

Save the Children, India:

AMBITION FOR CHILDREN 2030 AND 2016-18 STRATEGY

*Whatever it takes to build a better
world for and with children*



WHATEVER IT TAKES TO BUILD A BETTER WORLD FOR AND WITH CHILDREN

In recent decades the world has made unprecedented progress for children. Yet our mission is as urgent and relevant as ever before: millions of children are being left behind and denied the opportunity to survive and fulfil their potential.

Since 2000, India has cut poverty in half. However, the country still has 1.7 million children out of school, over 8 million child labourers, and more children dying before their first birthday than any other country in the world. There is still work to be done for children.

This document outlines the change we want to inspire by 2030, as well as the strategic steps we will take over the next three years to get there. We will do whatever it takes to ensure that by 2030 all children survive, learn and are protected, with a focus on the most deprived and marginalised children.

CONTENTS

NOTE FROM CHAIRMAN AND CEO	03
WHO WE ARE	04
A CHANGING WORLD	06
WHAT WE WANT TO ACHIEVE	08
STRATEGIC PILLARS	10
WHERE WE WILL WORK	15
FUNDING OUR AMBITION	16

NOTE FROM CHAIRMAN & CEO

As we finish drawing out our third set of strategic goals, it is inspiring how big the scale of our ambition has become. We have progressed from aspiring to be the 'go-to' organization for children in India in 2008, to aspiring to be amongst the top 5 countries achieving the greatest improvement in child indicators for 2030!

It is heartening to see the realization of our previous strategies. Today Save the Children is the leading organization for children in India. We have had successful interventions in 20 states, we are one of the top responders during humanitarian disasters in India (from the Bihar Kosi floods in 2008 to the South India floods in 2015) and we have successfully advocated for and supported the state government of Jammu & Kashmir in the development of the Juvenile Justice Act. Today we can proudly say that we have touched and brought a positive change to the lives of millions of children in India. What next?

We move forward with our new strategy at an apt time when the Millennium Development Goals have come to an end and new global targets have been set as Sustainable Development Goals. In line with our global ambition, our strategy aims to achieve three breakthroughs for children by 2030:

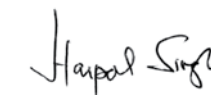
- ▶ **No child under 5 dies from preventable causes,**
- ▶ **All children learn from a quality basic education and**
- ▶ **Violence against children is not tolerated.**

Over the next three years Save the Children, India will impact the lives of 2 million of the most marginalized children. We will do our bit to ensure that children grow up in a safe and healthy manner, that children don't feel the deprivations that go with poverty, and that children actually enjoy their childhood. We cannot embark on this journey without becoming a high-performing organization, driven by

technology and innovation. And we cannot complete this journey without working in a collaborative manner with our partners - civil society organizations, government, corporate enterprises, and our most important partner - children themselves.

In 2019 Save the Children globally will turn 100 years old. Our future relevance depends on our ability to use this century of experience to work together with others to inspire breakthroughs in the way the world treats children.

We must and will do whatever it takes to build a better world for and with children!



