



Save the Children  
Australia

# 2014

annual report



A little girl waits to see one of our health workers at Save the Children's mobile health clinic in Bayas, the Philippines. This was the town's first medical visit since Typhoon Haiyan struck. Photo: Hedinn Halldorsson/Save the Children

# CONTENTS

Children don't ask to be born into poverty. They don't ask for terrible things to happen around them. They don't ask to live on the frontline.

The frontline can be anywhere that a child's rights are at risk – from a civil war in a child's country, to abuse in their own home.

We protect children from the threats of today. And give them the potential to make a better tomorrow.

Ultimately, we will do whatever it takes to protect children on the frontline.

Snapshot .....	1
Chair and CEO reports .....	3
About us .....	5
Our work in Australia .....	7
Our work overseas .....	17
Our supporters, volunteers and members ..	35
Community fundraising .....	41
Our partners .....	43
Our employees .....	51
Governance .....	55
2014 report card .....	57
Goals for 2015 and long-term vision .....	60
What we've learnt.....	61
Public outreach .....	67
Supporter income .....	69
Financial statements .....	73
Directors' declaration.....	80
Independent auditor's report.....	81
Global Reporting Initiative Index .....	83
Endnotes .....	89

## Save the Children Australia

National office: Level 6, 250 Victoria Parade  
East Melbourne VIC 3002

ABN 99 008 610 035

**1800 76 00 11**

**[savethechildren.org.au](http://savethechildren.org.au)**



[facebook.com/SaveTheChildrenAustralia](https://facebook.com/SaveTheChildrenAustralia)

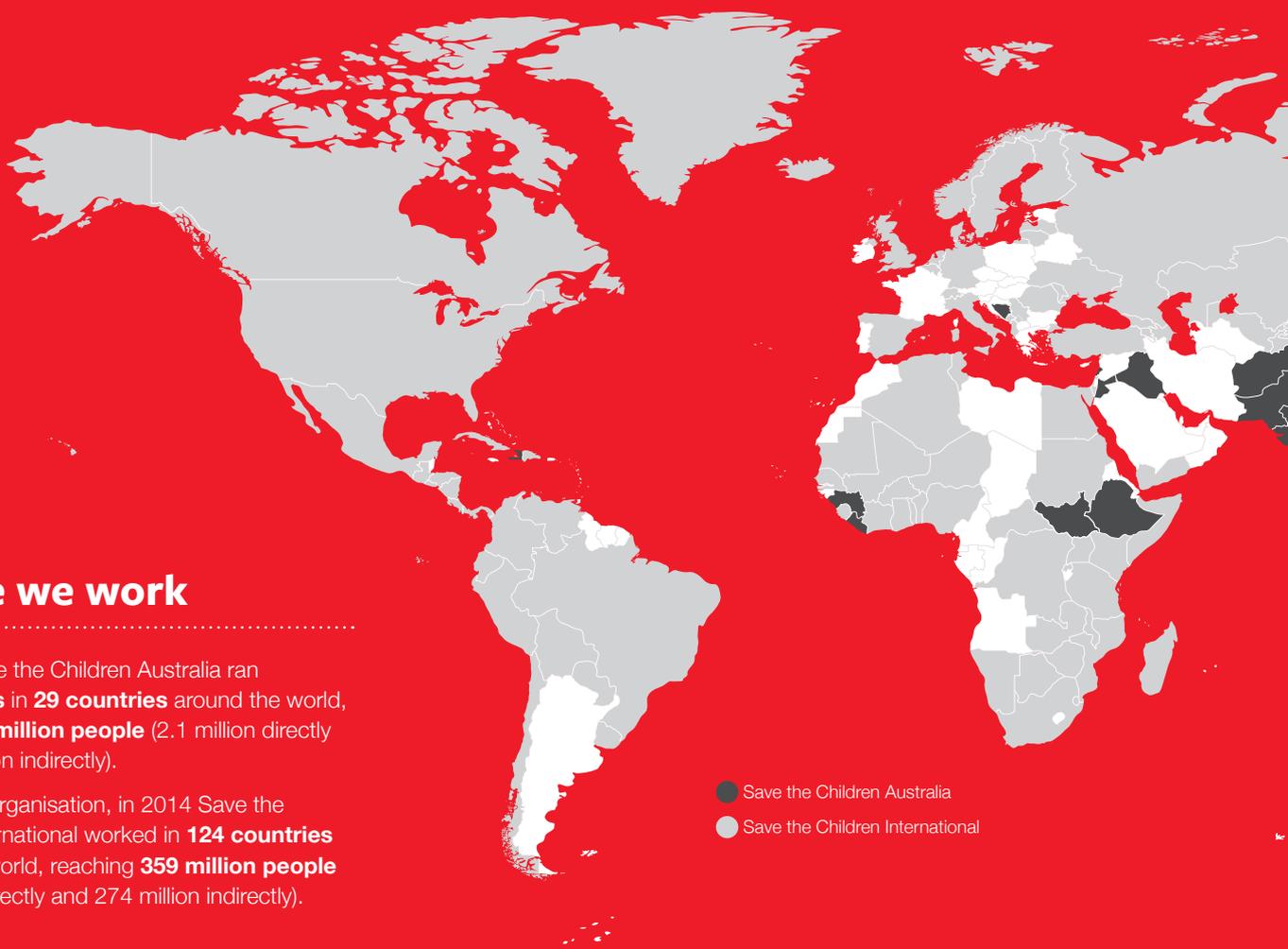


[twitter.com/savechildrenaus](https://twitter.com/savechildrenaus)



[youtube.com/SaveTheChildrenAus](https://youtube.com/SaveTheChildrenAus)

# 2014 SNAPSHOT



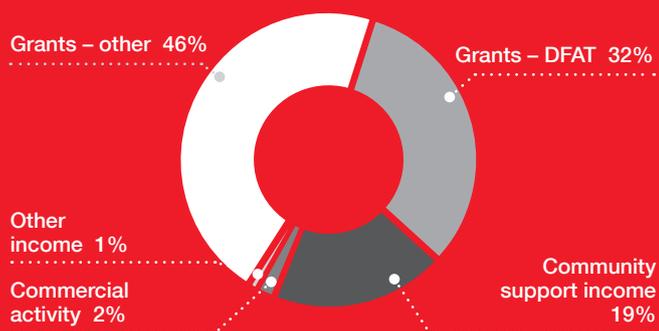
## Where we work

In 2014, Save the Children Australia ran **149 projects** in **29 countries** around the world, reaching **12 million people** (2.1 million directly and 9.9 million indirectly).

As a global organisation, in 2014 Save the Children International worked in **124 countries** around the world, reaching **359 million people** (85 million directly and 274 million indirectly).

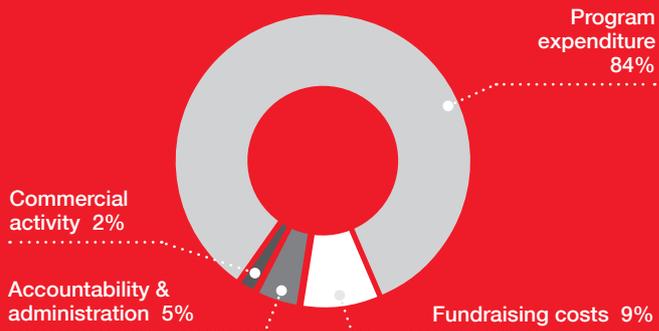
## Where the money came from

Year ended 31 December 2014  
(Expressed as a percentage of total income)



## Where the money went

Year ended 31 December 2014  
(Expressed as a percentage of total income)





Thanks to the generous support of our donors, supporters and partners, together we are helping to make a positive change for millions of children who need it most.

**12 million people** reached through health, education, protection and humanitarian programs

**18 humanitarian crises** were responded to with life-saving support

**132,000 health consultations** were provided to children and families in Uruzgan province, Afghanistan

**400 school libraries** and book banks in Pakistan were established, reaching more than **276,000 children**

**35% drop** in the number of children on the streets in Kununurra, Western Australia because of our project.

**14%** of our Australian employees are **Aboriginal or Torres Strait Islander**

**2,660 active volunteers**

**84% spent on programs for children**

**\$144.9 million** total income, a 41% increase on 2013.

## Program expenditure

Year ended 31 December 2014



# CHAIR REPORT

I was very pleased to see Save the Children Australia's growth across all areas of the organisation throughout 2014.

With the Australian Government significantly reducing the aid budget, we made some important advances in our fundraising strategy, which focuses on growing and nurturing our supporters. These wonderful people are the backbone of our organisation, giving us the ability to be a true civil society organisation that quickly responds to disasters, influences governments and creates innovative projects for children living in the world's toughest places.

We were challenged to respond to a wide range of disasters in 2014, including the Ebola epidemic and the South Sudan crisis. Our innovative programming and fundraising successes were great achievements for us and reflect well on our people.

Our public profile improved dramatically during the year, with a huge increase in media hits, including in social media. We also publicly stood up for a range of issues, including children in detention and corporal punishment, giving us more weight in policy discussions with the government and the public. This is very positive to see and helps give us a stronger voice on issues that affect children.

Our CEO, Paul, assembled a very strong management team in 2014 and it's satisfying to see them reach their goals and invest in the growth and development of their teams. I'm also very pleased to see Save the Children Australia's closer integration into and influence on the global organisation of Save the Children International, especially given we're the fourth largest member country in the Save the Children family.

I anticipate 2015 will be a year of consolidation as we look to the new 2016–18 strategy. We're not looking for aggressive growth, but rather laying the groundwork for sustainability so we can reach our rather large goals for improved impact for children.

I'm coming up to my three-year anniversary as Chair. I've seen huge changes in that time. We are a much larger and more complex organisation than when I began, and I believe we have laid very solid foundations for the future.

**Peter Hodgson**  
Chair

# CEO REPORT

2014 was a very important year for us. While our impact and income grew enormously, it's also the year we began our transformation into the more influential and agile organisation we want to become.

One of our biggest challenges for the year was providing services to highly vulnerable children and adults living in Australian Government detention centres on Nauru, while continuing to speak out about a government policy that clearly breaches the United Nations' Convention on the Rights of the Child. I visited Nauru twice in 2014 and saw the enormous progress we've made in the quality of schooling we're providing to children. As tough as it's been for our staff, it's something we can be really proud of.

I also visited a school we run in Shatila refugee camp, on the outskirts of Beirut in Lebanon. The Syrian crisis is almost into its fifth year, and the camp houses around 15,000 of the 3.8 million refugees who've been displaced from Syria. It's a school for 400 kids, and in such a huge humanitarian crisis it can feel like too small a contribution, but it's not to those 400 children. It's the most important thing in their lives.

We've also continued to improve our Australian projects. One of the best examples is our juvenile justice project in Tasmania where, in the run up to the state election, both sides of politics promised to fund an expansion of that project off the back

of a three-year pilot. It's an excellent example of how we're influencing government in areas which desperately need reform.

In 2015, a key challenge will be reducing the impact of the Australian Government's decision to slash the foreign aid budget for our beneficiaries and staff. The cuts reduce Australia's total aid contribution down to just 0.22 percent of Gross National Income, the lowest level ever for Australia.

2015 also marks the end of the Millennium Development Goals and the start of the Sustainable Development Goals. The progress we have made since 2000, when the Millennium Development Goals were agreed, means it's now possible for us to be the first generation to eradicate extreme poverty. It's a very exciting challenge, and one I believe we're ready for.

Finally, I'd like to say a heartfelt 'thank you' to everyone who continues to support our work, year after year. You really are making an incredible difference for children who need it most. I can't take each of you to personally see the wonderful change you're making, but I hope publications like this *2014 Annual Report* give you a valuable and memorable insight into the impact you are having.

**Paul Ronalds**  
Chief Executive Officer



Our staff travelled by boat to reach the Philippines' most vulnerable communities, who'd been cut off after Typhoon Haiyan. Photo: Jonathan Hyams/Save the Children

# ABOUT US

Eglantyne Jebb, a pioneering teacher and sociologist, founded Save the Children in England in 1919.

With a strong vision for children's rights, in 1923 Eglantyne wrote what she believed were the fundamental rights of every child.

This was her vision:

1. The child must be given the means requisite for its development, both materially and spiritually.
2. The child that is hungry must be fed; the child that is sick must be nursed; the child that is backward must be helped; the delinquent child must be reclaimed; and the orphan and waif must be sheltered and succoured.
3. The child must be the first to receive relief in times of distress.
4. The child must be put in a position to earn a livelihood, and must be protected against every form of exploitation.
5. The child must be brought up in the consciousness that its talents must be devoted to the service of its fellow men.

This powerful statement was adopted by the League of Nations in 1924 (forerunner to the United Nations [UN]), and now underpins the current UN Convention on the Rights of the Child.

Nine decades later, these fundamental rights continue to create the foundation for everything we do.

At a time when women didn't even have the right to vote, Eglantyne was a pioneer for child wellbeing and revolutionised the way we treat children.

In the same year Save the Children began in England, our first Australian branch opened in Melbourne to assist refugees affected by war in Europe. Over the next 50 years, more Australian branches were established in every state to assist children in Europe and the Middle East.

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

In 2004, we began consolidation of our state branches into a single, national organisation and changed our name to Save the Children Australia.

We continue to protect children from the threats of today. And give them the potential to make a better tomorrow.

With the generous support of more than 108,000 Australians, our corporate partners, foundations, and local, state and federal Australian Governments, Save the Children Australia supports millions of the hardest-to-reach and most vulnerable children and young people around the world. In 2014 alone, Save the Children Australia reached 12 million people through projects in 29 countries, including Australia.

Save the Children Australia is a leading member of the Save the Children Association (registered in Geneva, Switzerland) – a group of 30 organisations sharing a global vision and strategy for improving the lives of children worldwide.

To take advantage of our global scale and ensure we are as efficient and effective as possible, the members of the Save the Children Association work through a single operational structure, Save the Children International (which is registered in London, United Kingdom), when implementing projects internationally.

Save the Children Australia's international projects, except for those in the Pacific, are implemented through Save the Children International and local Save the Children partners.

As a global organisation, last year we reached more than 359 million children and adults in 124 countries.

Save the Children is the world's leading independent organisation for children.



Boys paint each other's faces in Wilcannia, New South Wales, as part of Save the Children's Mobile Youth Van (M.Y.van) project. Photo: Robert McKechnie/Save the Children Australia

# OUR WORK IN AUSTRALIA

Some say Australia is the lucky country. On average, we enjoy high a standard of living. We've built quality public education and health services. And many people can live how they wish, and in peace.

Yet, not everyone enjoys this health, happiness and opportunity. Some people can fall between the gaps, and it is children who need the most protection and care, including:

- Children living in poverty
- Migrant, refugee and asylum seeker children
- Children in rural and remote communities
- Aboriginal and Torres Strait Islander children
- Children living with family violence
- Children affected by natural disasters
- Children in contact with the law.

**You live in a country where:**

 **1 in 5**

**children live below the poverty line.<sup>1</sup>**

 **1 in 10**

**kindergarten children are not ready to transition to primary school.<sup>2</sup>**

 **Life expectancy**

**for Aboriginal or Torres Strait Islander Australians is approximately 10 years lower than non-Indigenous Australians.<sup>3</sup>**

## Who we work with

---

In 2014, we worked with more than 34,000 Australian children and adults to create positive, long-term change. Regardless of where they live and their background, we are dedicated to supporting the most vulnerable Australian children.

We run education and child protection projects, and support communities with emergency response and preparedness in more than 150 sites around the country.

With a national office in Melbourne, and regional offices in Queensland, Tasmania, New South Wales, Victoria, Western Australia, South Australia and the Northern Territory, we run programs and events that support communities at a local level.

We work in partnership with local communities, all levels of government, other NGOs (non-government organisations), community and advocacy groups, corporate partners and individual donors to create this change for children and their communities.

## Where we work

---

In 2014, we ran 63 projects in Australia across more than 150 sites.

- 1 - 4 project sites
- 5 - 9 project sites
- 10 - 14 project sites
- 15 - 20 project sites
- Community Hub with less than 10 project sites
- Community Hub with 10 or more project sites

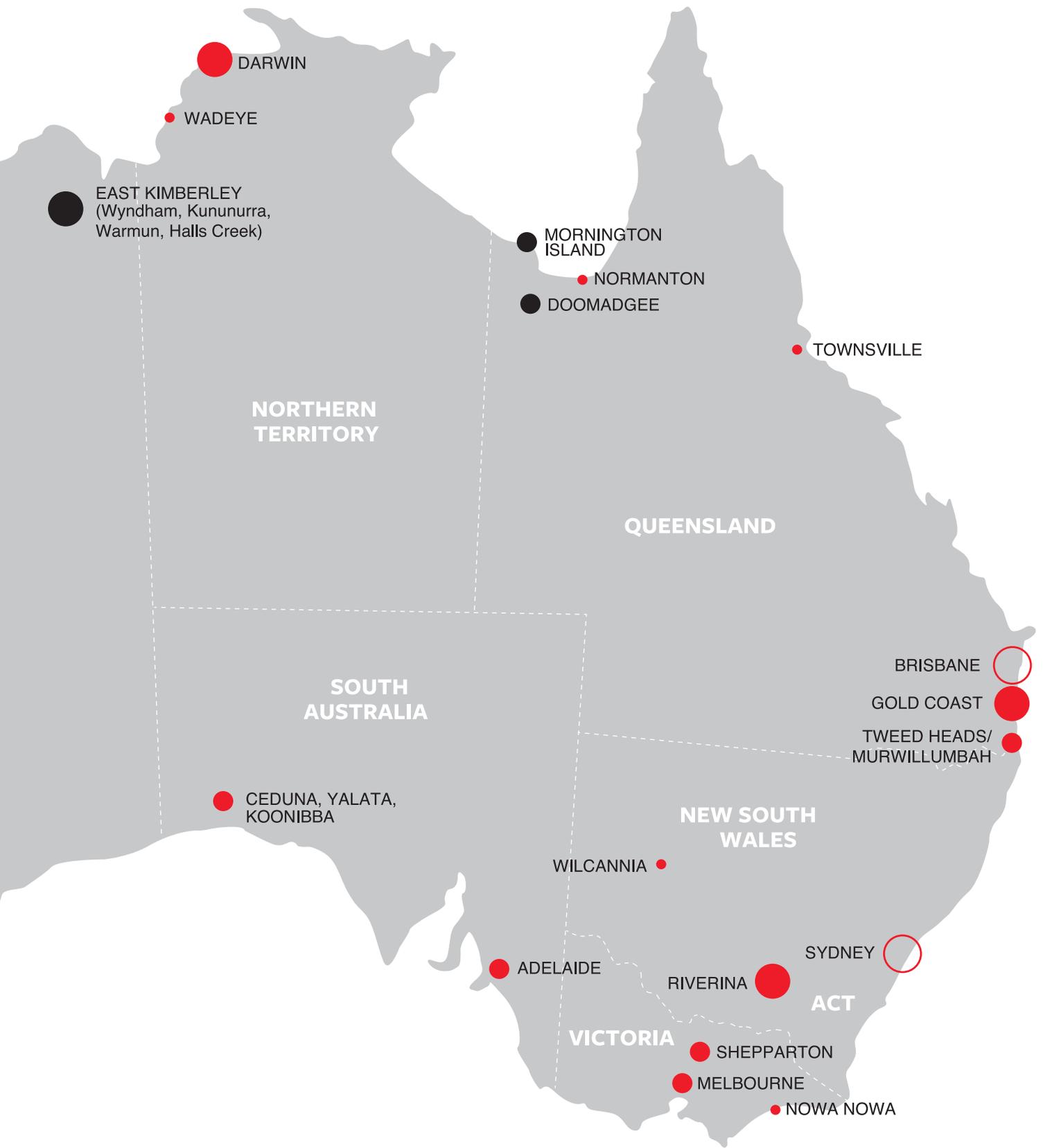
## What we're doing

---

- Helping children in emergencies
- Helping children learn
- Protecting children from harm



# OUR WORK IN AUSTRALIA





## Jordy finds a stronger voice

Four years old and sporting a big smile, Jordy lives with his brothers, sister and parents at the Lake Tyers Aboriginal Trust (known as the 'Trust').

Located on approximately 4,000 acres of a former mission, the Trust is a picturesque piece of Gunaikunai land overlooking Bass Strait. In 1971, it was the first land in Australia to be returned to Aboriginal residents under freehold title.

Three times a week, Jordy looks forward to the Save the Children Australia bus which will pick him up from home and take him to our kindergarten in the nearby town of Nowa Nowa.

Unfortunately, many children living at the Trust struggle when they start primary school. Isolation from the wider community, limited employment opportunities and a perceived low value of education all create barriers to school. Poor language skills can also make the transition difficult.

At the beginning of the year, Jordy "barely talked at all", says his mother Fiona. However, over the year, he's opened up.

"At the beginning of the year, he didn't have much language. Now you can have a conversation with him," says Jordy's teacher.

And he's also on the right foot for success at primary school. "He can't wait to go," smiles his mother. "Every day he's nagging me to go to 'big' school."

Sixty years ago, when the kindergarten originally opened, Jordy's grandmother Madge was one of its first students. The kinder was established to support children at the Trust, and today still has approximately 50 percent Aboriginal attendance.

Now, three generations of Madge's family have attended this same kindergarten – herself, Fiona and Jordy. Madge is an elder in the community and she regularly volunteers at the kindergarten.

"Since Jordy started at the kindergarten, I've seen a lot of change," says Madge. "And all for the better, too."

**In 2014, more than 90 percent of Aboriginal children in our Victorian kindergartens demonstrated literary awareness appropriate for their age – a wonderful achievement.**

Four-year-old Jordy enjoys a BBQ lunch with his mother after singing at the kindergarten's music performance. Photo: Robert McKechnie/Save the Children Australia

## When disaster strikes

---

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

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 trauma and bring comfort to parents as they focus on immediate challenges such as housing, financial and medical needs.

Thankfully, in 2014, we didn't have any major disasters to respond to in Australia. However, we continued to work with key stakeholders to help children who are affected by emergencies in Australia. We increased our team of trained staff and volunteers who have offered to participate in a Child Friendly Space in the event of an emergency in Victoria.

## Helping children learn

---

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

### Intensive Supported Playschemes

Ensuring that children are ready for school – both developmentally and socially – is critical for their future success. That's why playschemes are our largest project in Australia. Our playschemes operate in more than 80 sites across Australia and have been running for more than 30 years.

In 2014, more than 17,100 children attended our playschemes.

Our playschemes provide:

- Weekly playgroup sessions for children and parents
- Culturally appropriate activities that boost learning
- Access to specialists and other support services
- Home-based support to address family issues that impact on children's wellbeing and education like substance abuse and domestic violence.

### Wilcannia Intensive Supported Playscheme

Wilcannia is an isolated community in New South Wales (NSW), with limited access to many health and support services. Children in Wilcannia are vulnerable to many forms of disadvantage such as poor school attendance and educational outcomes, overcrowding in homes, family violence, unemployment, low life expectancy, isolation and poor general community and individual wellbeing. More than 60 percent of children in this community were developmentally vulnerable compared to an average of 19 percent for NSW.

In addition to running the playscheme, we also established a cooking club to help educate parents on nutrition. The club has helped parents to prepare more nutritious meals for their children. Nurses from the Aboriginal Health Service visited the project every week to help children and mothers with health issues, and families who needed extra help received weekly home visits.

We have seen a large increase of active parental involvement in the project. This is a great achievement, as historically parents were reluctant to get involved and preferred to keep their distance, often only interacting with one another. Parents attending the playscheme have also created their own informal parenting support group that meets up outside of group time in a social setting. We are particularly proud of this type of local ownership.

