related message 5 times. In addition to a regular base of support of over 200,000 individual donors, 35,000 new supporters have been recruited through this outreach. 15,000 people knitted hats which were delivered to Downing Street to highlight child mortality rates and actions needed to address these. Hats were then sent on to country programmes. And as noted above, over 300,000 people took actions in response to our campaigns.
List any documentary evidence of achievements
DRTV, Bill Boards, Direct Mail materials (all available on request)

Indicator 3:
10,000 children and young people per year (against a baseline of 2,500) will have taken action about international issues and the MDGs in response to SC UK communication and 12,000 primary schools will have used information packs for school work on child survival, education in conflict-affected countries and emergencies. 500 of these schools will have taken forward further activities in these areas.
Progress achieved and challenges faced
111,000 children have taken action about international issues and the MDGs in response to SC UK communication. 924 primary schools have used information packs for school work on child survival, education in conflict-affected countries and emergencies. 550 of these schools have taken forward further activities in these areas such as Friendship Friday, Project Link and the Giant Sleepover .
List any documentary evidence of achievements
Materials for Friendship Friday, the Giant Sleepover and Project Link (available on request)

What is the likelihood that Strategic Objective 2 will be achieved? Please note rating refers to overall objective rather than indicators	1
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Strategic Objective 3: Fragile states
To pioneer new, sustainable and replicable approaches for the delivery of basic services in fragile states, particularly those affected by conflict, and to influence decision-making on appropriate interventions to meet basic needs (especially primary education)

Indicator 1:
Increase from 1 to 3 million* in the number of out-of-school children in conflict-affected countries with access to education as a result of Save the Children's work (International Save the Children Alliance target for 2010) NB: Of approximately 20 million children out of school where Save the Children's <i>Rewrite the Future</i> programme is operational, 1 million have already achieved access to school see Rewrite the Future 1 Year On Sept 2007
Progress achieved and challenges faced
In the year to April 2009, 60,663 children gained access to primary education for the first time. Based on this figure, we do not expect to achieve the 3 million target outlined above within the PPA timeframe but will continue to work to meet our 3 million target, with an expected date of 2015. While work over the last 3 years has given access to well over 1 million children, we now recognise that we need to understand more fully what interventions successfully provide schooling for the first time to children in conflict effected countries. Further research is therefore now underway in DRC and Afghanistan. However, the significant progress to date has included an accelerated learning scheme in DRC which reaches 278,000 children, an increase of 40% in girl's enrolment in Southern Sudan and an alternative approach to basic education in Somalia which now reaches over 13,000 children.
List any documentary evidence of achievements
Rewrite the Future Three Years On report https://intranet.savethechildrenorg.uk/assets/documents/Rewrite_the_Future_Three_Years_On_hires.pdf

Indicator 2:
Increase from 4 to 8 million* in number of children in conflict-affected countries benefiting from a

higher quality of education (reducing drop-out rates in primary education) through Save the Children's work (*International Save the Children Alliance programme baselines and targets)
Progress achieved and challenges faced
Save the Children's Rewrite the Future Campaign has provided quality education to 10.6 million children, exceeding our target of 8 million children. These figures represent numerous success stories. The introduction of school management training in Afghanistan benefited over 2 million children, risk reduction work in Sri Lanka has improved the quality of education for almost 1.5 million children and 267,000 children in Colombia were able to start their education earlier due to a programme to introduce schooling for under 6s.
List any documentary evidence of achievements
Rewrite the Future <u>Three Years On</u> Report and case studies (as above)

Indicator 3:
At least 100,000 children in fragile states are better protected from trafficking, recruitment into armed forces and groups, and other forms of exploitation and violence through access to community-based child protection systems. <i>Baseline: March 2008 256,043</i>
Progress achieved and challenges faced
397,820 children in fragile countries were reached through our child protection work, 141,772 more than our indicator baseline, an increase of 55%. This included work in Liberia where we reached over 15,000 children through our protection work, including responding to children at risk of exploitation, safeguarding two groups of children being trafficked, and removal and reunification of children from an orphanage which was closed by the authorities due to allegations of sexual abuse. In the Mekong Delta, 17,000 children were reached to increase their protection from trafficking.
List any documentary evidence of achievements
Appendix 1: Global Impact Report (Protection Annex)