Harpal Singh,
Chairman



Thomas Chandy,
CEO

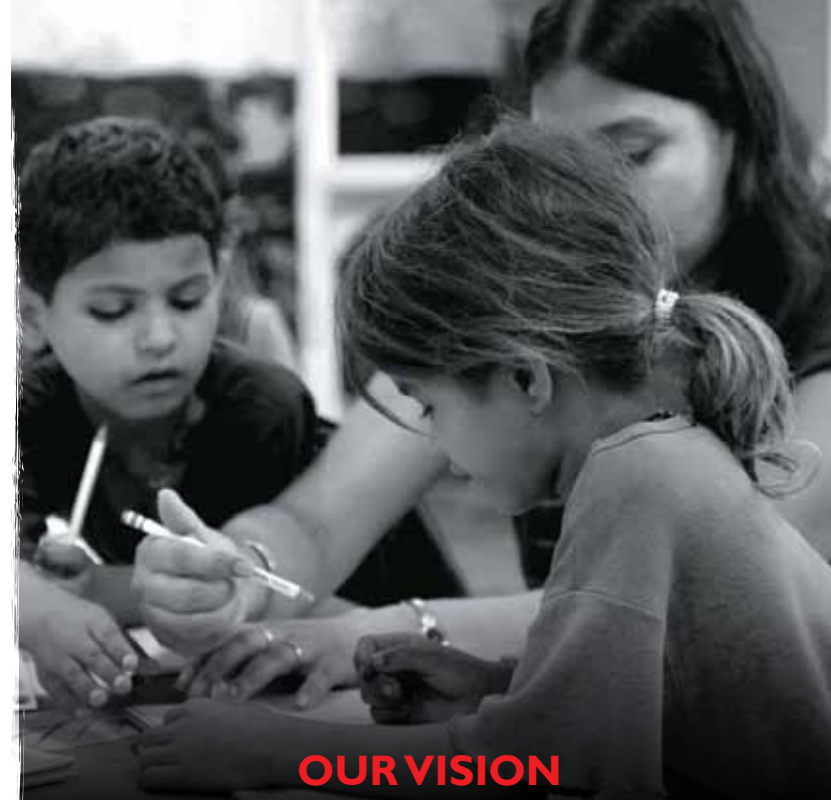
WHO WE ARE



Like our founder Eglantine Jebb – who in the wake of the First World War was the first person to declare children had individual rights – we are pioneering and courageous.

OUR RECENT SUCCESS AND ACHIEVEMENTS

- We reached more than 1.8m children in the last strategic period (2012-15).
- In the state of Jammu and Kashmir, we successfully supported the government in developing the Juvenile Justice Act and training police officials at all levels.
- We led successful responses to all major humanitarian crises – Assam floods (2012), Uttarakhand floods (2013), Cyclone Phailin (2013), Jammu and Kashmir floods (2014), and South India floods (2015).
- Our Early Childhood Care and Development HUB Model was adopted by the Delhi State Department of Woman & Child Development and replicated in 13 other HUB centres.
- We were selected to serve as the secretariat for two national coalitions - Reproductive, Maternal, Newborn, Child and Adolescent Health, and Food and Nutrition Security.
- We successfully released two flagship reports: **World of India's Girls (WINGS)** in 2014, and **Forgotten Voices: The World of Urban Children in India** in 2015.



OUR VISION

A world in which every child attains the right to survival, protection, development and participation.

OUR MISSION

Inspire breakthroughs in the way the world treats children and achieve immediate and lasting change in their lives.

OUR VALUES

We will stay true to our values of Accountability, Ambition, Collaboration, Creativity and integrity

THEORY OF CHANGE:

OUR MODEL FOR INSPIRING BREAKTHROUGHS FOR CHILDREN

WE WILL...

... BE THE INNOVATOR
develop and prove evidence-based, replicable breakthrough solutions for problems facing children.

... BE THE VOICE
Advocate and campaign for better practices and policies to fulfil children's rights and to ensure their voices are heard (particularly most marginalised or those living in poverty).

BUILD PARTNERSHIPS
Collaborate with children, civil society organisations, communities, governments and the private sector to share knowledge, influence others and build capacity to ensure children's rights are met.

... ACHIEVE RESULTS AT SCALE
Support effective implementation of best practices, programmes and policies for children, leveraging our knowledge to ensure sustainable impact at scale.

A CHANGING WORLD

The world we operate in is changing rapidly – for children, and for our organisation:

- More conflicts
- More climate- related disasters
- Increasing violence towards children, especially girls
- Slow progress in conflict affected areas
- Growing urban population
- New technology and digital revolution
- Increasing youth activism
- Ongoing political instability in some states
- Slow improvement in child right indicators
- Changing funding environment

WE'VE DEVELOPED OUR STRATEGY FOR CHILDREN IN THE CONTEXT OF THESE CHANGES.



Although India has made significant progress in realizing children's rights, indicators show that there is still work to be done.