Male carers also began participating in the playscheme this year, showing a shift in attitude and cultural practice.

Valerie, a local, long-standing Aboriginal staff member, was mentored into the Team Leader role this year, while studying for her Diploma in Children's Services. Valerie has become an inspiration to other community members, as one commented, "I can't remember anyone in Wilcannia having had a job as long as Valerie; we are very proud of her".



**44% of children**

---

**who live in very remote communities are developmentally vulnerable on predictors of good adult health, education and social outcomes.<sup>4</sup>**

## No shackles on Grandpa Gavin

Gavin was desperate for a fridge. He needed to feed his toddler grandson, who often came over to stay, and other families who regularly dropped by for meals and advice. But he had nowhere to store his food and it was getting difficult.

Living in the remote community of Normanton, which is cradled at the bottom of the Gulf of Carpentaria, he couldn't just pop down to the shops to buy a new fridge. And fridges are expensive.

So when a whitegoods company came along, offering to rent a fridge and washing machine to Gavin, the offer was too good to refuse. However, the company didn't explain the contract in a way Gavin understood and soon he was struggling to pay the rental repayments.

When Gavin got more and more worried about his situation, he heard about our Financial Wellbeing Program and went along to chat. We couldn't help

him get out of his contract but we helped him to understand his contract and renegotiate his payments so they're more manageable. Unfortunately, Gavin will end up paying nearly \$10,000 for the refrigerator and washing machine, and he won't own them at the end of the contract.

Armed with this knowledge, Gavin met with an ABC reporter who broadcasted his story and encouraged other families to seek help. Gavin now regularly talks to other families in the community about their financial situation, and encourages them to get help if they need it. He also tells them about other ways to purchase whitegoods, like using the affordable No Interest Loans Scheme, which Save the Children helps families to access.

Thanks to Gavin and our staff, many more families from the community have now sought financial assistance, and we've helped them to find better ways to manage their finances.

For families like Gavin's, this can mean there's always money for food and other necessities that every child and family needs.

## Improving school attendance

Education is a key factor in reducing disadvantage. However, Aboriginal and Torres Strait Islander children are twice as likely as non-Indigenous children to be absent from school. Our School Attendance Program, which runs in the Northern Territory and South Australia, helps remove barriers to school attendance for Aboriginal children.

In 2014, nearly 300 children participated in our School Attendance Programs across Australia.

Our School Attendance Program in Ceduna, South Australia, had a successful year, with an average school attendance increase of 33 percent for 31 Aboriginal children in the project. With 100 percent of parents and caregivers saying that they felt they were treated with respect, and their cultural beliefs were recognised, this project has continued to develop strong ties within the community.

Improved school attendance will help these kids to have more opportunities as they grow into their adult lives.

## Our Long Day Care Centres

Across Australia, we run four kindergartens and day care centres for some of our community's most vulnerable and isolated children and families.

On Mornington Island in Queensland, our Kirdi Mayaar Long Day Care Centre provides children with quality care, education and support. The centralised hub provides children up to five years old with play and educational activities that help them prepare for school.

In 2014, our full-time project at the centre worked with 38 children and 68 adults to provide structured play, learning and school preparation for children who needed it most.

We helped to create employment for 15 early childhood workers, who completed on-the-job training to attain their Certificate III or Diploma in Children's Services, and children also benefited from having familiar, local teachers.

Through partnerships with other local organisations, children now have their hearing, eyesight, and other health indicators regularly checked prior to starting school, and support is provided if required.



A young boy plays at our Children and Family Centre on Mornington Island, a remote island in the Gulf of Carpentaria.  
Photo: Robert McKechnie/Save the Children Australia

### **Eric Bana featured in 11 media stories reaching 3,421,000 people**

In 2014, Australian movie star Eric Bana made two visits to our projects in New South Wales as part of his role as an ambassador of Bulgari. Eric was impressed with our projects and spoke up in support of our work through the media.



Photo: Bulgari

### **Promoting early childhood education with the Australian Government**

In 2014, we worked to influence government policy in early childhood care and education to ensure Australia's most disadvantaged children have access to quality early education services.

We provided a submission to the Productivity Commission's Inquiry into Childcare and Early Learning which recommended they create a combination of measures so all families can access affordable, safe and quality childcare, while also ensuring children from the poorest and most disadvantaged backgrounds did not fall through the gaps.

**Success: The government has promised to invest significant funding into Intensive Supported Playschemes, a cost-effective model that provides disadvantaged children with quality teaching and family support from birth to six years old, as per our recommendation.**



It's story time at our Mobile Playscheme in Redfern, Sydney.  
Photo: Robert McKechnie/Save the Children Australia

## Protecting kids from harm

---

### Family Support Workers

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

In the Northern Territory, we deliver the Intensive Family Support Service which supports families with children who are at risk of entering the child protection system. In 2014, it assisted more than 180 children and 100 adults in Darwin and Wadeye. The project works with families intensively for 12 months to build their resilience and live strong, independent lives where children and families are safe and happy.

An evaluation of our service, which is delivered in partnership with another NGO, Good Beginnings, found there was a 28 percent decrease in Child Neglect Index scores for families in our project.

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

### Award-winning juvenile justice projects

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 this year, two of our youth workers provided individual mentoring and support for high-risk young people aged 10 to 18 years who were transitioning from Ashley Youth Detention Centre. We also provided individual mentoring and support to young people on bail in Hobart and Launceston.

Since the project started in 2010, 60 percent of participants in the Transition from Ashley Youth Detention Centre project have not returned to jail.

During the past three years, there's been a 25 percent drop in youth offending in Tasmania and a 24 percent drop in the number of young people held in juvenile detention. Our youth justice projects have played a significant role in contributing to these changes.

Our Supporting Young People on Bail project won a National Crime and Violence Prevention Award in 2013 in recognition of this contribution and was a finalist in the 2014 Australian Children's Law Awards.

## Keeping kids off the street

In Western Australia, Aboriginal or Torres Strait Islander people are 20 times more likely to be imprisoned than non-Indigenous people.

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

In Kununurra, we ran 149 night patrols, including 772 pick-ups and drop-offs of 223 children and young people. We ran 39 Late Night Chilling Spaces, and 28 Young Men and Young Women's nights, providing dinner and workshops for the kids that needed it most.

As a result of our project, there's been a 35 percent drop in the number of children on the streets in Kununurra.

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

## Banning corporal punishment

In 2014, we publicly called for a ban on hitting children in schools, and asked Queensland, West Australia, South Australia and the Northern Territory to outlaw the practice.

We also wrote directly to the Education Standards Institute following the endorsement of corporal punishment by one of their policy makers, highlighting our concern.

We highlighted the issue publicly during National Child Protection Week in September, gaining extensive coverage across broadcast and print media and reaching a total audience of more than 700,000 people.

**Success: New regulations have been passed in West Australia that put in place a ban on physical discipline in all schools.**



# 40%

---

**of young people in juvenile justice centres are Aboriginal or Torres Strait Islander.<sup>6</sup>**



Shabnum and her four-month-old daughter, Samirian, live on an island in northern Bangladesh. We provided them with essential support after the recent floods. Their main source of income was selling goats. Photo: GMB Akash/Panos Pictures/Save the Children

# OUR WORK OVERSEAS

When the international community came together in the year 2000 to develop the Millennium Development Goals (MDGs), we made a promise to the world's poor. We promised we would tackle absolute poverty, child mortality, hunger, and enable all girls and boys to go to school. By the end of 2014, we had fulfilled a substantial part of that promise.

The global community has succeeded in lifting 600 million people out of poverty and helped 42 million more children go to school – many of them girls, who face more barriers to education than boys. Thanks to the commitments made, the number of children dying of preventable causes before their fifth birthday has dropped by nearly half, from 12 million in 1990 to 6.3 million in 2013.

However, too many of the world's children are still falling through the gaps.

## You live in a world where:



**6.3 million**

children die before their fifth birthday.<sup>7</sup>



**820 women**

die in childbirth or due to pregnancy-related causes every day.<sup>8</sup>

## Are you coming with us?

In September 2015, the United Nations General Assembly will agree on the new Sustainable Development Goals (SDGs), which will replace the Millennium Development Goals (MDGs) set in 2000.

The MDGs have been a remarkable success in many respects. By focusing political energies and development resources, the MDGs have contributed to unprecedented development progress.

Much of the success of the MDGs is down to their simplicity – their 'measurability' and the accountability this brought at a global and national level. The MDG targets provided a clear focal point for political action.

But despite the great progress the MDGs have helped achieve globally, the job is not done.

The new framework must remain firmly focused on ending poverty and on human development.

We are working with governments and other civil society organisations (including through the action/2015 campaign) to influence the negotiation of the SDGs and ensure the new framework obtains the best outcome for the world's most vulnerable children. We are focusing on the following key issues:

- Tackling inequality
- Improving the accountability of governments and others
- Addressing other limitations of the MDGs.

To find out more about Save the Children's position on the SDGs and about action/2015, go to: [savethechildren.org.uk/node/3210](http://savethechildren.org.uk/node/3210) and [action2015.org](http://action2015.org)



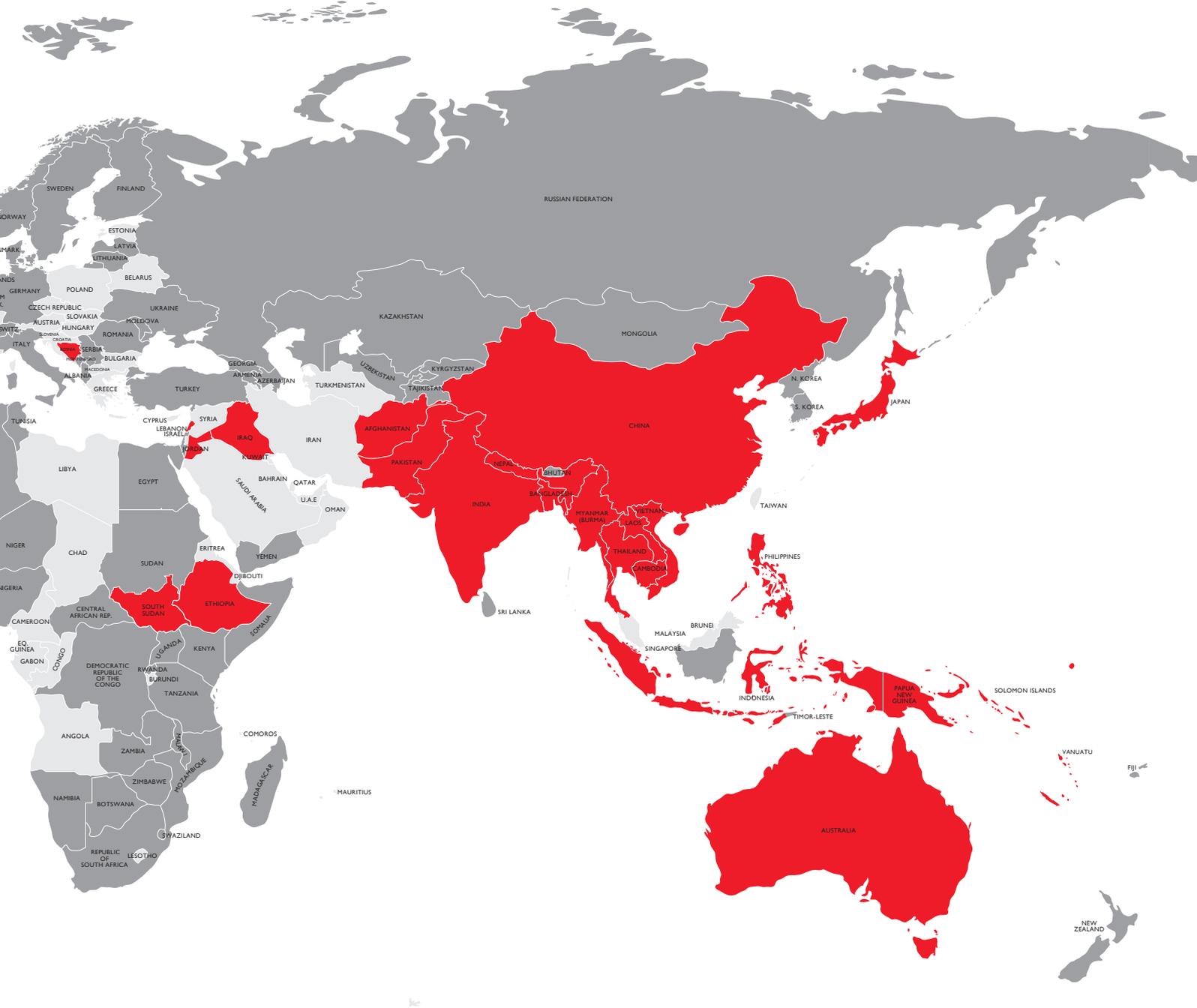
## Who we work with

In 2014, Save the Children Australia worked with more than 12 million children and adults in 29 countries to create positive, long-term change. We collaborate with local communities, all levels of government both around the world and here in Australia, with other INGOs (international non-government organisations), other community groups and advocacy groups, corporate partners, the media and individual donors to create this change for children and their communities.

## What we're doing

- Fighting inequality
- Providing education
- Helping children in emergencies
- Providing healthcare
- Protecting children from harm
- Tackling climate change
- Standing up for child rights

# OUR WORK AROUND THE WORLD



● Save the Children Australia  
 ● Save the Children International

## Where we work

In 2014, Save the Children Australia ran:

**149** projects in  
**29** countries

**Afghanistan** (1 project)  
**Australia** (63 projects)  
**Bangladesh** (2 projects)

**Bosnia** (1 project)  
**Cambodia** (6 projects)  
**China** (1 project)

**Ethiopia** (1 project)  
**Guinea** (1 project)  
**Haiti** (1 project)  
**India** (1 project)  
**Indonesia** (2 projects)  
**Iraq** (1 project)  
**Japan** (1 project)  
**Jordan** (2 projects)  
**Laos** (5 projects)  
**Lebanon** (2 projects)  
**Liberia** (1 project)  
**Myanmar** (6 projects)  
**Nauru** (2 projects)

**Nepal** (3 projects)  
**Pakistan** (3 projects)  
**Occupied Palestinian Territory** (2 projects)  
**Papua New Guinea** (4 projects)  
**Philippines** (5 projects)  
**Solomon Islands** (16 projects)  
**South Sudan** (2 projects)  
**Thailand** (2 projects)  
**Vanuatu** (9 projects)  
**Vietnam** (3 projects)

## When humanitarian emergencies strike

In 2014, Save the Children Australia responded to 18 humanitarian crises and reached 808,000 people through our humanitarian projects.

### South Sudan Crisis

On 15 December 2013, fighting broke out in Juba between different elements of the South Sudan Armed Forces. It quickly spread, engulfing the country in a civil war that was largely unexpected. More than 1.9 million people have been forced to flee their homes, including 479,000 to neighbouring countries.

The conflict triggered a severe food crisis with 2.5 million people facing critical food shortages and extremely high rates of malnutrition in many parts of the country.

Save the Children has worked hard to support children and families through this devastating crisis, reaching more than 183,000 people to date. We're running life-saving health and nutrition projects, and distributing seeds, tools and fishing equipment to families to restart their livelihoods. We're also running Child Friendly Spaces, helping to identify and reunite unaccompanied and separated children with their families or caregivers, training teachers and running temporary schools.

Save the Children Australia sent emergency operation staff to South Sudan and launched an appeal raising \$699,055.

### South Sudan Crisis: 73 media stories reaching 8,391,000 people

We worked closely with the media to tell the story of this forgotten crisis, and hosted trips with ABC and Fairfax journalists to see our humanitarian work. Our ambassador Luke Arnold also visited South Sudan and continues to use his profile to raise awareness of our work. Our media coverage helped to raise significant funds for our appeal. The Australian Government also announced further funding for South Sudan in the days after the story ran on the front page of the Sydney Morning Herald.

**\$699,055 raised  
for our South Sudan Appeal**



Photo: Rosie Thompson/Save the Children

### Ebola Crisis

In 2014, Ebola tore through West Africa killing up to 70 percent of those infected and spreading fear through communities. The crisis continues to affect millions in Liberia, Guinea and Sierra Leone.

Save the Children responded quickly and efficiently, helping communities raise awareness of the disease and how to best respond to it. We helped to train health workers and we've helped teachers to raise awareness with young people. We also support unaccompanied children and orphans.

Save the Children also built two Ebola treatment centres which provide life-saving medical care. We've also provided prevention kits, hand wash kits and medical and non-medical supplies.

In addition to our work in the field, we lobbied the Australian Government and produced advocacy briefing papers highlighting the situation on the ground, the particular needs around health workers, and our key asks for further support.

In the lead-up to the G20 Leaders' Summit, we gained extensive media coverage on Ebola and launched a global petition in partnership with other agencies, attaining more than 160,000 signatures.

These efforts encouraged G20 leaders to make a standalone statement on the Ebola crisis, as well as including a reference to it in the official G20 communiqué. However, with the exception of the UK's pledge of an additional £1.34m in funding, G20 leaders failed to make additional pledges of financial support.

### Ebola Crisis: 285 media stories reaching 21,676,000 people

Our work with the media helped to raise the profile of this devastating crisis. We brought awareness to key moments and placed strong calls on the Australian Government through the media. Following our press statement calling for further Australian support, the government pledged additional funds to the response.

**\$199,137 raised  
for our Ebola Appeal**



Photo: Ashley Hahner/Save the Children



## No longer alone

Almost 11,000 children in West Africa have lost at least one parent to the deadly Ebola virus.

Augusta\*, 17, is one of these children. She was so shocked at the death of her mother from Ebola that she collapsed on hearing the news.

"I had expected my father to call me to say that my mum had been discharged, but unfortunately he said, your mother is dead," she explains. "She was my best friend."

Augusta now lives with a foster family in Freetown, Sierra Leone – a couple with five other children. However, Augusta's relations with the other children from the foster family can be strained.

"When my mother was in hospital, their children sometimes said [the word] Ebola to tease me. They

now say that because I have a dead mother, I am like an orphan. I feel a lot of discrimination from them."

However, thanks to our supporters, Augusta isn't alone. She's a member of the Children's Forum Network, who partners with Save the Children in Sierra Leone. Together, we support Ebola-affected children and tirelessly go house to house each day, informing families on how to protect themselves.

"I like being a part of the Children's Forum Network because we are the same [affected by Ebola.] They encourage us – that's why I'm with them," she says.

Save the Children is currently working to prevent children like Augusta from losing their loved ones. We've trained more than 1,000 community health agents in how to prevent the transmission of Ebola. They have gone on to educate more than 75,000 people, including more than 39,500 children.

*\*Name has been changed to protect identity*

## Gaza/Israel Crisis

During the seven-week conflict in Israel and Gaza, more than 500 Palestinian children and one Israeli child were killed, mostly by explosive weapons. Delivering aid under these circumstances is extremely difficult, but in spite of the challenges Save the Children supported families by providing essential support such as water and hygiene kits. We've continued our support as Gaza looks to rebuild, distributing thousands of winter kits with warm clothing and blankets to the homeless ahead of winter; replacing water and sewage pipelines; and setting up Child Friendly Spaces so children have safe places to play, learn and recover from the distress they experienced.

Save the Children Australia also ran a small but significant campaign calling for an end to the use of explosive weapons in Gaza and Israel, and an end to the blockade of Gaza. Our petition gained nearly 4,500 signatories and we screened a short film in cinemas on the impact of explosive weapons.

We formed an advocacy coalition with the Australian Council for International Development (ACFID) Middle East Working Group and together we wrote on three occasions to Foreign Minister Julie Bishop. Following this campaign and these letters, we learned from representatives in the occupied Palestinian Territories and Israel that coordinated pressure from the coalition of Australian NGOs on the Foreign Minister had been effective in informing the Australian Government's position.

## Syria Crisis

With the Syria Crisis almost in its fifth year, Syrian children and their families have experienced extreme hardship, with 10.8 million people – nearly half the population – in need of urgent humanitarian assistance.

In 2014, Save the Children continued to work with children and families inside Syria, and with Syrian refugees and host communities in Iraq, Lebanon, Jordan and Egypt. To date, Save the Children has reached more than 1,656,053 people, including more than 1,122,442 children, with food, shelter, health, education and child protection assistance.

Further to our operations on the ground, we joined the #WithSyria third anniversary campaign, which included more than 130 organisations from 27 countries. Together, we sent a message to the world's leaders: don't let the people of Syria lose another year to bloodshed and suffering.

Partners and wider civil society organised vigils and iconic illuminations in more than 40 countries around the world including inside Syria and with refugees in the region.

Save the Children Australia worked with a large collaboration of Australian non-government organisations to organise a vigil in Melbourne's Federation Square that was addressed by the Leader of the Opposition, the Hon Bill Shorten MP; included a video presentation from our Middle East Director, Roger Hearn; and was attended by around 300 people. The #WithSyria coalition continued in Australia with a parliamentary briefing on Syria in Canberra.

## Syria Crisis: 138 media stories reaching 11,256,638 people

Through the media, Save the Children Australia raised awareness of the Syria crisis with the launch of our Syria health report *A Devastating Toll*. We also promoted the most-ever-viewed Save the Children video *Most Shocking Second a Day*, which attracted more than 44 million views.



## Solomon Islands Floods

In April 2014, torrential rainfall caused some of the worst flash flooding in the history of the Solomon Islands. More than 50,000 people were affected in the capital of Honiara and surrounding Guadalcanal province. Flood waters washed away homes, contaminated drinking water, damaged schools and health facilities, and destroyed livelihoods. More than 10,000 people evacuated their homes and took shelter in 27 evacuation centres.

With funding from our Children's Emergency Fund, Australia's Department of Foreign Affairs and Trade, and the US's Office of Foreign Disaster Assistance, Save the Children reached more than 20,000 people with non-food items (such as cooking utensils and tarpaulins); clean water and sanitation services; child protection services; and education projects.

We set up 15 Child Friendly Spaces; rehabilitated damaged schools; and trained teachers to best support children suffering from the psychological trauma that natural disasters can cause. We distributed essential household and hygiene items to families whose homes had been damaged or destroyed, and cleaned contaminated wells.



# 175 million

.....  
**children will be affected by  
disasters every year between  
2010 and 2020.<sup>9</sup>**

## Funding our emergency responses

During 2014, our Children's Emergency Fund (CEF) was a vital tool ensuring Save the Children Australia can respond to crises immediately while other funds are secured. Without this 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.

Country	Children's Emergency Fund: Save the Children Australia's contribution
Gaza conflict	20,000 AUD
China earthquake	20,000 AUD
India floods	20,000 AUD
Myanmar Kachin crisis	50,000 AUD
Myanmar Rakhine State crisis	30,000 AUD
Thai/Myanmar/Bangladesh Border crisis	30,000 AUD
Solomon Islands floods	100,000 AUD
Nepal landslides	18,650 USD
Central African Republic conflict	43,000 USD
Iraq and Syria crisis	46,980 USD
Central Seed Funds*	180,000 USD

\*Save the Children Australia provides Central Seed Funds to Save the Children International at the start of each year. These funds are used during the year as emergencies arise and mean we can respond quickly. In 2014, Australia's seed contributions supported 103 humanitarian operations around the world, reaching 9.4 million people, including 4.2 million children.

## Deploying our experts

In 2014, Save the Children Australia deployed staff to more than 10 emergencies around the world to coordinate our humanitarian responses. Their work includes distributing food, and running health and shelter initiatives. We also support logistics, human resources, project development, media and communications.

