



# RESULTS FOR CHILDREN



2016 ANNUAL REVIEW

*In 2016, we put your generosity to work, giving the world's children what every child deserves — a future. Sierra Leone.*

# RESULTS FOR CHILDREN



**Save the Children®**

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Carolyn knows that a child forced to flee her homeland is still a child, capable of joy and deserving of a future. Berlin.



## LEADERSHIP LETTER

### Dear friends,

WE SOMETIMES WONDER what our pioneering founder, Eglantyne Jebb, would think of our world today and Save the Children's place in it. One look at the alarming headlines scrolling across our brightly lit screens, and even she might fear the world is falling apart. We're here to assure you, it's not. By many important measures, 2016 was the best year ever for those to whom she devoted her remarkable life: our children.

Despite the world's many challenges, 48 million children are alive today due to the dramatic decline in child mortality since 2000. Ninety-one percent of children in the developing world are enrolled in school. And world leaders are now committed to protecting children from all forms of violence. In fact, a better life and future for children, even those who are hardest to reach, is now within our sights. And Save the Children is at the forefront of global efforts to achieve it. We're employing a new, bold and innovative strategy that's already yielding results. Our ambition: to ensure all children survive, learn and are protected by the year 2030. Every last child.

Thanks to supporters like you, we achieved tremendous results for children last year. Together, we reached more than 157 million children, including 683,000 right here in the United States – transforming their lives and the future we share.

Results like these require the smart and effective management of significant resources. We're so grateful for the compassion and generosity of our donors, as well as those who've raised their voices to champion key issues – including children themselves. And we're pleased to report that Save the Children's financial standing remains strong, positioning us for an even better 2017.

While we've made extraordinary strides for children, we still have so much more to do! We invite you to review our recent results and continue to passionately support our shared cause – giving children what every child, everywhere, deserves: a future.

### Thank you on behalf of children here in the U.S. and around the world,

Carolyn Miles  
President & CEO

Anne M. Mulcahy  
Chair, Save the Children Board of Trustees  
(through 2/2017)

Read Carolyn's blog: [SavetheChildren.org/LoggingMiles](http://SavetheChildren.org/LoggingMiles)  
Follow Carolyn on Twitter: [twitter.com/CarolynSave](https://twitter.com/CarolynSave)



*Dr. Biden visits a classroom in rural Tennessee, where we're working to instill a love of learning – so important to children's success in school and life. United States.*

## Welcome, Dr. Jill Biden!

SAVE THE CHILDREN warmly welcomes lifelong educator Dr. Jill Biden as the new Chair of our Board of Trustees. Dr. Biden succeeds Anne Mulcahy, former CEO of Xerox, who had served as Chair since 2010.

“As an educator and ardent advocate for children, Dr. Jill Biden has a keen understanding of the work we do every day to ensure all children have the opportunity for a bright future,” says Save the Children President & CEO Carolyn Miles. “We are delighted Dr. Biden will bring her boundless energy and expertise to help us reach every last child.”

For the past eight years, Dr. Biden served as Second Lady of the United States, while also continuing to teach as a full-time English professor at Northern Virginia Community College. Dr. Biden has been a role model and prominent voice on advancing the status of women and girls globally, especially as it relates to education. During her White House tenure, she traveled to nearly 40 countries, visiting almost every region of the world. Dr. Biden and Carolyn Miles recently visited with preschoolers in our early education programs in rural Tennessee.

We look forward to working together with Dr. Biden as we continue to achieve lasting change for children – both here at home and around the world.

**“I am very honored to join Save the Children, an organization whose mission so closely aligns with my life’s work – ensuring children have a strong start in life. It is a privilege to be part of the team.”**

**Dr. Jill Biden, Save the Children’s new Board Chair**

## Our 2016 Results

In 2016, Save the Children reached more than **157 million children**, including more than 56 million children directly. We worked in **120 countries**, including the United States, where we reached **683,000 children**.