29/1000 infants die before reaching 28 days of age



40/100 children die before their first birthday

Highest number of newborn and infant deaths in the world



56% schools have only 2-3 teachers. Resulting in lack of 5.86 lakh primary teachers & 3.5 lakh upper primary teachers



92% schools not compliant with Right to Education Indicators



8.2 Million child labourers Largest number of child labourers in the world

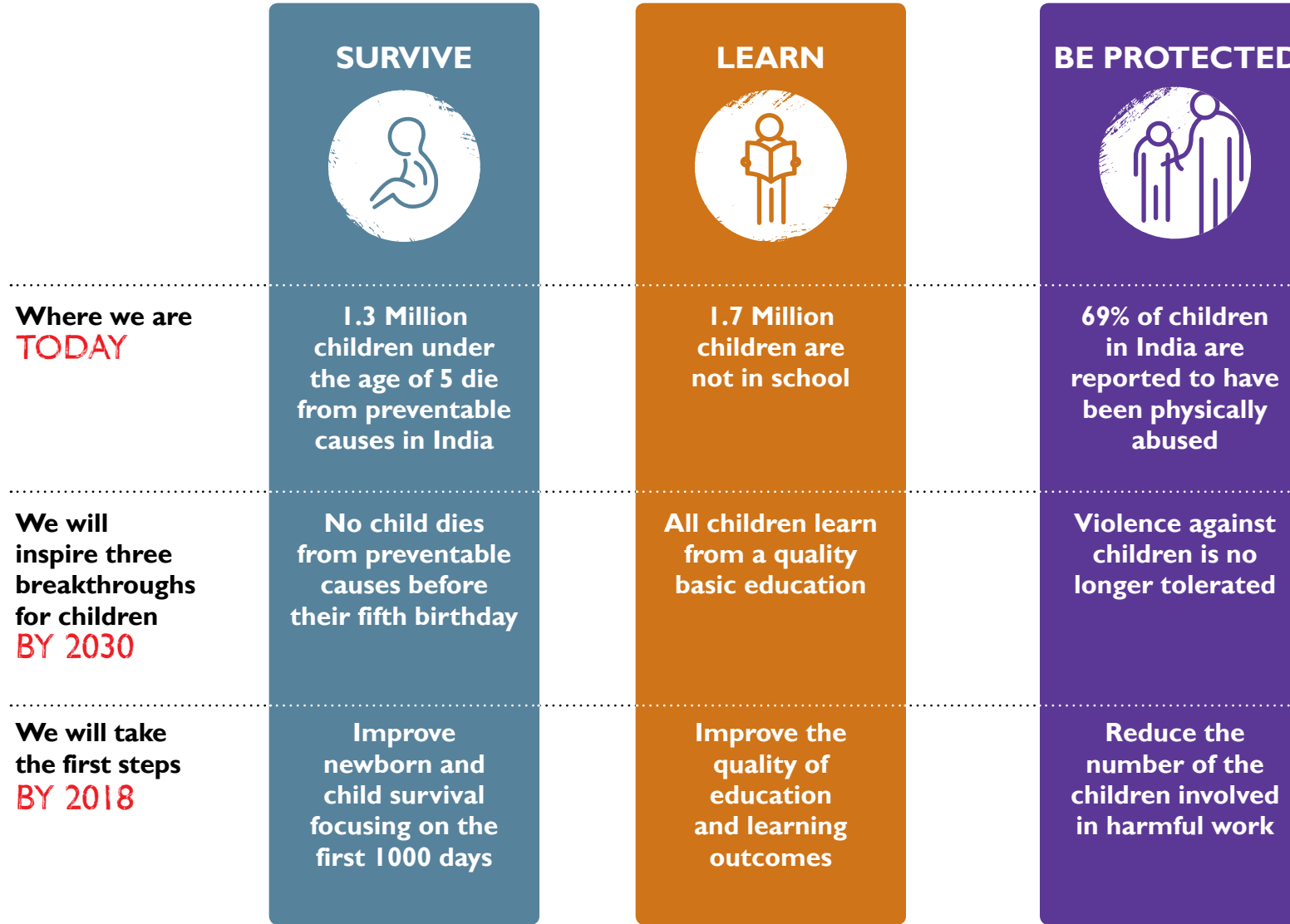
WHAT WE WANT TO ACHIEVE

2030 AMBITION

We will be the world's largest child rights movement for and with children, and be the catalyst for India to be among the top 5 countries achieving the greatest improvement in child indicators related to survival, protection, development and participation

We won't inspire breakthroughs for children on our own. We will work hand in hand with children and their communities, our partners and our donors, to transform the lives of children.