Our humanitarian employees also conducted monitoring visits to ensure the effectiveness of our emergency responses around the world.

## Our leadership program

Save the Children Australia's Humanitarian Leadership Programme (HLP) is now in its fourth year, with 60 more students undertaking the program and with new partners including the University of Indonesia, Action Contre la Faim, University of Nairobi, UNICEF, Peter Berry Consulting and the

Nous Group. They join our existing partners, Deakin University, Oxfam and World Vision.

The Humanitarian Leadership Programme is an eight-month course, open to all senior managers working in the humanitarian and development sector (not just Save the Children employees). Our program is accredited as a Graduate Certificate of Humanitarian Leadership, and is increasingly being regarded as a leading program in the humanitarian sector globally.

## Fighting inequality

Save the Children Australia works with governments, the media and the wider Australian community to address the root causes of inequality and poverty.

 **1 in 5 people**  
live on less than US\$1.25 per day.<sup>10</sup>

## G20 Summit

The annual G20 Summit of world leaders was held in Brisbane in November 2014, providing us with a unique opportunity to urge the Australian Government to make important policy changes.

On behalf of the global Save the Children movement, we launched an advocacy campaign aiming to drive policy outcomes on a range of issues including inclusive growth, tax transparency, youth unemployment and Ebola.

Throughout 2014, we engaged senior decision makers in the Australian Government (including Treasury, and the Department of Prime Minister and Cabinet) and international organisations (including the International Monetary Fund), and undertook a huge amount of media.

Overall, we emerged as a strong and credible voice on economic policy issues.

We focused on these areas:

### 1. Inclusive growth

We advocated for the G20 to ensure everyone shares in the benefits of its 2 percent economic growth target. Our tactics included:

- Publishing a report card on how well G20 countries are tracking on key outcomes for children. Media coverage on the report reached more than 600,000 people.
- Co-authoring a report for the G20, showing that almost one billion of the poorest people in G20 countries would be better off if the G20 committed to an inclusive growth target. Our report was quoted extensively by G20 spokespeople and covered by major news outlets.

## From silence to song

"When she first came, she didn't speak a word," says Daw Sein, a dedicated teacher at one of Save the Children Australia's early childhood centres in Myanmar.

Her new student, Noam Htar, is a little four-year-old girl who lives with her grandparents and six-year-old sister. Twelve years ago, her parents moved to Thailand to work.

"She was born in Thailand. When she was two years old, her parents brought her here to me," says her grandmother Daw Hpai Maw. "It is hard for them to care for the children in Thailand so they bring them to me."

Her parents work long hours in Thailand. Her mother is a housemaid and her father sells snacks on the streets.

In Myanmar, only 23 percent of children have access to early childhood education and care services. As a result, most children are not well prepared for primary school and can quickly fall behind.

"She frequently asks about her parents. They do not visit every year, usually every two years," her grandmother says.

Noam Htar's parents send about US\$100 every month back to her grandmother to pay for their children's expenses. Unfortunately, this isn't enough.

"I am very old and it is very hard on me to take care of children. So I bring her here [to Save the Children's early childhood centre]," says her grandmother.

Before attending the centre three months ago, Noam Htar didn't speak to anyone but her grandmother. But now, she sings songs and talks to the teachers.

"We gradually encouraged her to speak more," says her teacher. "There have been huge changes."

For the last 17 years, we have been running early childhood education centres for Myanmar's most vulnerable children. Currently, we work in five townships across the country, providing fundamental language, social and physical skills for children and support for families.

"I hope the children grow up to be good people," adds her grandmother. "I want them to continue studying and maybe become teachers one day."

Although falling short of setting an inclusive growth target, G20 leaders explicitly recognised inclusive growth in their official communiqué, paving the way for more children and their families to benefit from economic growth in the future.

## 2. Tax transparency

A fair and functioning tax system is critical to financing investment in children – both in Australia and in developing countries.

In July, we released a report *Tackling Tax and Saving Lives* which showed how curbing illicit financial flows and mobilising greater tax revenue could help reduce preventable child deaths in developing countries. We called for greater transparency around company ownership, reporting profits generated in each country and cross-border sharing of tax information. We had good media pick up in Australia and on international blogs.

By working together with other organisations such as Tax Justice Network, Transparency International and ONE, we made good progress on tax transparency and clamping down on harmful tax practices. G20 leaders committed to:

- Introduce principles on beneficial ownership (real owners rather than a legal entity) to prevent misuse of companies and trusts for corruption, tax evasion and money laundering.
- Prevent cross-border tax evasion via a Common Reporting Standard for the automatic exchange of tax information between different countries.
- Modernise international tax rules and move tax profits to where economic activity takes place.

## Getting kids in school

---

Every child deserves a quality education. We are committed to ensuring no child misses out.

### Educating children in Pakistan

In Pakistan, only 58 percent of boys and 48 percent of girls are enrolled in primary school and more than one third of women are illiterate.

Save the Children Australia's education project in Pakistan is helping to ensure children are ready for school, and schools are ready for children. We're helping children in their transition to primary school, as well as providing primary schools with better classrooms, facilities, learning materials, and standards of teaching.

With more than 400 schools benefiting from our work in Pakistan, we have now reached more than 276,270 children (44 percent are girls) since 2011, already far surpassing our goal of 120,000. We have also established more than 400 school libraries and book banks.

Schools in Pakistan can have trouble keeping students at school, with retention rates in government schools as low as 71 percent. However, in schools that are participating in our project, we are now seeing retention rates of 97 percent.

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. With children staying at school, their chances of further success are far greater.

### Boosting literacy in Indonesia

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.

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

Last year in Indonesia, Save the Children Australia's Literacy Boost project trained 120 early primary school teachers and provided 20 book banks in 20 communities for some of the community's most vulnerable kids. We also established 22 reading groups and literacy camps for children and families, and provided school furniture and learning equipment for 22 early childhood centres.

Our literacy initiatives are making a real difference for disadvantaged children and their communities, helping children to confidently grow and flourish.



**58 million**

---

**primary school-aged children are out of school.<sup>11</sup>**

### Providing quality education in Myanmar

Education is a fundamental right for all children. Yet, according to a Myanmar government study in 2011, only 54 percent of children complete primary school. Children living in some of the poorest and remote communities in Myanmar are the least likely to attend primary school.

Save the Children Australia is training teachers and providing early childhood education and primary education facilities for children in remote areas in Myanmar. We work with other international organisations to support government education systems and use our voice to improve education standards throughout the country.

Since January 2013, the project has helped more than 15,000 children to go to preschool, 19,000 children to go to primary school, and trained 1,100 teachers and nearly 500 monastic school administrators and principals. We have also set up 181 community-managed early childhood centres and trained more than 300 early childhood caregivers.

In 2014 alone, the project helped more than 9,000 children to go to preschool, 5,000 children to go to primary school, and trained 1,100 teachers and nearly 500 monastic school administrators and principals.

## No Child Left Behind: Bringing down the barriers to education

In 2014, we worked to help dismantle the main barriers to education: conflict, disasters and displacement. We focused on children in the Asia-Pacific region and launched a report as part of our first organisation-wide integrated campaign, No Child Left Behind.

The report asked the Australian Government to address these issues: ending attacks on education by endorsing the Guidelines for Protecting Schools and Universities from Military Use during Armed Conflict; funding education in emergencies; promoting school safety; and ensuring that quality education is available to children in situations of displacement.

Throughout 2014, we lobbied the Australian Government to speak out in support of the Guidelines on the Military Use of Schools. We met with and wrote to the Australian Defence Force's legal department regarding Australia's approach to the Guidelines, and wrote to the Foreign Minister calling for Australia to support the Guidelines.

We also provided our supporters with the opportunity to take political action on a number of education-related issues, asking the Australian Government to act. This resulted in more than 9,000 people joining our calls for the rights of children's education.

On 16 December 2014, the Guidelines on the Military Use of Schools were officially launched. At the launch event, Australia expressed support for the principles underpinning the Guidelines, and the Australian representative explicitly commended the work of Save the Children Australia for raising awareness on issues affecting children in armed conflict.



Photo: Save the Children

## Helping kids to be healthy

We provide life-saving healthcare to some of the world's most vulnerable children.

### Essential healthcare for children in Afghanistan

Save the Children Australia provides healthcare in Afghanistan – where one in four children die before their fifth birthday. In Uruzgan province, approximately one third of the population can't access any health services.

In 2014, we supported 263 community-based health workers to provide 47,278 health consultations in some of the most remote and dangerous regions of Uruzgan province. We also supported four mobile health teams and 132 health posts to conduct 132,901 consultations, and treated more than 428 children for acute malnutrition. This very successful project will be officially closed in 2015 and handed over to the community and government. We are working with the Ministry of Health to ensure children and communities in Uruzgan continue to receive healthcare and the benefits of our interventions are sustained.

### Training health workers in Vanuatu

Although Vanuatu is a popular tourist destination, many people living in the country's rural locations have trouble accessing doctors, schools and other essential services.

In Vanuatu, Save the Children Australia is working to provide basic healthcare for some of the most remote communities by training community volunteers to become Village Health Workers. These people learn to treat common health problems such as malaria, scabies, acute respiratory infections and diarrhoea. They are also responsible for teaching others in their community about how to stay healthy.

Over the last 16 years, we have provided more than 97,000 people (mostly women and children) with direct access to basic healthcare services. These services have been delivered from more than 200 health posts throughout the country.

For the communities where the Village Health Workers are based, the trained community volunteers provide life-saving services. Village Health Workers significantly increase the accessibility of basic health care services to remote communities.

### Saving lives in Laos

Despite impressive improvements in healthcare over the last decade, Laos continues to have the lowest public health indicators (such as child mortality rate, birth weight and average life expectancy) in Southeast Asia.

Save the Children Australia works in Laos to provide basic healthcare in 16 districts, across two provinces. Our project has 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.

## Helping health workers in Ethiopia's mountains

---

The walls are plastered with papers, with barely a skerrick of paint between the rectangular sheets.

Two community health workers (locally known as Health Extension Workers or HEWs) laugh and jostle each other, waving their hands proudly at their work on the health post walls.

"This is our data," says Membre, referring to the blue and black numbers, tables and graphs. This data includes statistics such as numbers of births and vaccinations.

Membre is 24 years old and she works at Chilla Health Post, high in the Ethiopian mountains. She is a community health worker and she provides services such as vaccinations, health checks for pregnant and breastfeeding mothers, and delivering babies.

Her community has little access to education about giving birth and looking after newborns. There's no

electricity at this health post. And, with just three small rooms, this village health post consists of just a delivery room, consulting room and a storeroom.

In Ethiopia, many people lack access to quality healthcare and lack awareness on the risks of childbirth and childrearing. This has resulted in very high mortality rates for both children and mothers.

One in every 17 Ethiopian children dies before their first birthday and one in every 11 dies before their fifth birthday. Only 14 percent of births are currently delivered by a skilled birth assistant.

Thanks to Save the Children and the Australian Aid Program, health workers like Membre are receiving training on quality of care and on how child marriage impacts on girls' health.

Since the training began in this district, there are fewer women and children dying.

"Since I received training from Save the Children, there have been no deaths of mothers or children at this health post," says Membre proudly.

"We want to make sure no one dies at this health post."

## Waste not, want not

Famous for its friendly culture, lush farmland and humid climate, the Philippines is also renowned for its tropical storms. Battered by an average of 20 typhoons a year, many families suffer from flooding and the destruction of their homes and livelihoods.

In low-lying areas, flooding can close schools for weeks – sometimes up to a month – while floodwaters inundate cities and villages.

After the devastation of two massive typhoons in September 2011, Save the Children quickly set up an emergency response project and provided essential life-saving support such as clean water, food and shelter. Once the worst of the emergency was over, we kept working with the communities for 12 months to help them be more resilient to future disasters and the effects of climate change.

Through this project, an innovative new project was born at St Lucia National High School in Bulacan province in 2013. This group of school students, who named themselves the DREAM team, attended training on how to respond in emergencies, how to reduce waste and encourage recycling, and how to respond to climate change. They've also been empowered to speak out and make changes at their school, and join with hundreds of other young people in more than 20 schools around the country to increase awareness of solid waste management, disaster risk reduction and climate change adaptation.

From collecting plastic cups and bottles, to picking up rubbish, to instigating a recycling project, they are making a real difference for their school and community.

They also encouraged the school to change their other waste practices.

"The school does not burn wastes anymore. Now, the health of the students is not affected anymore by the burning of wastes, especially those with asthma," says Ruth Bernardino, the school's Vice Chairperson.

These changes in waste disposal have made the environment more habitable for the community. Recycling has also helped children to earn an income and reduce the likelihood of waste blocking drainage pipelines during times of heavy rain, which can cause flooding.

Last year, we helped 93 health staff undertake further training to improve their knowledge and skills, to make them better doctors, nurses and midwives. We also ran mobile clinic visits to 148 remote villages, providing essential healthcare services in difficult-to-reach places.

In the districts where we've 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.

## State of the World's Mothers report

As part of our efforts to support the world's most vulnerable mothers and children, we launched Save the Children flagship report *State of the World's Mothers* in Australia in May. It was also launched in 70 other countries, as part of Save the Children's global advocacy push.

As the report launch coincided with Australia's annual federal budget announcement, we also called on the government to ring-fence funding for newborn babies and mothers in the overseas aid budget.

We gave all Federal Parliamentarians a copy of the report and gained extensive media coverage, reaching 3.1 million Australians through more than 200 stories.

We also shared the report with the Foreign Minister and other contacts within the Department of Foreign Affairs and Trade and we received some very positive responses. The report was cited by Dr Sharman Stone, chair of the foreign affairs and aid sub-committee, in parliament on 29 May.

## Tackling climate change and disasters

We help children learn about the risks of climate change and disasters. We help to make them become more resilient to disasters, reduce risks of future disasters for themselves and their communities, and help them adapt to the impacts of climate change.

### Philippines

In the Philippines, Save the Children Australia is helping children, schools and communities to better prepare for disasters like floods and typhoons.

In 2014, our project in urban communities worked with 10 schools and seven communities in flood-prone, low-lying areas to develop Solid Waste Management plans to reduce pollution, improve public health indicators, and decrease the likelihood of blocked drainage pipelines and waterways.



# 25 million

children have been forced from their homes, due to conflict or disasters.<sup>12</sup>

### Vanuatu

Vanuatu is one of the most disaster-prone countries on earth. It's 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 in Vanuatu need to prepare for and adapt to their rapidly changing environment.

In Vanuatu, Save the Children Australia is helping children and young people understand what climate change means to them. Working with schools and youth clubs across three provinces, we are helping them to design and implement their own climate change projects. We are helping schools to develop evacuation plans, educational games and lessons. We're also supporting youth groups to create action plans that help communities to reduce their vulnerabilities to climate change with simple, low-cost solutions.

Thanks to our project, more than 5,000 students and 174 teachers now go to schools that are actively working to raise awareness about climate change, and have emergency plans in the case of a disaster.

School and community participants report that their knowledge about climate change and changing weather patterns has dramatically increased, and children have become safety leaders within their communities.

### Vietnam

Vietnam is experiencing longer dry seasons, and more flash floods and other extreme weather events, such as typhoons. This is threatening families' livelihoods and their access to food, and threatening the safety of children and their families.

Save the Children Australia is working in Vietnam to educate children, teachers and community members about climate change through educational activities, games, drama, simulations, and planning meetings.

3,237 students and 529 teachers in 58 schools, and more than 7,000 community members, have participated in climate change awareness raising activities. Nearly 2,000 children and adults have also worked to develop locally appropriate climate change adaptation plans.

Thanks to the project, children and their communities are better able to respond to disasters and other impacts of climate change, and schools and communities have become increasingly engaged in the topic of climate change which was previously not well understood.

Local authorities have also become more engaged on the issue of climate change and, in the long term, it is expected that climate change will be incorporated into all government Socio Economic Development Plans, with resourcing for initiatives such as using new rice varieties that are resilient to drought.

This project is run in conjunction with Plan International.

## Protecting kids from harm

Our protection projects help to strengthen families, communities and government systems so they can safely care for their children.

### Protecting children of sex workers in Bangladesh

In Bangladesh, 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.

Save the Children Australia's project in Bangladesh helps to protect the children of sex workers and children affected by HIV. Last year, our project reached more than 850 children and adults with quality education and protection interventions. We also worked with more than 480 teachers and school management committees to educate them on child protection issues.

Last year, our project established 15 child protection committees in local communities to help monitor child protection issues. We also established six Child Friendly Spaces and 10 youth groups to support children and give them a space to play and learn.

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, respond to children's needs and change attitudes of discrimination against children.

 **168 million**  
.....  
**children aged 5 to 17 years are working as child labourers.<sup>13</sup>**

### Protecting migrant children in Thailand

In Thailand, Save the Children Australia helps migrant children, mostly from Burma and Cambodia, to enrol in school and get health checks and vaccinations.

As these children have no official status in Thailand, they are often referred to as "paperless" because they have no birth certificates or access to Thai education and health systems.

Many are living in unsafe circumstances with no one to look after them. Our primary aim is to reunite children with their families, or ensure they are living in a safe place and can access health and education services.

Last year, we helped more than 110 migrant children to enrol in Thai schools, educated more than 1500 migrant children on good hygiene practices, and vaccinated more than 300 children.

We also helped to strengthen local support systems, referring more than 190 children to child protection services, and training 100 local authorities in case management skills for migrant children.

Local government health workers are also visiting migrant settlements more regularly, providing health services for mothers and babies.

 **700 million**  
.....  
**women alive today were married as children.<sup>14</sup>**

### Protecting children in Cambodia

In Cambodia, children continue to face violence in a variety of settings, including within their own families. Violence in the form of physical punishment, such as beating, is especially common. Corporal punishment of children by their parents remains legal in Cambodia.

Save the Children Australia's child protection project in Cambodia is working with government and community-based organisations to help reduce instances of child abuse whilst also encouraging the government to help protect Cambodian children by developing stronger policies and laws.

The project works with 7,460 children and young people, and 517 parents and community members.

Last year, 24 village volunteers were recruited and trained in positive parenting. They have formed parents' groups to share their knowledge and skills through monthly discussions on positive parenting, child protection, and non-violent discipline. The groups emphasise the importance of paternal involvement in child-raising, and provide fathers, mothers and other caregivers and relatives with positive parenting skills.

More than 1,500 children also received training on self-protective behaviours including being made aware of the protection services available to them in their communities. Eight communities now have local child protection mechanisms in place, with good support from village and commune chiefs.



## No more snails

Sopheap's\* father had a drinking problem. Nearly every day, he would yell and smash their belongings, and beat Sopheap's mother and her siblings. This went on for years.

"I was trembling seeing my father pulling my mother's hair, slapping her in the face and kicking her. I could not do anything, I was just sitting lost," says Sopheap sadly.

Fourteen-year-old Sopheap lives in the green countryside of Prey Veng Province, Cambodia. After years of abuse, when her father was in a vicious rage, Sopheap's relatives intervened and drove him out of the community. Sadly, once their father was gone, her mother also chose to move away, leaving her children orphaned.

Sopheap and her six siblings were kindly taken in by their grandmother, who struggled to care and provide for them. Sopheap would often miss school, instead choosing to help out at home catching snails and

crabs to sell, so they could buy a little food. Even without her father's abuse, life was still very difficult.

One day, when Sopheap and her grandmother heard about Save the Children's meetings and workshops on domestic violence, they decided to go along and learn more. Inspired by our messages on positive ways to discipline children, reducing family violence and the importance of education, Sopheap joined our Child Club and got help to go back to school. We also started supporting Sopheap's family with food and school materials.

Sopheap now attends class regularly. Outside of school, she continues to help her grandmother by collecting fire wood.

"I thank Save the Children for helping my family. I am very happy to attend the Child Club and attend school regularly," she smiles.

"I would like to be a teacher so I can teach others not to do like what my father had done to us."

*\* Name has been changed.*

Sopheap, 14, helps her grandmother with the washing. She's happily back at school, thanks to support from Save the Children. Photo: Save the Children

## Our work on Nauru

Since August 2013, Save the Children Australia has been contracted by the Australian Government to provide welfare, education and recreation services to asylum seekers on Nauru, including children and their families, childless couples and single adult women.

These services are critical for children and adults who've had traumatic experiences, and have helped mitigate the impact of immigration detention by building normality and routine. Our primary goal is to ensure an environment that is as safe and protective for children as the conditions allow. Until 31 December 2014, we were also supporting refugees in the Nauruan community. This work has now transitioned to another provider.

Our staff on Nauru are among the best-trained child protection workers in Australia. We are highly respected by the children and their families on Nauru.

Life in an immigration detention centre can be very challenging. Many asylum seekers have suffered serious trauma in their home countries, and the experience of prolonged detention can deepen existing injuries.

We believe that, despite the efforts made to minimise harm caused to children and their families, the only way to guarantee the rights and wellbeing of asylum seekers on Nauru is for the Australian Government to immediately end the practice of mandatory and prolonged detention. The Australian Government must continue moves towards accommodating children and their families within the community, and urgently prioritise an appropriate and sustainable third country resettlement option.

### About Nauru's Detention Centre

Nauru is a small island state in the South Pacific Ocean, approximately 3,000 kilometres from Australia. With less than 10,000 residents in a 21-square-kilometre area, Nauru is the smallest state in the South Pacific and second-smallest state by population in the world, behind only the Vatican City. It takes less than five hours to walk around the island.

In 2001, the Nauruan Government agreed to help 'process' people who were seeking asylum in Australia. Essentially, this means they help to run one of Australia's mandatory immigration detention centres.

## Why we work on Nauru

Our mission is to protect the world's most vulnerable children and, as part of this aim, we have been supporting children and families who have experienced displacement, violence or trauma for nearly 100 years.

Consistent with our mission, we have always strongly objected to the mandatory and prolonged detention of asylum seekers – especially children.

We also believe that children and families living in offshore detention centres need our help, and we are working to make a positive difference for children and families living in immigration detention on Nauru.

If our services mean people are less likely to suffer, we feel compelled to provide those services, no matter where they are. As an organisation whose mission is to improve the lives of children and their families, on Nauru we play a vital humanitarian role in an environment where most service providers are ultimately driven by profit.

We regularly engage representatives from the Department for Immigration and Border Protection (DIBP) and the Australian Government to advocate for improved conditions for asylum seekers and refugees, and ultimately the release of all asylum seekers from mandatory offshore detention.

## What we do

In 2014, we ran two support projects for asylum seekers and refugees in Nauru. Our larger project is based in Nauru's Regional Processing Centre (RPC), supporting asylum seekers through their processing period, and our smaller project was based in the Nauruan community, supporting refugees to transition to an independent life outside the RPC.

Our teachers, recreation officers, child protection experts and welfare experts are working hard to improve the living conditions for asylum seekers and refugees, promote their rights, and keep them safe. We provided education to children in the Regional Processing Centre in 2014.

Since we began working on Nauru, we have advocated for asylum seekers to enjoy freedom of movement. In October 2014, the Minister for Immigration announced the Nauru RPC will transition to 'open centre' arrangement in early 2015, whereby asylum seekers would be free to move around the Nauruan community. We welcome this development as a significant step towards improving the lives of asylum seekers on Nauru, and have been working hard to ensure a smooth transition to an open centre.

## Supporting refugees in the community

In 2014, we also provided education, welfare and employment services to refugees as they transitioned from detention into an independent life in the Nauruan community. This project helped refugees to become more independent and establish themselves in the local community.

We are committed to meaningful engagement with the government and the people of Nauru. Our project is helping refugees to be included in their new communities, and build meaningful partnerships with Nauruan locals.