Indicator 4:
The number of donors who ensure that at least 30% of the value of new education funding commitments are made to conflict-affected fragile states, according to need, will have increased from 0 to 3
Progress achieved and challenges faced
Education aid for conflict-affected fragile states has increased by 50 percent between 2005 and 2007 to \$2.6 billion. Humanitarian aid to education doubled between 2006 and 2008 to US\$235m. Donors, on average, contribute 21% of their new education funding to CAFS. Ireland(31%), Portugal(32%), Sweden(31%), USA(42%) and World Bank (47%) all exceed the 30% target. Currently the UK sits at 26%. In May 2007, the first ever education donors conference was held in Brussels. In July 2009 the G8 promised to pay special attention to countries affected by conflict in order to reach the Education for All goal, building on their increased focus on conflict affected countries in the 2007 and 2008 summits.
List any documentary evidence of achievements
Last in Line report (available on request)

What is the likelihood that Strategic Objective 3 will be achieved? Please note rating refers to overall objective rather than indicators	2
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Strategic Objective 4: Transparency and accountability to children and young people
International, regional and national policy and decision-makers become more transparent and accountable to children and young people in the development and implementation of their policies and in the use of public resources. Civil society holds leaders to account in delivering on their commitments to children and young people

Indicator 1:
Effective accountability mechanisms to children are operational in at least 30% of Save the Children programme countries (increased from 15% currently) and ensure that children know their rights and how to access them. Established consultation processes at national or local level inform government on key child-related policy changes
Progress achieved and challenges faced
In the period of this report, new work to develop child participation processes has started in Angola, Ethiopia and Nigeria. In Cambodia, China, Lao PDR, Myanmar and Thailand more than 1,200 children took leadership roles in Save the Children projects to stop trafficking, while others joined regional discussions. The result has been a commitment to include children in all aspects of our anti-trafficking work in the region. In Bangladesh, we successfully involved 15,000 children in raising their voices on specific issues of inequality in healthcare and nutrition under the <u>Get on Track</u> campaign. The event was widely publicised. Save the Children staff met with DFID and other child and youth focussed organisations to discuss how child participation could be taken forward within the context of DFID’s White Paper. Overall 18% of country programmes have significant elements of effective accountability mechanisms for children, and additional work is underway to reach the target of 30% in by 2010.
List any documentary evidence of achievements
SC UK’s Accountability to Children statement, with corresponding targets for development of country programme systems (available on request).

Indicator 2:
Three new fragile or transition countries will have submitted alternative reports to the Child Rights Committee (CRC), prepared by civil society coalitions including child-focused agencies and with a clear focus on discrimination due to gender and/or ethnicity
Progress achieved and challenges faced
With support from Save the Children, particularly in the facilitation of children’s participation, alternative reports were submitted in Sierra Leone, Zimbabwe, Pakistan, Sri Lanka and Mongolia. Reports from Indonesia and Brazil are in preparation, as is a report on the situation for children relating to Security Council Resolution 1612 in OPT. Save the Children succeeded in securing a commitment from the Palestinian Authority to produce a CRC report.
List any documentary evidence of achievements
Alternative CRC reports as listed (available on request)

Indicator 3:
The number of governments in Save the Children programme countries whose key anti-poverty policies (National Action Plans, PRSPs) formally and publicly commit to an increased allocation of, and improved efficiency in, the use of resources allocated to address the needs of the poorest and

most vulnerable children will have increased from 0 to 5.
Progress achieved and challenges faced
Budget analysis work in SC programmes in Ethiopia, Tanzania, South Sudan, Sri Lanka and England is allowing us to lobby governments on this. However, limited resources are hampering this work and we need to look again at how we will ensure that we reach this indicator.
List any documentary evidence of achievements
Budget review guidance to country programmes (available on request)

What is the likelihood that Strategic Objective 4 will be achieved? Please note rating refers to overall objective rather than indicators	3
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Part C – Lessons Learned²¹

What lessons are being learned from this PPA?

You might find it helpful to frame your response around each strategic objective and/or to comment on how the PPA has contributed to:

- knowledge generation
- Dissemination of knowledge (e.g. to other PPA partners, UK public, etc.)
- your organisation's impact
- relationships with others (whether PPA partners or not)

(Approx. 600 words.)

In the context of much of our key work, particularly where we are working with partners to build momentum in our advocacy work, knowledge generation and dissemination are particularly important for us. A review of our website shows clearly the importance of this with hard hitting policy position publications including Feeling the Heat: Child Survival in a Changing World, The Next Revolution: Giving Every Child the Chance to Survive, along with a publication which brings together discussion papers from recent policy conferences. Widespread dissemination of these, particularly within some of our coalitions, builds the coherence of our position and allows us to advocate from a strong research base. We hope this also supports the effectiveness of others, including DFID, working in these areas.