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



WHO WE WILL REACH

WE WILL WORK TO ACHIEVE THE RIGHTS OF ALL CHILDREN, BUT WE WILL PUT THE MOST DEPRIVED AND MARGINALIZED CHILDREN FIRST IN OUR OWN WORK AND ADVOCATE FOR OTHERS TO DO THE SAME.

We define the most deprived and marginalized children based on income, gender, caste, geography, and proximity to conflict.

These children are thus those least likely to survive, learn and be protected.

STRATEGIC PILLARS

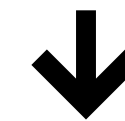
FOR 2016-18

ACHIEVE RESULTS AT SCALE

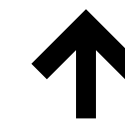
- ▶ Improve the **quality of our programming**, and develop 3 globally recognized programmes.
- ▶ **Increase our thematic focus** to drive toward our three breakthroughs.
- ▶ Ensure that **technology and innovation** are a critical part of our programming.
- ▶ Be the national leader in **child focused urban programming**.
- ▶ Be the **top responder for children** during humanitarian crises.
- ▶ Ensure programming is **fully integrated across thematic areas**, and considers gender and resilience.

MAXIMIZE USE OF OUR KNOWLEDGE

- ▶ **Strengthen program design and sustainability** through evidence-based research.
- ▶ Set up a **repository of knowledge on child protection** issues accessible to the public.
- ▶ Design **flagship reports** on the three breakthroughs.



SURVIVE LEARN BE PROTECTED



CREATE A MOVEMENT OF MILLIONS

- ▶ **Build our advocacy and campaigning capability** to the leading “Voice” for and with the most marginalized children through a focus on evidence based policy influencing and coalition building.
- ▶ Drive **stronger, more diversified funding** with focus on unrestricted income.
- ▶ Build and roll out a **strong uniform brand identity**.

BUILD A HIGH PERFORMING ORGANISATION

- ▶ **Attract, retain and develop** committed, capable and diverse people.
- ▶ Create and promote an **organizational culture of collaboration, innovation & diversity**.
- ▶ **Increase efficiency and standardization**; implement robust systems.

OUR AREAS OF WORK

Our areas of work were chosen considering both external and internal factors such as the urgency for intervention, relevance for achieving global breakthroughs, Save the Children, India's niche spaces and internal capabilities, and the availability of funds to achieve our ambition. All work is done within both the humanitarian and development context.

*Child Centered Disaster Risk Reduction and Climate Change Adaptation
 **Water and Sanitation Health

PRIORITY AREAS

IMPROVE NEWBORN AND CHILD SURVIVAL FOCUSING ON THE FIRST 1000 DAYS



IMPROVE QUALITY OF EDUCATION AND LEARNING OUTCOMES



REDUCE NUMBER OF CHILDREN INVOLVED IN HARMFUL WORK

हाथों में काम नहीं कलम की आशा है



THEMES AND SUB THEMES

HEALTH & NUTRITION

EDUCATION

CHILD PROTECTION

CHILD POVERTY

CCDRR & CCA*



GLOBAL LEADER

Maternal and newborn and child health

Elementary education

Protection from harmful work

Adolescent skills for successful transitions (models based on equity and justice)

Climate linked coping mechanisms



MAINTAIN/SCALE UP

Infant, young child and maternal nutrition WASH**

Early childhood care and education

Protection from sexual and physical violence
 Create and strengthen child protection systems

Child sensitive social protection



INVEST & TEST

Adolescent sexual and reproductive health

Resilient community structure & early-warning systems

CROSS CUTTING THEMES

Gender and equity

Child rights governance

Resilience

The story of one of the many children we work with

ANOYARA KHATUN



Anoyara Khatun was five years when she lost her father. She came from a family of limited means in rural West Bengal and was sold to a tout and trafficked to Delhi into domestic labour when she was 12. After working for six months she came back to the village. She became an active member of Save the Children’s activity centre in her village, where she learned about child rights and was groomed to become a crusader.

She realized that the situation of children in her village was terrible. Child marriages were rampant and a large number of children were being pushed into child labour. Anoyara decided to

spearhead a campaign against child exploitation herself.

Over the last five years, Anoyara has emerged as Save the Children’s star child activist and the driving force behind children’s groups in West Bengal. Anoyara has helped gather information about trafficked children, trace traffickers and mobilise the support of adults in order to reunite children with their families.