## Australian Human Rights Commission: National Inquiry into Children in Immigration Detention

In 2014, in addition to our direct work with asylum seekers and refugees, we provided two submissions in response to the Australian Human Rights Commission's National Inquiry into Children in Immigration Detention.

In April, we provided oral testimony at the Commission's Public Hearing in Sydney, which highlighted our observations of the negative impacts of immigration detention on Nauru. In June, we provided a written submission that highlighted the significant existing research reinforcing our observations on Nauru – that sending children to offshore or onshore detention centres threatens their physical, mental and emotional wellbeing. In addition, we argued that mandatory and prolonged detention is a violation of children's rights. Given the harmful impact of immigration detention on all people, particularly children, our submission concentrated on the need for a new, fairer and more humane policy solution to the complex issue of increasing migration flows in the region.

## The Moss Review

On 2 October 2014, the Department of Immigration and Border Protection (DIBP) issued Save the Children with a notice for the removal of nine current Save the Children employees from the provision of services at the Nauru RPC. The services contract with DIBP permits the department to exercise its "absolute discretion" to remove our personnel from the Nauru RPC.

On 3 October 2014, the Minister for Immigration and Border Protection announced a review into the RPC to be conducted by Mr Philip Moss. The terms of reference for the Moss Review state:

*A number of allegations have been made recently regarding conditions and circumstances at the Regional Processing Centre in Nauru (also known as 'the centre'). These allegations include issues relating to the conduct and behaviour of staff employed by contracted service providers, claims of sexual and other physical assault of transferees, the orchestration and facilitation of transferees to engage*

*in non-compliant or harmful behaviour and protest actions potentially endangering the safety and security of all persons at the centre, and the misuse and unauthorised disclosure of sensitive and confidential information, including to undermine the proper management of the centre.*

We conducted a comprehensive internal investigation into the conduct of our employees and did not find any evidence to suggest Save the Children employees have engaged in the activities or behaviours described in the allegations. To the contrary, our internal investigation found significant and compelling evidence demonstrating the integrity, professionalism and high quality of the work undertaken by our employees. These staff were some of our most talented and hardest working colleagues, and children and their families on Nauru are the poorer for their absence.

Our staff devote their professional lives to protecting the rights and wellbeing of children. We have vigorously defended the conduct of our staff, right from the very beginning, and our internal investigation shows there is no basis to the claims made against them.

There was never any need for fabrication or exaggeration by Save the Children staff – the evidence is clear.

The Moss Review was released on 20 March 2015 and found no evidence that Save the Children staff on Nauru encouraged self harm, fabricated abuse allegations or orchestrated protests.

We hope that the evidence revealed by the Moss Review will strengthen calls for asylum seeker children to be released from immigration detention.

## Our plan for Nauru projects

In 2015, we will continue to advocate for the removal of children from immigration detention and for improved living conditions for asylum seekers on Nauru.

We will work with all stakeholders to ensure asylum seekers experience as much benefit and as little anxiety as possible when the RPC transitions to an open centre.

We will also continue to build capacity of all stakeholders on Nauru to ensure that we are making lasting improvements to child welfare both within our projects and for the Nauruan community.

# OUR SUPPORTERS, VOLUNTEERS & MEMBERS

## Our supporters

---

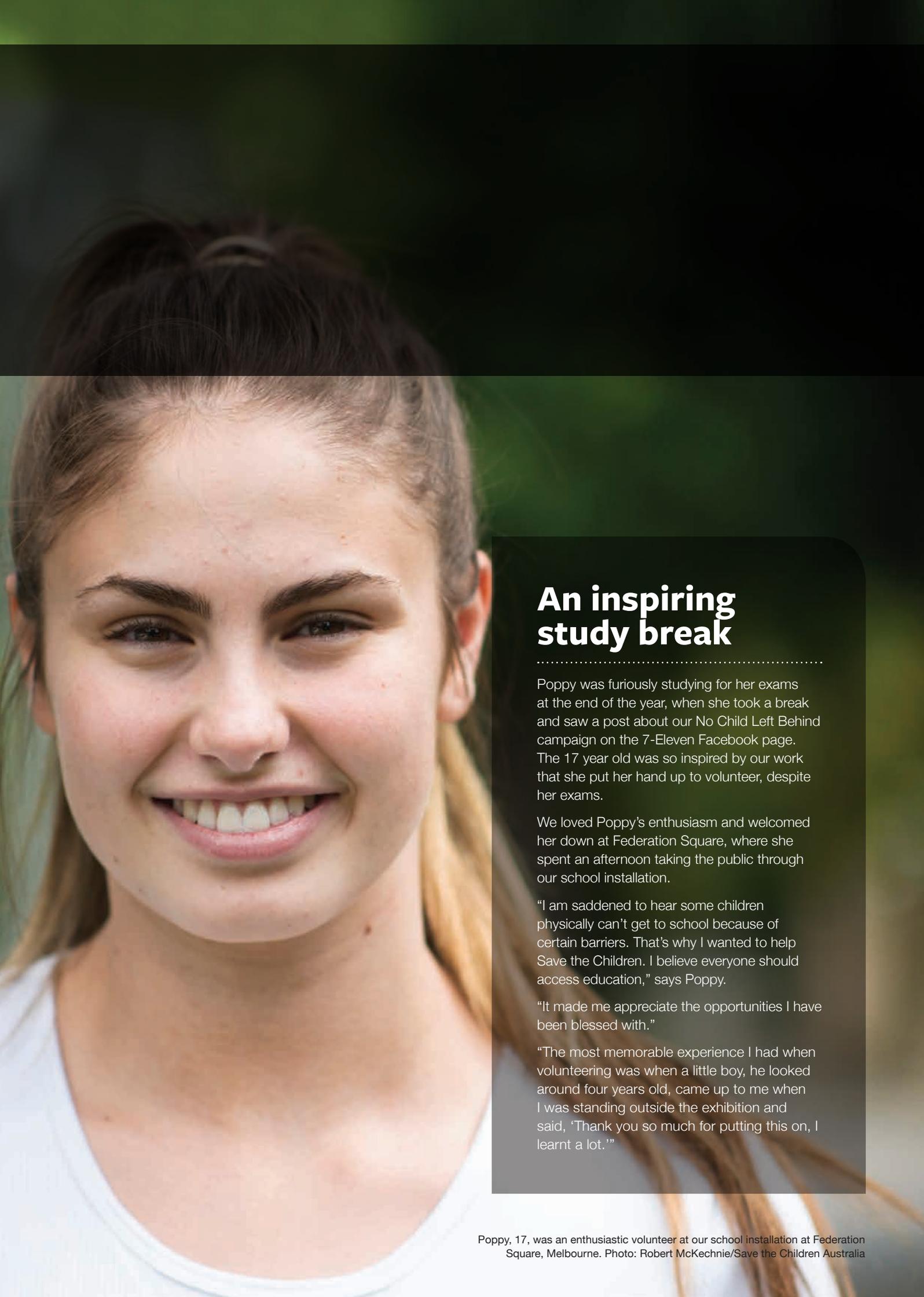
We love our supporters. Whether they volunteer their time, give a donation, sign our petitions or support us in other ways, these wonderful people all make a tremendous difference for vulnerable children.

We are dedicated to keeping our supporters up-to-date about our projects 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 supporters (approximately 108,000 people) at least twice. In 2014, we sent two major printed updates to our supporters informing them on how their donations were being used to improve children's lives. Donors who supported our appeals received updates on how their donations were being used to help save and improve children and their family's lives. The updates included videos, photos and stories from beneficiaries.

### Getting in touch with us

In 2014, we received more than 27,040 calls requesting information about our work or offering donations. On average, seven percent of callers made a new donation. We also received more than 26,401 email enquires (this includes website contact form enquiries). In 2014, we rationalised the number of email addresses for enquiries and also implemented new spam filters to assist with prioritising public enquires. This has meant a drop in the total number of emails we responded to this year, keeping us efficient and focused.



## An inspiring study break

---

Poppy was furiously studying for her exams at the end of the year, when she took a break and saw a post about our No Child Left Behind campaign on the 7-Eleven Facebook page. The 17 year old was so inspired by our work that she put her hand up to volunteer, despite her exams.

We loved Poppy's enthusiasm and welcomed her down at Federation Square, where she spent an afternoon taking the public through our school installation.

"I am saddened to hear some children physically can't get to school because of certain barriers. That's why I wanted to help Save the Children. I believe everyone should access education," says Poppy.

"It made me appreciate the opportunities I have been blessed with."

"The most memorable experience I had when volunteering was when a little boy, he looked around four years old, came up to me when I was standing outside the exhibition and said, 'Thank you so much for putting this on, I learnt a lot.'"

## 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 public and supporter 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](http://savethechildren.org.au/about-us/contact-us) or contact us at [info@savethechildren.org.au](mailto:info@savethechildren.org.au).

## 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 and International Volunteer Day; on our website; in this annual report; and in our supporter communications. We provide references for volunteers and Certificates of Appreciation, and hold special thank you events. We could not achieve our continued high impact for vulnerable children without the contribution and support of our 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 2014, our volunteer support base remained stable and we were assisted by 2,660 active volunteers. We now have more than 5,556 registered volunteers, compared to 5,300 registered volunteers in 2013.

Our active volunteers support our many projects, events, retail network and day-to-day operations. Without the dedicated support from our volunteers, we could not run our 35 shops across Australia, which collectively raised \$3.365 million in 2014.



The reach and depth of our work would not be possible without this support and commitment from many in the community.

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

### Our Volunteers



### Volunteer activities

There continue to be new and exciting ways to volunteer with us. In 2014, adventure volunteering expanded to include a trip to Kakadu, where 10 people raised more than \$25,000 for our projects in Australia and helped to run a school event for children in our projects.

There are also more corporate volunteers offering their skills, as many seek to volunteer their business skills or give their time to support our projects. Thank you to all of our partners who have provided volunteer support in 2014.

#### Below is a full list of our volunteer activities:

- **Retail volunteers** – Support our retail outlets including collecting shop donations, managing our shops, sorting shop donations, supervising and assisting in our warehouses.
- **Corporate volunteers** – Support our projects including It Takes a Village, African Reading Club, and our playgroups and kindergartens; package goods from our online Christmas catalogue; and assist with aspects of our retail shops. We also highly value the contributions of our skilled volunteers who share their professional expertise and experience on a pro bono basis throughout our departments. This input enables us to strengthen our capacity.

## From darkness to brightness

Frederika was just a small child when the darkness of World War II descended on her homeland in The Netherlands.

“The brutal cut from the poetry and beauty enveloping the life of a young child to an environment of hatred, oppression and death brings unforgettable fear,” says Frederika.

After the war, Frederika and her husband were students. They started getting involved in the work of

the United Nations, who were providing assistance to developing countries, and within that context were invited to work in Australia. They accepted the offer and arrived in February 1952.

In the early 1960s she was the president of Save the Children Australia’s Canberra branch, and today she gives regular donations to continue supporting our work with children.

She has also bequeathed a gift to Save the Children in her Will.

“Life is very precious,” says Frederika. “As an older generation, we pass on the earth into the hands of the next generation with a gift, to ensure they can take care of it and its children.”

- **Internships** – We support the development of students and others seeking to gain experience and develop a professional career through the participation in our Intern program. Interns’ contribution to projects and programs is highly valued by Save the Children Australia, and in turn they gain a great deal too.
- **Emergency volunteers** – Skilled volunteers who are called on to support our staff when there is an emergency.
- **Event volunteers** – Assist with our public events, including Goodwill Swing to Save in Queensland and No Child Left Behind in Victoria.
- **Fundraising volunteers** – Raise funds at events, such as Melbourne Football Club Derby and our Pop Up Christmas shop in Western Australia.
- **Office volunteers** – Provide important skilled and general office assistance in numerous departments.
- **Project volunteers** – Assist with our projects, for example our School Readiness Program.
- **Adventure volunteers** – Fundraising and project support, for example in Kakadu.

**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, teams, systems and emergency procedures. 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 workplace agreements. But they do have rights, some of which are protected by legislation and some of which are moral obligations. As part of their induction and orientation, volunteers are briefed on their rights and responsibilities as well as our responsibility to them regarding OH&S. Save the Children Australia’s Health and Safety Policy and Statement is applicable to but not limited to, its employees, contractors, consultants, volunteers and visitors.

**National standards regarding the use of volunteers**

Our volunteer policy is based on and checked annually against the National Standards for Volunteer Involvement in Not-for-Profit Organisations (by Volunteering Australia). This year, we published a Volunteer Welcome Booklet that’s provided to all volunteers.

**How we screen and assess volunteers**

As an organisation working with children, it is essential 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. All volunteers are required to read, acknowledge and abide by our Working with Children Code of Conduct and Policy.

The level of screening required is determined by the volunteer’s anticipated degree of contact with children. Contact us at [info@savethechildren.org.au](mailto:info@savethechildren.org.au) for more information on our volunteer screening policy.

**Our members**

Our loyal members represent Save the Children Australia, 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 Australia has a sustainable future and play a direct role in shaping how we protect and support children right here in Australia and overseas. We have 750 dedicated members who support our work.

**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 \$470,112 in 2014.

This year, our Toorak Branch in Victoria celebrated its 21st anniversary and our annual University of Western Australia Branch Book Sale raised an amazing \$111,000.

Branches	\$ amount raised
South Australia	\$3,290
Queensland	\$7,251
Victoria	\$26,000
New South Wales	\$27,000
Western Australia	\$406,571
<b>Total</b>	<b>\$470,112</b>



## Little trip turns into lifelong friendship

Pam has never driven a car. She lives at the top of a hill and when she's walking home, neighbours often stop at the bottom of the hill and give her a lift.

On one of these little trips, she met the secretary of our Diamond Creek branch in Melbourne, Marlene Kimpton, who told Pam about Save the Children Australia's work. The two ladies lived close to each other and their kids attended the local primary school. Many lifts up the hill created a foundation for a lasting friendship.

Since that day, nearly 50 years ago, Pam's been a wonderful Save the Children Australia supporter.

She feels incredibly fortunate to live in Australia, however she knows others aren't so lucky. She offers her time to Save the Children Australia because she wants to give a better future to the world's most vulnerable children. She is very proud of our founder Eglantyne Jebb who fought for child rights around the world.

As a member of the Diamond Creek branch, Pam enjoys their regular meetings and making crafts, which they sell at shopping centres stalls to raise money for our projects.

"I have met a lot of lovely people over the years, and I'm still friends with them," she says. "I'm very proud to work with them to support Save the Children Australia."

We are humbled by Pam's dedication to helping vulnerable children. Thank you Pam.

# COMMUNITY FUNDRAISING

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 Australia. Whether it's circumnavigating the Mediterranean, hosting a morning tea or running a marathon, there are lots of great ways to get involved.

## Pedals and paddles help kids in the crossfire

Huw Kingston is no stranger to adventure. As the founder of Wild Horizons, an adventure events and consulting company based in NSW, he's used human-powered means (like cycling, kayaking and hiking) to travel through some of the most far-flung parts of the world.

So when he set out in a sea kayak from Anzac Cove in Gallipoli, on the day after Anzac Day in 2014, he was prepared for the long haul. He was, in fact, launching into an incredible 12-month journey around the Mediterranean Sea using only paddles, pedals and his own two feet.

Huw is using his epic solo journey to help raise awareness and funds for our work with kids caught in the crossfire – who are harmed physically, psychologically and economically by armed conflicts around the world.

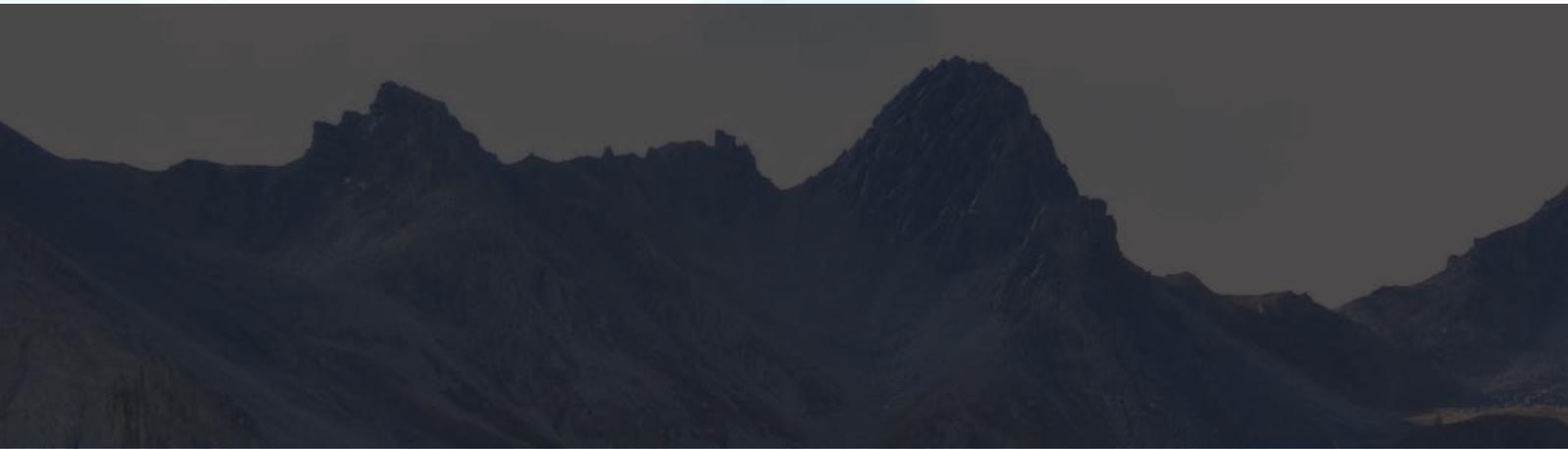
"The thought of helping these kids has certainly inspired me to keep going during difficult times in the journey," said Huw.

At the end of 2014, Huw had already raised more than \$44,000 for Save the Children Australia's life-changing projects and will continue to fundraise during 2015.

Huw is also a proud environmentalist. He played a critical role in turning his small hometown of Bundanoon into the world's first bottled-water-free community, which saw him named one of Time Magazine's 25 Worldwide Responsibility Pioneers in 2009.

To view the full expedition route and lend your support, visit [mediterrannee.com.au](http://mediterrannee.com.au).





Huw's incredible journey will end on ANZAC Day 2015, when he arrives back at ANZAC Cove in Gallipoli after crossing the Mediterranean Sea. Photo: Supplied by Huw Kingston

# OUR PARTNERS

## How we work in partnerships

---

We partner with hundreds of organisations to deliver high-quality projects for the world's most vulnerable children. We maintain relationships with governments, multilateral agencies (such as the United Nations), donors, 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 INGOs to deliver projects in-country. Partnerships can be financial or non-financial. 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 projects and avoids inefficient use of valuable resources.

## Partnering with the Australian Government

---

Save the Children Australia is a trusted development partner of the Australian Government. Following a detailed assessment by AusAID (now 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 projects.

The accreditation reflects the strength of our development and humanitarian projects, and our ability to support this with detailed reporting, evaluation and monitoring.





Alicia Cook from GSK helps out with our mobile playscheme in Tatura, Victoria. GSK started supporting this playscheme at the start of 2014. Photo: David Wardell/Save the Children Australia

## Government funding

In 2014, about 75 percent of our income was provided by the Australian Government. Of this, 32 percent was secured through the Department of Foreign Affairs and Trade, while grants also came from other government bodies like the Department of Immigration and Border Protection; the Department of Families, Housing, Community Services and Indigenous Affairs (now the Department of Social Services) and the Department of Prime Minister and Cabinet; and state child protection and education departments.

To reduce our financial reliance on government funding, we are seeking to increase our non-government funding so that over time the ratio of government to non-government funding is closer to 50:50. A better balance between government and non-government funding will also enable us to continue to support some of the world's most disadvantaged children when government policy changes, as was illustrated by the massive cuts to the overseas aid budget in 2014.

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 the international community

We also partner with other donors from the international community, such as the European Union, the European Commission's Humanitarian Aid and Civil Protection Directorate General (ECHO) Disaster Preparedness project, the World Bank, as well as other Save the Children members who wish to invest in the Pacific.

## Partnering with other advocacy groups

As we work to influence government policies and social attitudes towards vulnerable children, we have benefitted from partnering with other advocacy groups and peak bodies. We are active members of the Australian Council for International Development (ACFID). We attended the annual Council meeting and contributed throughout the year to a number of ACFID working groups and the Humanitarian Reference Group. We are also working with others in the development sector to end global poverty and partner with the Make Poverty History coalition, the C20, The Tax Justice Network Australia and the #WithSyria coalition.

## Partnering with the business community

We have an ever-growing list of business partners who support our work, including a range of global partners like IKEA and Bulgari, and principal partners like P&O Cruises and 7-Eleven. We aim to build strong, mutually beneficial relationships that have the potential to prosper long into the future.

We strive to align with like-minded organisations that are committed to working collectively to save and protect children's lives. Many of our partners demonstrate a high level of philanthropic dedication. They actively engage their employees and customers in our work, along with carrying

out fundraising activities on our behalf. For example, our contact centre is supporting 50 children through our Child Sponsorship project. From corporate volunteering, to Workplace Giving and direct project partnering and support, we offer a broad range of options to engage businesses to meet their corporate social responsibility objectives. We aim to help businesses achieve their goals and positively impact the lives of vulnerable children all over the world.

## Workplace Giving

Workplace Giving is one of the most cost-effective and simple ways to support our work. Our Workplace Giving program continued to grow in 2014. Some of our partners include the AMP Foundation, Allens Arthur Robinson, BHP Billiton, Ernst & Young, Palais Theatre, Macquarie Group Foundation, PricewaterhouseCoopers Foundation, National Australia Bank, Telstra Corporation and Total Fire Solutions.

## Our principal corporate partners



7-Eleven was the principal supporter of our No Child Left Behind campaign, which aimed to raise awareness among students and the general public of the significant barriers to education that children face every day across Australia and the world. Our partnership also includes a number of cause-related marketing campaigns, such as \$1Day and our Typhoon Haiyan Emergency Appeal.



Globally, Accenture has committed more than US\$6 million to Save the Children International and has provided invaluable pro bono consulting support. Our partnership includes the Skills to Succeed initiative, which equips young people around the world with the skills to get a job or build a business. We will reach nearly 44,000 young people by 2015. Accenture is currently working with Save the Children Australia to develop a method which helps children to plan for emergencies.



The global partnership between Bulgari and Save the Children International has raised more than US\$35 million since 2009 through the sale of a custom-designed ring and pendant. Supported by more than 250 celebrities, the global Bulgari partnership supports Save the Children's education projects. Bulgari's support has helped Save the Children International to reach more than 700,000 children and train 30,000 teachers in more than 2,000 schools. Locally, Bulgari is funding our award-winning Mobile Youth Van (M.Y.van) project, which engages disadvantaged youth.



General Pants partnered with us for the Christmas #GivePeace campaign. They renamed their stores to General Peace Co. to help spread the message of peace, and nine different brands created a 'Give Peace' t-shirt range that was sold across Australia. The proceeds from the t-shirts were donated to help make a difference to the lives of children and youth across Australia and internationally.



Our global partnership with GlaxoSmithKline (GSK) aims to save the lives of one million children by providing immunisations, tackling malnutrition and training health workers. Together, we are researching and developing life-saving medicines for children. GSK funds this work through an innovative initiative whereby they reinvest 20 percent of profit to healthcare projects. In Australia, GSK have been supporting our education projects since 2009.