Together, with the tremendous support of our donors, partners and all champions for children, we are transforming children's lives and the future we share. **Thank you!**

**OUR VISION** is a world in which every child attains the right to survival, protection, development and participation.

**OUR MISSION** is to inspire breakthroughs in the way the world treats children, and to achieve immediate and lasting change in their lives.

**OUR VALUES** guide our behavior and are the principles by which we make decisions: Accountability, Collaboration, Integrity, Ambition and Creativity.

### OUR 2030 AMBITION

We will do whatever it takes to ensure all children survive, learn and are protected by achieving three global breakthroughs by 2030.



**No child under age 5 dies from a preventable cause**



**All children learn from a quality, basic education**



**Violence against children is no longer tolerated**



Last year, Save the Children worked in **120 countries**, reaching **157 million children**.

*Every child deserves a future – which is why we're doing whatever it takes to ensure children around the world grow up healthy, learning and safe. Every last child. Uganda.*

*Thanks to you, children all around the world, like 6-year-old Dani, are growing up healthy, learning and protected. United States.*

**EVERY  
DAY**

EVERY DAY

## A Healthy Start

Save the Children works every day to give children in the U.S. and around the world a healthy start in life. We continue to be at the forefront of global efforts to end preventable child deaths, with a focus on maternal, newborn and child health and nutrition, alleviating hunger, and preventing and treating HIV/AIDS.

Thanks to you, in 2016, Save the Children helped give 36.2 million children around the world a healthy start. Here in the United States, we reached more than 14,000 children in 10 states through our Healthy Choices program.

### SAVING NEWBORN LIVES

In Bangladesh, where almost one-quarter of newborn deaths are caused by infection, Save the Children has significantly scaled up an efficient, low-cost solution proven to prevent over 20 percent of newborn deaths

– the application of a safe and commonly-used umbilical cord antiseptic known as chlorhexidine. With Save the Children's support, Bangladesh adopted the use of the antiseptic for newborn cord care nationwide in 2013. Since then, we've helped roll out this lifesaving program across the entire country – training more than 85,800 health workers, who've treated more than 345,200 newborn babies.

In addition, Save the Children is engaging with the government and partners to support the sustainability of program benefits, such as including chlorhexidine in national budgets, post-training follow-up with health providers, and creating awareness with mothers and families on the importance of this lifesaving intervention.

### NOURISHING MOTHERS AND CHILDREN

Save the Children is working in many of the world's poorest places to alleviate and prevent malnutrition. Although some progress has been made, far too many of the world's children are chronically malnourished. For example, in Ethiopia, up to 40 percent of children are stunted, due to factors such as food insecurity, poor care and feeding practices, and the lack of a clean environment for children. Malnutrition during a child's critical growth periods – especially the first 1,000 days of life, from pregnancy until the child turns two years old – can irreversibly stunt children's physical and cognitive development, leading to lifelong health and

*Your support enables us to employ low-cost, high-impact solutions that save mothers and babies, like Flevour and baby Chilion – then scale up what works to save even more. Kenya.*

Photo: Allan Gichigi/Save the Children



*Together, we give the world's mothers the greatest gift of all – healthy newborn babies. Bangladesh.*





*When drought destroys livelihoods and puts lives in danger, Save the Children is there to help families recover, so they can nourish their children. Ethiopia.*

economic consequences. And when large portions of a population suffer from childhood stunting, countries suffer tremendous economic burdens from the loss of productivity and high medical costs.

In Ethiopia, Save the Children is leading USAID's five-year flagship, multi-sector nutrition project called Empowering the New Generation to Improve Nutrition and Economic opportunities (ENGINE), focused on ensuring mothers and babies are well-nourished during the first 1,000 days. Through ENGINE, we reached 5.7 million children under age 5, 790,000 mothers and caregivers and 15,070 of the most vulnerable households. Remarkably, mother and child malnutrition was reduced by 21 percent. The number of mothers who started breastfeeding within the first hour of childbirth increased by 76 percent, and children eating a diverse diet increased by 139 percent.

