

2013

annual report



Save the Children
Australia

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Front cover: Robert McKechnie / Save the Children
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About us:

Save the Children is one of Australia's largest aid and development agencies dedicated to helping children.

We work hard to protect children from harm and help them access quality education and health services.

With more than 90 years' experience, we are at the forefront of saving children's lives when disasters strike, and creating lasting change for children and their families through our long-term development programs.

We have programs in 33 countries, including Australia.

With the generosity of more than 100,000 Australians, our corporate partners, foundations, and local, state and federal Australian governments, we support millions of the hardest-to-reach and most vulnerable children and young people around the world. In 2013 alone, we reached 12.1 million people.

As one of 30 member organisations that form the Save the Children Association, we share a global vision and strategy for ensuring better lives for children worldwide.

The member organisations created Save the Children International in 2010 to improve the impact of our global programming.

Our international programs, except for those in the Pacific, are implemented through Save the Children International. Together, last year we reached more than 339 million children in 124 countries.

We are an independent organisation and are not affiliated with any religious or political organisation.

Our history:

Eglantyne Jebb, a teacher and sociologist, founded Save the Children in England in 1919. At a time when women didn't even have the right to vote, Eglantyne was a leader for child wellbeing and revolutionised the way we treat children.

Known then as the International Save the Children Fund, the organisation's first goal – a highly controversial one for the time – was to supply food to starving children in Austria immediately after World War I. In the first year alone, Save the Children raised more than £400,000, the equivalent of AUD \$20 million today.

With a strong vision and dedication to children's rights, Eglantyne developed five directives that she believed were the fundamental rights of every child. She lobbied the League of Nations (the forerunner to the United Nations) until they adopted these rights in 1924. They later formed the basis for the United Nations Declaration of the Rights of the Child in 1959, and inspired the current Convention on the Rights of the Child. These rights remain the foundation for our global vision and values nine decades later.

In the same year we began in England, Save the Children's first Australian branch opened in Melbourne to assist refugees affected by war in Europe. This was the very first Save the Children branch outside the UK. Our Queensland division opened in 1920, closely followed by our South Australian branch in 1922. Over the next 50 years, more branches were established across the states to assist children in Europe and the Middle East.

Improving the health and education of children in Australia became our priority in 1951. Welfare centres and pre-schools for Aboriginal and Torres Strait Islander children in Victoria were among our first Australian programs.

In 2004, we began consolidation of our state branches into a single national organisation and changed our name to Save the Children Australia. Drawing on our history and experience, we continue to grow and reach more children through our programs and humanitarian responses in Australia and overseas.



Photo: Save the Children

Proud moments in 2013:



Five

Australian emergencies

responded to, including **bushfires** and **floods** in New South Wales, Tasmania, Victoria and Queensland.



20%

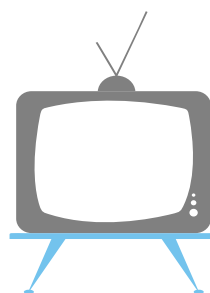
of our **employees** in **Australia** are **Indigenous**.



2,876

Afghani girls and women

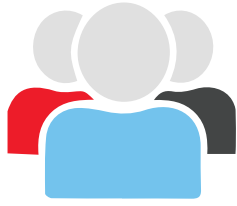
educated in Uruzgun Province, Afghanistan.



79 million

audience members

informed about the needs of vulnerable children. We reached the public through more than **1,481 media stories** across TV, radio, print and online.

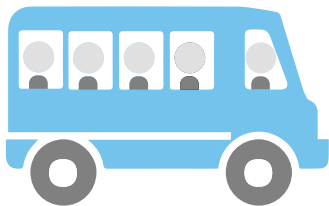


12.1 million
people reached

through health, education, protection
and humanitarian **programs.**



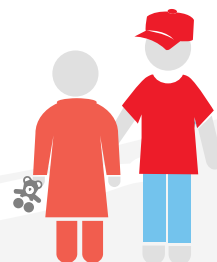
32,200
Cambodian women
and **children** accessed
essential healthcare
through our **programs.**



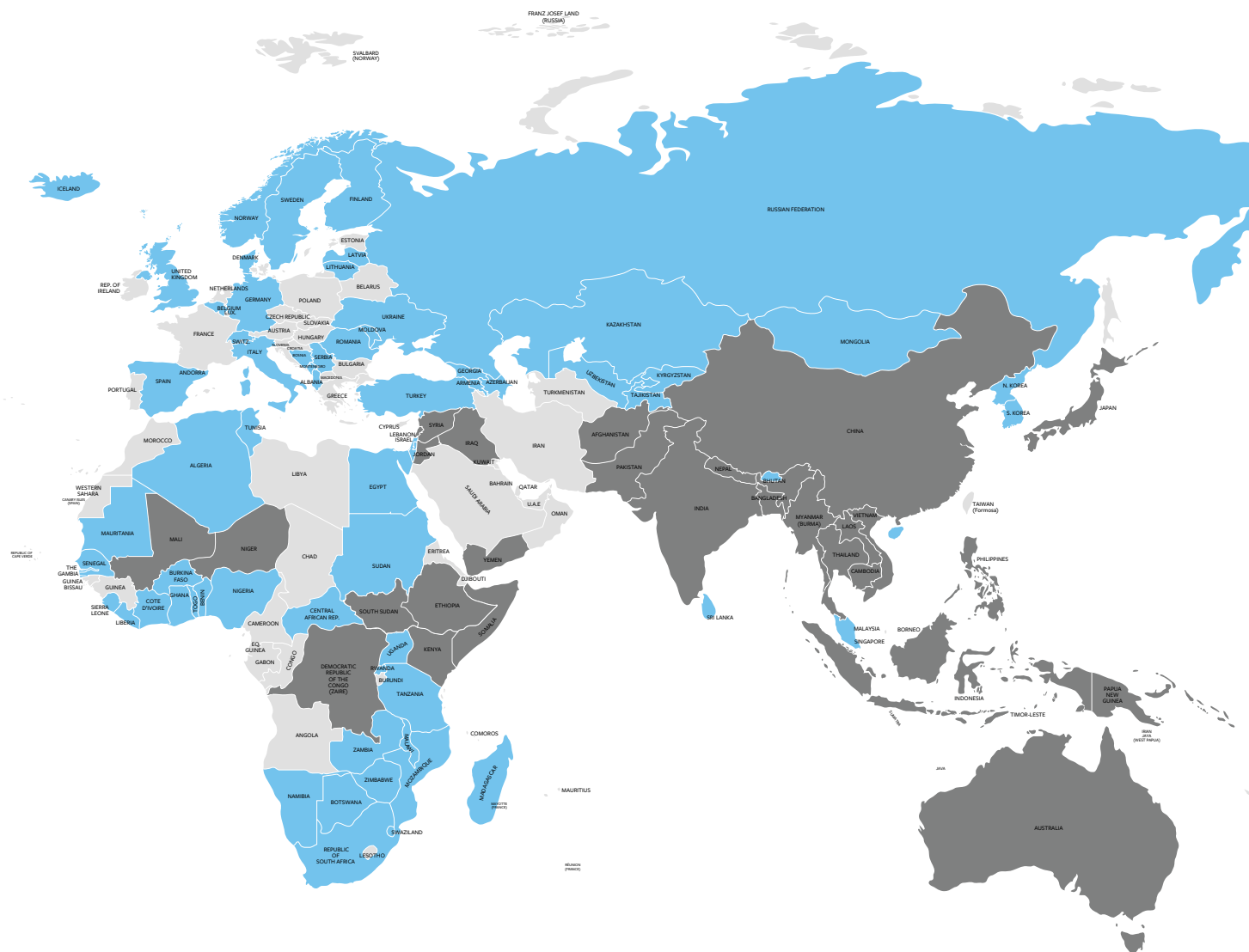
89%
of children in our Kununurra programs
felt safer thanks to
our **night patrol program.**

Two
major disaster-relief
operations launched.

Typhoon Haiyan in the
Philippines and the **Syrian Crisis**
simultaneously supported by Australian
aid workers, fundraising
and media.



Our work around the world:

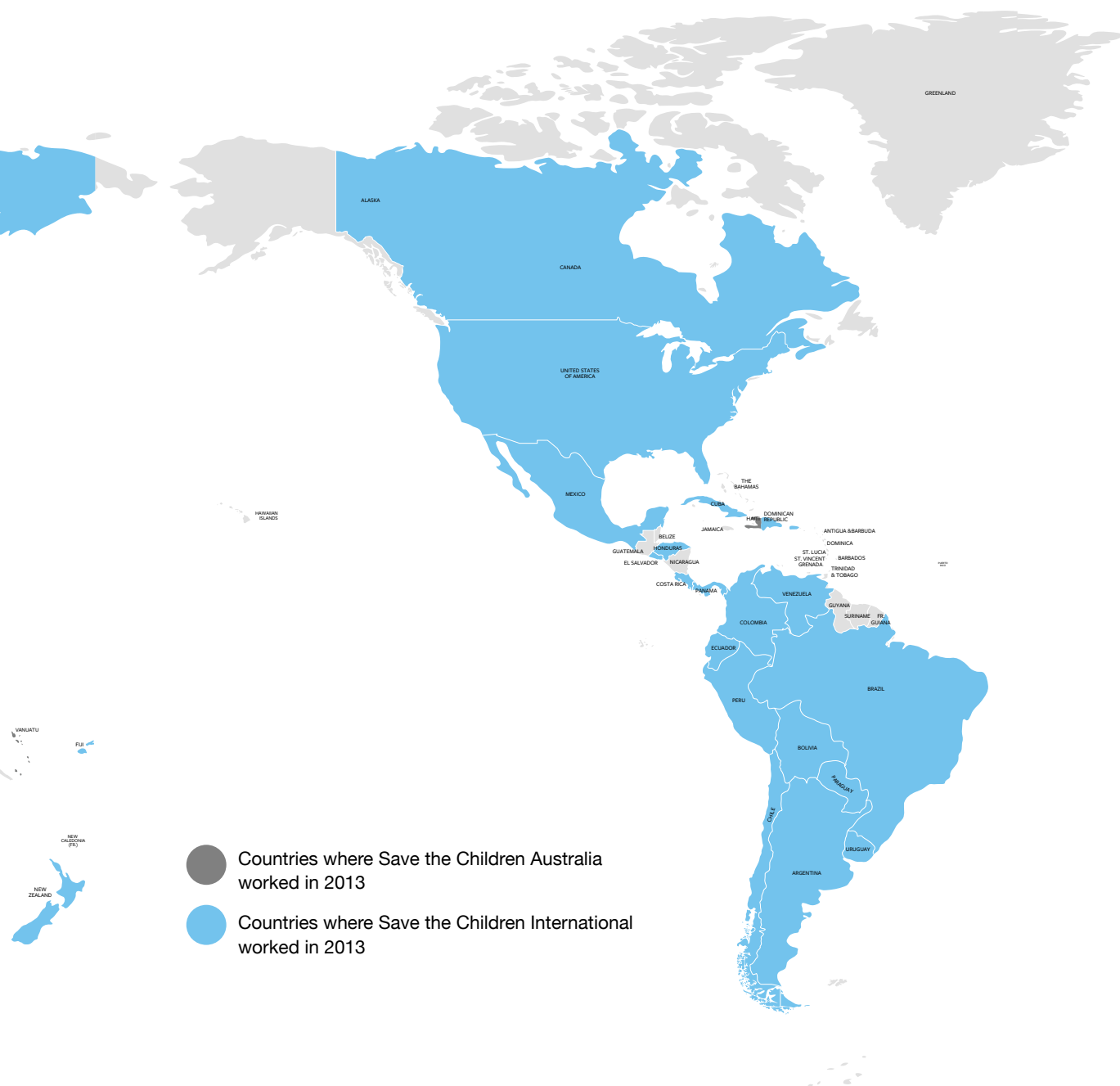


Save the Children International:

Save the Children Australia is one of 30 member organisations that form the Save the Children Association, our global governing body. Together we share a vision, purpose and set of values which help us achieve the best outcomes for children. The member organisations created Save the Children International in 2010 to improve the impact

of our global programs. We work together to share expertise, coordinate activities and pool resources.

In 2013, we collectively reached more than 339 million children and adults in 124 countries around the world.



Save the Children Australia:

Save the Children Australia supports programs that assist children in 33 countries around the world (including Australia), providing financial and technical resources, and monitoring and evaluation services.

We directly deliver programs in the Pacific region and support children and families in our own community, running programs in 100 sites across Australia.

We are accountable for ensuring the highest quality of international projects funded by the Australian Government, corporations and individual donors in these countries.

Chair report:

2013 was a year of growth and transition at Save the Children. I was very pleased with how smoothly our then CEO, Suzanne Dvorak, passed on the leadership mid-year. Our new CEO, Paul Ronalds, worked diligently from the first day, implementing initiatives to realise our ambitious goals.

The launch of our *Strategic Plan 2013–2015* was an important achievement. It was the result of significant planning at the senior management level, and we are already making headway with many of our objectives, most notably our increased impact for children.

In the longer term, I've challenged the CEO to look more deeply at the question of scaling up our programs for children – at home and overseas. Save the Children Australia has the talented employees, infrastructure and global reach to help us become the nation's leading and most effective children's agency. To do this, we need more programs, more effective delivery and improved impact measurement, so I'm keen to work towards enhanced goals in the next five to 10 years. I'm also very keen to grow our Australian programs, which are such an outstanding example of the positive impact we can make right here in our own country.

It was excellent to see our income increase by nearly 20 percent last year, and I was also pleased with our necessary reinvestment in infrastructure, such as accounting systems. By investing funds back into our operations, it enables us to grow into the future. Scalable infrastructure allows us to expand without increasing our costs. Paul has also made some important investments into marketing, advocacy and government relations, which will help the organisation to build its reach and impact for children over the long term. However, when I reflect on the year, my most memorable moments are from the programs I've visited. In 2013, in Mexico, I visited a program that helps disadvantaged parents and children to connect emotionally. Using very simple ball games and physical contact, the program helps parents to connect with and understand their children. This very low-cost program makes a huge difference to the lives of these children. It's a very simple thing. And no less effective for that.

Peter Hodgson

Chair

CEO report:

As incoming CEO in July 2013, we've enjoyed enormous growth in all parts of the organisation, most notably in the number of children and adults we've reached, which topped 12.1 million this year.

Our biggest success – and also our biggest challenge – was simultaneously responding to two major disasters in the second half of the year. The Syrian Crisis was declared a Category One disaster in September (which requires the highest level of response). The devastating Category One Typhoon Haiyan hit the Philippines in November. Suddenly, we were responding to two Category One disasters. We raised more than \$1.8 million to assist these emergency responses.

The aid and development sector is changing rapidly. To meet our future challenges, I believe we need to recruit and retain great staff, have an unfailing focus on quality implementation in everything we do, and be able to effectively communicate the impact we are having to donors and other stakeholders. I'm excited by the talented executives and employees we recruited in 2013, the new systems we implemented and our increased focus on quality and accountability.

In 2013, one of my most inspiring moments was visiting the city of Aqaba on the Syria–Jordan border. While, in Australia, public debate was consumed with a relatively small number of people seeking asylum on our shores, some of the poorest communities in Jordan were welcoming thousands of Syrian refugees into their homes and schools and sharing their relatively meagre water and food supplies. And they did this out of a sense of deep compassion and with enormous humanitarian spirit.

Closer to home, I've been deeply impressed by our Australian programs. It was wonderful to see our school attendance program in Darwin and ride the school bus with Indigenous children and our Indigenous community staff. The way we work with the local community to lift school attendance rates is very inspiring.

To all our supporters, thank you for your incredible commitment to our work over the past year. The *2013 Annual Report* is a big step forward for us in terms of transparency, and I hope it shows both our achievements and areas where we need to keep improving. I also hope it gives you a clear idea of how you have truly helped to change the lives of vulnerable children – both in Australia and around the world.

Paul Ronalds

Chief Executive Officer

A photograph of two men, Peter Hodgson and Paul Ronalds, standing in a classroom. Peter Hodgson, on the left, has grey hair and wears glasses, a pink checkered shirt, and a dark suit. Paul Ronalds, on the right, has dark hair and wears a light blue shirt and a dark suit. They are both smiling. In the foreground, a young boy in a blue school uniform is sitting at a desk, holding a yellow pencil to his mouth. A woman with blonde hair is sitting next to him, looking at a book. On the desk are several books, including one titled 'Tiger' and another with a globe. In the background, another woman is sitting at a desk, looking down. The room has a window with a view of greenery outside.

Peter Hodgson

Paul Ronalds

2013 report card:

This report card measures our performance in 2013 against our *Strategic Plan 2013–2015*. Our strategic plan provides a clear vision with objectives and actions, and guides us to create even greater impact for children.



On track to meet target



More effort needed to reach target



Unlikely to meet target

1. Achieve lasting change for children in education, health and humanitarian response in the Asia-Pacific region.



In 2013, we reached 12.1 million children and adults with our health, education, protection and humanitarian programs.

Objective one: Increase technical capacity in education, health, nutrition, disaster risk reduction and child protection.

We recruited technical capacity across all areas. We increased our health, education and nutrition expertise, and improved our child protection unit with a humanitarian protection specialist. These employees are working closely with country offices and local communities to build the technical capacity of local teams.

In 2013, Save the Children International developed a Program Quality Framework for our global operations. During 2014, Save the Children Australia will embed the framework in our programming by improving our impact measurement, and quality and effectiveness reporting.

Objective two: Concentrate our impact on Asia and the Pacific, and grow our programs and reputation in Australia.

Our focus on the Asia-Pacific is clearly illustrated by our expanded programming in this region. We secured new and expanded grants in the Solomon Islands, Papua New Guinea, Vanuatu, Myanmar and the Philippines.

In Australia, youth and Early Childhood Care and Development (ECCD) remain focal areas for our work. We have new projects for pre-kinder children and young people in Sydney and Queensland, and positive discipline training in Queensland. We expanded our humanitarian work and responded to floods in Queensland and bushfires in New South Wales, Victoria and Tasmania, improving our reputation for responsiveness and quality programming.

2. Grow and improve our reputation and stakeholder engagement.



As part of our work to advocate for the needs of vulnerable children, in 2013 we achieved an audience reach of more than 79 million through our media activities and had the highest media reach of any international non-government organisation (INGO) in Australia during the last quarter. We increased our social media followers by 177 percent to 41,609 and our unique website hits by 30 percent to 241,105. We are on track to meet our 2015 digital goals. However, our number of supporters* dropped by 10 percent.

The fall in the number of supporters was due to a reduced investment in face-to-face marketing; transitions in our face-to-face program, digital platform and call centre; and supporters from our Japanese Tsunami appeal dropping off our supporter list (cash donors who do not re-give within two years after their first donation drop off our database). Growth in supporter numbers in 2014 will be a key organisational priority.

Objective one: Improve transparency and accountability to donors and the community by reporting on the impact of all of our programs.

In 2013, we developed a new plan to connect with our donors, which will be implemented in 2014. This will improve the way we tell our supporters about how their donations are helping the world's most vulnerable children.

The development of this *2013 Annual Report* has been a positive step towards greater transparency, providing more detailed information about our organisation. We are also developing an Annual Learning Review that will provide detailed information on our programs, how they're performing, challenges and lessons learnt.

Objective two: Build our profile as a leading voice for vulnerable children in Australia and abroad.

In 2013, we expanded our policy team to increase our impact, and recruited a new Director of Policy and Public Affairs. Our media reach increased by 50 percent in 2013, dramatically enhancing our voice and capacity to speak out for vulnerable children. Our audience reach was more than 79 million for the year. We almost tripled our number of social media followers on Facebook, Twitter and others, helping us communicate our impact swiftly and effectively.

* A supporter is an individual or entity that provides us with financial and non-financial support (or both).

3. Increase total income by 40 percent by 2015.



We achieved a total income of \$103 million for 2013, which is a growth of nearly 20 percent from the previous year. We are on track to reach our goal of 40 percent growth by 2015.

Objective one: Increase our programs income from \$47.9 million to \$78.1 million by 2015 to increase our reach and impact.

Despite a reduction in the government's foreign aid budget, we remain on track to achieve our revenue target increase for 2015. By diversifying our revenue sources, we are reducing our reliance on Australian Government support. New donors include corporate partners, other governments with interests in the Pacific and other federal and state government departments.

The 2013 target for our programs income was \$61.3 million, which we exceeded by \$9.2 million.

Objective two: Increase our net fundraising income from \$24 million to \$26.5 million, while managing our fundraising costs.

The 2013 target for our fundraising income was \$24.2 million, which we missed by \$3.1 million. During 2013, considerable time and effort was invested in establishing new initiatives which has enhanced our fundraising capabilities in 2014.

4. Improve operational effectiveness and risk mitigation.



We achieved an administration ratio of 6.6 percent, which is a significant reduction from 8.2 percent in 2012.

Objective one: Transition our cost structure from a largely fixed to an increasingly variable base. Remove duplicative costs and continue integrating into Save the Children International.

Despite the significant growth in income, we were able to reduce slightly our administration costs, leading to a significant reduction in our administration ratio in 2013. We outsourced our contact centre, as well as certain aspects of our IT, reducing our fixed-cost base. We continue to work on new cost-reduction initiatives.

This year we have focused on integration with Save the Children International. Our CEO became a member of Save the Children International's CEO Steering Group, which has been an important step to expand our influence. We increased our involvement in worldwide initiatives and working groups during 2013, and leveraged our relationship to establish a new finance system and fundraising initiatives. This has significantly enhanced our ability to work more effectively with Save the Children International.

Objective two: Strategically source expertise reflecting our core strengths and leverage supplier partnerships for support. Continue to minimise risk within our business.

We have continued to work with external organisations that support our work for children. We worked to ensure our suppliers have an ethical procurement policy, and provide their goods or services at a competitive price. We also sourced pro bono support and other assistance to reduce costs. For example, Strategic Project Partners (a consultancy), Print Impressions (our national printer), Stellar (our contact centre), Egon Zehnder (recruitment advisor) and PricewaterhouseCoopers (consultancy) have provided pro bono and fundraising support.

In 2013, we developed a Risk Appetite Statement that helps the management and Board to agree on the level of risk we are prepared to accept in different areas of the organisation. Our Risk Wizard tool continues to strengthen our documentation, assessment and risk-tracking capabilities.

5. Increase employee and volunteer engagement.



It's been a year of transition for Save the Children Australia with rapid growth and changes in key management positions. Our 2013 employment engagement score was 57 percent (this only includes our Australian employees). As our first employee engagement survey, this score becomes our baseline for the *Strategic Plan 2013–2015*. We increased our active volunteers to 2,674, which is an increase of 53 percent from 2012.

Objective one: Increase the commercial and leadership capability of all leaders within our organisation. Embed values, purpose and the talent profile of what success looks like into all human resources activities.

We considerably strengthened our executive team through a number of key recruitments in 2013. By securing high-quality leaders, we are strengthening the leadership capabilities of our managers and staff, and increasing the breadth of our knowledge and expertise.

We also implemented a new performance and review system, reinforcing our core values and enhancing the contribution each employee makes to us achieving our strategic objectives.

In 2014, we will work to improve our employee engagement score and reduce our turnover rate, which in 2013 was 28 percent for our permanent staff and 42 percent for all staff including casuals and contractors. This high level of turnover was due to the completion of several programs and voluntary resignations.