Globally, we are proud to have worked with IKEA to develop the IKEA Code of Conduct to prevent child labour in its supply chain. IKEA also supports us through their Soft Toys for Education campaign which has benefited more than 11 million children over the past 10 years by generating nearly US\$93 million for Save the Children International and UNICEF. Since 2008, we have also worked together to address the root causes of child labour in the cotton seed and cotton production industry in India and Pakistan.



In May 2014, IMC celebrated its 25th anniversary. To mark this important milestone IMC selected Save the Children International to be its partner in delivering an innovative project focused on education in Haiti called Reading is the Future. Thanks to the global generosity of IMC, including their office in Australia, we have been able to establish quality education projects reaching vulnerable children in Haiti.



National Australia Bank has provided significant support for our emergency work by collecting donations from the public through their retail outlets. They also provide a range of gift-in-kind services, including conference resources and skilled volunteering. In 2014, National Australia Bank awarded Save the Children with a significant grant to help us conduct an extensive Social Return on Investment study on a key project in Tasmania.



P&O Cruises have committed more than \$1 million for Save the Children's health and education projects in the Pacific as well as contributing to our Emergency Response work. The P&O Pacific Partnership initiative involves a \$1 donation per passenger. The donations have so far constructed two new kindergartens educating 65 children daily and built a new aid post providing medical care to a community of 230 people.



P&G provides significant support for our global emergency response initiatives through its Children's Safe Drinking Water project, and provides hygiene packs for use in disaster responses. They ran the Vicks' Breathe for Life initiative, which funded pneumonia awareness, prevention and treatment projects in Bangladesh. For a number of years now, P&G staff in Sydney and Melbourne have donated much-needed Christmas gifts through their Christmas Giving project.



Together, with Reckitt Benckiser (RB), by combining our expertise and skills and investing in product innovation, we aim to stop under-five children from dying of diarrhoea by 2020. Globally, the partnership raised US\$9 million last year. In Australia, RB's dedicated staff organise many different fundraising events and activities throughout the year to also support vulnerable youth in New South Wales.



The Unilever Foundation has committed €15 million over three years to support Save the Children International's global EVERY ONE campaign. EVERY ONE will help save millions of lives by 2016 by providing access to health workers, basic nutrition and life-saving vaccines. Over the past year, the partnership's project work trained 2,811 health workers with 225,629 women and children directly reached, and 1,247,560 community members indirectly benefiting from the support. Locally, Unilever has supported youth and early childhood development projects in the most disadvantaged communities in Australia and New Zealand.

## Government support

- Ashley Detention Centre and Ashley School TAS
- Australian Government Department of Social Services
- Australian Government Regional Coordination Centre – Mount Isa
- Brisbane City Council QLD
- City of Armadale WA
- City of Gosnells WA
- City of Melbourne VIC
- City of Yarra VIC
- Commissioner for Children and Young People WA
- Department for Communities and Social Inclusion SA
- Department for Education and Child Development SA
- Department of Aboriginal and Torres Strait Islander and Multicultural Affairs QLD
- Department of Child Protection and Family Support WA
- Department of Children and Families NT
- Department of Communities, Child Safety and Disability Services QLD
- Department of Corrective Services QLD
- Department of Corrective Services WA
- Department of Education and Early Childhood Development VIC
- Department of Education NT
- Department of Education TAS
- Department of Education WA
- Department of Education, Training and Employment QLD
- Department of Family and Community Services NSW
- Department of Health and Human Services TAS
- Department of Health NT
- Department of Housing and Public Works QLD
- Department of Human Services VIC
- Department of Juvenile Justice NSW
- Department of Local Government & Communities WA
- Department of the Premier and Cabinet SA
- Magistrates Court TAS
- Medicare Local – Doomadgee Queensland
- Mental Health Commission WA
- Office of the Guardian for Children and Young People SA
- Shire of Broome WA
- Shire of Wyndham East Kimberley WA
- Western Australia Police

## Aboriginal and Torres Strait Islander

- Aboriginal Family Support Services Inc SA
- Ardyaloon Incorporated WA
- Bynoe Aboriginal Corporation QLD
- Ceduna Aboriginal Corporation Inc SA
- Ceduna Koonibba Aboriginal Health Service Inc SA
- Danila Dilba NT
- Darwin Aboriginal and Islander Women's Shelter NT
- Djarindjin Aboriginal Corporation WA
- Dumaji Children and Family Centre – Management Committee QLD
- Ganyju: Aboriginal and Torres Strait Islander Corporation QLD
- Kimberley Institute WA
- Koonibba Aboriginal Community Council SA
- Larrakia Nation NT
- Lingiari Foundation WA
- Lombadina Community WA

- Maari Ma Health Aboriginal Corporation NSW
- Muru Nanga Mai NSW
- Port Lincoln Aboriginal Health Service SA
- Rumbalara Aboriginal Co-operative Ltd VIC
- Scotdesco Aboriginal Community Council SA
- Secretariat of National Aboriginal and Islander Child Care
- The Settlement – NSW
- Tullawon Health Service Inc SA
- Warrgoobulingda Aboriginal Corporation QLD
- Watto Purrunga Aboriginal Health Service SA
- Wunan Foundation WA
- Yalata Aboriginal Community Council SA

## Community

### QLD

- Brisbane City Council
- Bill and Kate Studley
- Breakthrough Indigenous Employment Queensland
- Brisbane Girls Grammar
- Central and North West Queensland Medicare Local
- Clayton Utz
- Daly International
- Doomadgee Local Council
- Doomadgee Medicare Local Queensland
- Doomadgee State School
- Emperor Food Group
- Jobfind – Mornington Island
- Junkuri Laka (Mornington Island Justice Association)
- Kalngkurr Wellbeing Centre – Mornington Island
- Mission Australia
- Mornington Island Local Council
- Mornington Island State School
- Mount Isa Neighbourhood Centre
- My Pathway – Doomadgee
- North Townsville Community Hub
- PCYC Doomadgee
- Pre-Kindy Reference Committee Caboolture
- Queensland Children's Week Committee
- Queensland Health – Deadly Ears Program
- Queensland Police – Doomadgee, Normanton and Mornington Island
- Quota International Club of Redcliffe
- Royal Flying Doctors North
- Soroptomists International (Brisbane South Branch)
- The Smith Family
- Tropical North Queensland TAFE
- Westpac Bank and Family Support Service and Neighbourhood Centre
- YWCA Lismore
- Zonta Club Redcliffe

### VIC

- African Communities Foundation Australia
- Carlton Primary School
- Catholic Care Sandhurst, Shepparton
- Cohealth
- Collingwood College
- Fitzroy Adventure Playground Inc.
- Fitzroy Learning Network
- Mooroopna Park Primary School

## SA

- Adelaide Unicare
- Anglicare SA
- Australian Red Cross
- Crossways Lutheran School
- Family Inclusion Network of South Australia
- Foodbank of South Australia
- Global Education Centre (SA)
- Lutheran Community Care
- Playgroup SA
- Relationships Australia (SA)
- Salvation Army SA
- UNICEF Australia
- United Nations Association of Australia (South Australia)

## NT

- Anglicare
- Good Beginnings
- Parenting Research Centre

## WA

- Ajilon
- Australian Red Cross
- Ceebas Pty Ltd (IKEA WA)
- Challis Early Childhood Education Centre
- Cygnet Bay Pearls
- Di Taylor
- Farmer Jacks
- Garnduwa Health
- Kimberley Aboriginal Medical Services Council
- Kununurra Children and Family Centre
- Nyoongar Sports Association
- Perth Glory
- Telstra
- The Pilbara Motor Group
- The Stables Restaurant
- Trumer Pils
- University of Western Australia
- Westfield Park Primary

## TAS

- Moonah Primary School TAS
- TOOL
- UTURN, Mission Australia

## NSW

- Glebe Youth Service
- Alexandria Park Early Childhood Health Centre
- Bankstown City Council
- Bankstown Hub
- Bankstown Library
- Bankstown Multicultural Youth Service
- Bankstown Public School
- Bankstown Youth Advisory Committee
- Bankstown Youth Development Service
- Breakthru People Solutions
- Centacare
- Central Darling Shire Council
- Chester Hill Public School
- Creating Links
- dLux Media Arts
- NSW Police

- Oasis
- PCYC
- Punchbowl Public School
- Redfern Community Centre
- Redfern Connect
- Sefton Infants Schools
- St Therese Community School
- The Benevolent Society
- The Smith Family
- Wagga Wagga City Council
- WEAVE Youth and Family Services
- Wilcannia Central School
- Wilcannia Women's and Children's Safe House
- Wings Drop in Centre
- Yagoona Public School

## Pro bono \$5k+

- Apollo Nation
- 9-11 Bottleshop
- Chess Removals
- Circle T
- Deakin University
- DJ Motors
- Groom Kennedy
- Isobar
- James Boag
- Joseph Anthony Bespoke
- KPMG
- Mondelez
- Myriad Images
- National Australia Bank
- Natures Organics
- Origin Foundation
- Oxfam Australia
- Palais Theatre
- PricewaterhouseCoopers Foundation
- Royal Automobile Club of Tasmania
- SceneChange Event Technology
- Shadforth Financial Group
- Shane Braddock
- Southern Cross Austereo
- Tasmanian Salmonoid Growers Association
- The Mercury Newspaper
- University of Western Australia

## Philanthropic

- ANZ Trustees Limited
- Bakonyi Global Aid, managed by ANZ Trustees Limited
- Bell Charitable Fund
- Bennelong Foundation
- Bill & Melinda Gates Foundation
- Burston Family Endowment, managed by Perpetual Trustees
- Cameron Family Foundation
- Channel 7 Telethon Trust
- Church Communities Australia
- Collier Charitable Fund
- Edith Kemp Memorial Trust Fund, managed by Equity Trustees
- Equity Trustees Foundation, managed by Equity Trustees Limited

- Foundation for Rural & Regional Renewal
- Harper Bernays Charitable Trust
- Hartzer Family Foundation, managed by ANZ Trustees Limited
- Lord Mayor's Charitable Foundation (Victoria)
- Manson Family Endowment, managed by Perpetual Trustees
- Mars Stride Trust, managed by Equity Trustees Limited
- Maxwell Cooper Family Trust
- Morialta Trust Inc
- Newman's Own Foundation
- One Yellow Balloon Foundation
- Opalgate Foundation
- Readings Foundation
- Scanlon Foundation
- ShareGift Australia
- The Bill & Patricia Ritchie Foundation
- The Danks Trust & Annie Danks Trust
- The Flora & Frank Leith Charitable Trust
- The Gulf Area Community Social Development Trust
- The Marian & E H Flack Trust
- The R.E. Ross Trust
- The Rose Red Gift, managed by ANZ Trustees
- The William Angliss Charitable Fund
- Victorian Community Foundation – Bird Family Trust, managed by ANZ Trustees Limited
- Women of the University Fund
- Women's Plans Foundation
- Yellow Balloon

## Gift in Wills

- Clara Broadhurst Memorial Charitable Fund
- Don Battley Charitable Trust
- Estate Of The Late Alan David Hawkins
- Estate Of The Late Alison Gliddon
- Estate Of The Late Alma Sumner
- Estate Of The Late Anne Tothill
- Estate Of The Late Betty J Pelton
- Estate Of The Late Brenda Patricia Warwick Wittenoom
- Estate Of The Late Carliene Vivienne Brenner
- Estate Of The Late David Sydney Levit
- Estate Of The Late Dorothy Saunders
- Estate Of The Late Dorothy Wood
- Estate Of The Late Edith Margaret Treloar
- Estate Of The Late Edna Adele Witt
- Estate Of The Late Frederick W Renouf
- Estate Of The Late Harry Senior
- Estate Of The Late Ian James Cumberland
- Estate Of The Late Jan Birch
- Estate Of The Late Jill Wolf
- Estate Of The Late Joan Allen
- Estate Of The Late Joyce Eileen Wilson
- Estate Of The Late Joyce Marion Anson
- Estate Of The Late Leslie Hocking Cocks
- Estate Of The Late Lindsay James Baldy
- Estate Of The Late Lola Ethel Archer
- Estate Of The Late Louis Abrahams
- Estate Of The Late Margaret Mary Langford

- Estate Of The Late Marion Terry Humphreys
- Estate Of The Late Miriam Alberta Bone
- Estate Of The Late Miva May Barker
- Estate Of The Late Nita Mary Roddis
- Estate Of The Late Peter Frederick Flewitt
- Estate Of The Late Ruby Mirian Madigan
- Estate Of The Late Santina Maria Marano
- Estate Of The Late Shirley Gertrude Lane
- Estate Of The Late Shirley Winifred Heron
- Estate Of The Late Sylvia Georgina Gower
- Estate Of The Late Thelma Lillian Tam
- Estate Of The Late Thomas John Hickey
- Estate Of The Late William James Kingsley
- Estate Of The Late Winifred Joyce Fenner
- Margaret Lillian Merrifield Memorial Fund

## Corporate Partner

### 2014 Contributions

- |   |                |
|---|----------------|
|   | >\$200k        |
| .....   |                |
| • P&O Cruises                                   |                |
| • IMC   |                |
| • Reckitt Benckiser Australia Pty Ltd           |                |
| • Woodside Energy                               |                |
|   | >\$50k-<\$200k |
| .....   |                |
| • 7-Eleven Stores Pty Ltd                       |                |
| • Unilever Australia & New Zealand              |                |
| • Bulgari                                       |                |
| • Procter & Gamble Australia Pty Ltd            |                |
| • GlaxoSmithKline Australia                     |                |
| • National Australia Bank                       |                |
| • General Pants Co.                             |                |
| • Accenture                                     |                |
| • Westpac Pacific                               |                |
| • IKEA  |                |
|   | >\$5k-<\$50k   |
| .....   |                |
| • Forever New Clothing Pty Ltd                  |                |
| • Sigma Pharmaceuticals Limited                 |                |
| • Footprints Network                            |                |
| • PricewaterhouseCoopers Foundation             |                |
| • SchoolAID                                     |                |
| • Palais Theatre                                |                |
| • AMP Foundation                                |                |
| • Macquarie Group Foundation                    |                |
| • The Boston Consulting Group                   |                |
| • Telstra Corporation Ltd                       |                |
| • Financial Wisdom                              |                |
| • IPA Personnel Pty Ltd                         |                |
| • Cafe Brindabella                              |                |
| • CirculT Recruitment                           |                |
| • Stellar Call Centres Pty Ltd                  |                |
| • American Express Australia Limited            |                |
| • Corporate Management Services                 |                |
| • Droga5  |                |
| • W Marshall & Associates Chartered Accountants |                |
| • Strategic Project Partners                    |                |
| • Charter Keck Cramer                           |                |



Victoria and her mum are excited with their new community health clinic in Aneityum, Vanuatu, which was paid for by P&O passenger donations. The old clinic was a dilapidated shed with a big hole in the roof. Woman gave birth on wooden tables, with no privacy from other patients. Photo: Sarah Wyndham/Save the Children Australia

# OUR EMPLOYEES

Our employees are proud to be part of Save the Children and they demonstrate this each day. Whether administering vaccinations in Laos or managing the payroll in our Melbourne office, each and every employee contributes to make a valuable difference for children.

We are building a mission-focused, values-driven high performance culture that delivers positive and sustainable outcomes for vulnerable children and their families.

## A diverse local workforce

---

We employ a diverse workforce and this extends to our Executive team, which is 37 percent female. We currently employ 21 percent Aboriginal and Torres Strait Islander employees in our Australian programing work and have 14 percent Aboriginal and Torres Strait Islander employees overall. This is a figure we are looking to grow further, including in management roles.

## Values-driven culture

---

In 2014, we placed a great deal of emphasis on developing a high-performance and inclusive culture, centred on our values of Accountability, Ambition, Collaboration, Creativity and Integrity. Articulating what a high-performance culture means and integrating this knowledge into talent mapping, training and development has strengthened our focus on people and talent.

We also introduced a talent calibration process for our leadership team, providing them with a tool to assess talent and support them in giving quality feedback to their team members. We have created talent management plans, which give us an organisation-wide view of our talent pipeline.

In 2014, we also introduced our Values Awards and the Eglantyne Jebb Award for Innovation, recognising and awarding outstanding employees who live our values and emulate the creativity and selfless ambition of our founder.

## Beyond compliance

We are proud of our diverse workforce. Our work with diverse community groups (such as migrant and refugee families) through projects 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 equal employment opportunities (EEO) and anti-discrimination. In 2014, we were awarded a citation with Workplace Gender Equality Agency.

Our commitment to EEO and affirmative action are embedded within these key policies:

- Employee Code of Conduct
- EEO & Anti-Discrimination Polity
- Harassment & Bullying Policy
- Grievance Handling Policy
- Recruitment Policy

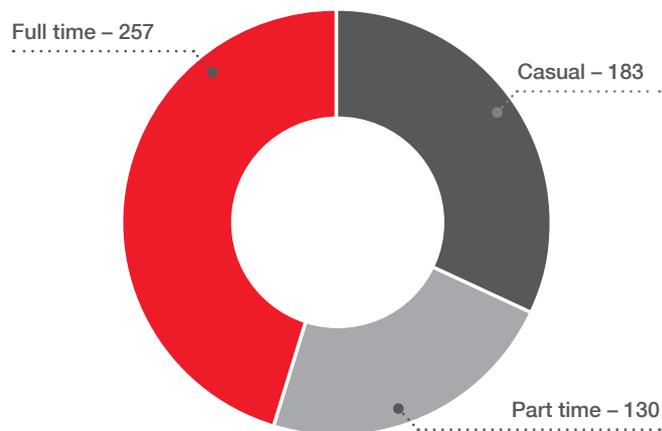
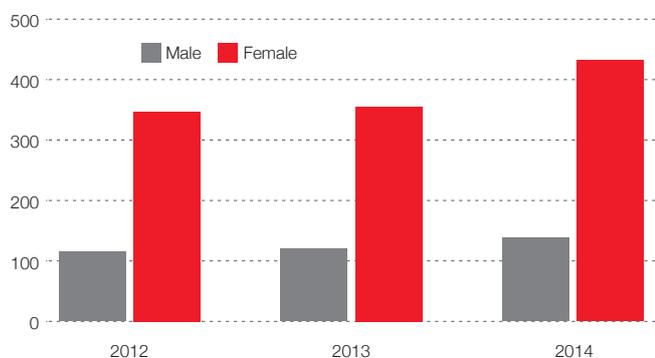
In addition to statutory requirements, we also adhere to our own compliance standards including our Child Protection Policy and Code of Conduct. Every employee also has a police check every two years.

## Flexible work

Offering a range of formal and informal work arrangements helps us to attract, support and retain employees. Our part-time employees represent 16 percent of our total workforce. Our last engagement survey found 63 percent of staff feel they have a high work-life balance, and 65 percent feel genuinely supported to make use of flexible working arrangements. Our CEO works from home regularly and encourages his team to do the same.

We offer 'Purchase Leave' and 'Holiday Club' as options designed to provide our employees with the flexibility to balance their work and personal commitments, and take time out to rest and recuperate. These benefits commenced in 2014.

## Employees in Australia



## Employees in Australia

Gender	Department								
	Australian Programs	CEO's Department	Finance and Shared Services	People and Culture	International Programs	Marketing*	Policy & Public Affairs	Shared Value	Grand Total
Female	306	1	14	8	37	43	9	14	432
Male	64	1	19	0	17	24	5	8	138
<b>Grand Total</b>	<b>370</b>	<b>2</b>	<b>33</b>	<b>8</b>	<b>54</b>	<b>67</b>	<b>14</b>	<b>22</b>	<b>570</b>

\*Marketing includes retail op shops, data analytics, fundraising and creative services.

## Employees overseas

Gender	Afghanistan	Lebanon	Nauru	Nepal	PNG	Solomon Islands	Vanuatu	Vietnam	Total
Female	1	1	176	0	50	28	30	1	287
Male	0	0	72	1	51	47	21	0	192
<b>Total</b>	<b>1</b>	<b>1</b>	<b>248</b>	<b>1</b>	<b>101</b>	<b>75</b>	<b>51</b>	<b>1</b>	<b>479</b>



## Engineering better lives for children

Five years ago, Ernelle Toft was looking for a change.

After seven years as an engineer, working at some of Melbourne's most well-known organisations, she started searching for a new career that would be a better fit with her values.

Inspired by the work of development non-government organisations (NGOs), she decided to go back to university to study a Masters of International Development. And when she saw a call centre job advertised by Save the Children Australia, she promptly applied.

"When I was researching international development, Save the Children Australia always came up," says Ernelle. "I decided I wanted to work for them."

At our Melbourne office, we regularly run casual lunchtime meetings where staff can hear more about our projects around the world. When Ernelle happened to attend a talk presented by a program manager from Papua New Guinea, she was inspired to follow that path.

"I knew what I wanted to do," she says. "I wanted to be a Program Manager."

From that moment on, Ernelle threw herself into her work and moved from the call centre, to program administration, to coordinating grants, and finally to a program officer role.

In 2014, she achieved her goal, taking on her current role as Program Manager for Indonesia, Cambodia and Laos.

"All our projects are different and they all cater to the different requirements of each community. They are all striving to achieve wonderful things for the children, the people and their communities," Ernelle says.

"The people at Save the Children Australia make all the difference. Their passion and commitment for helping children and communities drives everything they do. They work very hard to help people."

Interestingly, she's found her experience as an engineer to be very helpful in her current role.

"Engineers need great attention to detail, problem solving skills, flexibility and strong project management skills. All of this is fundamental to my current role," she says.

"However, what makes this role different is the type of project we manage. It's not about the quality of a product, like my engineering projects, but the quality of the outcomes for children and their communities. And that is more challenging."

A child enjoys their book at our reading camp in Indonesia. The program – managed by Ernelle – helps to boost literacy levels in remote communities in West Timor. Photo: Rob McKechnie/Save the Children.

## Developing our people

We are committed to developing our employees and to building organisational capability hand-in-hand with individual capability. Our CEO invested time to meet one-on-one with more than fifty senior leaders from across the organisation to discuss their career goals and individual development plans. In 2014, we implemented a number of new training and development initiatives.

We nominated a group of 15 senior leaders to participate in our first innovative and intensive action-learning project called Leading with Impact. This was run in partnership with expert organisations EQUIBT and the Maura Fay Group. Our leaders need the skills, experience and confidence to be adaptive and effective in a complex and challenging environment yet many have previously had limited or no formal training. We have also introduced management training and renewed our Induction and Onboarding training and toolkits.

Each year, employees work with their managers to develop individual development plans, and one percent of total salaries are set aside for training and development of staff.

In our new childcare centres in Queensland and Western Australia we are supporting our employees through a Certificate III in Early Childhood Education and Care. Our Study Assistance policy also supports emerging talent in further developing their skills and qualifications.

We have developed partnerships with leading organisations such as Accenture, Swinburne University, Melbourne Business School, and Ducere's School of Leadership to build the capacity of our people. Coaching, mentoring and the provision of interns and project teams from such high-calibre organisations help us to achieve our goals and expose our people to innovative thinking and practice.

## An engaged and committed workforce

We achieved a 12 percent improvement in our engagement score from 2013. Our employees are committed to our mission and to the success of the organisation.

### Employee turnover

Our total voluntary turnover rate for permanent staff was 26 percent in 2014. Turnover reflects the dynamic environment in which we operate and a step-up in our expectations of what we deliver as an organisation.

We have worked hard to refine the way we capture our employee data, which has enabled us to provide more accurate turnover figures.

Our turnover rate shows the number of Australian employees who have voluntarily left the organisation over a 12-month period. It includes expatriate employees working in our international projects but not the 227 additional employees in Papua New Guinea, the Solomon Islands and Vanuatu who are employed directly by the country offices.

