



THE ROAD TO 2021



Save the Children
100 YEARS

OUR STRATEGIC PLAN FOR 2019-21





HERALDING CHANGE FOR CHILDREN

One hundred years ago, Save the Children's founder Eglantyne Jebb changed the course of history, when she declared, that all children have rights. This revolutionary idea laid the foundation of the United Nations Convention on the Rights of the Child (UNCRC) and sparked a global movement to change the lives of the most deprived children of the world.

In 2019, as Save the Children celebrates its Centenary, we are proud that we have significantly improved the lives of millions of children across the world. Save the Children was registered in 2008 as an independent entity in India named 'Bal Raksha Bharat'. Since then we have positively touched the lives of more than 10 million children across India.

With 100 years of global experience, and over 50 years of work in India, Save the Children's 2019-21 Strategic Plan builds on past achievements and learning. India has a critical role to play in achieving a world where no children die from preventable causes, miss out on learning or are subjected to violence. We recognise that rapid changes in the world demand innovation in our approaches, our operating models and our partnerships. Therefore, we aspire to create catalytic change for children in India by transforming the way we programme, the way we innovate and the way we engage to influence accelerated and sustainable impact for children.

OUR THEORY OF CHANGE



OUR 2030 AMBITION

As a leading child rights organisation, for us, achieving breakthroughs for children is at the heart of what we do.

Therefore in 2030, Save the Children is committed to achieve three global breakthroughs to ensure that all children survive, learn and are protected.



No child dies of preventable causes before turning five



All children learn from a quality basic education



Society no longer tolerates violence against children

OUR STRATEGIC PLAN FOR 2019-2021

Towards achieving our global ambition for 2030, by 2021 we will reach 4 million of the most deprived children and catalyse change for many more in India across 12 states. We will do this by innovating, tapping emerging trends and forging strategic partnerships

AMBITION 2030

ALL CHILDREN SURVIVE, LEARN AND ARE PROTECTED

Drive impact through high quality programmes, advocacy and evidence

Drive deeper thematic focus for 4 million children

Strengthened policy environment for focus areas

Strengthen quality of and evidence for programmes and policy interventions

Mobilise and engage key stakeholders to support our cause

Drive 2 high impact, integrated campaigns on Girls and Children in Street Situations (CiSS)

Empower 1500 children to be Champions for Change

Amplify children's rights through targeted media attention and strategic communications

Strong partnerships and new fundraising models to deliver our ambition

Strengthen relationship with existing and new donors

Drive a cost effective growth model

Build innovative business and fundraising models

NURTURING THE RIGHT TEAM, ORGANISATION AND CULTURE

Agile and stable structure to meet organisational demands

Talent as the cornerstone of learning and development, performance and rewards

Culture of values in a happy and connected organisation

Fit for purpose business systems and operating models

Because every child deserves

THE RIGHT START



WHERE WE WILL WORK

In 2019-21, we will sharpen and deepen our geographic presence in India, positioning six states as the focus for the implementation of our strategy while pursuing targeted programme and policy work in six other states to demonstrate solutions for specific marginalized groups.

We will continue to respond to humanitarian crises and adapt to changing circumstances across the country.



STRATEGIC FOCUS
6 STATES

THEMATIC FOCUS
3 STATES

SPECIAL FOCUS
3 STATES

DRIVE IMPACT THROUGH HIGH QUALITY PROGRAMMES, ADVOCACY AND EVIDENCE

To achieve lasting results for children, we will strengthen our technical expertise at all levels towards increasing the quality and scalability of our programmes. In 2019-2021, we will align our work with system strengthening to influence the policy environment around our focus areas.

We will learn from our own programmes and those of others as we continually refine our research and evaluation practices and leverage our influence as leading experts on issues affecting children. Over the next three years, we will partner with the government to invest, protect and promote the rights of children.

To accelerate this strategic vision for the period 2019-2021, Save the Children India will drive strategic programming through seven “Big Ideas”. We believe these will demonstrate outcomes for children at scale that will help India make progress towards achieving the Sustainable Development Goals by 2030.

OUR WORK ON:



Pneumonia: the Forgotten Killer aims to save the lives of children, by reducing under-five mortality due to pneumonia in high burden states of India.



Ending Violence Against Children seeks to bring about attitudinal changes around harmful gender and social norms that perpetuate violence against children, and to ensure all boys and girls below 18 are protected against all forms of violence.



Children are Ready for School believes that by investing early, when it matters the most, we want to ensure all boys and girls have access to quality pre-school education and are school-ready when they enter Class I.



Resilient and Climate-Smart Children is to help children claim their space as ‘Agents of Change’ who can help their own communities mitigate risks, including ongoing disruptions related to the world’s changing climate.