Objective two: Communicate our strong employer brand and value proposition to potential and current staff and volunteers. Support a high performance culture, ensuring all team members are clear on what success looks like.

We are working to strengthen our employment brand through improved creative, communications and media reach, thus attracting higher quality employees. We are also investing more in training and development for our employees to support a high-performance culture.

2013 results overview:

Strategic goal								
	1. Reach	2. Supporters	2. Social media followers	2. Website unique hits	3. Income	4. Administration ratio	5. Employee engagement score	5. Active volunteers
2011 result	5.4M	127,378	<4,000	211,505	\$74.6M	8.4%	NA	NA
2012 result	8.4M	112,000	15,000	185,000	\$86.1M	8.2%	NA	1,774
2013 result	12.1M [^]	100,234	41,609	241,105	\$103.0M	6.6%	57%*	2,674
2014 goal	11M	113,232	60,000	350,000	\$115.0M	<10%	60%	2,200
2015 goal	12.3M	117,000	70,000	460,000	\$120.0M	<10%	63%	2,661

[^] Our reach goal in 2013 was 9.5 million, which we exceeded by 2.6 million.

* This score is our baseline. Our first employee engagement survey was conducted in 2013.

How we created our strategic plan:

We create a new strategic plan every three years, and supplement this with an annual strategic review. Consistent with our organisational values, we seek to set ambitious goals to improve the wellbeing of children. Given the rapidly changing strategic environment in which we operate, we must remain agile, able to respond quickly to the changing face of poverty, new humanitarian crises, rapidly evolving technology and constantly shifting sources of funding.

Our current strategic plan covers 2013–2015 and was formally approved by the Board on 29 November 2012. Our strategic planning process involves consultations with our Board, employees, members, beneficiaries, other Save the Children offices, and other stakeholders. We are actively developing a global strategic framework for all international Save the Children members that will guide the development of our next strategic plan, which covers 2016–18.

Read our current strategic plan at savethechildren.org.au

Goals for 2014:

If we are going to thrive in 2014 and beyond, we need to develop strategies to overcome challenges such as reductions in government funding, increasing competition, growing stakeholder expectations, increasing urban poverty and incorporating new technologies. These strategies also need to allow us to nimbly respond to new opportunities. This will require committed and engaged employees, a focused strategy and a disciplined but innovative culture.

In 2014, we will continue to work towards our 2015 goals.

Grow and diversify income

In 2014, the Board has approved a significant increase in marketing spend to grow public income and create innovative campaigns to engage the Australian public. This will take two to three years to bear fruit. To support revenue growth in 2014, we will seek to expand our corporate partnerships and income from major donors in Australia. We will also seek to increase funding from the public and governments to grow our Australian programs.

Improve program quality

In 2014, we will invest more in program design, monitoring and evaluation, improved collection and dissemination of lessons learned, as well as become better at communicating our impact. We will invest in new areas like urban poverty program designs and significantly lift our capability in our Pacific operations. We will scale up our most successful Australian programs to achieve greater impact across our domestic programs.

Enhance our advocacy and policy impact

We know much more can be done to raise our profile, particularly among an Australian audience. The bigger our voice, the more effective we will be in attracting support to assist children in need, both in Australia and overseas. In 2014, Save the Children will invest in its policy, advocacy and campaign capacity to raise our profile and ensure that we not

only address the immediate needs of children, but we also advocate for systemic and lasting change.

In 2014, we aim to influence G20 discussions to promote more inclusive economic growth. We aim to achieve policy and operational changes that improve the Australian Government's asylum seeker policy, particularly in relation to children in offshore processing centres to create better living conditions for children detained in them. We will also identify and examine policy issues facing children and families on the move in the Asia-Pacific region.

We will champion the rights of Indigenous children and young people to increase their access to education, and we will advocate for increased investment in programs that prevent young people from entering the juvenile justice system.

We will be active in Save the Children's global EVERYONE campaign to stop preventable child deaths and achieve Millennium Development Goal 4 by 2015.

We will advocate for children affected by humanitarian crises such as the conflict in Syria and disasters like Typhoon Haiyan in the Philippines.

Enhance our organisational capabilities

In 2014, we will launch our new financial systems, and embed our new performance management system to improve employee engagement. We will review our current donor and supporter database system to ensure that it allows us to foster even closer ties with these valued groups. We will focus on significantly lifting employee engagement through improved performance management and better internal communication.

If we are successful in achieving our 2014 goals and realising our current strategic plan, it will position us to become one of Australia's pre-eminent INGOs.

Long-term vision:

In the long term, we aim to be the lead development and humanitarian organisation for children in the Asia-Pacific region. We will measure this by reach and impact, and by working in the world's most challenging places to save children's lives, protect them from abuse and provide quality education.

We also aim to:

- Be known as a leader in our core areas of health, education and humanitarian response, and build our capacity to address urban poverty, climate change and promote inclusive economic growth.
- Develop a reputation as the source of foremost policy advice on humanitarian and development issues affecting children, both in Australia and overseas.
- Have a growing and engaged supporter base of Australians who not only provide financial resources but who are also willing to get behind our key advocacy messages.
- Be the first choice of Australian corporates when they want to partner to achieve social change that benefits children and their families.
- Have a significantly larger portfolio of highly effective Australian programs benefiting disadvantaged children across Australia.
- Be seen as the best place to work in the aid and development sector because of our innovation, dedication to professional development of employees and strong performance management culture.
- Have organisational systems and structures that support further growth in our organisational impact for children.
- Establish a robust public policy and advocacy capability and become a thought leader in child-focused public policy in Australia.
- Use new technologies in ways that significantly enhance both our operational performance and our impact on children's wellbeing.
- Meet stakeholder's expectations for improved accountability and lead the sector in the way we communicate our organisational impact and the social return donors receive from supporting Save the Children Australia.

Our work in Australia:

In 2013, we reached almost 84,000 people in Australia with our innovative and award-winning programs, including 45,267 children and 38,725 adults. We work in every state and the Northern Territory. This year we're proud to have made an even bigger difference for vulnerable children and families in Australia.

Our wide range of programs work to educate vulnerable children, protect them from harm and provide critical care in emergencies.

Regardless of race, religious background or political situation, we are dedicated to supporting every child who needs help.

Humanitarian

We work to protect and support children during emergencies and help Australian communities prepare for future disasters.

We work in disaster-prone areas of Australia to help children and communities recover from disasters like floods, bushfires and tropical storms. Like our resilience work in countries around the world, we build the knowledge, skills and resources to help communities plan for and minimise the impact of future emergencies.

Child Friendly Spaces

Working with other Australian emergency response agencies, we set up Child Friendly Spaces (CFS) within existing evacuation and recovery centres to ensure children have a safe place to learn and play while their parents begin the process of recovering from the disaster.

Run by trained staff and volunteers, the spaces can also help reduce the effects of traumatic experiences on children and bring comfort to parents as they focus on immediate challenges such as housing, financial and medical needs.

In 2013, we provided support, including CFS, in five emergencies. We helped 608 children and 1,569 adults affected by life-threatening bushfires and floods in New South Wales, Tasmania, Victoria and Queensland.

Education

Even in Australia – which boasts an excellent public education system – there are still many families who struggle to give their children a quality education. Poverty, unemployment, language barriers and cultural differences can make it difficult for children to get to kindergarten or even school.

Our education programs help Australia's most vulnerable children, giving them the opportunity to succeed.

We work with children and parents from refugee and migrant backgrounds; young people in the juvenile justice system; Aboriginal and Torres Strait Islander children; and children affected by poverty and family violence.

Helping little kids

Ensuring that children are ready for school, both mentally and socially, is absolutely critical for their future success. That is why our Playscheme Program is our largest Australian program. It operates in approximately 100 sites across Australia and has been running for more than 30 years.

Our playschemes provide early learning opportunities for children in remote and disadvantaged communities, providing children with opportunities to learn, grow and develop through safe and supported play. In 2013, more than 4,000 children attended our playschemes.

For example, our Intensive Supported Playscheme on the far-west coast of South Australia this year delivered five playscheme sessions per week for more than 163 children and 122 adults from geographically and socially isolated communities.

Of the parents and caregivers who provided feedback on this playscheme, 100 percent believed that their child's development had improved. Three-quarters felt the playscheme helped improve their parenting capabilities and 100 percent felt they'd been treated with respect by our team.

Our Playscheme Programs are also helping communities to become more connected. More than 85 percent of respondents said they'd had more contact with family, friends and community members as a result of the Playscheme Program.

Improving school attendance

Education is a key factor in reducing disadvantage. However, Aboriginal children are twice as likely as non-Aboriginal children to be absent from school.

Our School Attendance Program, which runs in the Northern Territory and South Australia, helps remove barriers that inhibit school attendance.

In 2013, we continued to grow our program and increase children's school attendance. The average attendance rate across all schools in the program has increased from less than 60 percent in 2010 to almost 80 percent in 2013. Improved school attendance will help these kids to have more opportunities as they grow into their adult lives.



A flood of relief

When Lilly's family entered the Bundaberg recovery centre, their stress was obvious. The 2013 Queensland floods had left their home almost entirely under water. It was uninhabitable.

They had exhausted their accommodation options in Bundaberg and did not want to move into an evacuation centre with two small children: four-year-old Lilly and her baby sister.

Save the Children's employees spotted the family as they waited for the community recovery team. They were huddled under a shade tent that offered little respite from the intense heat rising from the bitumen. Our team offered cool drinks, fans and play activities for Lilly.

While Lilly's parents were completing paperwork and talking with the recovery team, our team cared for Lilly and her sister in our Child Friendly Space (CFS). They took the time to understand their needs and helped Lilly to participate in activities and made sure she was included in conversations. Soon she was playing alongside other children, and engaging with our employees. Her sister slept peacefully in her pram for the entire time and was checked on regularly.

Mum and Dad commented that having the CFS available enabled them to focus their attention on accessing emergency assistance from the local authorities.

"Thank you," said Lilly's mum. "This was a godsend for us."

Our work in Australia:

Our preschools

We run Early Learning Centres in Victoria, Queensland and Western Australia to provide preschool education for children who would otherwise miss out.

This is one of our longest-running Australian programs, with the Mooroopna and Nowa Nowa kindergartens in rural Victoria open since the 1960s. Along with the more recent addition of Bardi Jawi Family and Learning Centre in Djarindjin in Western Australia and the Kirdi Mayarr Child Care Centre on Mornington Island in Queensland, these services provide affordable and accessible early learning opportunities for children.

In 2013, 95 percent of participants surveyed in our Western Australian preschool program felt supported and respected, and 100 percent were satisfied with the program.

It Takes a Village

It Takes a Village is a program specifically designed to support migrant families as they adapt to life in Australia. The program provides weekly supported play sessions for families, and Early Childhood Educators and Bilingual Assistants build relationships with families to support positive parent-child attachment and early learning.

It Takes a Village has been running in Perth's south-east corridor since 2009 and Hobart since 2010. We've also been running our Melbourne program since 2012, with sessions near the housing commissions in Fitzroy, Collingwood, Carlton and Richmond.

As part of this program, we've helped disadvantaged families support their children's development by providing access to educational toys through our Toy Libraries in Victoria and Tasmania. It's such a simple idea, yet it's so powerful. With access to toys and books, refugee children can improve their reading skills. In 2013, there were more than 700 toy loans and 29 new families joined our Victorian Toy Library. More than 60 percent of members were refugees or migrants. The program also offers family support, English support and skills training.

The It Takes a Village program helps to improve opportunities for migrant families, as we help them to secure quality education and healthcare.



Photo: Robert McKechnie / Save the Children

The washing machine took me to school



Children get ready for our school attendance bus to depart.
Photo: Robert McKechnie / Save the Children

In 2010, Save the Children started working with children and families in Bagot Community, Darwin, through our School Attendance Program. One Family Support Worker shared her experiences with a family she'd been working with since March 2011:

"When I began working with this family, I discovered the mum was not sending her children to school because she had no electricity to wash the uniforms. Thankfully, I successfully asked the community council to place this family in short-term housing while her house got renovated.

"Next, I helped the family get an interest-free loan and purchase a much-needed washing machine. Once the family paid this off, they purchased a new fridge. Having access to these basic things helped the mother to assist her children to attend school. From 40 percent attendance they are now attending school more than 80 percent of the time.

"Later we supported the mother and grandmother to go to a school assembly to watch their eight-year-old receive a certificate for reading. Her grandmother, with tears in her eyes, turned to me and said, 'my granddaughter makes me proud, we didn't know she could read, it makes us cry!'

Not surprisingly, now this mother and grandmother make sure all of their children go to school every day."

– Family Support Worker, Save the Children Australia, Northern Territory

Our work in Australia:

Award-winning juvenile justice programs

Our juvenile justice programs in Tasmania and New South Wales work with young people in detention to help them reintegrate in to community life and reach their full potential.

Tasmania has the highest rate of youth offenders in Australia. Many of these young people have unstable childhoods, a family history of offending or may not have a positive role model in their lives.

In Tasmania, we provide individual mentoring and support for high-risk young people aged 10 to 18 years who are transitioning from Ashley Detention Centre, and we provide individual mentoring and support to young people on bail in Hobart.

Since the program started in 2010, 42 percent of program participants in the Transition from Ashley Youth Detention Centre program have not returned to Ashley Youth Detention Centre (this is five percent better than the national two-year rate, where most young people have received no support).

Our Supporting Young People on Bail program also won a National Crime and Violence Prevention Award in 2013.

Mobile Youth Van

Our Mobile Youth Van (M.Y.van) provides young people living in isolated and marginalised communities with access to culturally appropriate and educational activities. Last year, M.Y.van reached more than 1,900 young people in 11 towns in New South Wales.

M.Y.van provides recreational activities such as sport, music, digital media and art for young people. It gives them opportunities to access health information, explore social and community issues that affect them, express themselves, connect with peers, and access technology that would otherwise be unavailable.

The program has been overwhelmingly successful, with a huge number of requests for our services from schools, youth agencies, community organisations, school counsellors and social workers.

The van works to reduce high rates of youth crime, unemployment and suicide while improving children and young people's sense of belonging, wellbeing and pride in their community. M.Y.van currently visits three regions – Central Darling, the Riverina Murray and disadvantaged areas of Sydney.

Protection

We are committed to protecting Australia's most vulnerable children.

Children in every country face various forms of abuse, neglect and exploitation. Even in Australia, many children grow up in households where their parents or caregivers may not have sufficient skills or experience to keep them safe, healthy and protected from harm.

Our Australian programs help to protect children and equip young parents with the skills to keep their children happy, healthy and safe.

Keeping kids off the street

In Western Australia, Indigenous people are 20 times more likely to be imprisoned than non-Indigenous people.

Our youth engagement programs in Western Australia provide a variety of services for young people, including night patrols, sports, cultural activities and other activities to keep kids engaged, off the streets and safe.

In Kununurra, we ran 274 night patrols, with an average of 25 children picked up from the street every night. An overwhelming 89 percent of participants felt safer thanks to our programs. More than 80 percent of the young people we reached were Aboriginal.

By helping kids to stay off the streets, we're helping to strengthen and protect families, and give kids a brighter future.

Unfortunately, three of our youth engagement programs in Western Australia ran out of government funding in 2013.

We appealed to our supporters to help us keep the programs open and we raised an incredible \$119,923. This allowed us to keep the programs open until the end of the year, however, we had to close our program in Broome. Our Perth and Kununurra programs will continue thanks to the state government and the contribution of Save the Children supporters.



Photo: David Wardell / Save the Children

Parenting programs

From basic babysitting skills for siblings, to courses for at-risk and pregnant teens, our Future Parents Program gives young people in Queensland the practical knowledge and skills to increase the safety, health and wellbeing of children.

We aim to promote early intervention and prevention of child abuse through courses that improve the parenting skills of young people aged 13 to 19 years in Queensland and South Australia. Our courses are run in partnership with youth detention centres, child protection services, schools and community agencies. They aim to build self-esteem; link young people with support networks in their own communities; teach them basic childcare skills; explain what constitutes child abuse, neglect and family violence; and educate them about how to keep themselves safe and free from exploitation.

Last year, in our Western Australian Indigenous Parenting Support Program, we ran community events that reached more than 250 people and 16 education sessions which reached 115 adults and 50 children. Almost 100 percent of our 144 actively engaged families were Aboriginal. More than 85 percent of parents reported that their parenting skills had improved thanks to our parenting support.

We also run a program in Queensland called Deadly Blokes and Kids ('deadly' means awesome) where we work with Aboriginal and Torres Strait Islander fathers in Townsville, Queensland, to help them be positive role models for their children. In 2013, we supported 347 children through our mentoring and parenting workshops. The program has supported men to have a significant and positive role in their children's lives.

Domestic and Family Violence Refuges

Our Domestic and Family Violence Refuges provide emergency accommodation, support and counselling services for women and their children. We have been running refuges for women and children affected by domestic and family violence in Queensland for more than 30 years.

Domestic and family violence is the leading cause of homelessness for children in Australia.

During 2013, our refuges supported 137 children and 69 women with intensive support. We provide unit-style accommodation for women and their children. They are set in confidential locations and staffed with skilled Parent Support Workers, and a Child Support Worker who ensure the individual needs and rights of children and women are supported.

Last year, 86 percent of families entered safe, independent accommodation after leaving the refuge. Ten percent entered unknown accommodation. More than 90 percent of parents also said they increased their ability to care for their children effectively.

Safe housing and personal support give these families a much better chance in the future.

Family Support Workers

Our Family Support Workers provide intensive support to at-risk families across Australia.

Our South-East Queensland Family Support Worker Program supports families with children who are at risk of entering the child protection system. In 2013, it assisted 121 families. We successfully assisted 108 children to stay in the care of their family, rather than enter the child protection system.

By supporting families to resolve their issues and keeping children in the care of their family, children have the chance at a brighter future.

Our work in Australia:

What we learnt

Challenge one: Recruiting and retaining experienced employees in very remote areas.

With 36 percent of our programs located in remote communities, one of our ongoing challenges is recruiting and retaining experienced, qualified and committed employees.

Recruiting and training local staff is central to our development philosophy and is particularly important for working in communities with a high Indigenous population. This approach helps us build culturally appropriate programs and increase engagement with local communities. It also improves the long-term sustainability of programs. Only where we cannot recruit suitable local staff do we advertise vacant positions more widely.

For example, in the Northern Territory we supported more than 30 percent of our employees to gain a qualification in Family Support or Early Childhood.

In 2013, another challenge was the lengthy time it took for our human resources team to approve the employment of remote staff. This was overcome by implementing a new online system, Red Carpet, which has made the process quicker and more efficient.

At the Secretariat of National Aboriginal and Islander Child Care (SNAICC) conference, our Intensive Family Support Team presented in English and their local language, Murrinh-Patha. The other participants at the conference reported “that is the way organisations should work with our mob,” having their voices heard. We will continue to create more opportunities to give a voice to our Indigenous employees and communities.

Biggest lesson: We need to be flexible and wait for the right person for the role. Where possible, we should recruit local staff and support their professional development.

Challenge two: Maintaining respectful and collaborative relationships with local communities.

Another ongoing challenge is meaningfully engaging the local communities where we work.

We have sought to overcome this by:

- Engaging more with Aboriginal elders
- Improving the quality, frequency and consistency of consultation with community and government stakeholders
- Employing local staff, resulting in culturally appropriate programs and acceptance in the community.

Our programs in Kununurra, Western Australia

Due to a national economic downturn and the loss of the government's AAA credit rating in Western Australia, in 2013 we faced increased competition for limited funds. Local community-based organisations – who had been strong advocates – became less inclined to work with us.

One of our mistakes was neglecting the importance of the Aboriginal Advisory Committee. We also neglected to put sufficient energy and commitment into maintaining open and regular lines of communication between significant community groups/individuals and ourselves.

We rectified these mistakes by re-establishing the Aboriginal Advisory Committee in Kununurra and reviewing its terms of reference. We worked on building the capacity of our employees, including providing tools and training for key senior program employees on stakeholder communication and management, and made this a Key Performance Indicator.

Biggest lesson: Communication strategies need to be an integral part of the ongoing program management.

Challenge three: Ensuring our programs are sustainable.

Securing sustainable program funding was a challenge in 2013. In Western Australia, some youth programs lost funding due to state and federal government funding cuts. This highlighted the need to diversify income.

While we haven't found all of the funding needed, we did launch a fundraising appeal that raised \$119,923.

Our Western Australian youth programs struggled to maintain funding because we:

- Didn't diversify our funding streams and were too reliant on government funding
- Didn't maintain strong relationships at all levels of government
- Didn't collect high-quality data to measure impact.

We are addressing our mistakes by:

- Strengthening project designs and improving monitoring and evaluation frameworks for all youth programs
- Building employee capacity, with training and mentoring in qualitative and quantitative data collection and reporting
- Prioritising monitoring and evaluation support for all employees
- Improving the systems we use to manage stakeholder relationships
- Establishing regular personal communication with key government stakeholders
- Establishing relationships with business and corporate leaders.

The Kununurra program, which was threatened with closure in 2013, will continue thanks to the state government and the contribution of Save the Children supporters.

Biggest lesson: We need to promote program outcomes and successes with key stakeholders; and never compromise on the quality of data collection and reporting.



Benny* wins Battle of the Bands

In the far reaches of the beautiful Kimberley Region, a small town called Kununurra straddles the border of Western Australia and the Northern Territory. Roughly halfway between Broome and Darwin, Kununurra has a population of only 5,500 people.

When Benny started high school in Kununurra, he had trouble focusing and was often disruptive in class. Luckily, Benny became curious about music and started attending Save the Children's music program at his high school. He knew almost nothing about music. However, after attending the program for four years and receiving support from our staff, Benny joined a band and his musical talents blossomed.

In 2013, his band competed in the Kununurra District High School Battle of the Bands and powered through to win the trophy. The boys were then invited to repeat their Battle of the Bands performance at their high school's end-of-year awards ceremony. These opportunities, made possible by our music program, really boosted his self-esteem. His dedication to hours of practice also helped Benny to develop patience and perseverance, demonstrating his commitment to achieving goals.

His dedication to music also helped to develop his discipline with schoolwork and, at the end of Year 11, Benny was invited on an end-of-year trip to Sydney, organised by his high school, to reward his improved school attendance and behaviour.

Benny has undertaken work experience at a local garage and is demonstrating the drive and self-confidence to achieve whatever he sets his mind to.

The self-confidence he gained from successfully developing these skills through our program has left him better equipped to deal with the challenges and opportunities that await him in the future.

Find out more about the Save the Children's Kununurra programs at savethechildrenkununurra.tumblr.com

* Name has been changed to protect his identity.

Our work overseas:

In 2013, we assisted children in 33 countries around the world, delivering high-quality programs and providing humanitarian assistance when disasters struck. Spanning the Pacific, Asia, Africa and the Middle East, our programs reached more than 12 million children and adults.

Our overseas programs focus on children's education and health, as well as protecting them from harm and assisting them in emergencies.

Humanitarian

In 2013, we responded to more than 25 humanitarian crises, making this year one of our busiest years for emergencies. We reached 1.4 million people through our humanitarian programs.

We simultaneously supported high-profile crises in Syria and surrounding countries, and the Philippines where the devastating Typhoon Haiyan struck in early November. We also responded to emergencies including a tsunami in the Solomon Islands, health and nutrition crises in Central African Republic, a food crisis in Yemen and floods in Indonesia.