#### **STEMMING CHILD HUNGER**

Despite the tremendous progress made in reducing poverty and food insecurity, 11 percent of the global population – almost 800 million people – remain food insecure today. More than 700 million people, mostly in Africa and Asia, remain below the World Bank's "extreme poverty line" of \$1.90 per person per day. Alarming, an estimated 60 percent of the world's chronically hungry are women and girls.

With programs in 26 countries, Save the Children works every day to ensure children don't go hungry by helping families acquire skills, obtain productive assets and engage in sustainable income generating activities, so they can earn a steady income and provide for their children. In Niger, we helped form 296 Mata Masu Dubara (Women on the Move) savings and lending groups, in which more than 8,500 vulnerable women took part in income generating activities, using 30 percent of their incomes to purchase food and invest in their families' health.

We also worked to address the immediate needs of more than 143,000 children affected by crises in Ethiopia, Liberia, Niger, Nigeria, Sierra Leone, Somalia, South Sudan and Yemen. In Nigeria, we're using an innovative cashless electronic voucher system to provide more than 24,000 internally displaced and host community families affected by conflict the support they need to meet immediate basic food needs, including during the lean season. We also provide training on infant and young child feeding practices through mother and father support groups, and we conduct massive screenings of severely malnourished children and referrals to health facilities and outpatient programs. In total, we helped 6.8 million people, including 3 million children, through our hunger and livelihoods work.



Lexany, age 10, participates in our Healthy Choices program, which helps keep her physically active and teaches her about healthy living. United States.

**ENDING HIV AND AIDS**

Save the Children is globally recognized for our leadership in improving the lives and futures of children and families living with HIV and AIDS. In Nepal, Save the Children is working to eliminate mother-to-child transmission of HIV. Last year, we helped increase the percentage of pregnant women being tested for HIV – from 35 percent to 50 percent. We’re now accelerating our efforts to achieve 100 percent testing coverage by the end of 2017.

Save the Children also co-authored the Political Declaration on HIV and AIDS, which includes a set of time-bound targets to fast-track the pace of progress toward combating the worldwide scourge of HIV and AIDS over the next five years and end the epidemic as a public health threat by 2030. This political declaration was adopted by member states at the United Nations General Assembly High-Level Meeting on Ending AIDS, which focused the world’s attention on the importance of the fast-track approach to achieving these ambitious

targets. This strategy includes rapid scale up of essential HIV prevention and treatment approaches to enable our response to outpace the epidemic.

**HEALTHY CHOICES HERE AT HOME**

Save the Children works in some of the most disadvantaged U.S. communities, many with little access to fresh food and safe places to play. We have been combatting childhood obesity and malnutrition in the U.S. through the effective combination of practice and policy since 2005.

Through our Healthy Choices program, we encourage children to make good food choices and lead healthier lives. The program provides children with 30 minutes or more of daily, moderate-to-vigorous physical activity that teaches lifelong movement skills and combines fun and fitness. In addition, children receive a daily, healthy snack and participate in weekly nutrition lessons.

In 2016, we provided Healthy Choices during after-school and summer settings in 10 states, reaching more than 14,000 children.

2016 RESULTS

**A HEALTHY START**



Thanks to you, Save the Children helped give 36.2 million children around the world a healthy start in life, with a focus on maternal, newborn and child health and nutrition, ending child hunger and HIV/AIDS. We reached more than 14,000 U.S. children in 10 states through our Healthy Choices program.

EVERY DAY

## The Opportunity to Learn

In the U.S. and around the world, Save the Children works every day to give children what every child deserves – the opportunity to learn, and learn early, so they develop the critical skills they need to succeed in school and life. In addition, we equip youth with job training and life skills to set them up for success as they transition to adulthood.