Undernutrition: A Silent Emergency aims to radically change the future for many of India’s undernourished children and reduce the burden of under-five stunting and the prevalence of wasting.



Triple Dividend of Investing in Adolescents aims to help adolescents build their own “agency” to make good choices as they transition to adulthood, choices that will improve their well-being



Rights for Children in Street Situations aims to ensure a life of dignity and respect for some of the most deprived and marginalised children in India and the world.



MOBILISE AND ENGAGE KEY STAKEHOLDERS TO SUPPORT OUR CAUSE

Save the Children will continue to be a strong campaigning force for and with children to drive impact in their lives. Our campaign will engage a variety of stakeholders, from public to policy makers, influencers, community and children, aimed at raising awareness, sustaining momentum and inspiring action.

With our new strategic steer, we will deepen our relationships with existing supporters, engage new audience and mobilise larger public support. We will drive high impact campaigns on two organisation priorities related to street connected children and girls. The campaign around Children in Street Situations will sustain engagement with masses and forge new partnerships to make #TheInvisibles Visible. Our campaign focussed on girls will leverage evidence and research to amplify the change for girls ensuring girls are safe, have opportunities to learn and realise their potential in an enabling environment. Save the Children will pioneer in creating and contributing to child-led campaign with child champions at the front and centre of our campaign efforts as real changemakers.

In 2019-21, we will increase the number of people engaging with us through digital and social channels by initiating and sustaining our supporters. We will bring in and retain new supporters to take action on behalf of children, raise awareness and build trust in our brand in key markets. Our communication strategy is to help children, communities, corporates, donors, government representatives, institutions, media and the public to speak up to amplify child rights issues in a manner as passionate and energetic as ours.



FORGE NEW, TRANSFORMATIVE AND BIGGER PARTNERSHIPS FOR WIDER IMPACT

Our 2019-2021 Strategic Plan is designed to drive strategic focus on key areas which we believe will make a significant dent and positively move the needle for the most deprived children in India. To deliver on this ambition, we will double the resources compared to the last strategy period. 70% of resources mobilised will be directed towards our 7 Big Ideas enabling us to drive significant impact for children.

We recognise that we operate in a dynamic environment and delivering our intended impact at an increased scale will require us to adapt ourselves and adopt innovative funding models.

Therefore, in the next three years we will build on the investments made in the last strategy and drive a focus on building the right partnerships, use proven fundraising tools and prioritise new channels, products and approaches that demonstrate greater return on investment.

We will diversify our funding models and adopt innovative business models such as social enterprise and alternative financing models that will drive transformative and cost-effective programmes to find new solutions for children.



NURTURING THE RIGHT TEAM, ORGANISATION AND CULTURE

Achieving our mission for children requires a strong foundation that puts children at the centre of all we do, empowers our people to be the best with fit-for-purpose business systems and operating models.

In 2019-21, we will adapt to an agile and stable structure with talent as the cornerstone of learning and development, performance and rewards. We will focus on nurturing a culture around our values in support of talent and career development.

Child safeguarding will form the key principle in everything we do and we will build strong child safeguarding protocols while improving awareness, reporting and response capability.

To underpin these changes and ensure we truly achieve our ambition, we will adopt robust operating systems and processes that will bring efficiency and effectiveness in the way we work.

ESTABLISHING A LEGACY OF CHANGE

As a step towards change, we will do whatever it takes to maximise our impact for children through:

THE WAY WE INNOVATE



We will test innovative financing mechanisms that deliver change for children such as social enterprise.



We will maximize the knowledge we generate from our programming to demonstrate impact for children through quality data analytics.



We will leverage technology and innovation in the way we operate on the ground.

THE WAY WE PROGRAMME



We will aim to reach the most deprived children for which we must ensure that our programmes have the strongest impact.



We will shift our thinking from 'project' mode to 'programming' by developing strategic priorities that create sustainable impact for children.



We will focus our efforts on key thematic areas and selected geographic areas.

THE WAY WE ENGAGE & INFLUENCE



We will build transformational partnerships with our dedicated Corporate Engagement Cell that will aim to create social change.



We will build a culture that is consistent with our values of Accountability, Ambition, Creativity, Collaboration and Integrity.



We will ensure the results we achieve at scale for children in India will play a role in closing the gap for the most deprived children in the world.

Save the Children has an enormous responsibility towards children, our partners, donors, supporters and our colleagues within India and around the world. The 2019-21 strategic plan 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.



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Bal Raksha Bharat, Plot no 91, 1st and 2nd Floor, Sector 44, Gurgaon 122003, Haryana, India.

Ph: +91 124 4752000 | www.savethechildren.in