The crisis in Syria

The situation for children and their families in Syria has deteriorated over the course of the conflict, with more than two million refugees leaving the country, and many millions more displaced and severely affected inside the country.

By the end of 2013, as a global organisation, Save the Children's programs inside Syria have reached more than 230,000 people, and have included the provision of health services, such as vaccination programs, the distribution of household kits and other essential items, as well as child protection, education, and water, sanitation and hygiene programs.

Outside of Syria, we are continuing our work with Syrian refugees and host communities in Iraq, Lebanon, Jordan and Egypt. We continue to work in places such as Jordan's Za'atari Refugee Camp, now the second largest refugee camp in the world, as well as with the refugees living in host communities across all four countries.

We plan to support more than 1.7 million people affected by the crisis. At the end of 2013, we have reached more than 838,000 people, including in excess of 500,000 children, with support such as Child Friendly Spaces, parental support groups, back to school campaigns, early childhood education and informal education for adolescents. We have supported families with both food and financial assistance, and have worked to improve access to water and health services.

Typhoon Haiyan

On 8 November 2013, Typhoon Haiyan – one of the largest typhoons the world has ever seen – made landfall in the Philippines. It killed more than 6,000 people, and destroyed or damaged the homes and livelihoods of 14.1 million people. More than 5.6 million of those affected were children.

Our response to Typhoon Haiyan was the single largest ever mobilisation of personnel from Save the Children Australia for a crisis. It is regarded as one of our best-ever emergency responses, partly due to the ongoing support and capacity development the Save the Children Australia humanitarian team provided to our team in the Philippines.

Save the Children was one of the first humanitarian agencies on the ground in Tacloban and other badly affected areas on day one, conducting assessments and providing support to thousands of children and their families. Within the first week of the disaster we had flown in more than 100 tonnes of aid from three different continents, including shelter, hygiene and health equipment.

Save the Children's three-year response will cover emergency response, restabilising education and health services, helping people to begin earning a living again and long-term disaster risk reduction. In the first six months we will focus on providing relief to those most severely affected through activities in shelter; water, sanitation and hygiene; health; food security and income generation; child protection; education; and nutrition.

Save the Children Australia supported global efforts by raising more than \$2 million for the provision of urgently needed shelter and hygiene items. This included \$1.2 million from the public and \$830,000 from the Australian aid program.



Photo: David Wardell / Save the Children

Funding our emergency responses

During 2013, the Children's Emergency Fund (CEF) has been a vital tool in ensuring we respond quickly to crises and mobilise resources immediately while other funding sources are secured. Without the Children's Emergency Fund, we simply wouldn't be able to respond to the needs of children all over the world as quickly as we do, nor to the scale that we do.

Disaster	Funds allocated from CEF	Disaster	Funds allocated from CEF
Flood in Indonesia	\$21,015	Syria Crisis: Syria response	\$80,000
Earthquake in China	\$21,015	Yemen food crisis and supporting health response	\$107,355
Typhoon Haiyan in the Philippines	\$10,000	Central African Republic: crisis assessment	\$21,050
Flood in the Philippines	\$50,000	Kenya: Wajir conflict	\$16,011
Conflict in the Philippines	\$50,000	Somalia: Galgaduud floods	\$50,930
Tornado in Bangladesh	\$26,229	Somalia: Mogadishu water, sanitation and hygiene services	\$48,544
Earthquake in the Philippines	\$32,000	Tasmanian bushfires	\$10,000
Conflict in Myanmar	\$31,771	New South Wales Coonabarabran bushfires	\$9,000
Syria Crisis: regional response	\$185,000	Queensland floods	\$20,000

Deploying our experts

In 2013, our humanitarian team was deployed to more emergencies around the world than ever before. We deploy our staff to coordinate our humanitarian responses, which can include food distributions and health and shelter initiatives. Our staff also support logistics, human resources and program development.

Name	Locations	Purpose	Duration
Jessica Kay	Jordan	Syria Crisis	Five months
Sarah Ireland	Philippines	Manila floods	Two weeks
	Philippines	Typhoon Haiyan	Six weeks
	Myanmar	Conflict and displacement in Myanmar	Four weeks
David Sims	Philippines	Typhoon Haiyan	Five weeks
Kate Azima	Iraq	Syria Crisis	Six weeks
	Philippines	Typhoon Haiyan	Five weeks
Melanie Book	Yemen	Food crisis	Four months
	Iraq	Syria Crisis	Two months
Annie Bodmer-Roy	Mali	Conflict Response	One month
Kylie Tupek	Philippines	Typhoon Haiyan	Four weeks
Evan Schuurman	Vietnam and Philippines	Typhoon Haiyan	Two weeks
John Cassidy-Brooks	Philippines	Typhoon Haiyan	Six weeks
David Wardell	Philippines	Typhoon Haiyan	One week
Olivia Zinzan	Iraq	Syria Crisis	Six weeks
Jessica Lees	Philippines	Typhoon Haiyan	Six weeks

In addition to deployments, our humanitarian employees also conducted monitoring visits to ensure the effectiveness of emergency response programs around the world.

Our work overseas:



Our leadership program

The Humanitarian Leadership Programme is now in its third year and has gone from strength to strength. In 2013, we formalised our relationship with Deakin University by signing a Memorandum of Understanding that will underpin our growing partnership with them.

The Humanitarian Leadership Program is open to all senior managers working in the humanitarian and development sector (not just Save the Children employees). It has now been accredited as a Graduate Certificate of Humanitarian Leadership, and is increasingly being regarded as a leading program in the humanitarian sector globally.

This program is now being further enhanced in response to Typhoon Haiyan, and we are working with other agencies and the wider Save the Children family to develop a Humanitarian Leadership Academy.

Tackling climate change and disasters

Our programs also work with children and communities who are most vulnerable to climate change and disasters.

In the Philippines, we are helping children, schools and communities to better prepare for disasters like floods and typhoons. In 2013, our program in Bulacan Province worked with nine schools and six communities in flood-prone, low-lying areas to improve their early warning systems and preparedness, which included practising emergency drills and teaching school staff and children about what they can do to reduce the impact of a disaster before it strikes.

Our program contributed to fewer people being killed or injured in the floods in August. Local government officials and schools staff said our program activities directly contributed to the timely and orderly evacuation of communities before the floods, getting them out of harm's way before the water hit. The Department of Education also reported that – for the first time in recent memory – the schools did not have to ask the central government for more school supplies following the flooding, because the children and school staff had moved their materials to safe locations on higher floors before the floods hit.

In Vanuatu, we are helping children and young people to understand what climate change means to them. Vanuatu is highly vulnerable to the unavoidable impacts of climate change. Rising sea levels, and more regular and extreme weather events, are very likely. Higher intensity cyclones are also a danger. People need to prepare for and adapt to their rapidly changing environment.

Working with schools and youth clubs in Torba, Penama and Shefa provinces in Vanuatu, we are helping them to design and implement their own climate change adaptation projects. In 2013, we trained 49 teachers to use the new climate change teacher's guidebook and, as a result, new resilience measures have been implemented in 16 schools. Feedback from community and school participants indicates a significant increase in knowledge and awareness of climate change and measures they can take to adapt to changing weather patterns.

This will help them to adapt to the unavoidable effects of climate change, while they share their knowledge with peers, their community and the government.



How can we move our aid supplies?

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Sarah Ireland, our Humanitarian Manager, describes the logistical nightmare of delivering aid to the worst-hit areas following Typhoon Haiyan in November.

Within days of Typhoon Haiyan making landfall in the Philippines, I was on a flight to Tacloban – one of the worst-affected areas in the Philippines.

When I first stepped off the plane, the heat and the humidity struck me first, then I noticed the people. Hundreds of Filipinos waiting to get on the next flight out and hundreds more sleeping at the airport because they had nowhere else to go, everything they owned had been destroyed.

The airport building had no walls and only a fraction of its roof remaining. The toilets were unusable, so the stench of urine and faeces was almost unbearable in the heat. Children sat next to parents, staring silently into the distance – hungry and tired.

The people who had been affected by the typhoon needed support as many of them had lost everything, but I knew the logistics of the emergency response were going to be a challenge. How do you get lifesaving relief to a population when airports have been damaged, some roads are rumoured to be impassable, and all the service stations in town have been rendered unusable so access to fuel was almost impossible?

Save the Children was flying hundreds of metric tonnes of aid into the Philippines from our pre-positioned relief supplies around the world – but how do we get it to Tacloban?

It seemed impossible but we had to try.

The logistics team chartered small planes that were able to land at the airport, put containers on large boats coming from nearby islands and loaded trucks with relief items and fuel.

Once the roads started to open up again we received vehicles and drivers from our office in Mindanao. The vehicles were essential because they enabled us to move the stock from the airport and port to the people who needed it most.

In that first week after the typhoon hit the Philippines, I saw destruction on a scale that I hadn't seen before. This was a double disaster – first the sustained wind of more than 230km per hour that perched cars impossibly high in trees and ripped roofs off houses and trees right out of the ground. Then came the storm surge (in some coastal areas as high as five metres) that was like a bulldozer moving through a construction site. And along the road, in the midst of the debris were dead bodies – adults, children and animals.

This was a population that needed shelter, basic household and hygiene items, clean water, food, access to healthcare and schools, and safe areas for children. Because of our creative logistics team and our global pre-positioned stock, we were able to respond immediately, providing lifesaving support to people who had been affected by this devastating typhoon.

Our work overseas:

Education

Today, the United Nations Educational, Scientific and Cultural Organization (UNESCO) estimates 57 million primary-school aged children are not in school. Sometimes it's because they live in an area of conflict, there aren't enough teachers, they can't afford books or uniforms, or they have to work to support their family. Others drop out or graduate from poor quality schools without learning basic literacy and numeracy skills.

Education is a path out of poverty for many children and their families. It gives them a chance to gain valuable knowledge and skills, and improve their lives. We work to support access to quality education for all children – girls and boys – no matter where they live.

Educating young people in Pakistan

We are working to improve the quality of pre-school and primary education for children in Pakistan. The first five years of a child's life are vital – approximately 85 percent of brain development occurs in this period and ultimately shapes the rest of a child's life. Structured early learning (like pre-school) is crucial for children to fulfil their potential and improve their educational achievement.

With more than 400 schools benefitting from our initiatives in Pakistan, we have now reached more than 200,000 children (already surpassing our project target by 66 percent) and trained more than 1,700 teachers. We're assisting these children to transition to primary school and have also supported primary schools by providing better classrooms, facilities and learning materials.

By providing a clear pathway from pre-school to primary school, we are giving these children a better chance to succeed in their studies and their lives.

Educating girls in Afghanistan

We also work in Uruzgan Province in Afghanistan, where seven out of 10 children do not go to school, and just eight percent of men and 0.3 percent of women can read and write. Thanks to our Australian Government-funded Children of Uruzgan program, 2,440 young children including 1,036 girls are now accessing early childhood education, and 2,775 school-aged children are attending community-based classes, including 573 girls. More than 2,147 adults, including more than 1,223 women, have also attended courses on basic numeracy and literacy. Our work in Afghanistan is opening up new opportunities for women and disadvantaged communities through improved literacy and numeracy.

Boosting literacy in Indonesia

Poor teacher training, a lack of teacher supervision and a shortage of materials mean many children in Belu, Indonesia, find it difficult to receive a quality education. In many poorer areas, there are simply not enough teachers or schools.

Our Literacy Boost program has trained 14 master trainers (teachers who train teachers), 116 early primary school teachers and 16 principals. On average, the 4,000 early grade students attending Literacy Boost schools made larger gains than students in comparative schools. Over a year, Literacy Boost students made additional gains over students in comparison schools in the areas of reading comprehension, oral comprehension and reading fluency.

We also provided 59 book banks in 20 communities, and established reading groups and literacy camps for children and families.

Our literacy initiatives are making a real difference for these disadvantaged children and their communities.

With a little help from my friends

As the son of a poor painter, eight-year-old Haider had little opportunity to go to school. He also has a disability. Living in Pakistan, his father worried that going to school in a wheelchair would be too difficult.

But Haider longed to go to school.

“I wished I could go to school, especially when I saw other children passing my house on their way to school. However, my family members, especially my father, did not allow me to attend school due to his worry about my disability,” Haider says.

Luckily for Haider, his father attended one of our parenting sessions and began to understand why going to school is so important. Our Children’s Community Learning Worker, Mr Riffatullah, advised him to enrol his son in school because it’s important for his development.

With assistance from the school, Mr Riffatullah asked Haider’s neighbour to help take him to school. With this support, his father gave his blessing for Haider to enrol.

“I felt very excited when Mr Riffatullah visited our house and talked to me about going to school. I was happy he understood how I felt about being left out of school,” Haider says.

Haider now regularly attends school. His neighbour helps him get to and from school in his wheelchair and – every day – three of Haider’s friends also accompany him to school. It’s like Haider has an entourage. His friends also help him get around at school.

“Now I feel normal like other children. I do not feel like I have a disability anymore. Now I can learn and progress like the others,” says Haider with a smile. “I want to become a teacher when I grow up.”

Students and their teacher at one of the 400 schools we have assisted in Pakistan.
Photo: Save the Children



Our work overseas:

Health

The death of a child is something a parent should never have to experience. Yet in 2012, 6.6 million children died before their fifth birthday.

Millions of children become sick or die because they don't have access to basic health services or proper nutrition. Treatable diseases like pneumonia, diarrhoea, measles and malaria are the biggest causes of child deaths.

We know that children shouldn't die from preventable illnesses, especially when there are simple and low-cost solutions that can help. We work to provide basic healthcare and training for health workers to improve healthcare for the world's most vulnerable children.

Helping babies survive in Cambodia

In Cambodia, newborn mortality accounts for half of all deaths of children under five. Approximately 45 babies per 1,000 die before they're one year old.

Our program aims to save the lives of more mothers and children under five years of age through sustained and equitable use of high-impact maternal, newborn and children's health and nutrition initiatives.

We have trained 76 health staff, including midwives, and have supported and educated new mothers and their communities. More than 32,200 women and children have accessed key reproductive and maternal and child health interventions through our program. This includes 2,260 women who delivered with a skilled birthing assistant, 3,730 children under 12 months who were fully immunised, treatment of more than 5,440 children with symptoms of acute respiratory infection, and care and treatment for more than 960 children with symptoms of diarrhoea.

Essential healthcare for children in Afghanistan

We also provide healthcare in Afghanistan – where 282 children under five die every day. In Uruzgan province, one-third of the population doesn't have access to health services.

Last year, we trained 558 health workers and provided health consultations for more than 142,000 children and adults in some of the most remote and dangerous regions of Uruzgan province. We also supported five mobile health teams and 132 health posts, and treated more than 2,397 children for acute malnutrition. Our programs are helping children and communities in Uruzgan to improve their health and build better futures.

Reducing HIV prevalence in Papua New Guinea

Papua New Guinea has one of the highest prevalence of HIV in the Asia-Pacific region. To help reduce the epidemic, we work to support families and raise awareness on how to stay safe.

In Papua New Guinea in 2013, we distributed more than 216,000 condoms and facilitated more than 1,850 sessions on the misconceptions around HIV transmission and condom usage. More than 180 outreach volunteers were recruited to help educate and support vulnerable people, including sex workers and men who have sex with men. We also conducted peer-educator sessions with male and female sex workers, reaching more than 4,000 female sex workers and nearly 600 male sex workers.

Our work is helping to reduce the transmission of HIV in vulnerable populations in Papua New Guinea.

Rebuilding the rocky road to health

The road leading to Malo village in Vanuatu is steep with large pot-holes and rocks.

In the past, many babies died along the road as their mothers left the village on foot desperately seeking far-off medical assistance for their children.

"Before the aid post (a small health clinic) was here ... babies died because they didn't have access to the medicines to cure their illnesses," Faylyn, the Village Health Worker, says.

"And sometimes when they [the mothers] tried to take the kids to the health centre, the kids died along the way. The babies were dying from high fever and respiratory issues while they were travelling or just at home because they didn't have money for travelling."

We work with the Ministry of Health in Vanuatu and communities to set up aid posts in villages that do not have access to health care. We also train and support the ongoing skills and development of Village Health Workers – community volunteers who run the aid post.

Faylyn has been a Village Health Worker in Malo for more than 10 years and is instrumental in saving the lives of children in her community. She says the aid post has made an incredible difference to her village.

"Since the aid post was here, everything is different. It's the opposite of what we knew before. Everyone has access to the aid post and the services," she says.

Eslyn, a mother in the community, credits Faylyn and the aid post for keeping her children healthy. "The aid post is close to my house and when I'm sick I can just go to the aid post," she says.



Faylyn, the village health worker in Malo.
Photo: David Wardell / Save the Children

Protection

Growing up with violence and abuse seriously affects a child's development, dignity and physical and psychological wellbeing. With 1.2 million children trafficked every year and more than 1 billion children living in countries affected by armed conflict, we are committed to protecting children from harm.

Our protection programs help to strengthen families and communities so they can safely care for and protect their children. This reduces the number of children being abused, separated from their parents or ending up in harmful institutional care.

Protecting children of sex workers in Bangladesh

The children of sex workers face perilous conditions due to discrimination, poverty and violence. They are more likely to be affected by HIV, and they have higher rates of illness and death.

Our program in Bangladesh helps to protect the children of sex workers and children affected by HIV. Last year, our program reached more than 600 children and adults with quality education and protection interventions. By educating affected children and their families, teachers, communities and local government leaders, we're helping to increase awareness around the need for child protection.

Our program establishes child protection committees in local communities to help monitor child protection issues. We also establish Child Friendly Spaces and youth groups to support children and give them a space to play and learn.

Protecting children from abuse in Laos

In 2012, a Laos government report found alarming trends in the physical punishment of children. More than 75 percent of children interviewed said they were subject to at least one form of humiliating or physical punishment from an adult in their household.

In 2013, we helped to educate more than 5,400 parents, families and teachers about child protection issues with the aim of creating more positive behaviour. Local and district-level networks have been raising awareness and holding regular meetings with communities. Awareness-raising events at local festivals have also helped to increase understanding about the rights of children.

We also helped to establish and support youth clubs, which help to raise awareness about the risk of abuse and child rights. By establishing district and provincial committees that aim to protect child rights, we are helping to strengthen child rights within the legal system.

More than 95 children and 60 youth volunteers have also learnt about their right to protection and participation, and are supporting village Child Protection Networks.

We used puppetry, drama and radio to teach children about these important issues.

Protecting children in Manus Island and Nauru

In October 2012, Save the Children began providing services to children at the Australian Government's offshore asylum seeker detention centres, first on Manus Island in Papua New Guinea and then Nauru, a small island State in the South Pacific Ocean. Services are no longer provided on Manus Island, following the removal of children from detention there.

Save the Children has nearly 100 years' experience in helping children suffering after traumatic experiences. Whether in war zones in Syria, refugee camps in Jordan, disasters in the Philippines or domestic violence refugees in Australia, we have the experience to help the children who need it most.

Our services and our ethical stance

We strongly object to the mandatory and prolonged detention of asylum seekers. Our experience shows that sending people to offshore or onshore detention centres threatens their physical, mental and emotional wellbeing. However, we also believe that children and families in offshore detention centres need our help. On Nauru we provide education, recreation and child protection services to children and their families. These services are critical for children who have had traumatic experiences and mitigate the impact of detention by building normality and routine. Our primary concern is that every step is taken to provide an environment that is as safe and protective for children as the conditions allow.

If our services mean children are less likely to suffer, we choose to provide those services, no matter where they are. As an organisation whose mission is to improve the lives of children, our voice plays a vital role in a context where most service providers are ultimately driven by profit.

We are proud of our dedicated employees, who work in offshore detention centres under difficult conditions seeking to lessen the impact of an overarching policy they often ethically disagree with.

Our advocacy work

We continue to advocate for the removal of children from immigration detention and to the Australian Government about the conditions faced by children sent to Nauru. In the first instance, we will work closely with the Department for Immigration and Border Protection or, if needed, the Minister for Immigration to improve conditions on Nauru for children. If we are not satisfied that our advice is being taken sufficiently into account, we will not hesitate to make our advice public. For example, when the Australian Government transferred unaccompanied minors to Nauru, we were quick to voice our concerns through the media that Nauru was no place to send vulnerable children.

We will also work with the Nauruan community and Government to ensure there is an appropriate level of community consultation, cultural engagement and mainstreaming of asylum seeker children into Nauruan schools and the community at large, wherever possible.



See page 29 of the digital edition of the 2013 Annual Report to read about our Crime Prevention Committees in the Solomon Islands. Available at savethechildren.org.au.

Our work overseas:



Photo: Elissa Bogos / Save the Children

How we work in partnerships

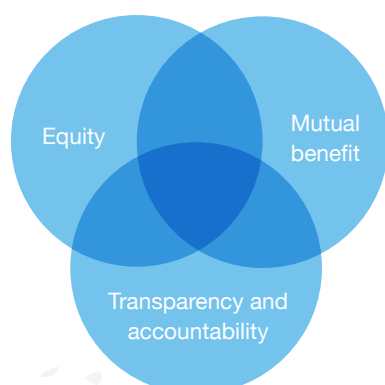
*No man is an island,
Entire of itself,
Every man is a piece of the continent,
A part of the main.*

—John Donne

We partner with hundreds of organisations to deliver high-quality programs for the world's most vulnerable children. We maintain relationships with donors, multilateral agencies (such as the United Nations), governments, contractors and international non-government organisations (INGOs) to plan and deliver development activities.

We also partner with local NGOs, community-based organisations, local and national governments and international NGOs to deliver programs in-country. Partnerships can be funded or unfunded. We collaborate with other NGOs to ensure children's needs are met across each sector (for example, health or education) and in each region. This means we avoid duplicating programs.

Our partnership principles



Partnerships are a key part of our Theory of Change framework, which states that we work in partnership with communities to ensure effective and sustainable development, with strong local ownership. Our partnerships aim to empower children, young people and their families so they can advocate for change and learn new knowledge and skills.

We're dedicated to continually improving our working partnerships. We're part of a global Save the Children International Partnerships Working Group, which is reviewing the way we work in partnerships and developing new Partnership Principles and a Partner Engagement Guide. We aim to strengthen all our partnerships so both parties improve their capacity to provide quality programs for the children who need them most.

What we learnt

Challenge one: Tailoring climate change education and activities to suit local communities.

In Bangladesh, we run a program that works with children, caregivers and communities to learn about climate change and its related risks. The project has been recognised as being “responsible for a significant increase in knowledge of the risks directly associated with climate change and of ways for small communities to mitigate these risks”^{*}.

However, a recent evaluation of the project found we can't use a methodology developed for a rural setting in an urban context without more analysis of what the local impacts of climate change are in an urban setting. More analysis would help to ensure the awareness-raising activities are relevant. Subsequently, locally defined climate change adaptation measures, developed by communities, will be more appropriate to their local settings.

Biggest lesson: We need to ensure that we understand what the projected impacts of climate change are on any given location prior to commencing our climate change programs. To promote community acceptance and uptake of activities we must ensure all climate change adaptation measures are relevant for local communities in their specific local setting.

^{*} See 'Result Summary' of Evaluation of Phase 1 of The Integrated Child-centred Climate Change Adaptation Project in Bangladesh. Eminence 2012.

Challenge two: Making sure girls have their say in program design.