Her efforts and that of her group have resulted in hundreds of trafficked children from her village being returned to their families. She has also helped prevent many cases of early marriage, both through community mobilization and through pressure on the local government.

Anoyara’s personal experience has made her a vocal campaigner against human trafficking. Her trauma has inspired her to devote her life to protecting those who are the most susceptible to being trafficked – young girls.

Khatun was named a “True Girl Hero”

by the Malala Fund last year for showing “exemplary courage and leadership”. In September 2015, she represented India at the United Nations General Assembly and met with the UN general secretary Ban Ki Moon, heads of UN missions and other Indian delegates. She, together with Bill and Melinda Gates, called for an end to child trafficking as officials gathered to launch global targets to improve the lives of women and children.

Ask her what makes her happiest about doing what she does and she speaks without hesitation, **“I feel happiest when I save even one girl from trafficking.”**

We will work with community partners, training them on child rights and the prevention of violence. We will also create and support children’s groups to ensure that children can monitor security issues that arise in the places they live.

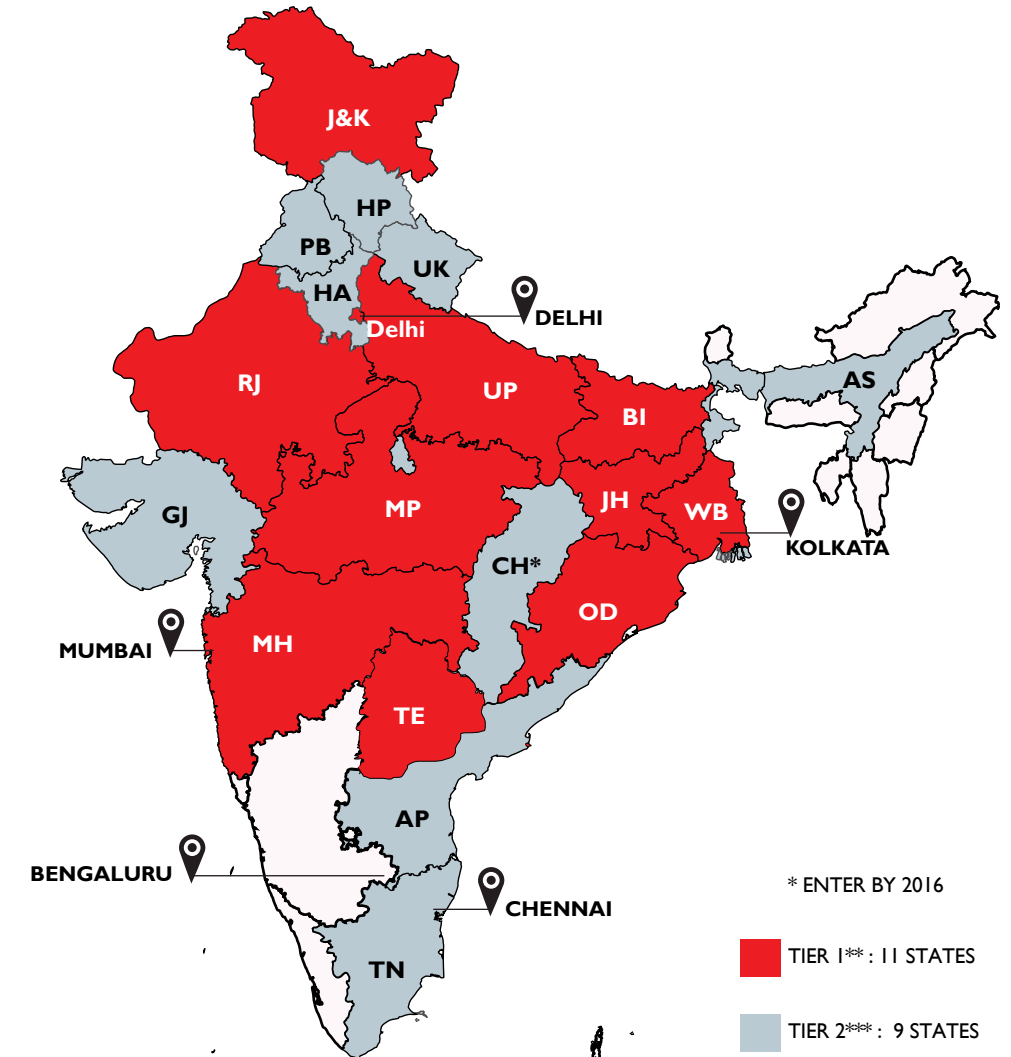


WHERE WE WILL WORK

Our priority for the next three years is to improve the quality of programs in the states where we currently work. In order to maximize our positive impact, we will follow a tiered approach of programme intervention, with both Tier 1 and Tier 2 states.