Thanks to you, in 2016, Save the Children helped give 13.8 million children around the world the opportunity to learn. Here in the United States, we reached more than 124,000 children in 16 states through our early education and literacy programs – and we distributed nearly 400,000 books.

### **BUILDING A GLOBAL CULTURE OF LITERACY**

Literacy Boost is Save the Children's answer to a global learning crisis. More than 250 million school-age children are unable to read or write, whether they attend school or not. Save the Children has found that teaching children early on how to read, both in school and through activities outside the classroom, boosts

their reading ability. We train teachers in effective classroom techniques, coach parents – even those who can't read or write – and encourage children to read outside of school hours through activities like reading camps and reading buddies.

A 2016 Stanford University study in rural Rwanda shows that the average Literacy Boost student reads more fluently and with better comprehension than more than 60 percent of the students who did not participate in the program. And in Sri Lanka, our Literacy Boost pilot program proved that students who participated in community reading activities – reading with family members, friends and others outside of school – made significant gains. Literacy Boost has helped nearly 4 million children in more than 30 countries, improving their reading.

### **BREAKING BARRIERS TO GIRLS' EDUCATION**

Girls and boys in rural West Africa enroll in primary school in fairly equal numbers. However, many girls never go on to high school, because they face discrimination and are at risk of child labor, early marriage and pregnancy, and gender-based violence while at school.

Our experience shows that the more time girls spend in school, the better their chances of breaking the cycle of poverty and becoming productive young adults. Our new School Me program in Sierra Leone and Côte d'Ivoire seeks to help girls make a successful transition from elementary to high school education. Through this

*Thanks to you, girls like Kadijatu, age 9, have the support they need to stay in school – so they can pursue their dreams. Sierra Leone.*



Photo: Jonathan Hyams/Save the Children



Photo: Susan Warner

Grammy award-winning artist Enrique Iglesias gave a boost to young readers last year. Through a partnership with Microsoft, Enrique generously donated software to Save the Children literacy programs in Latin America, including El Salvador, Guatemala and Peru.

To celebrate, he invited children to a concert in Guatemala City for a backstage meet-and-greet – and the kids showed their gratitude with a gift of their own, a special handmade book.



*You made it possible for children like Sammy, age 9, to make significant gains in reading fluency and comprehension through Literacy Boost, Save the Children's signature reading program. Rwanda.*

Photo: Martin Kharumwa

EVERY DAY

exciting program, we're fostering a critical mass of support for girls by engaging them and key people in their lives – boys, parents, teachers and community and religious leaders – in activities that challenge and change gender norms. School Me offers girls and boys equal opportunities to learn and participate in decisions that affect their lives and futures. In 2016, we reached an estimated 1,000 children in Sierra Leone and 3,000 children in Côte d'Ivoire.

**EDUCATING REFUGEE CHILDREN**

Every child deserves the opportunity to learn, including Syria's refugee children forced to flee their homes, schools and everything they once knew. Without it, they risk becoming a lost generation.

With the generous support of the U.S. Bureau of Population, Refugees and Migration, Save the Children launched the No Lost Generation program in Turkey last year to provide quality learning opportunities for Syria's refugee children, as well as children in Turkey's host communities. We conducted research that will help refugee children successfully transition to Turkish schools. We provided school transportation to thousands of students. We improved school infrastructure and increased classroom space. We provided much-needed school supplies and organized development opportunities outside the classroom. In 2016, we reached 5,617 children through this program.

**EMPOWERING OUR YOUTH**

Globally, there are 71 million unemployed youth and 156 million young workers living in poverty. In 2016, Save the Children helped vulnerable youth in Bangladesh, China, Egypt, Ethiopia, India, Indonesia, Malawi, Nicaragua, the Philippines, South Africa and Vietnam. Through our Skills to Succeed program, we equip deprived and at-risk youth with the skills and job linkages they need to get decent jobs or build their own businesses, so they can make successful transitions to adulthood and break the intergenerational cycle of poverty. Since 2012, Save the Children has helped empower more than 65,000 youth.