In Ethiopia in 2013, we ran a program that provided school children with access to clean water and sanitation. At the start of the program, none of the 10 participating schools had lockable or ventilated pit latrines. By the end of the program, all 10 schools had these latrines in separate blocks for boys and girls.

Although efforts were made to address gender issues in this project, an evaluation found ongoing gender-related issues. For example, the construction of separate latrines for girls and boys did not necessarily ensure privacy for girls. Specific issues that hinder girls from using school toilets needs to be further investigated.

We should have given more emphasis to girls' input into the design and construction of water and sanitation facilities, so we could better incorporate their needs.

This evaluation has provided lessons that will inform the design and implementation of gender and disability aspects of all our projects.

Biggest lesson: We need to ask girls for more input when designing and constructing facilities for them.

Challenge three: Ensuring our community-based committees are sustainable.

Our Children and Youth in Conflict with the Law (CYiCL) project in the Solomon Islands ran from 2006 to 2013. It aimed to protect children and young people who are in conflict with the law, or at risk of coming into conflict with the law.

Twenty-two of the 52 original Community Protection Committees we established to run our initiatives were no longer functioning by the time the program concluded. Of the 52 committees, 17 were found to be self-sustaining and 13 were found to be progressing.

Some of the 22 unsuccessful Community Protection Committees were discontinued because community members were not willing to volunteer their time, and other communities found they did not have common values with each other and couldn't function cohesively.

When working with community committee models in the future, we need to provide more support – such as mentoring – that would help the committees develop sustainability plans and address their challenges.

Biggest lesson: We need to provide community-based committees with more support to ensure they are sustainable.

Challenge four: Planning for long-term development during chronic crises.

In situations of chronic crisis, like the hunger crisis in Niger, we have learnt that we must undertake long-term strategic planning and identify sustainable funding sources. Within Niger there is a focus on short-term preventative or curative interventions, primarily due to the humanitarian nature of the funding provided.

While we must keep providing humanitarian support, we also need a multi-year strategy, focused on building resilience, integrating different sectors and addressing underlying causes of malnutrition rather than only treating the symptoms. We have undertaken advocacy here in Australia to respond earlier to the warning signs of droughts. Also, when approaching donors for future funding, we will seek to integrate longer-term funding into any partnership.

Biggest lesson: In a crisis, we need to integrate all sectors and develop strategies for long-term, sustainable change.

Challenge five: Maintaining strong relationships with supporters so we can rely on them in times of crisis.

At our national office in Melbourne, when responding to a rapid-onset crisis such as Typhoon Haiyan, we need to:

- Identify and build key relationships with our supporters before a crisis hits, so we can ensure they are better informed at the onset of a crisis, and can help to support us sooner. We are currently working on new products and communications to develop these relationships
- Improve communications within the Save the Children movement globally, with our country office and national office, recognising the pressures that we are all under at the onset of a crisis
- In the disaster-prone countries such as the Philippines, we can do more to pre-position stocks, and in some cases consider doing this jointly with other agencies
- Improve our joint planning with donors, such as the Australian government and other agencies.

Biggest lesson: We need to build better relationships with our supporters, donors and other agencies, so we're ready to ask for help when a crisis hits.

Our policy and advocacy work:

Our research, policy and advocacy work aims to address the barriers in society that prevent children, young people and families from accessing an adequate standard of living and a safe and secure environment. These barriers can include government policies, social and cultural traditions, and laws.

We have a unique perspective on child rights, which is based on nearly 100 years helping vulnerable children. This perspective is child focused, secular, rights-based and pragmatic, and it informs our policy and advocacy work. Our experience of service provision underpins our understanding of the daily experiences of children, young people and families.

Our policy and advocacy work aims to create broader positive change for children by engaging a range of stakeholders such as government, media and the wider Australian community. We do this alongside delivering programs for vulnerable children and young people at home and overseas. This combined approach addresses immediate needs and is also directed towards achieving long-term and sustainable solutions to complex social problems.

For example, our youth development programs in Perth, Western Australia, support and engage at-risk youth. These early intervention programs focus on preventing young people's contact with the criminal justice system and reducing the chance of them reoffending. Alongside these programs we also undertake research, policy and advocacy to raise awareness about the broader issues facing at-risk youth, such as the discriminatory practices and laws that disproportionately target street-present young people. These laws and practices can contribute to the over-representation of some groups of young people, including Aboriginal and Torres Strait Islanders, in the criminal justice system.

In 2013, our policy and advocacy work focused on five key areas: humanitarian; refugees and asylum seekers; health and nutrition; child protection; and youth justice.

Advocacy

In 2013, we advocated in both public and private domains. We advocated publicly for change by conducting independent research and reporting, contributing to government reviews and inquiry processes, and through significant media engagement. As a result, we have established a strong media presence. This has been essential in raising community awareness of our broader policy work. However, a great deal of advocacy and campaigning on key policy issues was undertaken privately through lobbying and engagement with all levels of government, business and the community sector.

Advocating for children affected by emergencies in Australia

Recent disasters in Australia have highlighted the risks children and young people face when appropriate government-level planning is not in place, both during an emergency and in recovery. As a result, in October 2013 Save the Children Australia launched its report *Don't leave me alone: Protecting children in Australian disasters and emergencies*.

The flagship report analysed every state and local government area's emergency management plan that was available and accessible online, evaluating the range of protections in place for children during emergencies, including unaccompanied children procedures, Child Friendly Spaces and evacuation centre planning.

The report, combined with feedback from emergency response employees following recent natural disasters - including the Queensland floods and bushfires in Victoria, Tasmania and New South Wales - highlighted inadequate protection for children. It was clear that affected children were suffering unnecessarily, both physically and psychologically as a result. Further, there were instances when our response teams were unable to access relief and recovery centres to establish specialised services for children because specific government-level procedures were not in place. Concerns varied state to state, which is why the report undertakes an evaluation of every government's emergency planning procedures for children and makes state-specific recommendations for improvement.

The report received nationwide media coverage. As a result, we are now working with governments across the country to improve their processes as quickly as possible to prepare for the next disaster season.

Don't leave me alone report media coverage:

37 stories reaching an audience of more than 2.8 million



Photo: Ken Hermann / Save the Children



Photo: Jerome Balinton / Save the Children



Syria

The ongoing conflict in Syria and the plight of millions of Syrians affected by it represents one of the greatest humanitarian crises of our generation. Despite its significance, it has been very difficult to achieve high levels of media coverage for the crisis in Australia. Highlighting the needs of children in Syria and surrounding countries was therefore at the core of our humanitarian advocacy work in 2013.

We worked with other non-government organisations, lobbied members of parliament and worked with humanitarian advocates in Geneva and New York. The latter saw the Australian Government, as President of the United Nations Security Council in September, call for greater humanitarian access to civilian populations in Syria, armed groups to cease the military use of schools and better protection for children in the conflict.

We also advocated for greater funding and support from the international community, as well as unfettered access for aid organisations inside Syria.

We launched two reports on Syria: *Childhood Under Fire*, which marked two years since the beginning of the war, and *Hunger in a War Zone*. We utilised a range of key spokespeople based both in the region and in Australia. Coverage included two stories on ABC's 7.30 (reaching a total of 1.83 million people), ABC TV Australia-wide (reaching 1.19 million people), ABC Radio's AM, as well as an opinion piece by Archbishop Desmond Tutu which ran in the *Sydney Morning Herald* and *Adelaide Advertiser*.

Syria media coverage (to December 31, 2013):

160 stories reaching an audience of more than 13 million

Refugees and asylum seekers

In 2013, we lobbied the Federal Government about the treatment of refugees and asylum seekers. We raised concerns about the conditions children and families were living in, and about young people's access to education and recreation opportunities. We urged the Australian Government to stop the detention of child asylum seekers in places like Papua New Guinea and Nauru, and to provide for them and their families to live in the Australian community with sufficient access to support services. We also undertook advocacy on a number of issues affecting children in Australia, including calling for the reinstatement of work rights for people on bridging visas, and maintaining access to permanent protection.

We provided a submission to the Federal Parliamentary Standing Committee on Public Works in relation to infrastructure developments at the Australian Government's Offshore Processing Centre on Manus Island, publicly stating our opposition to the detention of child asylum seekers and advocating for children and their families to be removed from immigration detention centres to live in the Australian community with adequate access to social support services.



See page 34 of the digital edition of the 2013 *Annual Report* for information on our policy and advocacy work relating to Typhoon Haiyan, child protection and youth justice. Available at savethechildren.org.au.



Photo: Robert McKechnie / Save the Children

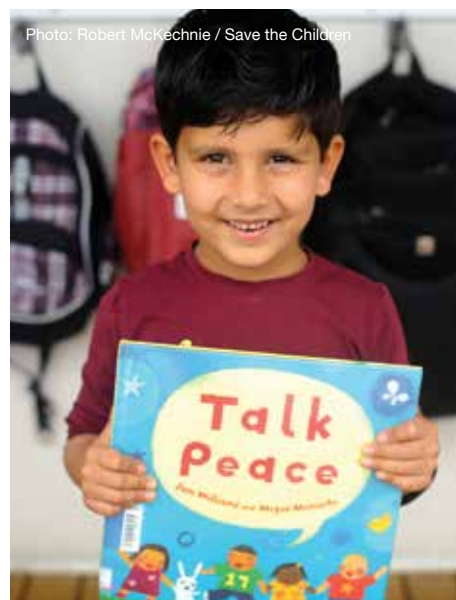


Photo: Robert McKechnie / Save the Children



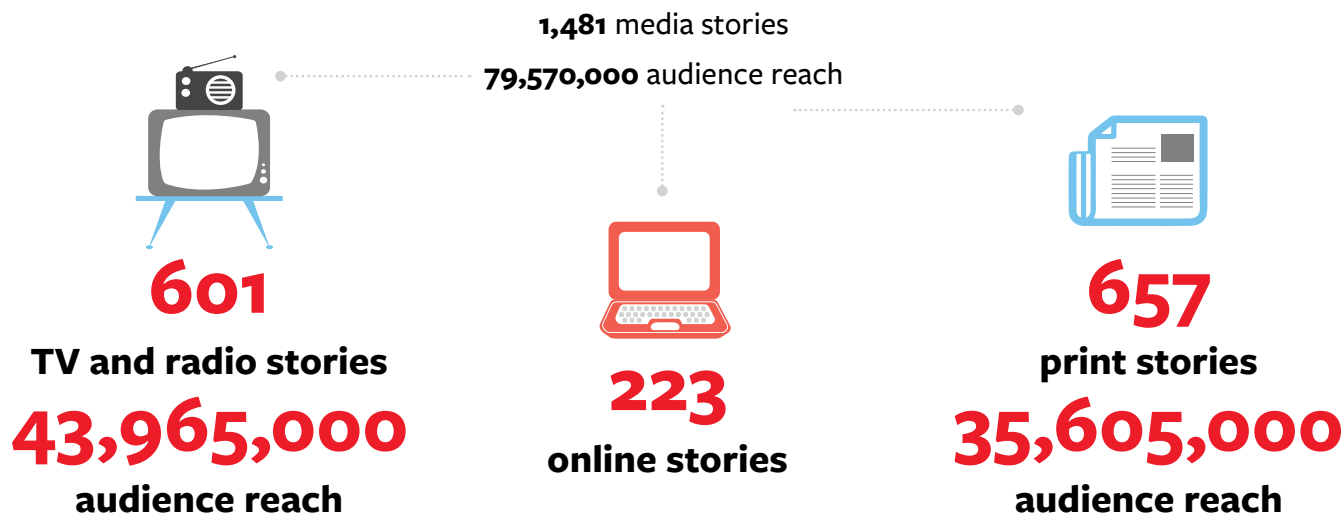
Photo: Robert McKechnie / Save the Children

Our policy and advocacy work:

Working with the media to create change for children

The media provides a valuable way for us to communicate our message on behalf of the world's most vulnerable children, helping us to influence public opinion and create action.

In 2013, Save the Children was mentioned in 1,481 media stories across print, radio, television and online platforms in Australia, compared to 990 in 2012. These stories reached a total audience of more than 79 million. These figures do not include audience reach for January 2013.



	Stories	Audience reach
Local	820	13,387,000
Metro	497	43,955,000
National	164	22,228,000
Total	1,481	79,570,000

The way we utilise the media to raise awareness within the general public about issues affecting vulnerable children is demonstrated by the following examples that reached significantly large audiences:

State of the World's Mothers report:

91 stories reaching an audience of more than 3.3 million

Superfood for Babies report:

34 stories reaching an audience of more than 2.1 million

The Bearded Posties trip across Australia:

39 stories reaching an audience of more than 2 million

Social media

Our social media presence grew by more than 175 percent in 2013. We increased our social media followers from 17,976 at the end of 2012 to 41,609 by the end of 2013. This enabled

us to speak instantly, directly and regularly to more supporters about campaigns, fundraising activities and critical global issues. Our social media platforms include Facebook, Twitter, Instagram (new in 2013), Pinterest, Flickr, YouTube, Google+ (also new in 2013) and LinkedIn.

Do Nothing was one of our key social media campaigns in 2013, encouraging supporters to give up an event or activity and donate the savings to Save the Children. The average post for the campaign reached 15,000 people, with one tweet reaching more than 100,000 people thanks to celebrity Megan Gale.

Our Typhoon Haiyan campaign was also well received on social media, with each post directing at least 250 people to the Save the Children website, being shared 50 times and liked 100 times, and reaching an average of 10,000 people. Our post following the death of Nelson Mandela was liked 1,514 times, shared 259 times and reached more than 30,000 people.



Our policy and advocacy work:

What we learnt

Top advocacy challenges: Telling stories about our programs, improving data collection and producing more advocacy reports.

One of our continuing challenges is connecting our programs and advocacy teams. These teams do very different work. Our program team seeks to directly help children and communities through our programs, while our advocacy team seeks to help indirectly through speaking to the media, government and other stakeholders to create change on behalf of the children and communities we work with. A lack of communication between the two results in a reduced impact for children.

Last year, the advocacy team worked to communicate more with their colleagues in programs. We also invested more in internal research, data collection and improved evaluations. This is giving us a better picture of all the issues facing children and families accessing our programs. Building these links is helping to improve our program delivery, and further enhance our ability to advocate for children and families.

In 2013, most of our advocacy content came from Save the Children International, and this didn't always resonate with the Australian government and media. We are working to produce more of our own advocacy content, which will help us to tailor our messaging to the Australian government and public to ensure our work has as much impact as possible.

Our newly created Policy and Public Affairs Department – which includes advocacy – experienced some teething issues relating to competing policy and research priorities. While we successfully launched *Don't leave me alone* in 2013, in 2014 we aim to increase our number of policy-led reports. We are also working to ensure our advocacy is underpinned by clear evidence, highlighting the underlying causes of disadvantage for children and families, as well as the structural and systemic issues that perpetuate that disadvantage.

Biggest challenge: We need to improve communications between our programs and advocacy teams to give voice to vulnerable children and young people, based on our own experience and expertise.

Top media challenges: Engaging the Australian media on international events, adapting to the digital world and continuing to engage the media on long-term issues, like the Syrian Crisis.

The Australian media industry is primarily focused on domestic issues, and engaging them on international humanitarian issues is a continuing challenge. In 2013, we started to engage our Australian spokespeople in our overseas programs, giving our stories an Australian angle. This greatly helped us increase our accessibility to the Australian public. In 2014, we're looking to work with even more Australians who are employed in our programs.

As the way we consume information changes, more content is being produced and disseminated faster than ever. To keep up with these changes we employed multimedia experts to produce better content about our work; encouraged employees to write blogs, take photos and videos while on deployment; and increased our social media output across more platforms.

As the conflict in Syria continued, it became increasingly challenging for us to generate media interest in the crisis. In 2013, we produced and launched two powerful reports; utilised a range of spokespeople in the field; and capitalised on Australia's month as President of the Security Council. By being pro-active, we informed more than 13 million people about Syria through 160 stories in the media.

Biggest lesson: We need to use our Australian employees to tell stories about overseas humanitarian issues. This helps us connect with the Australian community through mainstream media.

Community fundraising events:

From a lemonade stand to a grandstand, fundraising efforts make a real difference for vulnerable children.

Every year, thousands of Australians hold their own events to raise funds for Save the Children. Whether it's holding a lemonade stand, riding across the country on a scooter, hosting a morning tea or running a marathon, there are lots of great ways to get involved.



Bearded Posties

Funds raised: \$3,000

The Bearded Posties are two friends, Phil Cerbu and Tony Tutuian, who undertook an epic, 8,000-kilometre journey on postie bikes to raise funds and awareness for Save the Children. The 35-day journey started in Narre Warren, Victoria, and covered Gippsland, Falls Creek, Mildura, Flinders Ranges, the Oodnadatta Track, Alice Springs, the West MacDonald Ranges, Mount Isa, Normanton, Port Douglas, and finished in Brisbane. Media coverage of the event reached more than 2 million people.



University of Western Australia, South of the River and Mandurah Branch book sales

Funds raised: \$372,000

Event participation: More than 20,000 attendees and 150 volunteers

With the help of many volunteers, the members from the University of Western Australia and South of the River branches ran these successful events. The longstanding Mandurah Branch bookshop also had a great year, with increased community support. 2013 saw a number of new initiatives, including online sales and pop-up bookshops that helped increase sales to a record high.



Tour de Bress

Funds raised: \$29,000

The Tour de Bress is an annual fundraising bike ride from Melbourne to Bress Winery (near Bendigo). Now in its third year, the 145-kilometre ride is held in November every year. In 2013, 85 cyclists participated, while employees from our Playscheme Program took the bus to Harcourt for a fun social day hosted by Bress Winery for the riders and their families.

Already a champion

Zac is not your average Australian three-year-old.

Early in 2013, Zac's parents were looking for an organisation that assists disadvantaged children.

"We were amazed by the work done by Save the Children," said Zac's parents.

They also wanted to teach three-year-old Zac about how fortunate he was and how he should help those who are less fortunate. They explained how some children are disadvantaged and don't even have enough food or clothing.

They also explained what Save the Children did. He immediately said he'd like to help. Zac and his parents decided a fun way for him to raise money for Save the Children would be to run in the Marvel Kids Run, organised by *The Age*.

In the weeks before the race, Zac diligently trained for the three kilometre run. He successfully completed the race in July and raised more than \$3,000 for Save the Children.

Excited by his achievement, Zac has already received support from other families who want to be part of a team for next year's fun run and support Save the Children.

Thanks Zac! You're a little champion.



Our supporters, volunteers and members:

Our supporters

Contacting our supporters

We are dedicated to keeping our supporters up-to-date about our programs and we offer them opportunities to get involved in our work. We regularly contact our supporters via email, post and phone.

Last year we contacted all our financial supporters (approximately 101,000 people) at least once. Some donors were contacted frequently if they were heavily involved or interested in our work (for example, they were participating in a fundraising event).

In 2013, we sent two major printed updates to our supporters informing them on how their donations were being used to improve children's lives. This included a magazine with stories about our programs.

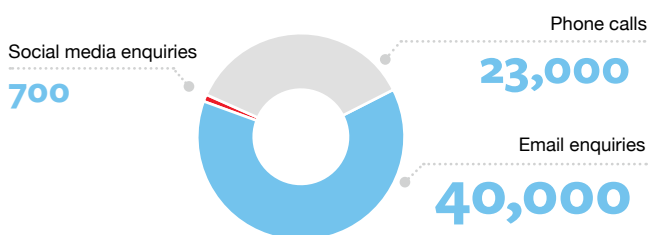
In the first half of the year, we also sent monthly emails with updates about our programs and events. In the second half of 2013, we ceased sending the monthly emails so we could assess our donor communications and effectiveness. We developed a new plan to connect with our donors, that will be implemented in 2014.

Donors who supported our Syrian Crisis Appeal and our Typhoon Haiyan Appeal also received updates on how their donations were being used to help save and rebuild lives, including videos, photos and stories from beneficiaries.

This Annual Report also provides transparent information on how we spent donations. See page 70 for more information.

Getting in touch with us

In 2013, we received more than 23,000 calls requesting information about our work or offering donations. On average, 18 percent of callers asked to make a new donation. We also received more than 40,000 email enquires (this includes website contact form enquiries) and more than 700 enquires through social media, including Facebook, Twitter and Google+.



Feedback and complaints

We take our supporters' complaints and feedback seriously. It's easy for our supporters to provide feedback via email, our online website contact form, phone and post.

We have a single person within our team who assesses the appropriate level of response to our enquiries. If a complaint is deemed non-serious, this employee will directly address the complaint. If the complaint is deemed serious, they will pass it to senior management, and our CEO if appropriate.

Senior management also reviews complaints in order to identify the need for reform, training or refinement of policies and procedures.

Our complaints handling process is underpinned by ISO 10002:2004 Guidelines for Complaints Handling in Organisations.

Our Service Charter explains how we respond to supporter feedback and complaints and is available at savethechildren.org.au/about-us/contact-us

Volunteers

Volunteers are vital to our work and provide valuable support for our stores and offices. We are humbled by those who continue to share their time and knowledge with us.

In 2013, we saw an increase in volunteer support. We were assisted by 2,674 active volunteers and we now have more than 5,300 registered volunteers. This is an increase of 53 percent from the previous year and is due to an increase in volunteers for events like One Dollar Day, in programs like our African Reading Club and in our retail stores and pop-up bookshops.

Our volunteers provided an estimated 157,437 hours in 2013, which is equivalent to 84 full-time staff. The reach and depth of our work would not be possible without this support and commitment from these wonderful people in our community.

Without the dedicated support from our volunteers, we could not run our 35 op shops across Australia, which collectively raise \$2.8 million.

Every year, we review and, if necessary, amend our volunteer policy against the National Standards for Volunteer Involvement in Not-for-Profit Organisations.

Volunteer activities

It was exciting to see the number of younger Australians participating in volunteering and membership in 2013. Many assisted with events, as well as leading fundraising initiatives at universities. At the University of New South Wales and Adelaide University, students have taken it upon themselves to set up Student Action Groups to fundraise, volunteer and run awareness campaigns on important issues that affect children in Australia and overseas. We will be looking to grow and develop these groups across universities in Australia in the coming year.

In Western Australia, volunteer numbers have grown to more than 1,200. This includes the formation of a new, hardworking University of Western Australia Guild Branch.

In 2013, Adventure Volunteering also expanded to include a trip to Kakadu, where 10 people raised more than \$25,000 for our Australian programs and assisted with the coordination of a School Attendance Program end-of-term celebration.

Corporate volunteer support has also grown, as many seek to either utilise their business skills or give their time to support our programs. Thank you to all of our partners who have provided volunteer support in 2013.

Our supporters, volunteers and members:



Photo: Robert McKechnie / Save the Children

Volunteer induction and training

All volunteers receive an induction so they can effectively perform their role. Our induction procedure gives an introduction to our organisation, including our purpose, policies and procedures, and an introduction to the workplace, team and systems. Managers with responsibility for volunteers have an active role in the design and delivery of induction for their volunteers, tailoring the activities to the volunteer type. Additional training is provided if the need is identified or if opportunities arise through the organisation.

Occupational Health and Safety (OH&S) volunteer policy

Unlike employees, volunteers are not covered by award conditions or work place agreements. However, our Health and Safety Policy and Statement applies to volunteers as well as employees, contractors, consultants and visitors. Occupational Safety and Health regulations assert that volunteers must work in a healthy and safe environment.