We will continue to respond to humanitarian crises and adapt to changing circumstances as needed, and a key priority for Save the Children will be to expand our work in areas affected by conflict.

We will be present in bottom 62 districts and 100 Municipal Wards reaching out directly to over 2 million additional children by 2018



* ENTER BY 2016

TIER 1** : 11 STATES

TIER 2*** : 9 STATES

URBAN LOCATION

**Tier 1 States are where our focus will be, where SC India has a strong presence and where the immediate need exists. These also have districts which are high priority for the government and states.

***Tier 2 states are where there is emerging need for impact and where Save the Children will focus on building its impact.

FUNDING OUR AMBITION

We believe our new strategy will inspire breakthroughs for children. However, we will not achieve the impact for children that we seek unless we invest in our work.

In order to achieve our aspirations for children, we believe that we need to have a compound growth rate of approximately 40% over the next three years. Of this, we believe that at least 35% of our income should be flexible funding that can be directed to the children that need it most. Diversifying our income is critical to allow us to make strategic choices, and to be innovative and adaptive in our programming.

In order to achieve this ambitious target, we will undertake key strategic initiatives like optimizing opportunities under the CSR 2% companies act and exploring non-traditional donors and joint partnership models.

We will also continue to maximize our internal efficiency so that all our funding is used as effectively as possible.



INCREASING OUR FLEXIBLE FUNDING WILL HELP US TO



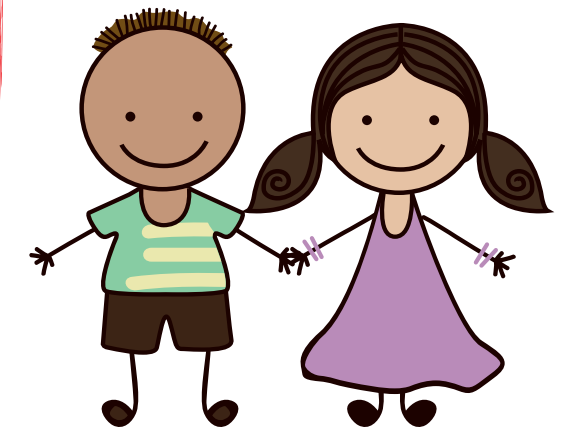
Reach the most deprived and marginalised children, even when no donor funds are available. This is particularly important in a humanitarian crisis when we need to act quickly.



Pilot innovative programs. The context in which we operate for children is changing, and we will need to evolve our approach so that we leave no child behind.



Mobilize the public to campaign for child rights, and ensure that everyone recognizes the right of every child to survive, learn and be protected.



This strategy represents a real opportunity for Save the Children, India to build on its strengths and its history to create a lasting impact and drive real breakthroughs for children. In order to realize our full potential, we will design mechanisms to allocate responsibility for this strategy, and we will hold ourselves mutually accountable for achieving this.

BY 2018, WE WILL DO WHATEVER IT TAKES TO DIRECTLY REACH 2 MILLION OF THE MOST DEPRIVED AND MARGINALIZED CHILDREN IN INDIA.

We will ensure that children and young people are involved in influencing decisions that affect them and that their voices are heard.

We will invest in the growth of partners and communities and enhance their capacity and capability to achieve shared goals.



NOTE:
All pictures used in the Booklet
belong to Save the Children India

THANK YOU

A HUGE THANK YOU TO EVERYONE WHO WORKS FOR OR WITH SAVE THE CHILDREN.

We would especially like to thank Seema Bansal and Kemaya Kidwai from BCG and Arvind Lokare for their support in developing our new strategy

Come, be part of an amazing journey to make a difference in the of children in India

Together, we will do **whatever it takes** to save children.



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