To reach even more youth, we're using web-based and mobile platforms that connect youth to e-learning modules that build on classroom training, job matching platforms that link youth to employers and available jobs, and beneficiary tracking systems to monitor employment and retention. At least 40,000 youth in China have received training through e-learning modules on a mobile app, developed in partnership with Anxin Corporation. And in coordination with Girl



*Girls and boys deserve equal opportunities to learn – the foundation for a lifetime of success. Pakistan.*

**“A girl is far more likely to miss out on school, marry too early and grow up too fast – her childhood lost, her life and future at risk.”**

**Anne M. Mulcahy, Chair, Save the Children Board of Trustees**



Photo: Nadeen Mrad/Save the Children

*Left: Thanks to you, child refugees have safe places to learn and play – so their childhoods can continue and their futures aren't lost. Turkey.*

*Right: Your steadfast support is helping train young people in the skills they need to successfully transition to adulthood. Indonesia.*



Photo: Susan Warner



Photo: Victoria Zegler

*Because of you, kids from America's disadvantaged places, like Timmy, age 12, have the chance to to read and succeed – in school and life. United States.*

Effect Mobile, we launched an innovative mobile application called “Dooit” for adolescent girls in Indonesia to improve their financial capability.

Through our Building the Potential of Youth program in Ethiopia, we reached more than 8,400 youth in

2016 with tailored technical and life skills training and work-based learning to create viable livelihoods prospects. In Nicaragua, we’re providing youth from coffee-growing families with the skills and resources needed to stabilize and increase their incomes. We work with youth groups focused on honey production and other economic opportunities.

**PREPARING U.S. CHILDREN FOR SCHOOL**

In America’s rural communities plagued by poverty, many children begin school without the early learning foundation they need to succeed, so they’re not developmentally ready for school at age 5. Not only are

they behind on their first day of school – they may never catch up. Early learning programs offer the most promise for increasing school readiness. Our Early Steps to School Success home-visiting program puts at-risk babies and toddlers on track to begin school prepared. The vast majority of children in our programs score at or above national norms at ages 3 and 5, as measured by the Peabody Picture Vocabulary Test.

We’re also providing quality preschool programming through Head Start and Early Head Start in four states. After a successful pilot program last year in Kentucky, we began implementing our school-readiness summer camp, called KinderBoost, in three states. KinderBoost helps preschoolers familiarize themselves with their new school environment, make new friends, engage in learning activities and build their confidence, so they can start kindergarten on par with their middle-income peers. In 2016, we expanded KinderBoost to South Carolina and Mississippi, helping more girls and boys start school prepared.

2016 RESULTS

**THE OPPORTUNITY TO LEARN**

Girls  
Books  
World  
Success  
Refugee  
School  
Development  
Early

Empowerment

**13.8 MILLION CHILDREN U.S. LEARNING**

Skills  
Youth  
Literacy  
Reading  
Writing  
Education  
Boost

Thanks to you, Save the Children helped give 13.8 million children around the world the opportunity to learn, with a focus on early learning, boosting literacy and empowering youth. We reached more than 124,000 U.S. children in 16 states through our early education and literacy programs – and we distributed nearly 400,000 books.

EVERY DAY

## Protection from Harm

Save the Children is on the ground every day ensuring children are protected from harm, including abuse, neglect, exploitation and violence, and we promote a safe family environment for every child.

Thanks to you, in 2016, Save the Children helped protect 3.8 million children from harm. Here in the United States, we've reached more than 85,000 people in 17 states through our Journey of Hope program since 2007.

### ENDING GLOBAL CHILD VIOLENCE

To achieve our 2030 ambition that violence against children is no longer tolerated, Save the Children is continuing to work to protect children, especially in humanitarian contexts, strengthen child protection systems, help parents and primary caregivers better protect children, and prevent gender-based violence and exploitation.