How we screen and assess volunteers

As an organisation working with children, it is essential that we screen prospective volunteers prior to appointment to ensure we're keeping children safe. This is also a compliance

requirement of government bodies such as the Department of Foreign Affairs and Trade. Screening includes criminal record checks (often called police checks, working with children checks or identity checks) and these determine if a person has any known criminal history. We also conduct additional screening, such as verbal referee checks and targeted, behavioural-based interview questions.

The level of screening required is determined by the volunteer's anticipated degree of contact with children. Contact us at info@savethechildren.org.au for more information on our volunteer screening policy.

Thanking our volunteers

We deeply value the contribution of our volunteers and seek to thank them in a variety of ways. We recognise our volunteers during National Volunteer Week, on our website, in this Annual Report and in our supporter communications. We also celebrate volunteer milestones such as decades of service, and through recognition pins for five, 10, 15 and 25 years of service. We provide references for volunteers and Certificates of Appreciation, and hold special thank you events, such as the Governor of Victoria thank you event in 2013.

We are currently building a system to measure volunteers' engagement and satisfaction.

Volunteer type	No.	Duties
Corporate	41	Provide program support, including stitching blankets for our Born to Knit campaign, making play kits for our It Takes a Village program, and helping with our retail shops. They also assist with project planning, data entry and website editing.
Emergency	7	Skilled volunteers who are on call to support our employees in emergencies.
Events and fundraising	1,059	Assist with events like Goodwill Bridge Swing, 36floors, One Dollar Day and Christmas/Mother's Day gift-wrapping.
Office	142	Undertake internships, provide skilled assistance, and general assistance in all state offices.
Program support	242	Assist with programs, such as our School Readiness program, African Reading Club and Live and Learn.
Retail stores	1,205	Retail support such as collecting and sorting shop donations and managing shops.
Warehouse	23	Sorting goods and managing our warehouses.
Adventure Volunteering	33	Fundraising and volunteering on our treks to Kakadu, Nepal and Laos.
Total volunteers	2,752*	

* Please note this figure is higher than the total number of volunteers because some people participate in multiple volunteer activities.

Members

Our loyal members represent Save the Children, promote children's rights and participate in major decisions. Many of our members volunteer their time, fundraise and campaign with us. Members ensure Save the Children has a sustainable future and play a direct role in shaping how we protect and support children right here in Australia and overseas.

In 2013, our membership grew to more than 1,900 – an increase of 12 percent. It's exciting to see younger people engaging with us through Student Action Groups initiated at the University of New South Wales and Adelaide University.

Our branches

We also appreciate the long-term support and fundraising which occurs through our branch members. There are more than 30 branches Australia-wide, which collectively raised \$540,528 in 2013.

Save the Children Australia State Branch	\$ amount raised
South Australia	\$4,415
New South Wales	\$23,500
Queensland	\$4,491
Victoria	\$61,889
Western Australia	\$446,233
Total	\$540,528

In 2013, a very special event was held for the first time at Government House in Victoria. The Governor of Victoria (a patron of Save the Children) and our CEO held a special event to personally acknowledge and thank our wonderful branches, members and supporters for their contribution. We also celebrated the Diamond Creek Branch's incredible 50-year milestone.

Catherine McKenzie-Murray

Catherine McKenzie-Murray is an early childhood teacher, based in Perth. Over the last few years, Catherine felt a growing sense of responsibility to help others less fortunate than herself and decided to start volunteering with us in July 2013.

Catherine started volunteering in our Mirrabooka op shop where she has been fortunate to make friends with some warm, caring and inspirational people.

"I believe a few hours of my time is really not much compared to what you can give to others, and in turn, receive yourself," she says.

"Last year I travelled to Kenya to volunteer in an orphanage. It was an amazing experience and I learnt so much. I realised over there that I'd like to keep volunteering once I got back to Australia – to incorporate volunteering into my everyday life.

"I chose to volunteer for Save the Children as I believe they do amazing work for children in need in Australia and around the world, and it was an organisation I wanted to support."

When a paid position came up as a Teacher Assistant in Nauru, Catherine applied without hesitation. Catherine was offered the job and is excited to be working with refugee children in Nauru. She started in November 2013.



Photo: Catherine McKenzie-Murray

Our employees:

Our employees create the foundation for everything we do. From administering vaccinations in Laos to doing the payroll in the Melbourne office, each and every employee contributes to make a difference for children.

Our goal is to become an organisation with a high performance culture, dedicated to learning and continuous development.

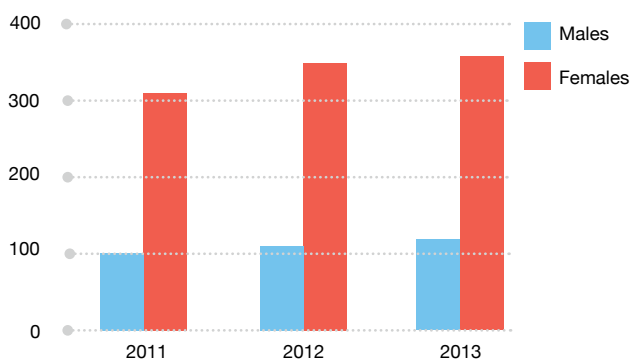
Employees in Australia

2011	416
2012	463
2013	475

Employees in Australia



Employees in Australia



Please note, in 2013 we changed the way we classify our expatriate employees. They are now considered as overseas employees instead of employees in Australia.

New initiatives

In 2013, we implemented two new systems to help recruit and on-board employees more efficiently and effectively. OpenHire helps to streamline our online recruitment process and manage job applications, and Red Carpet is our new on-boarding system. Red Carpet conveniently allows all employees to access our on-boarding process online. We also implemented a new online appraisal system called Wingspan.

Equal employment opportunities (EEO) and affirmative action

We are proud to have a diverse workforce with 20 percent Aboriginal or Torres Strait Islander employees. Our work with diverse community groups (such as migrant and refugee

families) through programs such as It Takes a Village and the services we provide on Nauru, means we seek employees from many different backgrounds. We adhere to all legislative requirements for EEO and anti-discrimination.

Flexible work arrangements

In compliance with the National Employment Standards, and with the wellbeing of our employees in mind, we offer part-time and work-from-home arrangements. Our part-time employees represent 55 percent of our total workforce.

Employee benefits

In 2013, we were pleased to announce two new employee benefits. The benefits – Purchase Leave and Holiday Club – are designed to provide our employees with flexible options to balance their work and personal commitments, and take time out to rest and recuperate. These benefits will commence in 2014.

Purchase leave allows employees to ‘purchase’ up to a maximum of eight weeks’ additional annual leave during the year. Payment for the remaining weeks is spread out evenly over the full 52 weeks.

Holiday Club enables eligible employees to receive a bonus week of leave if they use their entire annual leave entitlement each calendar year. This extra week is available the following year.

Training and professional development

The success of our organisation relies on the contribution of each and every employee. And, to continue our success, we encourage our employees’ ongoing development.

We are implementing a new system whereby, every year in December–January, managers meet with each individual team member to discuss which skills, expertise and knowledge they’d like to develop. The manager then works with the team member to find ways to provide development opportunities.

One percent of total salaries are set aside for training. Currently, we do not record the hours of training per employee. However, we do encourage employees to complete external training and we have dedicated study leave. We track personal development through our new performance system, Wingspan.

We also provide access to ongoing professional development for our employees. For example, in our new childcare centres in Queensland and Western Australia we are supporting our employees through a Certificate III in Early Childcare.

We have no formal external employee recognition program, however we plan to develop this in 2014 to help attract and retain talented employees.

Compliance

In addition to complying with all Australian Government employment regulations, we also adhere to our own compliance standards including our Child Protection Policy and Code of Conduct. Every employee also has a police check every two years.



Photo: Robert McKechnie / Save the Children

Employees in Australia	Females	Males	Total
International Programs	28	9	37
Australian Programs	259	57	316
Marketing, fundraising and relationship management [*]	41	26	67
Shared services [^]	23	19	42
Policy and Public Affairs	9	2	11
CEO's office	1	1	2
Total	361	114	475

^{*} Includes our Marketing and Shared Value teams.

[^] Includes our Shared Services, Finance and People and Culture teams.

Overseas employees	Females	Males	Total
Nauru	61	7	68
Papua New Guinea	62	52	114
Solomon Islands	51	78	129
Vanuatu	33	38	71
Other	2	1	3
Total	209	176	385

Our employees:

Employee engagement survey

In 2013, our employees were invited to complete our first employee engagement survey. The survey received a response rate of 70 percent with an overall engagement of 57 percent. The overall engagement score is calculated by the number of respondents who selected 'agree' or 'strongly agree' for each question in the survey.

Achievements



Social connection: 79%

(benchmark 72%)

Employees connect with Save the Children to make a difference.



Alignment and involvement: 86%

(benchmark 87%)

Employees align their beliefs with and contribute to Save the Children.



Value engagement: 86%

(benchmark 87%)

Employees are proud to work for Save the Children.

Areas to improve



Performance: 30%

(benchmark 27%)

Employees would like to see more systems and processes in place to be more effective at work.



Collaboration: 32%

(benchmark 62%)

Employees would like improved communication between departments.



Feedback and recognition: 49%

(benchmark 53%)

Employees would like to know if they are doing their job well. If they aren't, they want to do something about it.

What we are doing to improve:

Systems and processes

- ✓ Upgrading our IT systems to increase effectiveness.
- ✓ Upgrading email and intranet.
- ✓ Implementing a new system called Agresso that will increase financial effectiveness and transparency.

Communication

One of our major challenges is bringing together employees from the far reaches of Australia and beyond. We are helping our employees to stay in touch through:

- ✓ Improving the intranet
- ✓ Improving our Lunch and Learn series. Our Lunch and Learn series is a regular learning session, run during a lunch break at our Melbourne office. It's filmed and the video is posted on our intranet
- ✓ Presenting Quarterly Business Updates
- ✓ Improving our weekly CEO email updates
- ✓ Encouraging our employees to consider learning opportunities across other departments
- ✓ Establishing an Internal Communications role to improve communications and provide easier access to relevant information.

Feedback and recognition

In December 2013, we launched a new online performance management system called Wingspan. This system allows departmental managers to keep track of employee performance and helps to ensure every employee has two performance reviews per annum. These reviews help to identify development opportunities.



See pages 47 – 48 of the digital edition of the 2013 Annual Report for information on employee turnover and occupational health and safety. Available at savethechildren.org.au.

Lisa Cuatt, Program Manager, Tasmania

Three years ago, Lisa Cuatt accepted a challenging mission.

“Think outside the square,” said Save the Children. “Create innovative programs that have a positive impact on Tasmanian children, young people and their families.”

Lisa took up the challenge and designed two remarkable new programs: Transition from Ashley Youth Detention Centre and Supporting Young People on Bail.

Lisa based her programs on one simple idea. “Basically what we all need, as humans, is positive, respectful and nurturing relationships,” Lisa says.

Both programs create meaningful, one-on-one relationships between youth workers and young people who are connected to the juvenile justice system.

Since the program started in 2010, 42 percent of program participants in the Ashley Youth Detention Centre program have not returned to Ashley Youth Detention Centre (this is five percent better than the national two-year rate, which is 37 percent). A wonderful achievement!

Lisa’s outstanding programs have already been recognised with national awards, including the NAB Schools First Partnership Award in 2012 and the National Crime and Violence Prevention Award in 2013. Lisa herself was also a finalist in the Telstra Business Women’s Award in 2013, which is a testament to her incredible commitment and ingenuity to creating real change for Tasmanian children and young people.

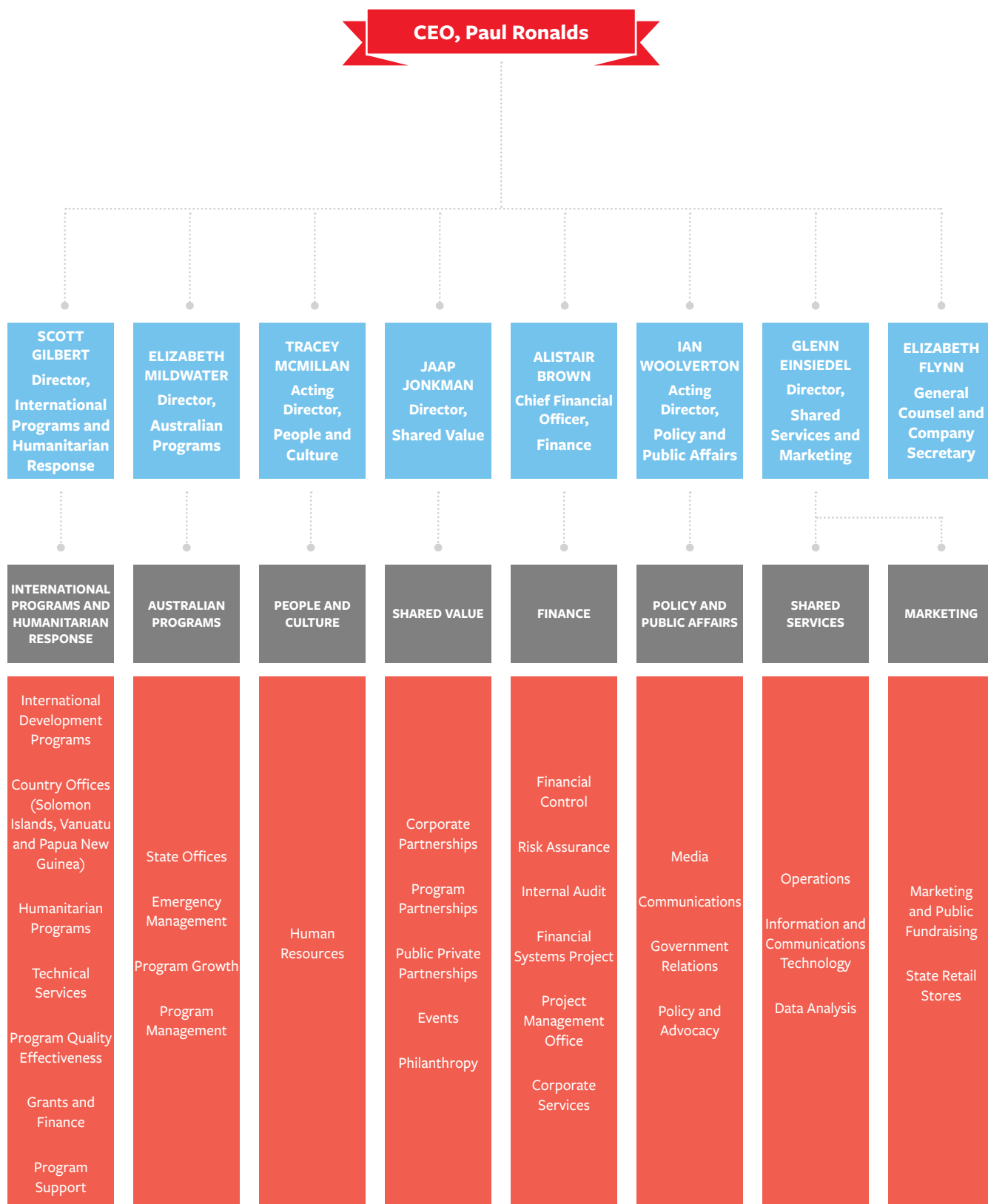
And her advice?

“Act with the knowledge that every word you speak and every action you take has the potential to effect change for the better,” she says.



Lisa Cuatt (middle) at one of our programs in Tasmania.
Photo: Robert McKechnie / Save the Children

Organisational chart:



Our partners:

Our principal partners



We've been one of the National Australia Bank's (NAB's) local community partners since 2009. We work collaboratively on projects that address key social issues and our relationship is underpinned by staff engagement. We receive significant human resources support through the NAB Employee Volunteer Program. In return, NAB employees are provided with diverse and rewarding community experiences. NAB have also supported Save the Children's key business areas, such as finance, analytics, donor research and Workplace Giving. In 2013, NAB generously supported the survivors of Typhoon Haiyan by fundraising for our appeal through all their branches.



In 2013, 7-Eleven came on-board as our principal convenience store retail partner and supported our One Dollar Day campaign. This culminated on 24 October with a nationwide collection for Save the Children. 7-Eleven promoted our work in 600 retail stores across Australia with collection tins, Save the Children branding and special promotions. 7-Eleven also pledged to match funds raised through stores for One Dollar Day, which supported our early learning programs in Australia and Syrian Crisis Appeal. 7-Eleven also generously supported our Philippines Typhoon Haiyan appeal.



We have been working with IKEA for more than a decade. As a child-focused organisation, we were instrumental in the development of IKEA's policy against child labour. In 2013, IKEA became actively involved in our work in Australia, helping us raise thousands of dollars for vulnerable children. In addition, we piloted an in-house face-to-face program with IKEA. The successful program involved face-to-face fundraising in two IKEA stores in the lead-up to Christmas. IKEA also provided volunteering opportunities for their staff with Save the Children and sold our Christmas card range in store.



We teamed up with Guardian Pharmacy in 2013 to deliver the Guardian Angel Knitting Program, which has run for the last 14 years in conjunction with Spotlight stores. Through this campaign, hundreds of Australians knitted blankets and clothes for us to deliver to vulnerable children in Australia and overseas. We were also promoted in Guardian Pharmacy's 170 national retail outlets, gained media exposure from the campaign and received funding from donations made in-store.



We have formed a unique partnership with P&O Cruises which aims to benefit children and communities in Vanuatu, changing the way business and charity work together in the region. Through the generosity of P&O passengers, the P&O Pacific Partnership program has enabled us to build a small health centre and two kindergartens in villages in Vanuatu. This has helped us to reach hundreds of people through these vital services. P&O passengers also support our Born to Knit campaign, a fun on-board activity providing passengers the opportunity to knit clothing and blankets for children. The P&O Pacific Partnership has been running since 2012, with the aim of raising \$1 million by the end of 2016.



In 2013, we teamed up with global research-based healthcare company GlaxoSmithKline (GSK) to fast-track progress on life-saving interventions for children under five, and improve access to medicines in developing countries. We're also helping GSK provide basic healthcare to children in remote communities in Africa. This unique collaboration enables us to share expertise and resources, and tackle some of the leading causes of childhood deaths. Together we aim to save the lives of one million of the most vulnerable children.



In 2013, the Cecilia Kilkeary Foundation supported our School Attendance Program on the far-west coast of South Australia. With help from the foundation, we expanded our program to include children in grades four to eight. The program addresses barriers that prevent children from attending school, with a particular focus on vulnerable Aboriginal children and families at four schools. This increases students' confidence and motivation to attend school, and supports parents to develop a healthy home environment and actively participate in their children's education.



The Aussie Farmers Foundation partnered with us in 2013 to deliver our Mobile Youth Van (M.Y.van) program in regional NSW. The program aims to provide young people from isolated communities with access to the same types of services as their city-based peers, and keep them engaged in school, training and employment. M.Y.van offers young people a range of exciting activities and fun equipment to use, like a DJ mixing desk, digital cameras, laptops and printers.



Photo: Lalage Snow / Save the Children

Our partners:

Our partnership with the Australian Government

Save the Children is a trusted development partner of the Australian Government. Following a detailed assessment by AusAID (later known as the Department of Foreign Affairs and Trade) in 2013, we were once again awarded full-partner status. Obtaining this status means the Australian public can be confident the Federal Government is funding a professional, well-managed, community-based organisation that is capable of delivering quality development programs. The accreditation reflects the strength of our development programs, and our ability to support this with detailed reporting, evaluation and monitoring.

Government funding

In 2013, about 60 percent of our income was provided by the Australian Government. Of this, 38 percent was secured through the Department of Foreign Affairs and Trade, while small grants also came from other government bodies like the Department of Immigration and Citizenship, the Department of Families, Housing, Community Services and Indigenous Affairs (now Department of Social Services and Prime Minister and Cabinet) and state child protection departments.

The approximate ratio between government funding and other sources is 60:40, however, in 2014 and beyond we aim to reverse this to 50:50. Given the current political environment, such as recent cuts to the overseas aid budget, it is important we diversify our funding sources to ensure – no matter what happens – we can keep protecting vulnerable children all over the world.

When we look to obtain funding from the government to meet a particular development need, the process usually begins with a discussion between the two parties. Once there is agreement at the conceptual level, the project proposal is formally written, outlining specific information including the need, proposed solution, measurable goals and a budget. Our in-country teams prepare the proposal in conjunction with staff in our national office in Melbourne, which includes technical experts, specialists in monitoring and evaluation, finance personnel and project management staff, who coordinate the application process. The project proposal provides the platform for further negotiations with the government before contracts are signed between the particular department and Save the Children Australia.

By accepting government funds, we make a commitment to implement each project according to the terms of the contract. However, we always retain our independence and will speak out to protect the rights of children no matter what.

Partnering with other organisations

Besides government support, we receive funding from corporations, trusts, foundations, the Australian public and other donors such as the European Union, the European Commission's Humanitarian Aid and Civil Protection Directorate General (ECHO) Disaster Preparedness program, the Department for International Development (UK), the World Bank, the Asian Development Bank, as well as other Save the Children members who wish to invest in countries we manage.



See page 52 of the digital edition of the 2013 Annual Report for information on partnering with the business community, workplace giving and our ethical standards. Available at savethechildren.org.au.