### Occupational health and safety (OH&S)

We are developing a Health and Safety Management System in accordance with harmonised workplace health and safety legislation and AS4801:2001 Occupational Health and Safety Management Systems. We are implementing this throughout the organisation and regularly reviewing it in accordance with continuous improvement initiatives.

Our National Health and Safety Committee provide a forum for consultation and communication on workplace health and safety. The committee meets at least quarterly, with a preference for monthly meetings. The committee met nine times in 2014.

We have updated and simplified our policies to be more user-friendly. These are now easy to find and supported by guidelines and toolkits on our employee intranet.

### Incident and injury reporting

We encourage all employees to report hazards, near misses and incidents. In 2014, our online reporting tool Risk Wizard was updated to allow for improved trend analysis. We have seen improved reporting as we continue to educate managers and establish Return to Work coordinators in each State.

# GOVERNANCE, RISK & THE BOARD

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.

Visit [savethechildren.org.au](http://savethechildren.org.au) to find out more about our governance principles and reports:



**Who we accept donations from**



**How we're constituted**



**How we're regulated**



**Best practice**



**Managing risk**



**Our Board**



**Our Executive team**



**Child protection report**



**Fighting corruption**



**The environment and sustainability**





Sawda, 13, loves learning at our program for Somali refugees in Heleweyn Refugee Camp, Ethiopia. Photo: Jonathan Hyams/Save the Children

# 2014 REPORT CARD

This report card measures our performance in 2014 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**

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



**In 2014, we reached millions of children and adults through 149 projects in 29 countries. Our work spans Australia, the Pacific, Asia, the Middle East, Africa and North America.**

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

In 2014, we continued to improve the way we design and implement our projects. We worked on improving our technical capacity through increased investment in technical advice, including child protection, health, education and urbanisation, and also focused on improving our reporting methods. The lessons from our project reports have increasingly informed how we run our projects, improving overall effectiveness.

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

Our focus on Asia and the Pacific is clearly illustrated by our expanded programming in this region, including very large projects in Pakistan, Afghanistan and Myanmar. We are focusing on improving the quality of our projects in the Solomon Islands, Papua New Guinea and Vanuatu, due to some concerns around project quality.

In Australia, education and child protection remain focal areas for our work, including in emergency situations.

## 2. Grow and improve our reputation and stakeholder engagement.



**As part of our work to advocate for the needs of vulnerable children, in 2014 we surpassed 2013's record-breaking year of media coverage. We achieved a media reach of more than 157 million people, nearly doubling our reach from 2013. We increased our social media followers by 79 percent to 74,739 and our unique website hits by 62 percent to 391,419. Our number of supporters\* increased by 7 percent to 108,151, however we didn't make our goal for 2014 of 113,232 supporters.**

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

In 2014, we developed and implemented our Policy and Advocacy Strategy 2014–15, which has translated into a significantly enhanced public and private advocacy voice. We provided policy submissions and gave evidence at hearings across a wide range of issues affecting children. We also published a report for the G20 meeting in September, highlighting a need to focus on child wellbeing within economic policies. We are frequently the most-quoted INGO in the Australian media and we are well ahead of our social media and website goals. We also reached 125 million people (total accumulative audience reach) through our television advertising.

**Objective two: Improve transparency and accountability to donors and the community by reporting on the impact of all of our projects.**

In 2014, we followed through with our plan to connect with our donors, helping to reduce attrition of our supporter base and improve the way we tell our supporters about how their donations are helping the world's most vulnerable children.

We also published our *2013 Annual Report* which was a very big step towards improved transparency due to close adherence to PricewaterhouseCoopers transparency criteria. This was well received by our donors and other stakeholders, and has flowed on to further improvements in this *2014 Annual Report*.

\* A supporter is an individual or entity that provides us with financial and/or non-financial support.

### 3. Increase total income by 40 percent by 2015.



**We achieved a total income of \$144.9 million for 2014, which is a growth of 41 percent from the previous year. We have surpassed our goal of 40 percent growth by 2015, however we will continue to invest in growing our fundraising income and diversifying our income base.**

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

We have surpassed our 2015 programs income target, with revenue of \$113 million in 2014. Our projects on Nauru made a considerable contribution; however with the current environment of budget cuts to the Department of Foreign Affairs and Trade, we are expecting a more difficult financial environment in 2015.

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

We are falling far short of our fundraising targets. In 2014, we achieved \$14.5 million, which means we are unlikely to meet our 2015 target of \$26.5 million. In 2014, we made considerable investments in marketing and corporate partnerships, which will take some time to bear fruit. These investments have succeeded in halting the decline in our financial supporter base, and now we are looking towards positive growth. We worked extensively on diversifying the number of ways we attract new supporters by reducing

our reliance on face-to-face fundraising and increasing our investment in TV and digital advertising.

### 4. Improve operational effectiveness and risk mitigation.



**We achieved an administration ratio of 5.1 percent, which is a reduction from 6.6 percent in 2013.**

**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.**

Thanks to our scalable administration model, this year we lowered our administration ratio while increasing our income. We are continuing to focus on improving our cost ratios for our call centre and IT departments. We continue to work on new cost-reduction initiatives.

This year, we have continued integrating Save the Children Australia with Save the Children International. We are sharing more resources and networks, for example: we built our new intranet with development assistance from Save the Children International; and we created a crisis management plan, which was adopted by Save the Children International. We have also been heavily involved in developing Save the Children's shared global strategy for 2016–18.

**Objective two: Improve our processes and systems, and continue to minimise risk within our business.**

Our new finance system was completed in 2014, significantly enhancing our financial reporting capabilities. It adds to our ability to monitor and manage our financial results, as well as enabling cost savings within the finance department. We also implemented our new program finance/reporting system, which manages our awards and links to the financial system. Both of these are shared global systems and we will continue to build their capabilities over time and assist staff to leverage the full benefits of this investment.

In 2014, we revised our risk register and further developed our understanding and focus on strategic risks and on improving levels of accountability. We have increased the number and scope of audits, and increased communication between audit and line management giving us a greater understanding and focus on controls throughout the organisation.

## 5. Increase employee and volunteer engagement.



**This was a year of stability and strengthening of our capabilities at Save the Children Australia. Our 2014 employment engagement score was 64 percent, which is an improvement of 12 percent on the previous year. The number of active volunteers remained stable at 2,660.**

**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.**

With a strong and committed senior management team consolidating changes from 2013 and implementing new initiatives, this year was successful for improving employee engagement and nurturing our talent. We developed formal Individual Development Plans for each employee and launched a leadership program for our managers and rising talent. We also worked to integrate our core values to help each employee to reach our strategic goals.

In 2014, we continued work to improve our employee engagement score and reduce our turnover rate. Our total voluntary turnover rate for permanent staff was 26 percent in 2014.

**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 launched a new employee intranet in 2014, improving how we communicate with our staff. We also implemented our new performance review system, which has helped individual employees to improve their performance and reach their personal goals. Talent mapping and succession planning has also helped to nurture a high-performance culture.

### 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. During 2014, we worked with other Save the Children members and Save the Children International on our shared global strategy, which will cover 2016-18. This will guide the development of Save the Children Australia's next three year strategy.

Read our current strategic plan at [savethechildren.org.au](http://savethechildren.org.au).

2014 Results Overview								
	1. Reach	2. Supporters	2. Social media followers	2. Website unique hits	3. Income	4. Administration ratio	5. Employee engagement score	5. Active volunteers
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
<b>2014 result</b>	<b>12M</b>	<b>108,151</b>	<b>74,739</b>	<b>391,419</b>	<b>\$144.9M</b>	<b>5.1%</b>	<b>64%</b>	<b>2,660</b>
2015 goal	12.3M	117,000	70,000	460,000	\$120.0M	<10%	63%	2,661

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

## Goals for 2015

---

We have made significant progress in achieving our 2013-15 strategy goals. Our priorities for 2015 aim to establish the foundations for our next strategy period and ensure we continue to adapt to the new challenges and opportunities we face.

### Sustainable growth

To increase the scale and impact of our work we need to continue to increase our net income. In recent years, our income has grown significantly, however, in 2015, we want to be more focused on improving our financial sustainability. We will continue to diversify our income base, build our financial reserves for the future and use our unrestricted income as effectively as possible, to ensure that our organisation is sustainable in the long term.

### Distinctive and influential profile

To achieve significant change for children we need to maximise our voice. In 2015, we will continue to improve communicating what we stand for to our stakeholders. We aim to be an effective voice for children and become recognised thought leaders in child-focused public policy across our thematic focus areas. We want to increase the number of informed and engaged supporters of our work.

### People as a differentiator

The passion and skills of our people are our most critical long term asset. We are very proud of the fact that 14 percent of our employees in Australia are Aboriginal or Torres Strait Islander. Our desire is to increase this percentage and become an employer of choice in all the locations we work. We want to make sure we attract, develop and retain talent and embed strong leadership and management skills through a range of employee development programs. In addition, we need to make sure we harness the energy and skills of volunteers to help meet our organisational objectives.

### Quality and efficiency of projects and processes

Given our recent rapid growth, increasing expectations from our donors and stakeholders, and our desire to achieve impact at scale it is more critical than ever for us to ensure quality and efficiency in what we do. In 2015, we will improve monitoring and reporting of projects and processes including risk and take actions to improve performance. We will embed monitoring and evaluation into project design and ensure projects are grounded in evidence. We will be required to demonstrate sound risk management practices, operational effectiveness and transparency in decision making.

### Measure and communicate impact

Our impact is not only the direct result of our projects; it is also our ability to research, advocate and use our global organisation to achieve broader change and better outcomes for children. We conduct a broad range of activities and need to be very clear and focused in how we measure our impact and communicate that impact to our stakeholders. Our impact measures may force us to make choices about the focus of our work.

## Leverage data and insights

Our data and systems have the potential to be a source of competitive advantage. In 2015, we will focus on defining our data requirements and making sure we have systems that efficiently capture and analyse our key data to inform and improve decision making. We need to be open to learning and be disciplined in using the data and insights to make changes and adjust what we do.

## 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 our impact, and by working in the world's most challenging places to save children's lives, protect them from harm 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 volunteer and 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 projects 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.



Nurse Laiden holds two-month-old Princess Daniella. Laiden has been providing counselling for Princess' mother in the wake of Typhoon Haiyan in the Philippines. Access to healthcare was limited in this area for some time, which was hard hit by the typhoon. Photo: Hedinn Halldorsson/Save the Children

# WHAT WE'VE LEARNT

We know that true learning involves challenging ourselves and facing up to our shortcomings. However, not to learn and experiment means the death of growth, innovation, creativity and our ability to adapt in this rapidly changing world.

So, we choose to embrace a learning culture. Here we share some of our biggest lessons from 2014 and how we will grow in 2015 and beyond.

## International and Humanitarian Programs

---

### Challenge one: Being adequately prepared for disasters in the Pacific.

In response to the flash floods in the Solomon Islands that devastated Honiara and surrounding Guadalcanal in April 2014, we provided projects focused on education and school rehabilitation, child protection, clean water and sanitation, hygiene promotion, and the distribution of household and hygiene kits to families. Unfortunately, a lack of pre-positioned stocks and an outdated emergency preparedness plan meant we couldn't respond as quickly as we'd have liked. Since the disaster, we have updated our preparedness plans in the Pacific Islands, and have worked to secure funding for pre-positioned stocks.

**Biggest lesson: We need to pre-position stocks and prepare up-to-date emergency plans to ensure we can respond as rapidly as possible to future disasters in the most disaster-prone areas of the Pacific.**

### Challenge two: Designing appropriate child protection projects in Asia and the Pacific.

In 2014, Save the Children Australia conducted an evaluation of our child protection projects in Cambodia, Laos and the Solomon Islands. The evaluation found we have built strong relationships at every level of operation and we have particular strengths at the community level. Our contributions are valued by many stakeholders. However, the evaluation also found that our projects need to make a better distinction between child protection and broader children's rights and child participation. It also showed we need to do more sophisticated analysis of the local context and we need to avoid using standardised inputs in different operating environments.

**Biggest lessons: In our child protection projects, we need to tailor our project designs to meet local needs. We also need to ensure we are focusing on protecting children, not just promoting their rights and participation. We have since reviewed all our current child protection projects, made appropriate adjustments, and applied our learning to the design of new projects. We have also shared the evaluation findings across the global Save the Children organisation.**

### Challenge three: Making sure we're helping the right people in our health projects in Cambodia.

Our four-and-half-year-long Newborn Child Survival project in Cambodia focused on providing sustainable healthcare to vulnerable newborns, mothers and their

families. At the end of the project, we evaluated the results and found the project was successful in many areas, including providing essential health infrastructure, establishing strong community networks and improving overall health outcomes. There have been no maternal or under-five child deaths in the district since 2011, partly thanks to our work. However, the project was implemented without clear client selection criteria, and did not take into account clients who would have already been exempt from paying for services under the government policy.

**Biggest lesson: We need to do more research to ensure we have a comprehensive understanding of the locations we're working in and the projects being implemented by others, including government, to avoid any duplication of efforts. We are using these learnings for the project design of future health projects in Cambodia and we are doing more research on conditional cash transfer systems.**

**Challenge four: Ensuring our Education in Emergencies projects are well planned and focused.**

Our Education in Emergencies (EIE) Capacity Building project ran over three years in nine countries in Asia and the Pacific. The project aimed to ensure children still have access to education during and after disasters, by strengthening the education system through all levels of government. A final

evaluation of the project found it was largely successful in all nine countries, helping governments to respond to emergencies, and developing tools and policies to improve planning and responses to emergencies. The project team implemented all planned activities with a reasonable level of efficiency, but there was limited follow-up with partners to assess if they were able to put their new skills into practice and if they were achieving results as planned. This is a reflection of an overambitious design and lack of project focus.

**Biggest lesson: Ensure project plans are realistic and focused, based on the timeframe and resources available. Also ensure there are adequate follow-ups to determine project effectiveness.**

## Australian Programs

---

**Challenge one: Supporting staff in remote locations.**

Working in remote locations is vital to our work with Australian kids, however it can be challenging. Retaining staff can be difficult in remote locations because it is expensive to train and support them, and there are many complexities when working and living in a small community. In some locations, it can be difficult to find staff with the right skills. To overcome this, we try to employ locally and think creatively about how to invest in and support staff through relevant training.



To reduce isolation of staff and support engagement we have increased the number of face-to-face and Skype meetings between staff in remote communities and their supervisors. Some communities face natural disasters or community violence, resulting in the evacuation of staff. In the Northern Territory, we have sometimes struggled to find flights and appropriate exits for staff when needed. We now have evacuation plans for our staff and safety plans for the families they're working with. We also talked closely with our project funders to ensure we can charter a plane to evacuate staff if there are no other flights available.

**Biggest lessons: We need to adequately invest in staff who are working in remote locations and have clear plans for how we respond to their needs in special circumstances.**

### **Challenge two: Getting the numbers to show the impact of our work.**

Last year, in some of our projects we had difficulties with data collection and reporting, which meant we couldn't show the impact of some of our work. We are now working to invest adequate resources in planning, quality assurance, monitoring and reporting, as this has a significant impact on how well the project runs, our reputation and overall sustainability.

For example, all of our Queensland projects have now completed a program logic exercise, which will guide ongoing discussions about how we can collect the right evidence to show the impact of our work.

**Biggest lesson: We need to continue building robust reporting practices to prove our programs work.**

### **Challenge three: Making sure our projects have sustainable funding.**

Many of our projects experience funding gaps. Nationally, government funding has reduced and competition has increased. This has impacted on staff morale, expectations of the families we work with and overall project effectiveness.

To alleviate some of this uncertainty, we're been working with state governments to create more sustainable funding models, and working to secure alternative funding from philanthropists and the corporate sector.

We've also been working to improve our reporting practices, be innovative, ensure we are using best practice, have the right staff, and strengthen our local knowledge and connections.

**Biggest lesson: We need to work hard to find sustainable funding – possibly from new sources.**



Children listen and learn at our playscheme in Wentworthville, Sydney. Many of these children wouldn't be able to access early childhood education without this program. Photo: Robert McKechnie/Save the Children Australia

## Policy and Public Affairs

---

### Challenge one: How do we talk about tax?

A fair and functioning tax system is critical to financing investment in the world's most vulnerable children. We cannot avoid advocating on this topic, despite it being outside our traditional comfort zone. So, to contribute to the discussions at the G20 conference in Brisbane this year, we released a report by Save the Children UK, *Tackling Tax and Saving Lives*. This report was used by all Save the Children member countries around the world.

When coordinating with other Save the Children members, it became clear that tax is a sensitive and complex issue – not only within our own organisation in Australia, but in and amongst other Save the Children member countries around the world. This made the coordination and sign-off process quite lengthy and involved.

#### **Biggest lessons: Recognising the many sensitivities around tax policy, we will:**

- **Ensure our research and policy on tax issues are reviewed by an external tax expert**
- **Ensure our policy positions on major tax issues are signed off by our Policy and Advocacy Committee**
- **Be balanced and accurate.**

### Challenge two: Campaigning in contentious spaces

Before 2014, we did very little public campaigning at a national level. To build our reputation as a credible voice in public debate around issues affecting children, we recognised the need to take up this challenge.

In 2014, we launched a campaign calling for a ceasefire in the conflict in Gaza and the West Bank to stop the attacks on both Palestinian and Israeli children. Our supporters signed petitions, wrote letters and advocated for governments to take this issue seriously and act to protect children. It was a risky decision to campaign on a contentious political topic, and we ran the risk of alienating some of our supporters. We encountered some criticism for taking such a strong stance on the issue. While we would stand up for children given the same choice again, we could have been better prepared for some of the criticisms levelled at us, and the policy concerns underpinning those views.

#### **Biggest lessons: When campaigning on matters of political importance, we will:**

- **Ensure our campaigns remain focused on the best outcomes for children, not the political landscape of the day**
- **Use the expertise of our project and policy teams to direct our stance, and thoroughly analyse all policy positions in the debate, regardless of whether or not we agree with them**
- **Stand true to our values.**

### Challenge three: Lobbying at the right time, to the right people.

During 2013–14, Australia was a member of the United Nations Security Council (UNSC). This was a significant opportunity for us to lobby the UNSC, because Australia was helping to draft UNSC resolutions, presidential statements and press statements, and calling for sponsoring briefings on specific issues.

During this time, we had some significant successes. However we also missed some opportunities, notably around lobbying on the issue of children in armed conflict. On a number of occasions, we wrote to the Foreign Minister on this issue and had some discussions with the Department of Foreign Affairs and Trade – but not with enough consistency. The main reason this lobbying wasn't effective was we started too late. Children and Armed Conflict (CAAC) is a fairly new priority and Save the Children International only agreed on a strategy in August 2013, meaning we only started engaging on this issue with the Australian Government in late 2013 – well into Australia's term on the UNSC. With some limited exceptions, Australia did not utilise its term on the UNSC (or its presidency) to champion issues affecting children in armed conflict.

#### **Biggest lesson: We need to develop long-term strategic plans, and target the right people in government. And we need to start planning early.**

## Marketing

---

### Challenge one: Getting an attractive return from our adventure events.

In 2014, we hosted three adventure events (two new and one existing) with the aim of attracting thousands of new supporters and raising income. The new events (Murray Quad and Goodwill Swing to Save) fell well short of their expected supporter numbers, while our established 36floors abseil event saw a significant decline in participation for the second year in a row. Despite investing considerable resources into promoting these events, the ideas behind the events were not attractive or appealing enough to make them financially viable. We have decided to stop running all three of these adventure events, and will explore a new approach to community fundraising in 2015.

#### **Biggest lesson: We need to reconsider our approach to community fundraising, in particular the split between Save the Children Australia events and third-party events.**

## Challenge two: Building a strong cash database.

It can be difficult to grow funds from cash appeals. This year, we realised our database was too small and we were sometimes targeting the wrong people with our appeals. We also realised the need to strengthen our brand so more people recognise us and feel open to supporting us – especially at competitive times of the year, such as Christmas, when it can be difficult to stand out from the crowd.

We are working to ensure we have a good mix of cash acquisition strategies so we are not as reliant on any one element of a campaign. In 2015, we will increase the number and types of campaigns we run, including lead generation campaigns to help grow our database. We will also ensure we have a strong and targeted appeals program throughout the year, supported with more personalised and relevant communications, so our donors are constantly engaged and we give them multiple opportunities to support us. In addition, we will be working with Save the Children International to strengthen our brand awareness as part of our long-term brand strategy.

**Biggest lesson: We need to deliver targeted and personalised appeals in line with supporters' areas of interest.**

## Challenge three: Embedding new channels, such as in-house face-to-face fundraising.

There are inherent challenges in starting any new marketing channel and there were a number of lessons learnt during 2014 with the launch of television advertising and in-house face-to-face fundraising. We will continue to embed these new channels in 2015.

As an example, the main lesson for our in-house face-to-face program related to the transient nature of street fundraisers. This meant the team had higher than expected staff turnover. To counter this for 2015, we have implemented a new staff engagement program that includes a reward program for achieving results, as well as career planning.

We also had a very aggressive testing strategy, which aimed to find the best new locations and approaches for the face-to-face team. However, this jeopardised results as many tests were unsuccessful, meaning we spent too much time in places that weren't conducive to fundraising. In 2015, we will reduce our testing schedule to be only 20 percent of our allocated budget and timing. We feel this will give us a stronger base to explore new and innovative ways of fundraising, without jeopardising overall acquisition targets.

**Biggest lesson: Better engage our in-house face-to-face staff and reduce our testing schedule.**

## Shared Value

---

### Challenge one: Long-term planning for our bequest program.

In 2013, we received a number of significant bequests which were pledged several years ago. In 2014, we did not receive the same number of bequests and this meant we fell short of our financial targets. We need to invest more resources in building our bequest program over a longer period, and we have since recruited a bequest specialist and developed a comprehensive five-year plan to achieve this goal.

**Biggest lesson: We need to think long term with our bequest program and build up a more robust pipeline of supporters who have included a gift in their Will.**

### Challenge two: Engaging the corporate sector in more meaningful corporate responsibility and shared value partnerships.

As a new department, Shared Value has a key goal of developing deeper and broader partnerships with the corporate sector. This means partnerships where we work together to develop solutions to address the causes of poverty and disadvantage. A challenge for us in this area has been forming relationships with corporates who demonstrate a real and meaningful commitment to corporate social responsibility. We've found we need to engage with corporates across a range of areas, including the more traditional corporate social responsibility (CSR) areas such as volunteering and sponsorships, and work with them to develop the relationship across other areas of impact, such as responsible business practice and product co-development.

**Biggest lesson: We need to be resourced to offer a range of engagement levels and options when partnering with the corporate sector.**

### Challenge three: Recruiting a highly skilled, experienced and committed team.

In 2014, the role of Trusts & Foundations Manager was vacant for the last six months of the year. This meant we received less funding through philanthropic grants than in previous years – \$750,000 in 2014 instead of \$1.3 million in 2013.

Recruiting committed staff is a challenge for any organisation but, in the Shared Value department in 2014, we had some substantial gaps in our team and this significantly impacted our ability to meet our goals.

**Biggest lesson: We need to allow more time to recruit specialist positions and not increase our expectations around income before vacant positions are filled.**

# PUBLIC OUTREACH

## Media

In 2014, Save the Children Australia was mentioned in 1,965 media stories across print, radio, television and online platforms in Australia, which was an increase of 32 percent from 1,481 stories in 2013.

These stories had a total audience reach\* of more than 157 million people\*, nearly doubling our reach of 79 million in 2013.