Working across programs to prevent and respond to violence against children, we're also increasing our focus on the home, strengthening families and

promoting family-based care – proven effective to prevent institutionalization and violence against children. We're working to mitigate the increasing risks of family separation and vulnerability to violence by providing critical protection services, including preventing unsafe migration, tackling discrimination, addressing the lack of access to essential services, and providing family tracing and reunification, along with family- and community-based alternative care options.

Because prevention is more effective than response, we're focusing on prevention by addressing the harmful social norms that condone violence. We're also working through partnerships with girls and women, boys and men, families and communities to challenge the social acceptance of violence and to create a robust protective environment around every child.

In addition to working with girls and women, we're working to develop our evidence base and scale up our work with boys and men to end the gender-based root causes of violence, with a specific focus on engaging fathers in the care of children. We're also working to prevent violence facilitated through new technologies, and to use technologies to provide safety messages and information developed by children.

### KEEPING CHILDREN IN SCHOOL WHEN CRISIS STRIKES

The Asia-Pacific region is the most disaster-prone in the world. According to one recent assessment, four of the five countries with the most people affected by disasters were in this region. Yet many schools are not prepared. When schools are destroyed, closed due to damage or used as emergency shelters, children miss

*Thank you for helping us protect the world's most vulnerable children and families. Vietnam.*

Photo: Jonathan Hyams



*We're doing whatever it takes to ensure children like Manisha, age 11, will never again miss out on school because of an earthquake or other natural disaster. Nepal.*



Photo: Jonathan Hyams

Your support helps us reunite desperate families separated by conflict, like Grace and her two precious daughters. South Sudan.

out on learning and are at greater risk of exploitation. And the longer children stay away from school, the less likely they are to return.

Through our new Education Safe from Disasters initiative, we're addressing the short- and long-term consequences of a disrupted education. Our ambition is that children will lose no school days because of a

disaster, and that no child will be killed or injured should a disaster strike while they are in school. Education Safe from Disasters gives our local staff the tools to start or strengthen school-based, disaster risk reduction activities, document what works and share what we're learning with others.

**TAKING A U.S. JOURNEY OF HOPE**

Journey of Hope is Save the Children's signature psychosocial support program for children, parents and caregivers affected by emergency or other distressing issues, so children can stay healthy, safe and learning. Developed after Hurricane Katrina, this innovative program has been part of our response after every major U.S. disaster since 2007 and was recently introduced in international crises, as well.

Through Journey of Hope, children learn to cope with distressing events, develop their natural resiliency and strengthen their social support networks. The program has since been delivered to more than 85,000 people in 17 U.S. states, as well as in five other countries.

*In place of bitter rivalries, these girls extend their hands in friendship and support after participating in our Journey of Hope program. United States.*



Photo: Save the Children

2016 RESULTS

**PROTECTION FROM HARM**

**Abuse**  
Exploitation  
Violence  
Trauma  
**Neglect**

**3.8 MILLION CHILDREN PROTECTED**

**Families Safe Care Hope**

Thanks to you, Save the Children helped protect 3.8 million children from harm. Since 2007, we've reached more than 85,000 children and adults through our Journey of Hope program in 17 U.S. states, as well as five other countries, helping children, parents and caregivers cope with trauma and strengthen their resilience.

Thanks to you, Save the Children does whatever it takes for children – including the launch of search and rescue missions to save the lives of child refugees at risk of death by drowning at sea. Mediterranean Sea.

# IN TIMES OF CRISIS

IN TIMES OF CRISIS

## Ready When Crisis Strikes

When crisis strikes, and children are most vulnerable, Save the Children is there – as we have been for every major humanitarian crisis since World War I. We are always at the ready – among the first to respond and the last to leave. We deliver lifesaving emergency relief and stay as long as it takes to ensure children and families can recover and rebuild their lives.

### OUR GLOBAL CRISIS RESPONSE

Thanks to you, Save the Children responded to 131 global humanitarian emergencies in 59 countries in 2016, reaching 11.7 million people, including 6.6 million children.