Our partners:

Government support

- Attorney General's Department
- Australian Government Department of Foreign Affairs and Trade (AusAID was added to this department in 2013)
- Australian Government Department of Education
- Australian Government Department of Immigration and Border Protection (formerly the Department of Immigration and Citizenship)
- Australian Government Department of Social Services (formerly the Australian Department of Families, Housing, Community Services and Indigenous Affairs)
- Australian Government Department of the Prime Minister and Cabinet
- Australian Government Regional Coordination Centre – Mount Isa
- Brisbane City Council
- City of Armadale
- City of Gosnells
- City of Subiaco
- City of Sydney
- City of Yarra
- Cobham Juvenile Justice Centre NSW
- Greater Shepperton City Council
- Juvenile Justice NSW
- Local Government Association of South Australia
- Medicare Local – Doomadgee Queensland
- NSW Department of Education and Communities
- NSW Department of Family and Community Services
- NSW Ministry of Police and Emergency Services
- NT Department of Children and Families
- NT Department of Families, Housing, Community Services and Indigenous Affairs
- Queensland Department of Communities, Child Safety and Disability Services
- Queensland Department of Education, Training and Employment
- Queensland Department of Housing and Public Works
- Reiby Juvenile Justice Centre NSW
- SA Department for Communities and Social Inclusion
- SA Department for Education and Child Development
- SA Department of the Premier and Cabinet, Aboriginal Affairs and Reconciliation Division
- SA Office of the Guardian for Children and Young People
- Shire of Broome
- Tasmanian Department of Health and Human Services
- Bankstown City Council
- Tasmanian Department of Justice
- Tasmanian Department of Education
- Victorian Department of Education and Early Childhood Development
- WA Department for Child Protection
- WA Department for Sport and Recreation
- WA Department of Corrective Services
- WA Department of Education
- WA Department of Local Government and Communities
- WA Office of Multicultural Interests
- Wellington Shire Council

National partners (more than \$5,000 support)

- 7-Eleven
- American Express Australia
- Aussie Gold Spring Water
- Big Red Communications
- Brookfield
- Bulgari
- Bull Frog International
- Carnival Australia (P&O)
- Financial Wisdom
- GlaxoSmithKline Australia
- Guardian Pharmacy
- IKEA
- National Australia Bank
- Palais Theatre
- Powercor Australia
- PricewaterhouseCoopers Foundation
- Procter & Gamble Australia
- Rebel Sports
- STAEDTLER
- Unilever
- Visy (The Pratt Foundation)
- W Marshall & Associates Chartered Accountants
- Willem
- Woodside Energy

Philanthropic support

- Andyinc Foundation
- Aussie Farmers Foundation
- Barry Logan
- Bell Charitable Fund
- Berrembed Trust, managed by Perpetual
- Catholic Development Fund
- Cecilia Kilkeary Foundation
- Channel 7 Telethon Trust
- Church Communities Australia
- Collier Charitable Fund
- Cygnet Bay Pearl Farm
- Di Taylor
- dLux MediaArts
- E C White Trust, managed by Equity Trustees
- Edith Kemp Memorial Trust Fund, managed by Equity Trustees
- Foundation for Rural & Regional Renewal
- Foundation of Graduates in Early Childhood Studies
- Future 2 Foundation
- Graham Morgan
- Gras Foundation
- Hartzer Family Foundation, managed by ANZ Trustees
- J Holden Family Foundation
- Lacetree Pty Ltd
- Lord Mayor's Charitable Foundation
- Lotterywest
- Mars Stride Trust, managed by Equity Trustees
- Matana Foundation for Young People
- Mather Knight
- Maxwell Cooper Family Trust
- NJ Innis Foundation, managed by Perpetual
- Opalgate Foundation

Our partners:

- Phyllis Connor Memorial Trust, managed by Equity Trustees
- Planet Wheeler Foundation
- Readings Foundation
- Saliba Sassine
- Sandi Foundation
- Snowhub Discretionary Trust
- Tasmanian Early Years Foundation
- Teen Spirit Foundation, managed by Perpetual
- The Cameron Family Foundation
- The Charitable Foundation
- The Flora & Frank Leith Charitable Trust
- The Henry & Patricia Dean Endowment Fund, managed by Perpetual
- The John Villiers Trust
- The Marian & E H Flack Trust
- The R.E. Ross Trust
- The Westpac Foundation
- The William Angliss Charitable Fund
- Tony Barrass
- Victorian Community Foundation – Bird Family Trust, managed by ANZ Trustees
- Web Of Hope Foundation
- Women of the University Fund
- Women's Plans Foundation
- We would also like to thank the several private donors who wish to remain anonymous

Gift in wills

- Clara Broadhurst Memorial Charitable Fund
- Don Battley Charitable Trust
- Estate of the Late Alan David Hawkins
- Estate of the Late Alma Sumner
- Estate of the Late Anne Tothill
- Estate of the Late Barbara Anne Kinsella
- Estate of the Late Beatrice Louise Glascodine
- Estate of the Late Betty J Pelton
- Estate of the Late Edwina Langford Henderson
- Estate of the Late Frederick W Renouf
- Estate of the Late Georgina Leonore Dombret
- Estate of the Late Joan Allen
- Estate of the Late Joan Mary Bulman
- Estate of the Late Joyce Mary Woods
- Estate of the Late Judith MacDonald
- Estate of the Late Leslie George Nicholls
- Estate of the Late Leslie Hocking Cocks
- Estate of the Late Lindsay James Baldy
- Estate of the Late Lola Marjorie Hawkins
- Estate of the Late Louis Abrahams
- Estate of the Late Maree Richardson
- Estate of the Late Margaret Mort
- Estate of the Late Nita Mary Roddis
- Estate of the Late Patrick Dominic Hughes
- Estate of the Late Robert Ackland MacDonald
- Estate of the Late Rosemary Ellen Allsop
- Estate of the Late Shirley Margaret Scott
- Estate of the Late Verity Joan Scott
- Estate of the Late William Harold Green

Aboriginal and Torres Strait Islander Community Partners

- Aboriginal Family Support Service Inc SA
- Ceduna Aboriginal Corporation Inc SA
- Ceduna Koonibba Aboriginal Health Service Inc SA
- City of Armidale Champion Centre WA
- Darwin Aboriginal Islander Womens Shelter NT
- Djarindjin Aboriginal Corporation WA
- Dumaji Children and Family Centre – Management Committee QLD
- Ganyju: Aboriginal and Torres Strait Islander Corporation QLD
- Healing Foundation Youth Centre NT
- Kimberley Institute WA
- Koonibba Aboriginal Community Corporation SA
- Larrakia Nation Aboriginal Corporation NT
- Lombardina Aboriginal Corporation WA
- Miriuwung Gajerrong Corporation WA
- Nyoongar Sports Association WA
- Scotdesco Aboriginal Community Corporation SA
- Secretariat of National Aboriginal and Islander Child Care
- Thamarrurr Development Corporation NT
- Tullawon Health Service Inc SA
- Watto Purrinna Aboriginal Health Service SA
- Yalata Aboriginal Community Council SA
- Yilli Rreung Housing NT

Pro bono support (more than \$5,000)

- Belmont Forum Shopping Centre
- 7-Eleven
- Active Media Group
- Australian National Couriers
- Baker & McKenzie
- Carmans
- Clayton Utz
- Contours
- Costume Gallery
- Deakin University
- Egon Zehnder
- Experian Australia Pty Ltd
- Fitness First
- Frontier Australia
- Frucor Beverages
- GlaxoSmithKline
- Harbinger Group Pty Ltd
- Haycom
- Health Haus Communications
- Iluka Resources
- Jason Coleman's Ministry of Dance
- Jim McFarlane Photographer
- Kent Moving
- Kings Transport
- Lego
- Maersk
- Mitchells Adventure
- MyFun
- National Australia Bank
- Nickelodeon

- Origin Energy
- Paddy Pallin
- Capitol Productions
- Peazie
- Perugino's Restaurant
- Print Impressions Pty Ltd
- Reactor Digital
- Rodeo
- SiteSuite
- Southern Cross Austereo
- Squiz
- Stellar
- Strategic Project Partners
- The Defectors
- University of Western Australia
- World Expeditions

Community partners

National

- Australian Red Cross
- National Association for Prevention of Child Abuse and Neglect
- Oxfam Australia
- Salvation Army Australia
- UNICEF Australia

Australia Capital Territory

- Canberra Girls Grammar School

New South Wales

- Centacare Catholic Community Services Sydney
- Glebe Youth Services
- NSW Migrant Resource Centre
- Police and Citizens Youth Club
- Sydney Secondary College
- University of Sydney
- Wilcannia Central School

Northern Territory

- Strong Aboriginal Families, Together NT

Queensland

- Gateway Baptist Church
- Royal Flying Doctor Service
- Seroptimists International South West Pacific
- The Doomadgee Council
- Village Avenue Community Church

South Australia

- Adelaide Unicare
- Birdwood Primary School
- Ceduna Area School
- Crossways Lutheran School
- Family Inclusion Network of South Australia
- Foodbank of South Australia
- Fulham Gardens Primary School
- Global Education Centre
- Hackham West R-7 School SA
- Koonibba Aboriginal School SA
- Lutheran Community Care SA
- Mount Torrens Primary School
- Northfield Primary School

- Norton Summit Primary School
- Parafield Gardens R-7 School
- Pennington Junior Primary School
- Playgroup SA
- Prospect Kindergarten
- Relationships Australia
- Seaford Rise Primary School
- Seaton High School
- Swallowcliffe P-7 School
- The University of South Australia
- Thebarton Senior College
- United Nations Association of Australia
- Virginia Primary School
- West Lakes Shore R-7 Schools
- Woodville High School
- Yalata Anangu School

Tasmania

- Centacare Tasmania
- Migrant Resource Centre
- Mission Australia
- Police and Citizens Youth Club
- Whitelion Inc

Victoria

- Carlton Primary School
- Carringbush Education
- FamilyCare
- Fitzroy Primary School
- Foodbank Victoria
- Melbourne Museum
- North Richmond Community Health
- Relations Australia
- St Joseph's Primary School
- State Library of Victoria
- The University of Melbourne

Western Australia

- Association for Services to Torture and Trauma Survivors
- Community Newspaper Group
- Gosnell's Women's Health and Wellbeing Service
- Humanitarian Settlement Services
- Kimberley Aboriginal Medical Services Council
- Kununurra Children & Family Centre
- Police and Citizens Youth Club – Broome
- Western Australia Police
- Youth Justice Services

Community supporters

- Anglicare SA
- CentaCare Sandhurst VIC
- Communities for Children Onkaparinga
- Communities for Children Playford Plus
- East Gippsland Uniting Care
- Maari Ma Aboriginal Health NSW
- Miriung Gajerrong Ord Enhancement Scheme
- Relationships Australia
- The Smith Family
- YWCA NSW



Photo: Robert McKechnie / Save the Children

Ethics and governance:

Our ethical standards

We are committed to ensuring all our activities are conducted legally, ethically and in accordance with high standards of integrity. Board members, employees and volunteers are required to signify acceptance of, and comply with, the organisation's Child Protection Policy and Code of Conduct. We have also developed policies that address occupational health and safety, privacy, equal opportunity and employee grievances. These policies help our employees and volunteers meet our high standards of ethics and conduct.

How we are constituted

Save the Children Australia is incorporated as a company limited by guarantee. It operates nationally in all states of Australia – and in some overseas countries – to promote the welfare and rights of children.

Our corporate governance is the responsibility of our Board of Directors, who collectively oversee the strategies, policies and performance of Save the Children Australia. The Board delegates the responsibility for the day-to-day administration of the company to the Chief Executive Officer (CEO) who, together with the Executive team, is accountable to the Board. The roles of Chairman and CEO are separate, and the company's constitution does not permit employees to be Board directors.

How we're regulated

Save the Children Australia and the Save the Children Australia Trust are registered with the Australian Charities and Not-for-Profits Commission (ACNC). As a public company limited by guarantee, for the year ended 31 December 2013, Save the Children Australia had reporting obligations to the Australian Securities and Investments Commission (ASIC) as well as to the ACNC. In future years, we will only need to report to the ACNC.

Effective 1 July 2013, the ACNC requires registered charities to comply with the following set of governance standards:

1. Purposes and not-for-profit nature of a registered entity
2. Accountability to members
3. Compliance with Australian laws
4. Suitability of responsible persons
5. Duties of responsible persons

Save the Children Australia is compliant with these standards.

For further detail in relation to these standards, please refer to the ACNC website at acnc.gov.au

Best practice

Save the Children Association, of which Save the Children Australia is a member, requires its members to have a governance process that ensures they effectively and efficiently strive to achieve its stated goals, while protecting the public interest and trust. Save the Children Australia complies fully with this requirement, pursuing best practice in terms of Board and committee processes, employing highly professional executives and employees and avoiding conflict of interests at all levels. We also comply with the Code of Conduct of the Australian Council of International Development (ACFID). Following a detailed assessment by AusAID (later known as the Department of Foreign Affairs and Trade) in 2013, we were once again awarded full-partner status. Obtaining this status means the Australian public can be confident the Federal Government is funding a professional, well-managed, community-based organisation that is capable of delivering quality development programs.

Managing risk

Save the Children Australia has established controls designed to safeguard its assets and interests, and to ensure the integrity of its reporting.

Risk is intrinsic to the type of work we do and locations where we operate, and needs to be considered and addressed. Risks can be both positive, in the form of opportunities, and/or negative, in the form of threats. Although it is impossible to operate in an environment devoid of risks, they can be managed, and we will continue to undertake high-risk activities (such as responding to humanitarian emergencies and working in conflict-affected countries such as Afghanistan) to support the world's most vulnerable children, young people and their families.

Risk management is the combination of organisational systems, processes, procedures and culture that facilitate the identification, analysis, evaluation and treatment of risk. Risk management protects the organisation and assists in the successful pursuit of its strategies and performance objectives. Our approach to risk management is consistent with the internationally accepted best practice standard for Risk Management ISO 31000:2009. This represents our minimum risk management standard.

Commitment from all levels of the organisation is required to foster, develop and demonstrate behaviours that are consistent with a risk-conscious culture. All employees have a common understanding of the organisation and its goals and their roles in achieving them through the sound application of risk management principles.

The Save the Children Australia Risk Management Strategy and Framework includes all aspects of risk and crisis management together with the roles and responsibilities of the Board and Executive. It is updated annually. Oversight and review of the effectiveness of our internal control framework and risk management processes has been delegated to the Board Programs and Risk Committee.

The Executive Risk Committee is responsible for addressing operational risk issues, as well as reviewing the corporate risk profile. The General Manager Risk Assurance is responsible to the CEO and Board for risk and assisting in the development of a risk culture within our organisation. Risk management software has also been introduced for the management and tracking of risks, compliance issues and incident reporting.

Our willingness to pursue opportunities for children is underpinned by a commitment to ensuring appropriate decision-making and approval processes are in place to support our people in the actions we take. Risk is a factor of everyday life and can never be eliminated completely. All representatives of Save the Children Australia – be they employees, partners or volunteers – are required to understand the nature of risk and accept responsibility for risks associated with their area of authority. The necessary support, assistance and commitment of senior management are provided.

Our risk appetite was developed through consultation with the Board and is summarised below.

We:



Stand by our core values and charitable objectives and are willing to turn down or lose income or discount opportunities where – to accept them – would be in contravention of those values.



Often work in challenging environments but we take our commitments for the duty of care towards our employees and representatives – wherever they work – extremely seriously.



Demand zero tolerance on harm to children or beneficiaries caused by a Save the Children Australia representative. We will not knowingly make decisions that put children or beneficiaries at risk of harm.



Have clear policies and procedures that govern the way we operate, including delegated management decision-making frameworks and Board reporting mechanisms.



Photo: Save the Children

Ethics and governance:

The environment and sustainability

Disasters and climate change have a profound impact on children. Of those affected or killed as a result of disasters, half are children. By 2015, natural disasters are predicted to affect up to 175 million children each year – a 40 percent increase from those affected between 1995 and 2005.

As the impacts of climate change intensify – harsher and longer heat waves, more unpredictable weather patterns, and increasingly intense tropical storms – more children will be put at risk. More lives and livelihoods will be lost – particularly in poor, climate-vulnerable communities in developing countries.

We are committed to minimising the environmental impact of our programs and operations, and to building resilience to the negative impacts of climate change, disasters and environmental degradation for the children and communities we work with.

We work hard to ensure our employees understand and reduce the impact of our operations on the environment. This is fundamental to ensuring the change we create in children's lives is sustainable. Environmental sustainability is fundamental to the achievement of all the Millennium Development Goals and the realisation of the principles of the United Nations Convention on the Rights of the Child.

In accordance with Article 24 of the Convention on the Rights of the Child, we believe children of all ages and abilities, including the most marginalised, have the right to a healthy environment.

We understand 'the environment' to include the impacts of climate change and natural disasters. Accordingly, we aim to take a comprehensive approach to minimising the impacts of environmental degradation, climate change and disasters on our programs, as well as minimising the impact our operations have on the environment, including our emissions of greenhouse gasses.

To effectively reduce our impact on the environment and build children's resilience, we have created an *Environmental Sustainability Policy 2012–2015*. To implement this policy, we are working on a plan to minimise the environmental impact of our offices and operations. This includes the national office in Melbourne, state offices and the country offices we directly manage. This plan will be based on an environmental impact assessment conducted on our offices.

Our national office seeks opportunities to reduce, reuse and recycle – where possible. We have also reduced our environmental impact with this annual report, reducing the number of printed copies and creating a longer, digital-only version that includes the full content.

We are currently reviewing this plan and how we can work with a third-party provider to record our carbon footprint for 2014.

We also plan to provide checklists and procedures to help employees integrate the environment into our strategies and programs. This will help us meet our obligations under the Commonwealth Government's Environment Protection and Biodiversity Conservation Act 1999, which requires organisations implementing development activities with Commonwealth funding to minimise the impact of these activities on the environment. These checklists and procedures are currently being tested and will be rolled out across all new projects in 2014.

Our leaders:

Our Board

Our Board's principal role is to govern (rather than manage) Save the Children Australia. The Board ensures there is a proper governance framework in place to promote and protect Save the Children Australia's objectives and interests. Our constitution allows Directors to determine their number, provided it is not less than six nor more than 14. The Directors have currently determined the number of Directors to be 12.

Directors are elected by members, however we use an external recruitment agency to assist in identifying potential Directors, who are subject to review and nomination by the Board then a postal vote of members prior to our annual general meeting. There must be at least one Director resident in each state (for this purpose, NSW includes the ACT, and South Australia includes the Northern Territory) and Directors are elected for a term ending on the date of the third annual general meeting after their election date. Directors may be re-elected.

However, a Director who has served six consecutive years from the date of their first election by members will not be eligible for reappointment or re-election unless a minimum period of one year has lapsed since that person last held the position of Director or the members at the annual general meeting specifically give their approval.

Our constitution further provides that no employee of Save the Children Australia is eligible to hold office as a Board director. The Board appoints the Chairman of the Board.

On joining the Board, directors receive information on the structure and operations of Save the Children, including its strategy, regulatory environment, governance and risk management processes. This information is kept updated and directors are briefed on significant changes and sector developments as they occur.

The Board operates under a Board Charter that details the Board's roles and responsibilities.

Board committees

The Board Audit Committee assists the Board in carrying out its responsibilities in relation to the financial integrity of the organisation and the Board's accountability to stakeholders, by providing governance and oversight.

On 31 December 2013, the Board Audit Committee members were Michelle Somerville (Chair), Andrew Sisson, Don Churchill and Peter Hodgson (ex officio).

The Board Programs and Risk Committee assists the Board in carrying out its responsibilities in relation to risk management and the program work required to pursue the organisation's mission.

On 31 December 2013, the Board Programs and Risk Committee members were Christine Charles (Chair), Jan Stewart, Jill Cameron, Don Churchill and Peter Hodgson (ex officio).

The Board Human Resources Committee assists the Board in carrying out its responsibilities in relation to: the nomination of Board directors, the CEO and the executive team; the appointment, performance and succession of Board directors, the CEO and the executive team; and our human resources strategy and policies.

On 31 December 2013, the Board Human Resources Committee members were Bruce Meagher (Chair), Gary Oliver, Kim Clifford, John Allen (external member) and Peter Hodgson (ex officio).

The CEO and other company employees attend the meetings of the Board committees to report to the committees and assist in their operation. Each committee operates under a charter approved by the Board. These charters are reviewed annually and updated as necessary. Committee composition is also reviewed by the Board at least annually, and each committee undertakes an evaluation of its performance annually.

Board assessment

Directors participate in an annual review of the Board's size, composition and performance, as well as the performance of each director. In doing so, the Board considers the efficiency and effectiveness of the Board and the effectiveness and contribution of each director.

The Board Review is conducted annually and consists of a self-assessment by the Directors by way of a questionnaire covering the following topics:

- Clarity of the Board's structure and the roles of the Board, the CEO and the Chairman
- The Board's responsibilities and governance
- Strategy and planning
- Communications and stakeholder engagement
- Performance reporting and monitoring
- Board meetings management
- Committee structure and flow of information
- Assessment of the collective skills and capabilities
- Size of the Board
- Rating of overall performance of the Board
- Role and performance of the Chairman



See page 60 of the digital edition of the 2013 Annual Report for information on Board meetings and compensation. Directors receive no compensation other than reimbursement of necessary expenses. Available at savethechildren.org.au.

Our leaders:

The Board of Directors as of 31 December 2013:



Peter Hodgson

MA (Hons) in Law
(Cambridge)

Chairman of the Board and ex-officio member of the Board Audit Committee, Board Programs and Risk Committee and Board Human Resources Committee

Peter Hodgson is the Chief Executive Officer of The Myer Family Company. Until 2008, Peter was Group Managing Director Institutional at ANZ. Much of Peter's career has been spent overseas working in advisory and structured finance. Peter has been a director of Save the Children Australia since May 2012 and became Chairman in June 2012.



Jill Cameron

BA, B.Ed

Member of the Board Programs and Risk Committee

Jill has a wealth of experience across education, health and children's services in government and non-government sectors. As a consultant for more than 17 years, she has undertaken strategic planning, policy development, program and project design, and evaluation projects. Jill was a director of Save the Children Australia between 2003 and 2009, and most recently since May 2012.



Christine Charles

BA (Hons), Graduate Diploma Leadership

Chairman of the Board Programs and Risk Committee

Christine is a senior business leader who has held a variety of positions in the private sector, public sector, community sector and academia. Christine is founder and principal of Yerrin Connection. Christine was the Chief Executive of the South Australian Department of Human Services and headed the South Australian Cabinet Office. Christine has been a director of Save the Children Australia since September 2012.



Jan Stewart

BA, MASW

Member of the Board Programs and Risk Committee

Jan has been the Chief Executive Officer of Lotterywest since 1992. Previously, Jan was the Director of Grants and Community Development at Lotterywest and also spent 10 years as the Chief Social Worker at Princess Margaret Hospital. She is a member of a wide range of community boards and committees. Jan has been a director of Save the Children Australia since February 2010.



Michelle Somerville

BAcc, MAppFin,
MAICD, FCA

Treasurer and Chairman of the Board Audit Committee

Michelle was previously an audit partner at KPMG and has had 27 years' experience in financial accounting, audit, risk management and compliance across a range of industries including the not-for-profit sector, in both Australia and the United States. Michelle has been a director of Save the Children Australia since December 2012.



Andrew Sisson

BSc, FAICD

*Member of the Board
Audit Committee*

Andrew is the Managing Director of Balanced Equity Management Pty Limited and has extensive experience in financial analysis and investment management. Andrew has been a director of Save the Children Australia since June 2009.



Kim Clifford

Justice of the Peace

*Member of the Board
Human Resources
Committee*

Kim has been a director of Incat Tasmania since May 1996. Her role deals with the marketing and promotion of the Incat product, organisation and personnel. Kim was Chair of the Tasmanian State Council for Save the Children Australia from October 2009 until its dissolution in December 2012, and has been a director of Save the Children Australia since May 2013.



Don Churchill

*Member of the Board
Programs and Risk
Committee*

Don has 45 years' experience in media, management and community activities. He led the Fairfax Media publishing businesses in Melbourne for seven years until retirement in 2011. He now provides consultancy services. Don is currently a director of Kea Australia Ltd and the New Zealand Victoria Business Group. Don has been a director of Save the Children Australia since May 2012.



Bruce Meagher

BA, LLB(Syd)

*Chairman of the
Board Human
Resources Committee*

Bruce is Director Corporate Affairs at Foxtel. He has more than 20 years' experience in law, public policy, government relations, corporate communications and general management. Bruce has been an adviser to two federal cabinet ministers and a senior executive in the media, telecommunications and financial services industries. He has been a director of Save the Children Australia since November 2009.



Gary Oliver

*Member of the Board
Human Resources
Committee*

Gary is a proud Kuku Yalanji man from Cape York Queensland. Over the past two decades, he has held senior government positions, including with Aboriginal Affairs NSW and the Queensland Department of Communities and was Chairman of NSW Aboriginal Legal Services from 2009 to 2012. Until recently, he was General Manager, Indigenous Business Development at Pearls MiiHome, which is part of the Pearls Global organisation. Gary has been a director of Save the Children Australia since May 2013.

Our leaders:

Our Executive team: Our Chief Executive Officer (CEO) and our directors make up the Save the Children Executive team. They lead the direction of Save the Children and oversee the daily work of our employees.