Media	Stories	Audience reach
Broadcast (TV and radio)	1,121	98,365,500
Print	717	59,036,891
Online	127	-
<b>Total</b>	<b>1,965</b>	<b>157,402,391</b>

Region	Stories	Audience reach
Local	550	9,732,530
Metro	942	85,067,633
National	473	62,602,228
<b>Total</b>	<b>1,965</b>	<b>157,402,391</b>

\*Audience reach is an estimate of the circulation or audience size for a broadcast or publication. These figures are based on data from media intelligence company iSentia.

## Website

In 2014, we achieved 391,419 website hits which was an increase of more than 150,000 on last year. We also exceeded our goal of 350,000.

## Social media

By the end of 2014, we had 74,739 social media followers which was an increase of more than 33,000 on last year. We not only exceeded our 2014 goal of 60,000, we also exceeded our 2015 goal of 70,000. Our new goal for 2015 is 100,000 followers.

Social media	Number of followers
Facebook	60,445
Twitter	8,890
Linkedin	3,834
Other	1,570
<b>Total</b>	<b>74,739</b>

## Television advertising

We reached 125 million people through our television advertising in 2014. This is our total accumulative audience reach.



Eric Bana lends a hand at one of our Sydney playschemes. Photo: Bulgari



Kids at our Nowa Nowa Kindergarten enjoy learning in a fun environment. In 2014, more than 90 percent of Aboriginal kids in our Victorian kindergartens demonstrated literacy awareness appropriate for their age. Photo: Robert McKechnie/Save the Children Australia

# SUPPORTER INCOME

## Appeals

Appeals are critical to helping fund our work during humanitarian emergencies and for development programs in Australia and overseas. We ran four appeals in 2014, raising more than \$1.95 million for our projects. This year, we used more focused messages, reaching out to our most engaged donors. This reduced the overall cost of running our appeals and significantly increased the Marketing Return on Investment (MROI).

### Tax Year End Appeal

This year's Tax Year End appeal was our most successful non-humanitarian appeal in the last six years. The appeal was based on a very compelling goal – to help end preventable newborn deaths and train 600 midwives. The average donation was 23 percent larger and we raised \$663,000, which was \$295,000 more than last year. In addition, more people responded to our appeal letters and emails, bringing in more than 1,484 extra gifts.

### South Sudan Appeal

The South Sudan Appeal was our largest appeal in 2014, raising more than \$699,055 to help children and families affected by the conflict and food crisis. This was largely due to a significant amount of

media coverage and the urgency of the cause. This appeal will continue into 2015, as South Sudan teeters on the brink of famine and the number of children affected increases.

### Ebola Appeal

In October, we launched an appeal to tackle the Ebola crisis in West Africa. We promoted the appeal through social media and our monthly e-newsletter. Our media team obtained 285 stories across TV, radio and newspapers, reaching a total audience of more than 21 million Australians and driving the majority of donations. The appeal raised more than \$119,137 and will continue into 2015, as we continue to scale up our fight against the disease.

### Christmas Appeal

This year's Christmas appeal (No Child Left Behind) was part of an organisation-wide integrated campaign which drew attention to the barriers to education faced by children around the world. We focused on girls who can only dream of going to school because they are exploited through sex work, early marriage or child labour. Overall, the appeal raised \$414,286. This is a great improvement on our previous Christmas appeal.

## Events

This year was one of our biggest in terms of the number and variety of hosted events. We hosted two adventure events with 36floors held in May and the Goodwill Swing to Save in October. Unfortunately, these two events were not as successful as we would have liked, and we made a decision to discontinue adventure events for the foreseeable future. Our two biggest gala events were held once again with Imagine Ball held in November in Perth and Tasmania's Illumination held in October. In May, we hosted the Global Vigil for Syria at Federation Square, highlighting the three year anniversary of the Syrian conflict and in November, as part of the No Child Left Behind integrated campaign, we hosted an exhibition and school education experience in Melbourne.

## How we spend your donations

We strive to use donations in a highly responsible and efficient way. This ensures 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 2014, administration costs accounted for 5.1 percent of total expenses and fundraising costs accounted for 8.7 of total expenses.

Therefore, in 2014, more than 84.2 percent of every dollar went directly to our projects 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 projects or costs) or unrestricted (and can contribute towards any project, 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.

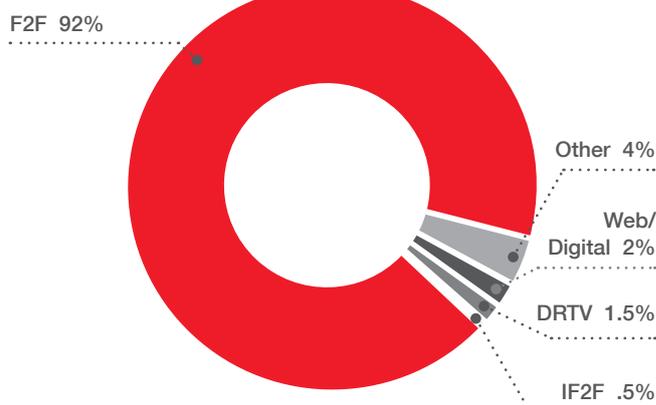
We only work with deposit-taking institutions that are authorised by the Australian banking regulator. We do not invest in equity or debt instruments (other than temporary holdings of investments received from donor bequests) or property (except where utilised in delivering our projects).

## Our fundraising approach

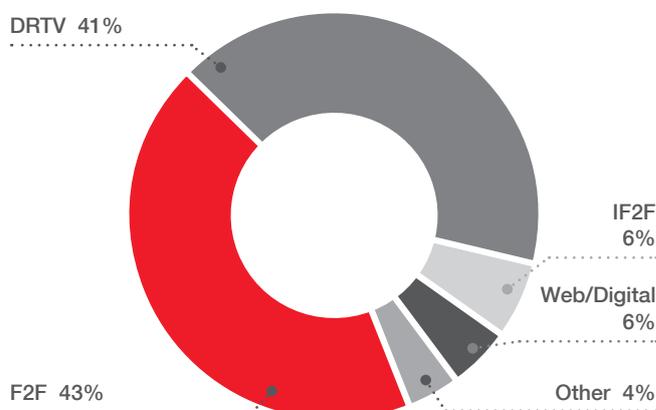
In 2014, we introduced two new methods of fundraising (television advertising [DRTV] and in-house face-to face fundraising [IF2F]) and a new product (Child Sponsorship) to deliver a much more balanced, sustainable and efficient base from which to grow. This is reflected in a more diverse base of supporters, who come from all age groups and demographics.

## Regular giving (RG) income in 2013 and 2014

RG Channel Mix % 2013



RG Channel Mix % 2014



## Our fundraising efforts

	2014 Income (\$'000)	2013 Income (\$'000)
Regular giving	19,833	21,238
Corporate	3,038	1,708
Major donor	936	404
Trusts & foundations	871	1,184
Legacies & bequests	572	1,458
Events	744	990
State fundraising & appeals	2,716	2,954
Less fundraising costs	(12,539)	(8,505)
<b>Net fundraising income**</b>	<b>16,171*</b>	<b>21,143</b>

\*Compared to prior year, net fundraising income has reduced. This is mainly due to increased investment in newly developed channels to reverse the declining trend of fundraising income.

\*\* 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 funds raised for every dollar spent.

Following is a breakdown of our largest appeals and events:

Appeals	Income	Investment	MROI
TYE Appeal	\$663,714	\$360,281	0.8
South Sudan Appeal	\$699,055	\$10,291	66.9
Ebola Appeal	\$119,137	\$10,000	11.91
Christmas Appeal	\$414,286	\$190,678	1.1
Events			
36 Floors	\$105,059	\$72,345	0.4
Swing to Save	\$72,451	\$77,012	-0.05
Run to Save	\$57,527	\$17,691	2.2
Illumination Gala	\$154,933	\$60,576	1.5
Imagine Ball	\$69,964	\$64,572	0.08

## Our contact centres

Our main contact centre, Stellar, handles inbound and outbound calls, as well as emails. In 2014, Stellar took more than 24,000 inbound calls, with an average wait time of just 30 seconds.

## Our digital channels

In 2014, we continued to grow our digital fundraising. For example, in 2012 only 2.2 percent of total individual giving revenue was received through our digital channels, while in 2014 more than 35 percent of total individual giving revenue was earned through digital channels. This investment has not only made it easier for people to give to us via the web, mobiles and tablets, but has helped us reduce our overall fundraising expenditure.

## Our stores

Last year, our 35 Australian retail stores sold more than 1 million items of recycled fashion, toys, books and even some vintage and modern day gems, with all profits going towards creating better lives for children. In 2014, we had more than 400,000 visits to our retail shops and generated income of \$3.365 million, a growth of 14 percent on 2013. Our stores are staffed by more than 1,000 friendly volunteers.

In 2014, we opened five new stores, including our first superstore, based at Margate (Queensland), with more store openings planned in 2015. Our online retail shop increased its income through the addition of more than 40 new products to support our major Christmas campaign and enhancements to the site.

## Face-to-face recruitment

In 2014, we continued to improve our approach to face-to-face fundraising. We achieved this by enhancing the skills of our in-house fundraising team, encouraging them

to have more informal and educational conversations with potential supporters. We also decreased our use of external face-to-face fundraising agencies to reduce poor performance and its associated costs.

## In-kind donations

Our supporters regularly donate materials, time and professional services to support vulnerable children. For example, in 2014 we were fortunate to have a senior member of KPMG help us develop our business case for the proposed customer relationship management (CRM) system. We are grateful to KPMG for sharing their extensive experience and knowledge for four months, and look forward to their continued help in 2015.

## Reliance on certain types of fundraising

Approximately 82 percent of our fundraising income is generated from our regular giving program and cash appeals. The next highest contributors are our corporate partners, at 10.3 percent. We are highly reliant on these types of funding. Together they represent more than 92 percent of our fundraising income.

We are much less reliant on other sources of income such as legacies and bequests; trusts and foundations; events and campaigns; branches; and members. However, they are important sources of funding for projects 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

During 2014, we made significant investments in fundraising with the aim of increasing our donor base and supporting future growth of public income, using relatively new channels such as television advertising, digital advertising and in-house face-to-face fundraising. This investment supported the acquisition of more than 11,000 donors in 2014, an increase of more than 50 percent on 2013.

To further support revenue growth in 2014, we also expanded our corporate partnerships team, delivering a 56 percent increase in funding from our corporate partners to support growth in our projects. We will continue our current level of investment during 2015 and seek to expand our cash appeal program, retail footprint and corporate partnerships.

## Improving our work

In 2014, we implemented new systems to help us raise funds more efficiently. We are now using a new freeware called Podio to help us improve the workflows in our creative studio. To help our supporters raise funds without having to pay a commission for using a fundraising website, we also built a new website [savethechildrenfundraising.org.au](http://savethechildrenfundraising.org.au). This maximises a supporter's effort so all proceeds go to helping the most disadvantaged children.

## Market research

In 2014, we conducted a small amount of market research to help us understand our supporters. We engaged donors with in-depth telephone interviews and two focus groups to gain insights into our customer service experience and our DRTV campaigns. These insights have helped us create better processes and improve the way we speak to our supporters.

# FINANCIAL STATEMENTS

## Where the money came from

In 2014, our total income was \$144.9 million, which is a growth of 41 percent on 2013. This growth was mainly a result of increases in funding from the Department of Foreign Affairs and Trade (DFAT) and other government and institutional grants, which includes funds received from the Department of Immigration and Border Protection for services provided on Nauru.

Our community support income decreased by 5 percent in 2014, reflecting the drop in our investment in acquiring new donors in 2012 and 2013. This is a smaller decrease than the prior year due to the work undertaken to invest in new channels to broaden our supporter base during 2014.

## Explanation of terms

**Community Support Income:** donations, fundraising, legacies and bequests received from the Australian public and corporations. Continued generous public support enables our community support income to assist us to effectively deliver programs to children and to respond to emergencies such as the Syria and South Sudan crises.

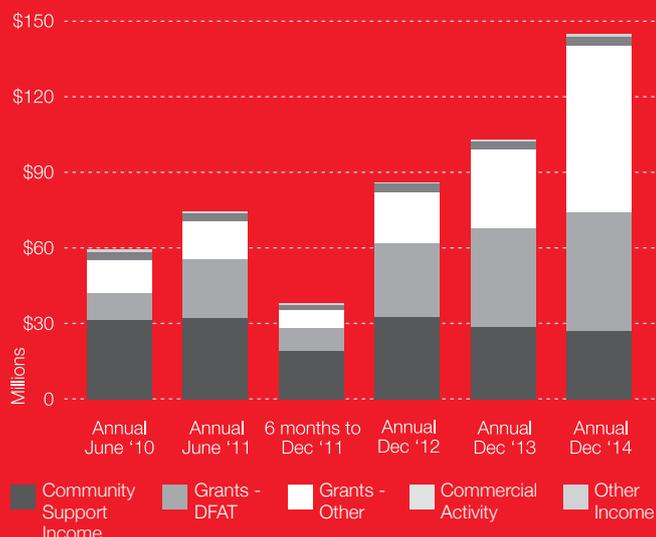
**Grants – DFAT:** Grants received from the Australian Government’s overseas aid program.

**Grants – Other:** Grants received from other Australian Government departments and international organisations and government bodies.

**Commercial Activity:** Includes revenue from commercial activities such as our retail stores.

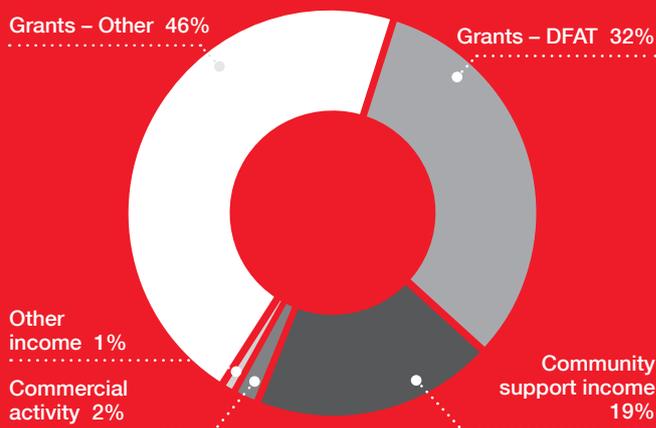
**Other Income:** Includes investment income.

## Where the money came from: Four-year trend



## Where the money came from

Year ended 31 December 2014  
(Expressed as a percentage of total income)



## Where the money went

We have continued to focus on increasing the proportion of our income being spent on our programming and advocacy work. We achieved 84 percent in 2014, which is consistent to the prior year.

We have also continued to devote a significant portion of our overall programming spend to Australia and the Pacific (60 percent in 2014). Outside this region, there has been a continued emphasis on the Asian continent, particularly within Afghanistan, Myanmar and Pakistan, through expanded funding from DFAT.

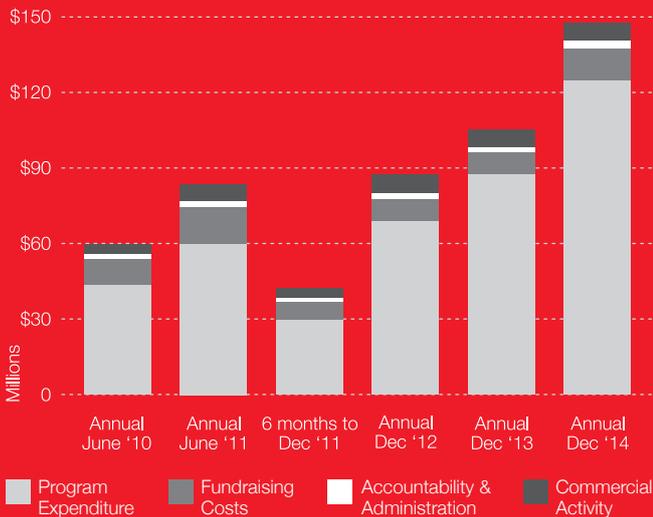
## Explanation of terms

**Program expenditure:** Long-term development and emergency response work across both international and domestic programs, as well as community education, which include costs related to informing and educating the Australian community of development, humanitarian and global justice issues.

**Fundraising costs:** Costs associated with developing and securing our donor supporter base in order to attract donations to fund our program and advocacy work.

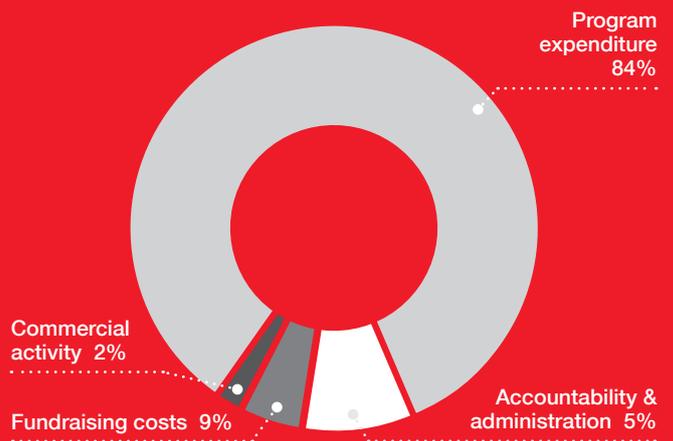
**Accountability and administration expenses:** Administrative and other costs required to efficiently run the organisation. It includes items such as staff costs in areas such as finance, IT, human resources, administration, office maintenance, audit and legal fees, insurance premiums, and IT equipment costs, as well as investments in further developing the organisation's capabilities and infrastructure.

## Where the money went: Four-year trend

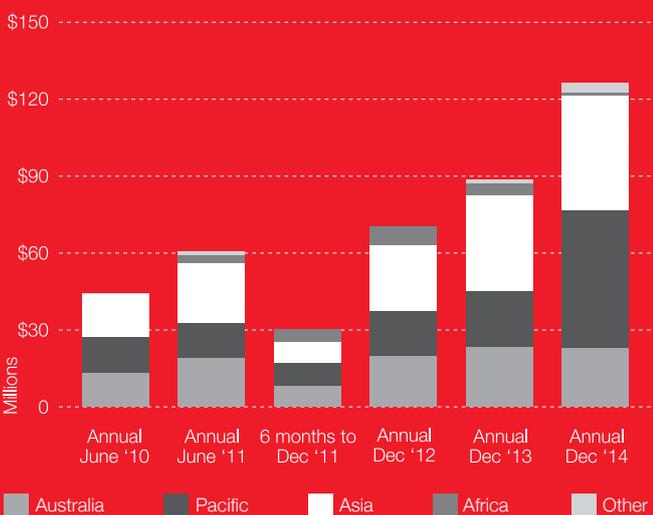


## Where the money went

Year ended 31 December 2014  
(Expressed as a percentage of total income)

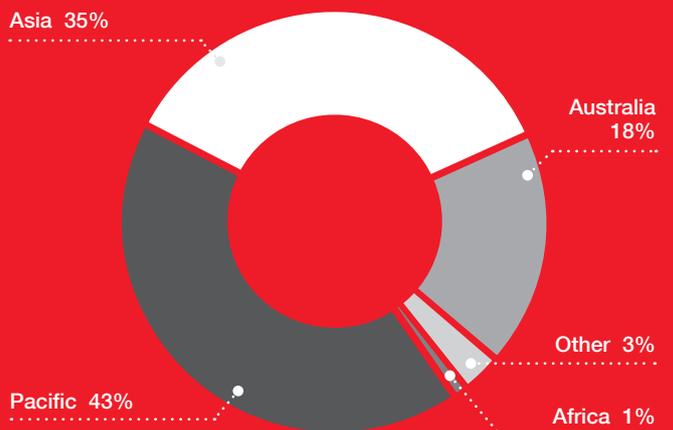


## Program expenditure by region

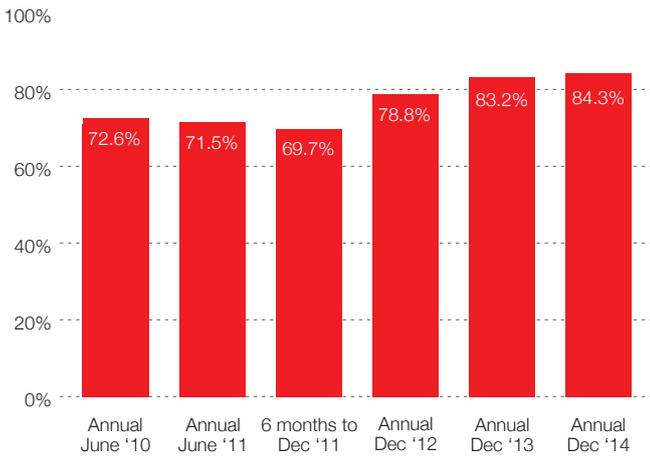


## Program expenditure

Year ended 31 December 2014



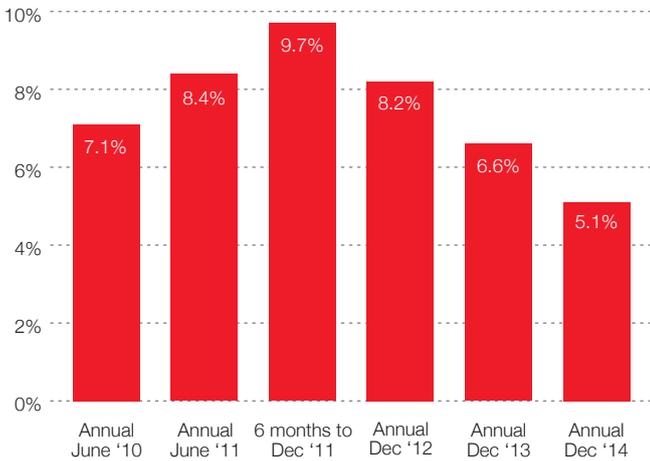
### Program expenditure ratio: five-year trend



**Program expenditure Ratio** is the total amount spent on programs including program support costs and community education. This is expressed as a percentage of total expenditure.

Our program expenditure ratio has increased slightly to 84.3 percent in 2014 compared to 83.2 percent in 2013, meaning more of the important donations received from our supporters are being spent on programming and advocacy work.

### Administration cost ratio: five-year trend



**Administration cost ratio** is the total administration costs expressed as a percentage of total expenditure.

We aim to keep our administration cost ratio below 10 percent and in 2014 the ratio was 5.1 percent (2013: 6.6 percent). The significant reduction in the ratio is due to a significant increase in income whilst maintaining a small increase in costs due to a number of cost saving initiatives.

### Cost of fundraising ratio: five-year trend



**Cost of fundraising ratio** is the total fundraising cost as a percentage of community support income.

Our cost of fundraising ratio has increased to 46.3 percent in 2014, from 29.8 percent in 2013. The significant increase in 2014 is due to increased investment in newly developed channels to reverse the declining trend in our community support base and income. This will result in growth in our community support income in the coming years.

Another ratio often given attention is the fundraising cost ratio as a percentage of total revenue. In 2014 this was 8.7 percent in 2014 (2013: 8.3 percent).