For us, a key objective, in terms of dissemination of knowledge, is to communicate better about the impact of our work on children. As we hope we have shown above, the areas of work which have formed the focus for this PPA have grown dramatically during the reporting period with a demonstrable increase in the number of beneficiaries, often exceeding the target indicators. This mirrors the overall growth in the reach of our programme work. In the year ending April 2009, our work reached over 7,706,000 children, an increase of 21% over the previous year.

A key driver in building this knowledge has been DFID's insistence on the need for quantitative PPA indicators and figures for beneficiaries reached. This has pushed Save the Children to roll out, fully, our system to record numbers of children reached and to take this forward to do the same within all Save the Children Alliance programmes and for both children and adults. While this has been challenging and sometimes difficult to deliver to schedule, DFID's pressure on this issue has ensured that, as you can see in this report and our accompanying Global Impact Report, we can give clear figures for numbers of children reached and break these down by thematic and geographic area.

²¹ We left this section fairly open to interpretation.

Additionally, it's an opportunity to show the reach and value PPA money has.

While the measurement of the number of children reached has been a huge amount of work and we still need to do more to improve information on the quality of the impact achieved, staff have almost universally welcomed this added specificity despite many misgivings in advance. We hope that, in sharing this information, we can help to build the climate of accountability needed for our work in the future.

Aside from this, perhaps the most obvious impact of the PPA, is that the unrestricted nature of the funding allows us to leverage funds both from voluntary and government donors. We have estimated in the past that this can give a leverage of at least 1:4.

PPA funding also allows us to invest in coalition building to deliver maximum impact in terms of our advocacy work. The effectiveness of this is shown (above) in the key changes recently agreed by the World Food Programme and the recent successes in lobbying for the abolition of user fees. Other key coalition partnerships are the White Ribbon Alliance, Education for All and Countdown to 2015. Alongside these, we invest hugely in the strengthening of Save the Children as an Alliance.

While we have many collaborations with other PPA partners, of particular note, recently, is the establishment of the Consortium of British Humanitarian Agencies, lead by Save the Children along with other members, including Oxfam, Action Aid, Concern, CAFOD Christian Aid, World Vision, IRC and Plan. This runs alongside our leadership with UNICEF of the Education Cluster in emergencies.

Part D – Partnership with DFID²²

Partnership with DFID

Your organisation, through your PPA, is formally in partnership with DFID, guided by a mutual accountability framework (MAF). This section provides space for your organisation to comment on how that partnership is working in practice.

Some questions to guide you (but please feel free to comment as you wish):

- Have your expectations of the MAF been met in this reporting period?
- What has been the level of mutual engagement between you and DFID?
- What has worked well?
- What has worked less well?
- What suggestions do you have for more effective partnership in future?

Please give specific examples if possible of your PPA partnership with DFID, including links to relevant documents/websites and any collaborative DFID engagement done with other PPA partners

(Approx. 600 words)

As we have already indicated, there is extensive engagement between London-based staff at DFID and Save the Children and extremely fruitful policy exchange, debate and knowledge sharing. Senior Save the Children staff also meet with their counterparts at DFID to understand the areas of synergy between the two organisations, to advocate for key policy changes and to develop areas of collaborative work.

At DFID's prompting, we have recently completed an extensive review of contacts with DFID within our country programmes. Once collated, we will be sharing this information with DFID. This documents the level of engagement with DFID and also looks at perceptions within country offices in terms of understanding of the potential for useful engagement with DFID.

We found that Save the Children country offices, though almost all had regular ongoing contact with DFID counterparts, still seemed unclear as to how funding decisions were made or whether there were opportunities to apply for funding. They were also often unclear what level of engagement they could expect in relation to DFID policy in country.

²² Again, we wanted to focus on partnership over relationship here and have left this section open to interpretation by each organisation.

This is where the mutual accountability framework will slot in, once it has been developed by DFID.

This is an opportunity to expand on some of the information in Part A on the partnership between DFID and PPA holders and a chance to flag up issues.

Again, there is a shift in emphasis from a purely financial relationship to a partnership that is also about learning, accountability and communication with other parts of DFID beyond the Civil Society team.