Paul Ronalds



LLB (Hons), BEc, Grad Dip Applied Finance, MA (Int. Relations)

Chief Executive Officer

Paul joined us as CEO in July 2013. He is one of Australia's leading voices on poverty eradication and international development.

His diverse background encompasses senior executive roles in government, the private sector and domestic and international non-government organisations. From co-founding one of Australia's first online companies to assisting tsunami-affected people in Sri Lanka, Paul's experience gives him unique insights into some of the world's most significant social, economic and political challenges.

Alistair Brown



BComm, CA

Chief Financial Officer

Alistair joined us in January 2013 and leads our finance, risk and audit functions.

Alistair spent the first ten years of his accounting career at Deloitte. He subsequently held a variety of finance roles within the AXA group over 17 years, most recently as Regional Chief Financial Officer for Asia. Located in Hong Kong, he oversaw 500 finance staff in eight countries through a period of significant growth and change.

Scott Gilbert



BA, Grad Dip Asian Studies

Director, International Programs and Humanitarian Response

Scott joined us in July 2011 and leads our international development and humanitarian emergency programs. Scott's role covers long-term development programs for children, building community resilience to disasters and climate change, and responding to humanitarian emergencies.

Prior to joining us, Scott worked in the commercial sector helping people affected by both disasters and conflict in countries such as Libya, Egypt and Tunisia.

Elizabeth Flynn



LLB, Grad Dip AppCorpGov

General Counsel and Company Secretary

Elizabeth joined us in October 2010, after more than 30 years' experience in the financial services industry, including roles within law and corporate governance. Prior to joining us, Elizabeth was Chief Legal Counsel, Group Compliance Manager and Group Company Secretary of Aviva Australia for 12 years.

In addition to her part-time role with us, Elizabeth serves as a non-executive Director on several boards. She is a Fellow of the Australian Institute of Company Directors, the Governance Institute of Australia, the Chartered Institute of Secretaries and the Financial Services Institute of Australia.

Elizabeth Mildwater



LLB, BEc, MA

Director, Australian Programs

Elizabeth joined us in November 2013. Prior to that she was Group General Manager, Victoria, with Transurban and responsible for the operations of CityLink in Melbourne. Elizabeth has more than 20 years of management experience, covering legal, company secretarial, compliance, risk management, human resources and general operations, mostly in the infrastructure sector – power, water and roads – both within Australia and internationally.

Glenn Einsiedel



B Bus, Acc, App Ec, Grad Dip Computing, CPA

Director, IT and Shared Services

Glenn joined us in February 2012 and leads our information technology division and a number of shared service functions and projects.

Glenn was previously a senior executive in the banking and financial services sector, and has more than 25 years' experience in strategy development, information and business technology management.

Glenn was previously director of Marketing, Fundraising and IT, but due to the increasing workload of these areas these roles were split between three directors during 2013.

Jaap Jonkman



MEc

Director, Shared Value

Jaap joined us in October 2013 and is responsible for expanding our partnerships and collaboration with corporates, major and middle donors, foundations, members and volunteers, and events.

Prior to joining us, Jaap held leadership roles in the banking and financial services sector, both internationally and in Australia, over a period of almost 20 years. Most recently, Jaap held general manager roles within the National Australia Bank.

Ian Woolverton



BA (Hons)

Director, Policy and Public Affairs (Acting)

Ian joined us in July 2010 and is responsible for ensuring we have a strong voice for vulnerable children. Ian leads his team to stand up for children's rights with government policy makers, in the media and the Australian community.

Ian has worked in the international non-government organisation sector since 2001. He has extensive experience in humanitarian emergencies, media and advocacy. In 2005, Ian was awarded the Australian Government's Humanitarian Overseas Service Medal.

Tracey McMillan



Dip HR Management, BComm, HRM and Ind Relations

Director, People and Culture (Acting)

Tracey joined us in October 2011 and leads the Human Resources team to attract and retain skilled, passionate and committed people to assist children in our programs and support teams.

Tracey previously worked in human resources in the commercial property sector, and in organisational and learning development in the retail and professional services sectors. Tracey has extensive leadership development experience, enhanced by her studies in behavioural science.

Our leaders:

New directors joining us in 2014

Mat Tinkler



LLB

Director, Policy and Public Affairs

Mat joined us in January 2014 and is responsible for advocacy and campaigns, media, communications and government relations.

Until October 2013, Mat was Chief of Staff for the now Leader of the Opposition, Bill Shorten, and in that role oversaw the passage of more than 80 pieces of legislation for the Gillard and Rudd Labor Governments. Prior to this role, Mat was Executive Director (Acting) for the Public Interest Law Clearing House, an organisation that focuses on providing legal services to the most disadvantaged Australians. Mat began his career as a corporate lawyer with Minter Ellison.

Nicole Brasz



B.Comm (Hons), MMan.

Director, Marketing

Nicole joined us in January 2014 and is responsible for our fundraising and marketing activities.

Nicole has more than 20 years' sales and marketing experience accumulated across Australia, Europe and the Americas. Since 2007, she has led global marketing teams with Fortune 500 companies, based in the Netherlands. Prior to that, Nicole worked in both the Australian not-for-profit and corporate domains in marketing and other management roles.

Executive remuneration*

Number of executive team members

\$0 – \$175,000	1
\$175,001 – \$200,000	3
\$200,001 – \$225,000	1
\$225,001 – \$250,000	1
\$250,001 – \$275,000	2
\$275,001 – \$300,000	1
\$300,000 +	0

* Includes salary and superannuation.

Executive bonuses

We do not offer any bonuses or incentives to our executive team.



See pages 67 – 68 of the digital edition of the 2013 Annual Report for information on Executive performance assessment and succession planning. Available at savethechildren.org.au.



Where the money came from:

In 2013, our total income was \$103 million, which is a growth of 20 percent on 2012. This growth was mainly as a result of increases in funding from AusAID (later absorbed into the Department of Foreign Affairs and Trading [DFAT]) and other government and institutional grants.

Our community support income decreased by 13 percent in 2013. This reflects our decision to reduce our investment in fundraising to acquire new donors in 2012 and 2013.

Explanation of terms

Community Support Income: Donations, fundraising, legacies and bequests received from the Australian public and corporations. Continued generous public support enables us to effectively deliver programs for children and to respond to emergencies such as the Syrian Crisis and Typhoon Haiyan disaster relief efforts.

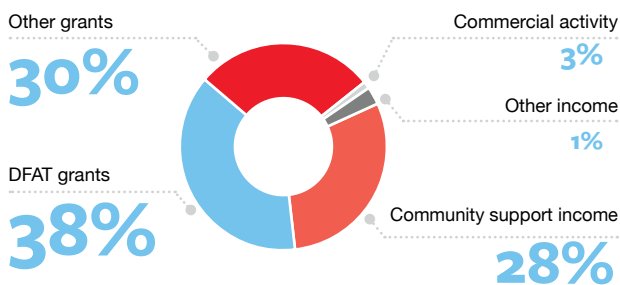
DFAT grants: Grants received from the Australian Government's overseas aid program.

Other grants: Grants received from other local, state and federal Australian government departments, and international organisations and government bodies.

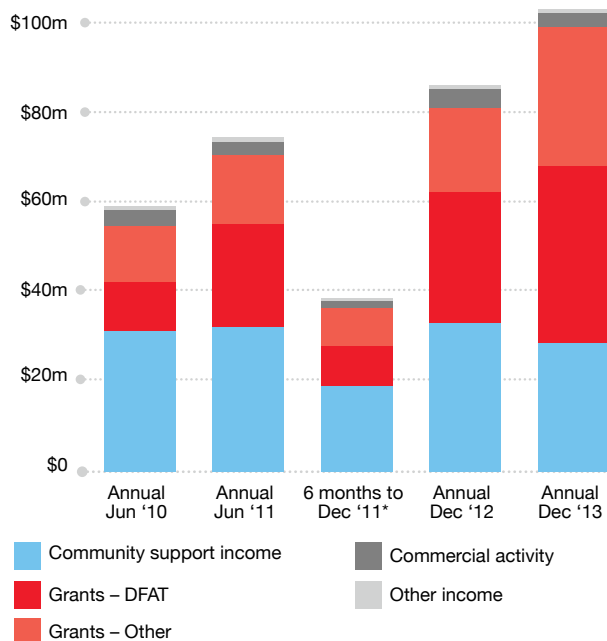
Commercial activity: Includes revenue from commercial activities, such as our retail stores.

Other income: Includes investment income.

Where the money came from Year ended 31 Dec. 2013.
Expressed as a percentage of total income



Where the money came from: four-year trend



* In 2011, we changed our financial reporting period. We transitioned from financial year reporting (1 July to 30 June) to calendar year reporting (1 January to 31 December), which meant we only reported for a six-month period from July to December. We then resumed 12-month reporting in 2012.

Where the money went:

We remain focused on increasing the proportion of our income being spent on program and advocacy work, achieving 83 percent in 2013.

Nearly half of our program expenditure was devoted to Australia and the Pacific in 2013. Outside this region, we have continued to invest in the Asian continent – particularly within Afghanistan, Myanmar and Pakistan – through expanded funding from AusAID (now DFAT).

For further details on our expenditure, please see page 77.

Explanation of terms

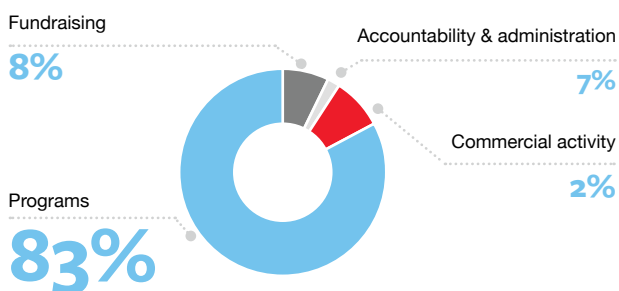
Programs: This includes our long-term development and humanitarian work in Australia and overseas. It also includes our policy and advocacy work, as well as educating the Australian community about development, humanitarian and global justice issues.

Fundraising: Our fundraising activities aim to attract donations, which fund our program and advocacy work.

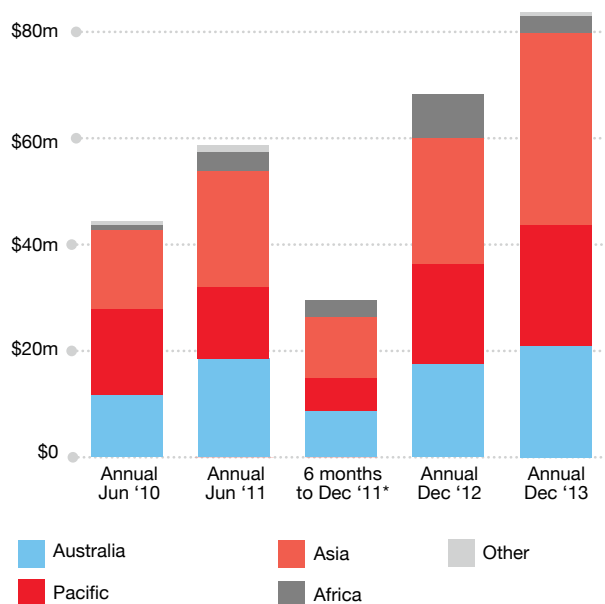
Accountability and administration: This includes administrative and other costs, such as employee costs in finance, IT, human resources, administration, office maintenance, audit and legal fees, insurance premiums, and IT equipment costs, as well as investments in further developing the organisation's capabilities and infrastructure.

Commercial activities: Includes expenditure on commercial activities, such as our retail stores.

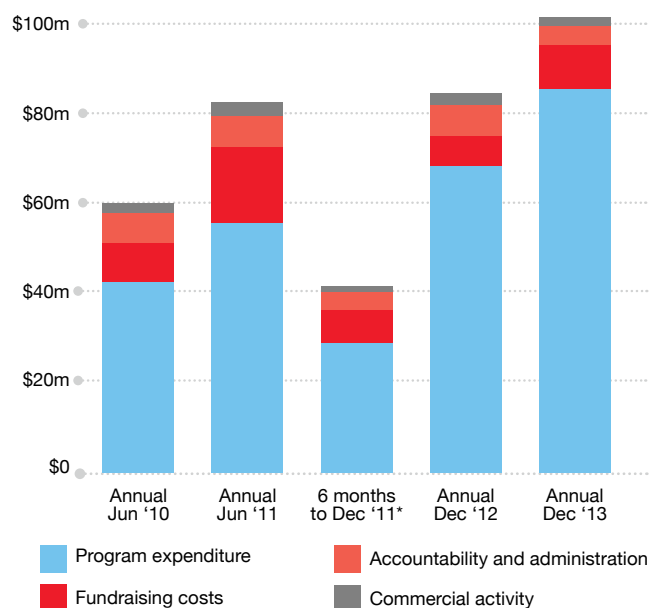
Where the money went Year ended 31 Dec. 2013. Expressed as a percentage of total expenditure



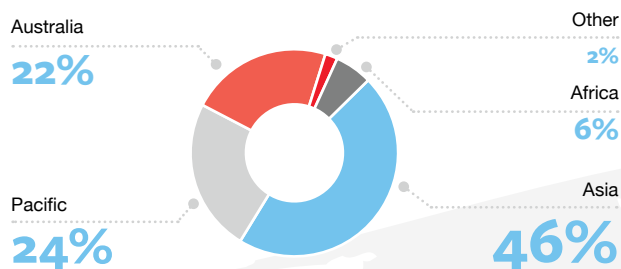
Program expenditure by region: four-year trend



Where the money went: four-year trend

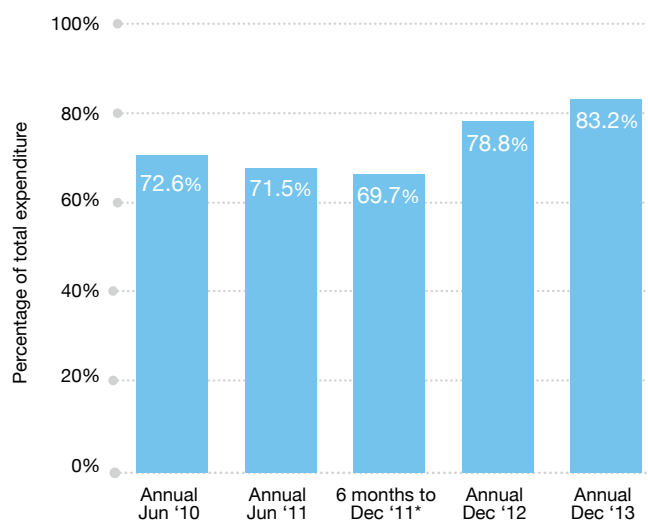


Program expenditure Year ended 31 December 2013



Our performance:

Program expenditure ratio: four-year trend

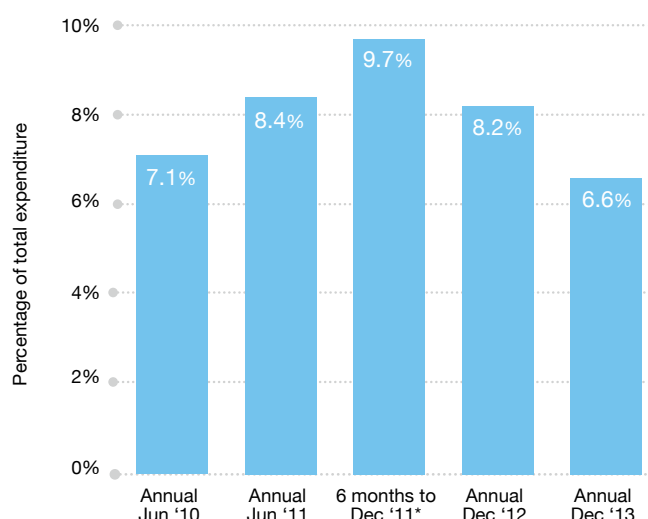


Program expenditure ratio shows the total proportion of expenditure spent on our programs. It includes our long-term development and humanitarian work in Australia and overseas. It also includes the majority of our policy and advocacy work, as well as educating the Australian community about aid and development programs and global justice issues.

Analysis

Our program expenditure ratio has improved from 78.8 percent in 2012 to 83.2 percent in 2013. As a result, a larger portion of our total income – including donations from our supporters – is being spent on programming and advocacy work.

Administration cost ratio: four-year trend



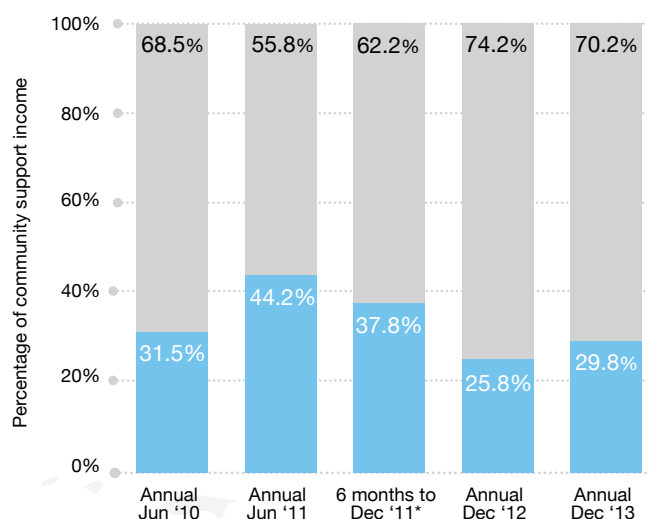
Administration cost ratio shows the total proportion of expenditure spent on administration costs. This includes finance, IT and human resources costs.

Analysis

This ratio is a useful measure of our administrative efficiency, as we aim to keep our administration cost ratio below 10 percent. In 2013, we well exceeded this goal, achieving a ratio of 6.6 percent. This was a decrease from 8.2 percent in 2012.

This significant reduction was a result of cost-saving initiatives, which enabled us to record a small reduction in administrative costs despite experiencing significant growth in our total income and expenditure.

Cost of fundraising ratio: four-year trend



Cost of fundraising ratio shows the total proportion of community support income spent on fundraising costs.

Net surplus from fundraising ratio shows the balance of community support income after deducting fundraising costs.

Analysis

Our cost of fundraising ratio has increased to 29.8 percent in 2013, from 25.8 percent in 2012, but still remains low relative to historical levels. The increase in 2013 relative to 2012 is partly due to lower income and partly due to higher costs.

During 2013, we invested in initiatives to broaden our fundraising channels to be less reliant on face-to-face recruitment of new donors. In 2014, we plan a significant increase in fundraising costs (and an increase in our cost of fundraising ratio) as we use these newly developed channels to reverse the declining trend in our community support income.

■ Cost of fundraising ■ Net surplus from fundraising

* In 2011, we changed our financial reporting period. We transitioned from financial year reporting (1 July to 30 June) to calendar year reporting (1 January to 31 December), which meant we only reported for a six-month period from July to December. We then resumed 12-month reporting in 2012.

Marketing income and expenditure:

Appeals

We ran five appeals in 2013, raising more than \$2.4 million in funds. The Typhoon Haiyan Appeal was our largest fundraiser, raising more than \$1.2 million from the public in 2013 to help those affected by the disaster. It had the highest marketing return on investment (MROI) of any fundraising campaign, at 36.39. This high MROI is largely attributed to the media coverage and urgency of the cause that compelled individuals – especially new donors – to give. Our other major appeal was launched in support of the Syrian crisis, particularly for displaced Syrian children and their families, and it raised more than \$625,000 from the public in 2013.

The February and Tax Year End appeals provide low-cost avenues for us to raise extra funds for our programs. The February appeal gave us the opportunity to raise the profile of our early education programs. We tested our direct mailouts (fundraising letters we send to our supporters) by trialling a standard version and a more cost-efficient version of the letter. The cost-efficient letter had the same response as the standard letter, so we started using the cost-efficient version for subsequent appeals. This has helped to increase the MROI on these appeals and ensure more funds are going toward our programs for children.

Our Tax Year End (TYE) appeal was the most successful TYE appeal in the last five years. The appeal focused on reducing child deaths and improving maternal health. Again we trialled a different approach, splitting our donor base of over 30,000 individuals into various target segments based on demographics and age. Each segment received a customised communications strategy based on their attributes. This targeted approach made the messaging relevant to the audience and proved to be a key success factor for the campaign.

We also ran an appeal for some of our programs in Western Australia which had experienced government funding cuts. This was the first time we had run a campaign that aimed to raise funding for specific programs. The appeal raised more than \$119,000 and we were able to save one of the three programs in Western Australia, a great outcome for Indigenous children in Kununurra.

Events

We hold events around Australia to raise awareness and funds for our programs.

In 2013, we held events for children such as National Children's Week events including Safe and Happy Day and One Dollar Day. These events aimed to increase awareness about child rights and raise funds for our Syrian Crisis Appeal. More than 200 primary schools participated in Safe and Happy Day this year.

Other events included our Mother's Day campaign, which involved a Laos cycle challenge and Mother's Day gift-wrapping in Centro shopping centres. We also ran Dance to Save and Run to Save events, in which people participated and raised funds and awareness for our programs. Our gala fundraising events were also very successful in 2013, raising more than \$160,000.

In 2013, we also started focusing on adrenalin events, spurred on by the success of our abseiling event, 36floors. This new and exciting fundraising stream will be expanded in 2014.

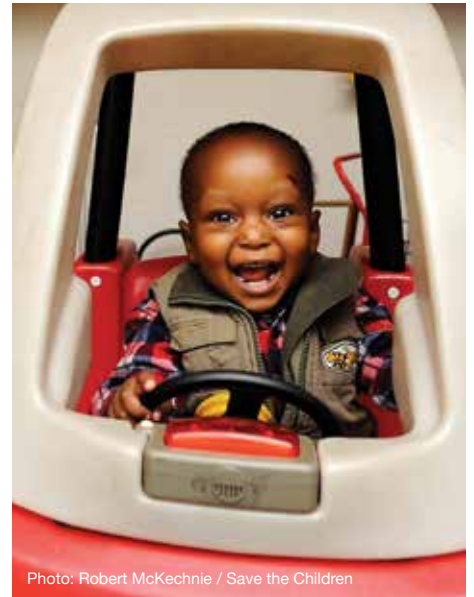


Photo: Robert McKechnie / Save the Children



Photo: Jacob Maentz / Save the Children



Photo: Robert McKechnie / Save the Children

Marketing income and expenditure:

How we spend your donations

We strive to use donations in a highly responsible and efficient way. This ensures that we achieve our most important aim of creating the greatest possible impact for the world's most vulnerable children.

Our policy is to keep our administration costs below 10 percent of total expenses and our fundraising costs below 15 percent of total expenses. In 2013, administration costs accounted for 6.6 percent of total expenses and fundraising costs accounted for 8.3 of total expenses.

Therefore, in 2013, more than 82 percent of every dollar went directly to our programs to help vulnerable children versus our goal of 75 percent.

Protecting your donations

We have a conservative approach towards managing and protecting donations. Donations are considered either restricted (and can only contribute towards specific programs or costs) or unrestricted (and can contribute towards any program, administrative or fundraising cost, based on the overall organisational priorities).

As stated in our Investment Policy, our key objective is to mitigate financial and liquidity risk so funds are readily available for our program work. Funds are held as cash, placed in our bank accounts or invested in the form of term deposits.