# Financial statements

## Consolidated income statement for the year ended 31 December 2014

	Consolidated	
	2014 \$	2013 \$
Continuing operations		
<b>REVENUE</b>		
Donations and gifts – monetary	26,429,660	27,048,054
Donations and gifts – non-monetary	70,070	63,939
Bequests and legacies	571,777	1,457,669
<b>Grants</b>		
- Department Foreign Affairs and Trade	46,922,398	39,334,143
- Other Australian	62,719,346	21,489,980
- Other overseas	3,626,648	9,640,298
Revenues from commercial activities	3,365,179	2,962,613
Investment income	547,362	662,159
Other income	667,031	356,304
<b>TOTAL REVENUE</b>	<b>144,919,471</b>	<b>103,015,159</b>
<b>EXPENDITURE</b>		
<b>International Aid and Development Programs Expenditure</b>		
International programs		
- Funds to international programs	98,107,329	61,583,838
- Program support costs	3,062,372	3,203,262
<b>Domestic Aid and Development Programs Expenditure</b>		
Domestic programs		
- Funds to domestic programs	17,125,688	17,864,405
- Program support costs	890,587	599,706
<b>Community Education</b>	2,833,032	2,360,746
<b>Fundraising costs (International and Domestic)</b>		
- Public – monetary	10,871,002	7,949,874
- Public – non-monetary	9,346	55,501
- Government, multilateral and private	1,659,076	500,549
<b>Commercial activities</b>	2,818,184	2,022,003
<b>Accountability and Administration (International and Domestic)</b>	7,334,919	6,770,066
<b>TOTAL EXPENDITURE</b>	<b>144,711,535</b>	<b>102,909,950</b>
<b>Excess of revenue over expenditure from continuing operations</b>	<b>207,936</b>	<b>105,209</b>
<b>OTHER COMPREHENSIVE INCOME</b>		
<b>Items that may be reclassified subsequent to Profit or Loss</b>		
Exchange differences on translation of foreign operations	(105,767)	119,571
<b>OTHER COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>-</b>	<b>119,571</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>102,169</b>	<b>224,780</b>

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 changes in equity for the year ended 31 December 2014

	Foreign Currency Translation Reserve \$	Accumulated Surplus \$	Total Equity \$
<b>Balance at 31 December 2012</b>	(13,804)	4,637,631	4,623,827
<b>Total comprehensive income for the year</b>			63,939
Surplus for the year	-	105,209	105,209
<i>Other comprehensive income</i>			
Movement in foreign currency translation reserve	119,571	-	119,571
<b>Total other comprehensive income for the year</b>	119,571	105,209	224,780
<b>BALANCE AT 31 DECEMBER 2013</b>	<b>105,767</b>	<b>4,742,840</b>	<b>4,848,607</b>
<b>Total comprehensive income for the period</b>			
Surplus for the period		207,936	207,936
<i>Other comprehensive income</i>			
Movement in foreign currency translation reserve	(105,767)		(105,767)
<b>Total comprehensive income for the year</b>	(105,767)	207,936	102,169
<b>BALANCE AT 31 DECEMBER 2014</b>		<b>4,950,776</b>	<b>4,950,776</b>

## Consolidated statement of cash flows for the year ended 31 December 2014

	Consolidated	
	2014 \$	2013 \$
<b>Cash flows from operating activities</b>		
Cash received in the course of operations (inclusive of goods and services tax)	139,948,928	99,717,493
Cash paid in the course of operations (inclusive of goods and services tax)	(139,477,635)	(100,232,542)
Interest received	547,362	411,486
<b>NET CASH (USED)/PROVIDED IN OPERATING ACTIVITIES</b>	<b>1,018,655</b>	<b>(103,563)</b>
<b>Cash flows from investing activities</b>		
Proceeds from sale of financial assets	-	1,478,956
Proceeds from sale of plant and equipment	202,529	10,653
Payments for plant and equipment	(870,994)	(406,919)
Payments for intangible assets	(261,641)	(664,461)
<b>NET CASH (USED)/PROVIDED IN INVESTING ACTIVITIES</b>	<b>(930,106)</b>	<b>418,229</b>
<b>Cash flows from financing activities</b>		
<b>NET CASH (USED)/PROVIDED IN FINANCING ACTIVITIES</b>	<b>-</b>	<b>-</b>
<b>Net increase/(decrease) in cash held</b>	<b>88,549</b>	<b>314,666</b>
Exchange difference on cash and cash equivalents	100,137	92,184
Cash at the beginning of the financial year	26,696,848	26,289,998
<b>CASH AT THE END OF THE FINANCIAL YEAR</b>	<b>26,885,534</b>	<b>26,696,848</b>

The accompanying notes form part of these financial statements.

## Consolidated balance sheet as at 31 December 2014

	Consolidated	
	2014 \$	2013 \$
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	26,885,534	26,696,848
Trade and other receivables	25,068,433	20,436,675
Inventories	230,138	83,030
<b>Total current assets</b>	<b>52,184,105</b>	<b>47,216,553</b>
<b>Non-current assets</b>		
Property, plant and equipment	3,666,531	3,660,893
Intangible assets	955,420	785,481
<b>Total non-current assets</b>	<b>4,621,951</b>	<b>4,446,374</b>
<b>TOTAL ASSETS</b>	<b>56,806,056</b>	<b>51,662,927</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Trade and other payables	9,746,642	7,822,796
Provisions	3,351,898	1,616,188
Deferred income	38,050,870	36,637,449
<b>Total current liabilities</b>	<b>51,149,410</b>	<b>46,076,433</b>
<b>Non-current liabilities</b>		
Provisions	705,870	737,887
<b>Total non-current liabilities</b>	<b>705,870</b>	<b>737,887</b>
<b>TOTAL LIABILITIES</b>	<b>51,855,280</b>	<b>46,814,320</b>
<b>NET ASSETS</b>	<b>4,950,776</b>	<b>4,848,607</b>
<b>EQUITY</b>		
Foreign Currency Translation Reserve	-	105,767
Accumulated Surplus	4,950,776	4,742,840
<b>TOTAL EQUITY</b>	<b>4,950,776</b>	<b>4,848,607</b>

The accompanying notes form part of these financial statements.

## Table of cash movements for designated purposes for the year ended 31 December 2014

	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	2,180,624	12,150,000	10,133,024	4,197,600
Grants – Myanmar Education Consortium DFAT	8,813,676	11,508,350	10,128,555	7,685,120
Grants – Pakistan ECCE for KPK Province	3,004,934	4,353,210	4,492,868	2,865,276
<b>Total for other purposes</b>	12,697,614	111,937,368	115,005,795	9,629,188
<b>TOTAL</b>	<b>26,696,848</b>	<b>139,948,928</b>	<b>139,760,242</b>	<b>26,885,534</b>

The company is a signatory to the Australian Council for International Development (ACFID) Code of Conduct, and as such has an obligation to provide the following information which demonstrates adherence to the Code's financial standards. For further information on the Code please refer to the ACFID Code of Conduct Guidance Document available at [www.acfid.asn.au](http://www.acfid.asn.au).

No other single appeal represented more than 10 percent 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.

## Note to the consolidated summary financial report for the year ended 31 December 2014

### 1. 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](http://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 2014. 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, available at [savethechildren.org.au](http://savethechildren.org.au).

The Summary Financial Report is presented in Australian dollars.

# Director's declaration

---

**SAVE THE CHILDREN AUSTRALIA  
ACN 008 610 035  
AND CONTROLLED ENTITIES**

**DIRECTORS' DECLARATION  
FOR THE YEAR ENDED 31 DECEMBER 2014**

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 73 to 79, 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 2014.

In the directors opinion:

- (a) the full financial statements and notes of the Consolidated Entity are in accordance with the Australian Charities and Not-for-profits Commission Act 2012 including:
  - (i) comply with Accounting Standards – Reduced Disclosure Requirements, the ACNC Regulations 2012 and any other mandatory professional reporting requirements, and
  - (ii) give a true and fair view of the consolidated entity's financial position as at 31 December 2014 and its performance for the year ended on that date, and
  - (iii) comply with the requirements set out in the ACFID Code of Conduct;
- (b) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable, and

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:



.....  
**Peter Hodgson**  
Chairman

Melbourne  
18 March 2015

# Independent auditor's report

---



## **Independent auditor's report to the members of Save the Children Australia**

### ***Report on the summary financial report***

The accompanying summary financial report of Save the Children Australia, comprising the consolidated balance sheet as at 31 December 2014, the consolidated income statement, the consolidated statement of changes in equity, the consolidated statement of cash flows for the year then ended and the table of cash movements for designated purposes, are derived from the audited financial report of Save the Children Australia for the year ended 31 December 2014. We expressed an unmodified auditor's opinion on that financial report in our auditor's report dated 18 March 2015.

The summary financial report does not contain all the disclosures required by Australian Accounting Standards applied in preparation of the audited financial report of Save the Children Australia. Reading the summary financial statements, therefore is not a substitute for reading the audited financial report of Save the Children Australia.

### ***Directors' responsibility for the summary financial statements***

The directors are responsible for the preparation of the summary financial report on the basis described in Note 1 to the audited financial report, to the extent applicable to 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 Australian Auditing Standard ASAB10 *Engagements to Report on Summary Financial Statements*.

### ***Auditor's opinion***

In our opinion, the summary financial report derived from the audited financial report of Save the Children Australia for the year ended 31 December 2014 are consistent in all material respects, with that audited financial report, on the basis described in Note 1.

---

**PricewaterhouseCoopers, ABN 52 780 433 757**  
Freshwater Place, 2 Southbank Boulevard, SOUTHBANK VIC 3006, GPO Box 1331, MELBOURNE VIC 3001  
T: 61 3 8603 1000, F: 61 3 8603 1999, [www.pwc.com.au](http://www.pwc.com.au)  
Liability limited by a scheme approved under Professional Standards Legislation.



**Independent auditor's report to the members of  
Save the Children Australia (continued)**

***Report on the summary financial report (continued)***

***Basis of Accounting and Restriction on Distribution and Use***

Without modifying our opinion, we draw attention to Note 1 to the audited financial report, which describes the basis of accounting. The summary financial report has been prepared to assist Save the Children Australia to meet the requirements of its members. As a result, the summary financial report may not be suitable for another purpose. Our report is intended solely for the members of Save the Children Australia.

A handwritten signature in blue ink that reads "PricewaterhouseCoopers".

PricewaterhouseCoopers

A handwritten signature in blue ink that reads "Darren Jenns".

Darren Jenns  
Partner

Melbourne  
18 March 2015

# GLOBAL REPORTING INITIATIVE (GRI) INDEX

The table below sets out indicators from the Global Reporting Initiative's G4 reporting framework, including the NGO Sector Disclosures and references to the matter disclosed in our *2014 Annual Report* and other relevant documents.

Our 2014 Annual Report is available from our website: [savethechildren.org.au/about-us/publications/annual-reports](http://savethechildren.org.au/about-us/publications/annual-reports)

GRI INDICATOR	REFERENCE
<b>ORGANISATIONAL PROFILE</b>	
<b>G4-3</b> Name of the organisation.	Save the Children Australia
<b>G4-4</b> Primary activities (e.g. advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organisation's mission and primary strategic goals (e.g. on poverty reduction, environment, human rights, etc.).	About us: pg. 5 Our work in Australia: pg. 7 Our work overseas: pg. 17
<b>G4-5</b> Location of the organisation's headquarters.	Level 6, 250 Victoria Parade East Melbourne Victoria 3002
<b>G4-6</b> Number of countries where the organisation operates, and names of countries where either the organisation has significant operations.	Our work overseas: pg. 17
<b>G4-7</b> Nature of ownership and legal form, including: - details and current status of not-for-profit registration; - operational structure of the organisation, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures.	savethechildren.org.au/about-us About us: pg. 5 Financial report
<b>G4-8</b> Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	Our work in Australia: pg. 7 Our work around the world: pg. 17
<b>G4-NGO</b> Sector Disclosure Target audience and affected stakeholders.	Supporters, members and volunteers: pg. 35 Our partners: pg. 43 Supporter income: pg. 69

<p><b>G4-9</b> Scale of the organisation.</p> <p><b>G4-NGO Sector Disclosure</b></p> <ul style="list-style-type: none"> <li>- Number of members and/or supporters.</li> <li>- Number of employees.</li> <li>- Number of volunteers.</li> <li>- Total income.</li> <li>- Capitalization may be reported as net assets broken down in terms of debt and equity or in terms of assets and liabilities.</li> <li>- Scope and scale of activities.</li> </ul>	<p>About us: pg. 5</p> <p>Supporters, members and volunteers: pg. 35</p> <p>Our employees: pg. 51</p> <p>Financial statements: pg. 73</p>
<p><b>G4-13</b> Significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain.</p>	<p>Financial statements : pg. 73</p>
<p><b>G4-15</b> List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.</p>	<p>ACFID Code of Conduct</p>
<p><b>G4-16</b> List memberships of key associations (such as industry associations) and national or international advocacy organisations.</p>	<p>Our partners: pg. 43</p>
<p><b>SCOPE OF REPORT</b></p>	
<p><b>G4-17</b> List all entities included in the organisation's consolidated financial statements or equivalent documents. Indicate whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report.</p> <p><b>G4-NGO Sector Disclosure</b> Entities include national offices, sections, branches and field offices.</p>	<p>Financial statements: pg. 73</p>
<p><b>G4-18</b> Explain the process for defining the report content.</p>	<p>The report is prepared by Save the Children Australia management. It is reviewed and approved by the Executive Team before being finally approved by the Board of Directors. The report is then sent to our members, lodged with ACFID, posted on our website and shared with partners and other stakeholders.</p>

## STAKEHOLDER ENGAGEMENT

<b>G4-24</b> Provide a list of stakeholder groups engaged by the organisation.	Supporters, members and volunteers: pg. 35 Our partners : pg. 43
<b>G4-25</b> Basis for identification and selection of stakeholders with whom to engage.	Not reported
<b>G4-26</b> Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	Not reported
<b>G4-27</b> Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	Not reported

## REPORT PROFILE

<b>G4-28</b> Reporting period for information provided.	1 January 2014 – 31 December 2014
<b>G4-29</b> Date of most recent previous report.	31 December 2013
<b>G4-30</b> Reporting cycle (such as annual, biennial).	Annual
<b>G4-31</b> Contact point for questions regarding the report or its contents.	Head of Communications, Save the Children Australia: info@savethechildren.org.au
<b>G4-33</b> Practice with regard to seeking external assurance for the report.	Financials – Audit of our FY14 financial statements and accounts. Environment – Baseline assessment of our carbon footprint.

## GOVERNANCE

<b>G4-34</b> Governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	savethechildren.org.au/about-us
<b>G4-37</b> Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	savethechildren.org.au/about-us
<b>G4-38</b> Composition of the highest governance body and its committees.	savethechildren.org.au/about-us
<b>G4-40</b> Nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.	savethechildren.org.au/about-us
<b>G4-42</b> Highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	savethechildren.org.au/about-us
<b>G4-NGO Sector Disclosure</b> Procedures for overseeing: - program effectiveness; and - adherence or compliance with nationally and internationally agreed standards, codes of conduct, and principles.	savethechildren.org.au/about-us
<b>G4-46</b> Highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics.	savethechildren.org.au/about-us

<b>G4-48</b> Highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material Aspects are covered.	NA
<b>G4-49</b> Process for communicating critical concerns to the highest governance body.	Not reported
<b>G4-50</b> Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	Not reported
<b>G4-51</b> Remuneration policies for the highest governance body and senior executives	<a href="http://savethechildren.org.au/about-us">savethechildren.org.au/about-us</a>
<b>G4-54</b> Ratio of the annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	Not reported
<b>ETHICS AND INTEGRITY</b>	
<b>G4-56</b> Describe the organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	About us : pg. 5 <a href="http://savethechildren.org.au/about-us">savethechildren.org.au/about-us</a>
<b>G4-57</b> Report the internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organisational integrity, such as helplines or advice lines.	<a href="http://savethechildren.org.au/about-us">savethechildren.org.au/about-us</a>
<b>G4-58</b> Report the internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	<a href="http://savethechildren.org.au/about-us">savethechildren.org.au/about-us</a>
<b>FINANCIAL MANAGEMENT</b>	
<b>G4-NGO Sector Disclosure</b> <b>RESOURCE ALLOCATION</b> Describe resource allocation processes. Identify the processes in place to track the use of resources for the purposes intended, including both cash and in-kind contributions (include internal processes of financial controls) Identify the standard(s) that serve as the basis for this tracking system. These standards may include voluntary codes or mandatory requirements that relate to areas such as: internal accounting and bookkeeping systems; auditing of financial records or other systems; external reporting; and calculation of program expenses and/or other overheads.	2014 Financial Report
<b>G4-NGO Sector Disclosure</b> <b>SOURCES OF FUNDING BY CATEGORY AND FIVE LARGEST DONORS AND MONETARY VALUE OF THEIR CONTRIBUTION</b> - Identify sources of funding by category (e.g. government, corporate, foundation, private, membership fees, in-kind donations, and other). - Identify the five largest donors in monetary value. For in-kind donations, use estimates of the monetary value of the donation, using standard accounting principles. - Report aggregated monetary value of funding received by source. - Report the five largest donors and the monetary value of their contribution.	Our partners: pg. 43 Financial statements: pg. 73
<b>G4-SO3 and SO5</b> <b>CORRUPTION AND FRAUD</b> Describe anti-corruption policies and procedures, including: - systems and practices to prohibit, prevent, detect and report on corruption and bribery; - evidence that relevant policies are known and used by staff; - the greatest risks for the organisation to be exposed to corruption, bribery, nepotism or fraud; - any systematic and regular analyses of such risks; Any further steps necessary to minimise the risk of fraud or corruption undermining your organisation's effectiveness and reputation.	<a href="http://savethechildren.org.au/about-us">savethechildren.org.au/about-us</a>

<p><b>G4-SO5</b>  <b>INCIDENTS OF CORRUPTION AND ACTIONS TAKEN</b></p> <ul style="list-style-type: none"> <li>- Total number and nature of confirmed incidents of corruption.</li> <li>- Total number of confirmed incidents in which employees were dismissed or disciplined for corruption.</li> <li>- Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.</li> <li>- Legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases.</li> </ul>	<p>savethechildren.org.au/about-us</p>
<p><b>PROGRAMME QUALITY</b></p>	
<p><b>G4-NGO Sector Disclosure</b>  <b>AFFECTED STAKEHOLDER ENGAGEMENT</b></p> <p>Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs</p>	<p>We will publish an evaluation report during 2015 which will include information relevant to this indicator.</p>
<p><b>G4-NGO Sector Disclosure</b>  <b>MONITORING, EVALUATION AND LEARNING</b></p> <p>System for program monitoring, evaluation and learning (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.</p>	<p>We will publish an evaluation report during 2015 which will include information relevant to this indicator.</p>
<p><b>G4-NGO Sector Disclosure</b>  <b>GENDER AND DIVERSITY</b></p> <p>Measures to integrate gender and diversity into program design and implementation, and the monitoring, evaluation, and learning cycle.</p>	<p>Not reported</p>
<p><b>ADVOCACY</b></p>	
<p><b>G4-NGO Sector Disclosure</b></p> <ul style="list-style-type: none"> <li>- Process for arriving at public awareness and advocacy positions (e.g., evidence-based research, stakeholder participation, analysis of gender and diversity issues).</li> <li>- How does the organisation ensure that consistency is maintained during implementation of advocacy and public awareness campaigns.</li> <li>- How does the organisation ensure that its public criticisms are fair and accurate.</li> <li>- Process for corrective adjustment of advocacy positions and public awareness campaigns.</li> <li>- Identify where public awareness and advocacy positions are published.</li> <li>- Process for exiting a campaign.</li> <li>- Process to formulate, communicate and implement advocacy positions and public awareness campaigns.</li> </ul>	<p>Not reported</p>
<p><b>COOPERATION AND PARTNERSHIPS</b></p>	
<p><b>G4 NGO Sector Disclosure</b></p> <p>Processes to take into account and coordinate with the activities of other actors.</p>	<p>Our partners: pg. 43</p>
<p><b>FUNDRAISING AND MARKETING</b></p>	
<p><b>G4-NGO Sector Disclosure</b></p> <p>Adherence to standards for fundraising and marketing communications practices.</p>	<p>savethechildren.org.au/about-us</p> <p>During the reporting period, Save the Children Australia has been in ongoing dialogue with ACFID in relation to the content of its television advertisements. The ACFID Code of Conduct Committee commenced an investigation into compliance with clause C.1.3 of the ACFID Code of Conduct. At the time of publication the investigation remains open.</p>

## STAFF AND DIVERSITY

<b>G4-LA1</b> Total number and rates of new employee hires and employee turnover by age group, gender and region.	Not reported
<b>G4-LA2</b> Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.	Our employees: pg. 51
<b>G4-LA3</b> Return to work and retention rates after parental leave, by gender.	Not reported
<b>G4-LA6</b> Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender.	Not reported
<b>G4-LA11</b> Percentage of employees receiving regular performance and career development reviews, by gender and by employee category.	Our employees: pg. 51
<b>G4-LA12</b> Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	<a href="http://savethechildren.org.au/about-us">savethechildren.org.au/about-us</a> Our employees: pg. 51
<b>G4-LA13</b> Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Not reported
<b>G4-LA16</b> Number of grievances about labour practices filed, addressed, and resolved through formal grievance mechanisms	Not reported
<b>G4-EC6</b> Proportion of senior management hired from the local community at significant locations of operation.	Not reported

## ENVIRONMENTAL IMPACT

<b>G4-EN27</b> Report quantitatively the extent to which environmental impacts of activities have been mitigated during the reporting period, including: - initiatives to reduce emissions at organisational level - environmental impacts of programmes and activities - initiatives to limit emissions of transporting people & products	<a href="http://savethechildren.org.au/about-us">savethechildren.org.au/about-us</a>
---	--

## End notes

---

1. [www.acoss.org.au/policy/poverty](http://www.acoss.org.au/policy/poverty)
2. Report Card: The wellbeing of young Australians, Australian Research Alliance for Children and Youth (ARACY), page 14
3. 10.2 years for males (69.1 years compared to 79.7) and 9.5 years for females (73.7 compared to 83.1). ABS 2013. Life Tables for Aboriginal and Torres Strait Islander Australians, 2010–2012. ABS cat. no. 3302.0.55.003. Canberra: ABS
4. Australian Early Childhood Census, 2012
5. 2012 ABS Personal Safety Survey (PSS)
6. AIHW 2014. Youth justice in Australia 2012-13. AIHW bulletin no. 120. Cat. no. AUS 179. Canberra: AIHW.
7. United Nations Children's Fund, Levels and Trends in Child Mortality Report 2014, 2014, p1
8. United Nations, The Millennium Development Goals Report 2014, 2014, p5
9. Oxfam International, Working for the Few, 2015, p2
10. United Nations, The Millennium Development Goals Report 2014, 2014, p8
11. Ibid.
12. United Nations High Commissioner for Refugees, Children, Protection and Building Resilience, available at [www.unhcr.org/pages/49c3646c1e8.html](http://www.unhcr.org/pages/49c3646c1e8.html) and [www.unhcr.org/5399a14f9.html](http://www.unhcr.org/5399a14f9.html)
13. International Labour Organization, Marking Progress against Child Labour, 2013, p3
14. United Nations Children's Fund, Ending Child Marriage: Progress and prospects, 2014, p1



There are always new educational toys to play with at our Sydney playschemes. Photo: Robert McKechnie/Save the Children Australia

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 Australian Agency for International Development (AusAID), 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](mailto: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](mailto:acfid.asn.au).

This Annual Report is printed on 100% recycled and Australian-made fibre. Certified Carbon Neutral by the Department of Climate Change and Energy Efficiency under the National Carbon Offset Standard (NCOS). No chlorine bleaching occurs in the recycling process.



Cover Photo: Ten-year-old Eti (left) lives a difficult life as a domestic worker in Bangladesh. Thanks to our program, she is still getting an education and a chance to play. Photo: Ken Hermann/Save the Children

Back Cover Families drop in to our mobile playscheme on Mornington Island, Queensland. Mornington Island is a small and remote island in the Gulf of Carpentaria. Photo: Robert McKechnie/Save the Children Australia