This seems to be fairly ad hoc with high levels of involvement from INGOs in some countries and virtually none in others. Offices would certainly welcome more guidance and consistency in these two areas.

In terms of engagement with DFID on the PPA, we have also found that our own internal communication is not as strong as we would like it to be. By ensuring that all relevant staff have full knowledge and understanding of our PPA commitments, we hope to ensure that it will be easier and quicker to report fully to DFID for the second year of our PPA. In addition, there seem to be some issues here in terms of consistency of communication within DFID. Much of the framework for the agreement for this current PPA was, it seems, not passed on to the relevant DFID staff and this has created confusion as has, sometimes, the very welcome addition of the Latin America PPA. We are not sure what to suggest to try to resolve this as it is an issue that seems to go back several years, perhaps due to frequent staff changes. However, it seemed to be exacerbated by the use of external consultants who lead the negotiation process for agreeing log frames.

Engagement at a policy level continues to flourish with, as noted above, key collaborative work on DFID's future nutrition strategy and regular engagement between all SC UK policy staff and their counterparts.

As mentioned elsewhere in this report, we regularly collaborate with other PPA partners, particularly with Action Aid and Oxfam (CEF and lobbying WFP for example).

Note: The mutual accountability framework was not agreed until the end of the period in question.

Part E – Corporate Governance and Organisational Change²³

Provide evidence of how your organisation demonstrates good corporate governance, whether this has changed as a result of the PPA, and if so how.

You must include in your response assurance that your organisation complies with UK equalities legislation on disability, gender and child protection, and shows due regard for environmental impact.

(Approx. 500 words.)

Save the Children is a company limited by guarantee and registered charity governed by a Board of Trustees. These trustees are responsible for overseeing the management of all the affairs of Save the Children. The trustees are appointed, elected or re-elected on a fixed term according to procedures set out in our Memorandum and Articles of Association, which are our governing documents. Trustee recruitment is conducted by the Nominations Committee of the Board. We agree and implement an individual induction programme for each new Trustee, covering all aspects of the role and the organisation and the introduction and development of this was, in part, as a result of promptings from DFID.

The board seeks to ensure that all the organisation's activities are within UK law and agreed charitable objectives. Its work includes setting our strategic direction and agreeing our financial plan. Matters reserved for the Board are clearly set out in the standing orders of Save the Children.

The organisation seeks to ensure its accountability to children at every level and particularly through the participation of children in all programming areas. In particular, the Trustees work with and meet annually with our Global Children's Panel which holds the board to account in relation to their commitments to children.

The Trustees have a particular responsibility to ensure that financial statements are prepared according to the UK GAAP (Generally Accepted Accounting Practice). The Trustees delegate day to day management of Save the Children to the Chief Executive and Directors. Other Board committees include the Audit Committee, the Performance and Remuneration Committee and the Investment Committee.

²³ This section is about both ticking the basic legal compliance boxes and showing that PPA holders are pioneering dynamic new approaches to e.g. environmental standards.

This also provides an opportunity for PPA holders and other organisations in the sector to learn from each other and presents PPA holders as at the forefront of new approaches to good corporate governance, accountability, transparency, organisational change etc.

This is an opportunity to list which standards and codes you are signed up to (e.g. HAP, Sphere etc).

Emphasising how PPA funding has contributed to improving governance and change in your organisation and how this learning has been shared in order to strengthen the sector will also provide more material to demonstrate the reach and value that PPA funding has.

Save the Children seeks to actively manage risk through the work of a risk-based internal audit processes and the work of a Global Risk Assurance Manager.

Save the Children complies with all UK equalities legislation on disability, gender and child protection and has its own policies in all these areas (available on the web site). In particular, Save the Children's Child Protection Policy and practice have been used as the basis for the development of similar policy by many other organisations.

We are members of, among others, the following accountability bodies: Humanitarian Accountability Partnership International (HAPI), Sphere, Steering Committee for Humanitarian Response (SCHP), Active Learning Accountability Performance in Humanitarian Action (ALNAP), People in Aid and the Ethical Trading initiative. In February 2009 Save the Children gained accreditation with the People In Aid Code of Good Practice which covers a broad range of the critical people management standards.

We have undertaken extensive work on the environmental impact of our Farringdon office, with energy audits leading to minute by minute control of heating and air conditioning. Increased home working, teleconferencing, conference calls and cycle facilities all reduce our carbon footprint. Similar work is now being commissioned for our country offices.