We only work with deposit-taking institutions that are authorised by the Australian banking regulator. We do not invest in equity or debt instruments (other than temporary holdings of investments received from donor bequests) or property (except where utilised in delivering our programs).

Our fundraising approach

In 2013, we implemented a new revenue model and fundraising approach as part of our efforts to become more efficient and effective in our fundraising. Our new strategy delivers a more diversified revenue model that gives supporters a greater range of programs to get involved with and reduces our dependence on any one recruitment channel.

Furthermore, we provided supporters with more personalised and appropriate ways to connect with us. In doing so, we provide supporters with increasingly targeted communications, giving them relevant and timely information about our programs and events.

We aim to attract supporters who are invested in our mission and who can provide long-term revenue for our programs.



See page 74 of the digital edition of the 2013 Annual Report for information on our contact centre, face-to-face recruitment, in-kind donations, reliance on different types of fundraising and our investment in fundraising and our retail stores. Available at savethechildren.org.au.

Our fundraising efforts

Our fundraising efforts			
	Income (actual) (\$'000)	Income (budget) (\$'000)	Variance (\$'000)
Regular giving	21,238	24,514*	(3,276)
Corporate	1,708	2,986	(1,278)
Major donor	404	350	54
Trusts and foundations	1,184	1,185	(1)
Legacies and bequests	1,458	1,544	(86)
Events	990	2,059	(1070)
State fundraising and appeals	2,954	2022	932
Minus fundraising costs	(8,505)	(9,486)	981
Net fundraising income**	21,143	24,174	3,743

* The budget for Regular Giving included errors in some of the assumptions. This was identified and corrected for our first quarter forecast prepared in April, where the forecast was reduced to \$21,157,000.

** The difference in fundraising income compared to the financial statements is due to the reclassification of non-government funding to Other Australian Grants income in the financial statements.

Marketing return on investment

Marketing return on investment (MROI) is calculated by dividing net revenue (revenue minus investment) by marketing investment. The higher the MROI, the more return for every dollar spent.

In 2013, our overall MROI was 1.95. This means we raised \$2.95 in income for every \$1 we spent on fundraising.

Following is a breakdown of our largest appeals and events:

Our appeals and events			
APPEALS	Income	Investment	MROI
February Appeal	\$145,467	\$26,340	4.52
Syria Crisis Appeal [^]	\$625,106	\$388,848	0.60
Tax Year End Appeal	\$368,450	\$41,696	7.84
Western Australia Appeal	\$119,923	\$16,870	6.11
Typhoon Haiyan Appeal	\$1,210,019	\$35,000	34.51
EVENTS			
One Dollar Day [#]	\$174,000	\$144,000	0.21
Mother's Day	\$39,535	\$4,511	7.76
Dance to Save	7,596	\$6,291	0.21
Run to Save	\$28,767	\$4,429	5.5
Illumination Gala	\$111,091	\$64,440	0.72
36floors	\$157,142	\$96,295	0.63
Imagine Ball	\$82,680	\$48,450	0.71

[^] Excludes government funding. Includes Do Nothing test campaign

[#] We will not continue our partnership with One Dollar Day due to its performance and other event priorities.

Our contact centres

Our main contact centre, Stellar, handles inbound and outbound calls, as well as emails. In 2013, Stellar took more than 20,000 inbound calls, with an average wait time of just 21 seconds. They also undertook an Unpaid Donation Campaign which raised more than \$300,000 in donations that otherwise would not have been collected due to incorrect or out-of-date banking details. Together, we made many improvements to our operational and fundraising performance in 2013, and our relationship with Stellar improved immensely.

In 2013, we also introduced a second call centre called Customers 1 To 1. This call centre now handles inbound calls generated by our television advertising campaigns. This has been a successful addition, as it allows us to utilise agents who work across a number of clients and campaigns, which is more cost-effective for us.

Our stores

We run 35 op shops around Australia, which raised income of \$2.8 million in 2013. This was an increase of three percent on 2012. Not only do our shops sell a wide range of recycled fashion pieces, toys, books and even some vintage and modern day gems, all profits go towards creating better lives for children in Australia and overseas. Our stores are staffed by friendly volunteers who add to the shopping experience. In 2013, we surveyed a selection of our customers and on average they rate our stores 9.1 out of 10.

In 2013, we opened one new store and one new sorting facility, and recruited more than 400 new volunteers. In July, we transitioned the state op shop networks to a centrally managed model. This model will ensure we can deliver on our national retail strategies across all states while developing a truly consistent customer experience. We also trialled our first pop-up shop in Mirrabooka, Western Australia. This is proving very popular and we plan to open more pop-up shops in 2014.

Face-to-face recruitment

In 2013, we re-introduced our face-to-face program to help recruit regular supporters. We recruited more than 6,500 regular donors through this method. To ensure we recruited the right donors, we created a mapping tool that allows us to select fundraising locations where our key donor segments are more likely to reside. We also introduced more frequent training for fundraisers.

In addition, we piloted an in-house face-to-face program with our corporate partner IKEA. The successful program involved face-to-face fundraising in two IKEA stores in the lead-up to Christmas. The program aims to diversify our recruitment channels and reach an older demographic, who tend to be more loyal supporters. We will officially launch the new program in 2014.

Reliance on certain types of fundraising

Approximately 75 percent of our fundraising income is generated from our regular giving program and cash appeals. The next highest contributor is legacies and bequests, at 5.5 percent. We are highly reliant on these types of funding. Together they represent more than 80 percent of our fundraising income.

We are much less reliant on other sources of income such as corporate partners; trusts and foundations; events and campaigns; branches; and members. However, they are important sources of funding for programs and assist with the broader fundraising plan. These activities contribute to increasing brand awareness and drive donations to regular giving, cash appeals, and legacies and bequests.

Our investment in fundraising

The Board has approved a significant increase in marketing spend for 2014. We aim to grow public income and create innovative campaigns, using relatively new channels such as DRTV. To support revenue growth in 2014, we will seek to expand our corporate partnerships, and increase funding from the public and governments to grow our Australian programs.

In-kind donations

Our supporters regularly donate materials, time and professional services to support vulnerable children. For example, in 2013 our finance department was fortunate to have a senior member of the GlaxoSmithKline Finance team assist with reducing the time spent on month-end closure, which is a significantly time consuming process for the Finance department.

The GlaxoSmithKline employee brought in process improvement skills over a period of three months and worked with the team to transfer these skills so they could continue to use them in the future.

Marketing income and expenditure:

What we learnt

Challenge one: Retaining supporters while transitioning our fundraising approach and infrastructure.

In 2013, our supporter numbers fell by more than 10 percent. One of the main causes was the transition in our fundraising approach and infrastructure.

Historically, we have relied on face-to-face fundraising as our primary acquisition channel. However, this can be an expensive way to recruit new donors. In 2012, we decided to stop doing face-to-face fundraising while the organisation restructured its approach to fundraising. The aim was to create more cost-effective and targeted recruitment channels. Although this resulted in a decrease in acquisition levels for 2013, it did allow us to keep reducing our fundraising expenditure ratio. In the second half of the year, we reintroduced our face-to-face fundraising program with new initiatives that will help us to increase our supporter numbers in 2014.

We are strongly focused on acquiring more supporters through digital channels such as our website and social media. However, old infrastructure and a delay in the launch of a new digital platform led to fewer acquisitions through this channel than forecasted.

In late 2012, we reviewed our telemarketing activity and infrastructure. The review determined that we could create greater efficiencies and savings by moving to an external agency. During 2013, limited telemarketing activity was undertaken as we focused on transitioning donor services to our new call centre partner, Stellar. This was a very successful transition, however, it also meant we didn't acquire as many new donors.

Biggest lesson: We need better planning and communications with our supporters when transitioning our infrastructure and fundraising approach.

Challenge two: Creating an annual fundraising campaign that yields more than \$1 million within its third consecutive year.

We aim to run an annual, major fundraising campaign that will yield significant funds and awareness about our work for children.

In 2013, we chose One Dollar Day to be our flagship fundraising event after two years of being One Dollar Day's charity recipient of choice. One Dollar Day's aim is to raise funds to provide health and education services for the world's most vulnerable children.

In 2013, One Dollar Day was held on 24 October, as part of National Children's Week, and raised \$174,000 against a target of \$250,000. Of this amount, \$100,000 was a corporate donation from 7-Eleven for dollar matching donations made in-store during the campaign. The campaign cost approximately \$144,000 and the total number of donations was 897, down 11 percent on 2012.

The campaign failed to meet its fundraising goals due to two main reasons:

1. Save the Children's brand is not strong enough to build and support a second brand like One Dollar Day.
2. Competing priorities over the course of the year – such as the Syrian Crisis Appeal – meant resources were directed away from the campaign.

Following a comprehensive post implementation review, it was decided not to continue with this partnership. In 2014, we will seek to develop a new annual fundraising campaign.

Biggest lesson: We need to ensure our major fundraising campaign builds on Save the Children's brand. We also need to ensure we are clear about our resourcing priorities throughout the year, so the campaign can receive the support it requires.

Challenge three: Raising adequate funds through our new Do Nothing campaign.

In 2013, as part of our overarching Syrian Crisis Appeal, we launched a pilot campaign called Do Nothing. The test campaign aimed to raise awareness and funds for our Syria Crisis humanitarian work by asking people to "do nothing" and donate the money they save to the Syrian Crisis Appeal.

The campaign was targeted at a younger audience, which is a new demographic for us, and used a new style of imagery and language. The campaign was successful in raising awareness about the crisis and improving our brand profile, however it did not meet its fundraising target.

There were four main reasons for this poor performance:

1. We only gave ourselves three weeks to develop the campaign.
2. Within weeks of the launch date, Typhoon Haiyan hit the Philippines, drawing attention away from the crisis in Syria.
3. We also found the subject of the campaign – a protracted civil war in the Middle East – difficult to communicate to donors and gain a sense of immediacy.
4. We also failed to do sufficient testing for the new youth audience, and hence failed to understand the needs and key motivations of the segment.

Biggest lesson: When embarking on a campaign that aims to engage with a new target audience, we need to be more rigorous in planning, testing and executing our creative and marketing strategy.



Financial statements:

Consolidated statement of profit or loss and other comprehensive income for the year ended 31 December 2013

	Consolidated	
	2013 \$	2012 \$
Continuing operations		
REVENUE		
Donations and gifts – monetary	27,048,054	28,992,113
Donations and gifts – non-monetary	63,939	370,413
Bequests and legacies	1,457,669	3,253,699
Grants		
- Department Foreign Affairs and Trade	39,334,143	29,050,214
- Other Australian	21,489,980	12,900,263
- Other overseas	9,640,298	7,442,132
Revenues from commercial activities	2,962,613	3,413,199
Investment income	662,159	404,354
Other income	356,304	301,609
TOTAL REVENUE	103,015,159	86,127,996
EXPENDITURE		
International aid and development programs expenditure		
International programs		
- Funds to international programs	61,583,838	43,662,812
- Program support costs	3,203,262	4,405,556
Domestic aid and development programs expenditure		
Domestic programs		
- Funds to domestic programs	17,864,405	17,224,900
- Program support costs	599,706	597,619
Community education	2,360,746	1,519,683
Fundraising costs (International and Domestic)		
- Public – monetary	7,949,874	6,901,340
- Public – non-monetary	55,501	347,000
- Government, multilateral and private	500,549	1,181,694
Commercial activities (International and Domestic)	2,022,003	2,664,991
Accountability and administration (International and Domestic)	6,770,066	7,033,247
TOTAL EXPENDITURE	102,909,950	85,538,842
Excess of revenue over expenditure from continuing operations	105,209	589,154
OTHER COMPREHENSIVE INCOME		
Items that may be reclassified subsequent to Profit or Loss		
Exchange differences on translation of foreign operations	119,571	199,171
OTHER COMPREHENSIVE INCOME FOR THE YEAR	119,571	199,171
TOTAL COMPREHENSIVE INCOME / (LOSS) FOR THE YEAR	224,780	788,325

During the financial year, the entity had no transactions in relation to political or religious proselytisation programs.
The accompanying notes form part of these financial statements.

Consolidated statement of financial position as at 31 December 2013

	Consolidated	
	2013 \$	2012 \$
ASSETS		
Current assets		
Cash and cash equivalents	26,696,848	26,289,998
Trade and other receivables	20,436,675	11,133,323
Inventories	83,030	121,298
Other financial assets	-	1,228,283
Total current assets	47,216,553	38,772,902
Non-current assets		
Property, plant and equipment	3,660,893	4,178,877
Intangible assets	785,481	-
Total non-current assets	4,446,374	4,178,877
TOTAL ASSETS	51,662,927	42,951,779
LIABILITIES		
Current liabilities		
Trade and other payables	9,028,064	4,792,293
Provisions	410,920	476,393
Deferred income	36,637,449	32,407,198
Total current liabilities	46,076,433	37,675,884
Non-current liabilities		
Provisions	737,887	652,068
Total non-current liabilities	737,887	652,068
TOTAL LIABILITIES	46,814,320	38,327,952
NET ASSETS	4,848,607	4,623,827
EQUITY		
Foreign Currency Translation Reserve	105,767	(13,804)
Accumulated Surplus	4,742,840	4,637,631
TOTAL EQUITY	4,848,607	4,623,827

The accompanying notes form part of these financial statements.

Financial statements:

Consolidated statement of changes in equity for the year ended 31 December 2013

	Foreign Currency Translation Reserve \$	Accumulated Surplus \$	Total Equity \$
Balance at 31 December 2011	(212,975)	4,048,477	3,835,502
Total comprehensive income for the year			
Surplus for the year	-	589,154	589,154
<i>Other comprehensive income</i>			
Movement in foreign currency translation reserve	199,171	-	199,171
Total comprehensive income for the year	199,171	589,154	788,325
BALANCE AT 31 DECEMBER 2012	(13,804)	4,637,631	4,623,827
Total comprehensive income for the year			
Surplus for the year	-	105,209	105,209
<i>Other comprehensive income</i>			
Movement in foreign currency translation reserve	119,571	-	119,571
Total comprehensive income for the year	119,571	105,209	224,780
BALANCE AT 31 DECEMBER 2013	105,767	4,742,840	4,848,607

Consolidated statement of cash flows for the year ended 31 December 2013

	Consolidated	
	2013 \$	2012 \$
Cash flows from operating activities		
Cash received in the course of operations	99,717,493	84,276,614
Cash paid in the course of operations	(100,232,542)	(86,169,552)
Interest received	411,486	376,952
NET CASH (USED) / PROVIDED IN OPERATING ACTIVITIES	(103,563)	(1,515,986)
Cash flows from investing activities		
Proceeds from sale of financial assets	1,478,956	464,241
Proceeds from sale of plant and equipment	10,653	-
Payments for plant and equipment	(406,919)	(941,968)
Payments for intangible assets	(664,461)	-
NET CASH (USED) PROVIDED IN INVESTING ACTIVITIES	418,229	(477,727)
Cash flows from financing activities		
NET CASH (USED)/PROVIDED IN FINANCING ACTIVITIES	-	-
Net increase /(decrease) in cash held	314,666	(1,993,713)
Exchange difference on cash and cash equivalents	92,184	-
Cash at the beginning of the financial year	26,289,998	28,283,711
CASH AT THE END OF THE FINANCIAL YEAR	26,696,848	26,289,998

The accompanying notes form part of these financial statements.

Table of cash movements for designated purposes for the year ended 31 December 2013

	Cash available at the beginning of the financial year	Cash raised during the financial year	Cash disbursed during the financial year	Cash available at the end of the financial year
Grants				
Afghanistan – Uruzgan Health Education Program - DFAT	6,712,724	11,601,132	16,133,232	2,180,624
Myanmar Education Consortium DFAT	-	13,426,392	4,612,717	8,813,675
Total for other non-designated purposes	19,577,274	76,591,065	80,465,790	15,702,549
TOTAL	26,289,998	101,618,589	101,211,739	26,696,848

No other single appeal represented more than 10% of the total cash raised.

The purpose of the Table of Cash Movements is to ensure the accountability of cash raised for designated purposes. The Table of Cash Movements is used to disclose the amount of cash that has been raised for a designated purpose, disbursed and remains unspent at the end of the year.

Cash raised refers to cash donations, government and other income actually received during the year. Cash disbursed refers to expenditure actually paid out during the year.

Basis of preparation

The Summary Financial Report has been prepared in accordance with the requirements set out in the Australian Council for International Development (ACFID) Code of Conduct. For further information on the Code, please refer to the ACFID Code of Conduct Guidance Document available at www.acfid.asn.au.

The Summary Financial Report is an extract from the Save the Children Australia and Controlled Entities' full financial report for the year ended 31 December 2013. The financial statements and specific disclosures included in the Summary Financial Report have been derived from the full financial report.

The Summary Financial Report does not and cannot be expected to provide as full an understanding of the financial performance, financial position and financing and investing activities of Save the Children Australia and Controlled Entities as the full financial report.

A full description of the accounting policies adopted by Save the Children Australia and Controlled Entities may be found in the full financial report.

The Summary Financial Report is presented in Australian dollars. Please see our *2013 Financial Report* for our full financial records. Available at savethechildren.org.au.

Directors' declaration:



Save the Children
Australia

For the year ended 31 December 2013

The Directors of Save the Children Australia ('Company') declare that the Summary Financial Report comprising the statement of profit or loss and other comprehensive income, statement of financial position, statement of cash flows, statement of changes in equity and table of cash movements, as set out on pages 69 to 72, is in accordance with the requirements set out in the ACFID Code of Conduct and has been derived from and is consistent with the full financial statements of the Company and its controlled entities ('Consolidated Entity') for the year ended 31 December 2013.

The Directors of the Company further declare that:

- a. the full financial statements and accompanying notes of the Consolidated Entity are in accordance with the Corporations Act 2001 and:
 - i. comply with Accounting Standards and the Corporations Regulations 2001;
 - ii. give a true and fair view of the financial position of the Consolidated Entity as at 31 December 2013 and of the performance of the Consolidated Entity for the year ended on that date; and
 - iii. comply with the requirements set out in the ACFID Code of Conduct;
- b. in the Directors' opinion there are reasonable grounds to believe the Company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors and is signed for and on behalf of the Directors by:

A handwritten signature in blue ink, appearing to read 'Peter Hodgson'.

Peter Hodgson

Chairman

Melbourne

18 March 2014

Independent auditor's report



Grant Thornton

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Independent Auditor's Report To the members of Save the Children Australia

We have audited the accompanying summary financial report of Save the Children Australia (the "Entity"), which comprises the consolidated statement of financial position as at 31 December 2013, the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity, consolidated statement of cash flows and table of cash movements for the year then ended, derived from the audited financial report of Save the Children Australia for the year ended 31 December 2013. The summary financial report does not contain all the disclosures required by the Australian Accounting Standards and accordingly, reading the summary financial report is not a substitute for reading the audited financial report.

Directors' Responsibility for the Summary Financial Report

The Directors are responsible for the preparation of the summary financial report in accordance with the ACFID Code of Conduct requirements, and for such internal control as the directors determine are necessary to enable the preparation of the summary financial report.

Auditor's Responsibility

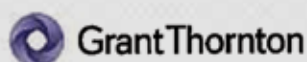
Our responsibility is to express an opinion on the summary financial report based on our procedures which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*. We have conducted an independent audit, in accordance with Australian Auditing Standards, of the financial report of Save the Children Australia for the year ended 31 December 2013. We expressed an unmodified opinion on that financial report in our report dated 18 March 2013. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free from material misstatement.

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Independent auditor's report:



An audit involves performing procedures to obtain evidence about the amounts and disclosures in the summary financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the summary financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the summary financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Our procedures included testing that the information in the summary financial report is derived from, and is consistent with, the financial report for the period, and examination on a test basis, of audit evidence supporting the amounts, and other disclosures which were not directly derived from the financial report for the period.

The summary financial report and the audited financial report do not reflect the effect of events that occurred subsequent to the date of the auditor's report on the audited financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we have complied with the independence requirements of the Corporations Act 2001.

Opinion

In our opinion, the summary financial report of Save the Children Australia for the year ended 31 December 2013 is consistent, in all material respects, with the financial report from which it was derived.

Grant Thornton

GRANT THORNTON AUDIT PTY LTD
Chartered Accountants

Eric W Passaris

Eric Passaris
Partner - Audit & Assurance

Melbourne, 18 March 2014

Carol Perks AM
Member of the Order of Australia

The remarkable career of midwife Carol Perks began without fanfare, as many great careers do. She answered a job advertisement in The Age newspaper. She was hired.

Twenty-two years later, she's finally retiring from a job with Save the Children Australia that saw her move to rural Laos, learn a new language from scratch, build hospitals, train thousands of health workers and save the lives of countless children and mothers.

To say Carol is an inspiration is truly an understatement. When Carol first arrived in Laos, Save the Children Australia asked her to establish a healthcare program in two rural districts. No small task by any stretch of the imagination, especially when you can't speak Lao and you are the only foreigner in the province. The program aimed to improve maternal and child health and, by collaborating with the local government, would hopefully strengthen the entire province's health system.

Over the next two decades, Carol helped to establish an extraordinary health program. Through sheer commitment, intelligence and pragmatism – and a great deal of heart – this program was established in 16 districts across two provinces. It has also been endorsed by the World Health Organization and commended by the Nossal Institute of Global Health as a best-practice approach to child and maternal health.

In the districts where Carol worked, infant and maternal mortality rates have significantly dropped. This means fewer mothers are dying as a result of childbirth, and fewer babies are dying before they reach one year old. Between 2009 and 2012, the infant mortality rate dropped an average of 46 percent, with two districts completely eliminating infant mortalities by 2012.

In fact, these districts have now achieved Millennium Development Goals (MDGs) 4 and 5: to reduce child mortality by two thirds and reduce maternal mortality by three-quarters.

Thanks to the program, families are also having fewer children. The average number of children per family has dropped from seven to three, and children are healthier because they're breastfed for longer. Families can afford to send their children to school, giving them more opportunities and hope for the future.

"Knowing your work directly contributes to saving lives, particularly those of women and children, is very rewarding. It's a very powerful thing and results in enormous job satisfaction," Carol says.

In 1996, Carol was recognised by the Australian Government for her significant contribution to child and maternal health in Laos, and was awarded the Order of Australia (AM).

Carol is now retired and is returning to Melbourne to live. However, she hopes to continue working for the program as a technical advisor and wants to volunteer to train midwives at the College of Health Sciences in Luang Prabang.

We are humbled and honoured by Carol's incredible contribution and dedication to Save the Children's work. She has truly helped to save lives. Thank you Carol.



Photo: Jim Holmes / Save the Children

Save the Children Australia acknowledges the traditional owners of country throughout Australia and their continuing connection to land and community. We pay our respect to them and their cultures, and to elders past and present.

Save the Children Australia is a member of the **Australian Council for International Development (ACFID)** and a signatory to its Code of Conduct. The Code requires members to meet high standards of corporate governance, public accountability and financial management.

Save the Children Australia is fully accredited by the **Department of Foreign Affairs and Trade**, the Government agency responsible for managing Australia's overseas aid program.

We have a process for handling complaints. If you have a complaint, please call our Supporter Relations team on 1800 76 00 11 or email: info@savethechildren.org.au. Complaints relating to the breach of the ACFID Code of Conduct can be made to the ACFID Code of Conduct Committee at acfid.asn.au.