This was a year of unprecedented challenges. Many of which were greater – and more complex – than we’ve ever seen before. Save the Children actively responded in more proactive and innovative ways to meet the critical needs of children and their families.

Determined to do whatever it takes to stop the needless deaths of desperate child refugees, we leased our own search and rescue ship in the Mediterranean Sea. Focused on preventing the drowning deaths of those attempting to cross between North Africa and Italy, we

rescued more than 2,700 children and adults in just the first two months of operation last year.

Save the Children provided humanitarian services to children and their families in Italy, Greece, Egypt, Iraq, Jordan, Turkey and other countries throughout the Middle East and Europe. We also responded to crises in Africa and Southeast Asia, where children were forcibly displaced by war or suffering from severe hunger. And when the mosquito-borne Zika virus threatened children’s lives in the Caribbean, Central America, South America and the U.S., we mobilized response teams to provide the education and emergency preparedness needed to reduce transmissions.

### SYRIA’S REFUGEE CRISIS

Every day, as many as 6,100 Syrians flee, or are displaced, from their war-shattered homes and communities. The scope and size of this mass exodus is one that has never been experienced before. In response to this overwhelming crisis, Save the Children spent much of 2016 in Syria and surrounding countries, working along with partner agencies, to provide primary health care, nutrition, education and psychosocial services to child refugees and their families. Save the Children was also there when thousands of desperate children and adults fled from East Aleppo after months of relentless bombing.

*Your tremendous support enabled us to lease, staff and equip a search and rescue ship. Here, our child experts tend to a recently rescued 3-month-old baby boy, Mediterranean Sea.*

We provided these overwhelmed families with food, blankets, health care and cash grants for the purchase of personal and household essentials.

We established camps and refugee centers in Egypt,



*Because of you, we’re doing whatever it takes to save vulnerable babies and their mothers in some of the world’s most distant and dangerous places. Because every child, everywhere, deserves to survive and thrive. Yemen.*



Photo: Miya Tajima-Simpson



Photo: Anna Pantelia

*Fleeing unimaginable horrors, children and families who have managed to survive and find refuge are eager to rebuild their lives, thanks to you. Greece.*

## CHILDREN'S EMERGENCY FUND

When children in the U.S. or around the world are in danger of physical or emotional harm, when they're caught in an acute or prolonged crisis, when disaster causes them to lose their homes and everything they cherish, Save the Children is there to help. One vital driver of this work is our Children's Emergency Fund (CEF), a source of flexible funding that enables us to respond immediately whenever and wherever children need us.

The first hours and days of a crisis are the most dangerous for children, and time does not stand still as we try to raise funds. When potential donors see we're already saving lives and delivering aid thanks to the CEF, they are much more likely to provide the additional dollars we need to scale up our lifesaving programs.

In addition to making it possible for us to launch immediate responses in the wake of emergencies, the CEF also helps us roll out disaster preparedness and risk-reduction activities in disaster-prone areas around the globe. And it enables us to conduct critical humanitarian training activities to make sure our response to emergencies is as effective as possible.

In 2016, the CEF helped us respond to emergencies in more than 40 countries, including the United States. We rushed aid to children affected by floods in Bangladesh, wildfires in Canada and an earthquake in Ecuador, and we helped control disease outbreaks in Kenya and Yemen. We were also able to support children forced to flee their homes due to conflict in Iraq and Somalia. These are just a few illustrations of ways in which the CEF is our go-to resource when emergencies occur – and why we must continuously replenish it to ensure we can fulfill our mission of serving vulnerable children and families worldwide.

## OUR EMERGENCY HEALTH UNIT: READY TO ACT WHEN IT MATTERS MOST

Humanitarian health crises are becoming more complex and more widespread. Recent emergencies have highlighted an urgent need for faster and more streamlined health responses.

For example, when what health officials called the “perfect storm” of deadly yellow fever struck the Democratic Republic of Congo, a rapid response was needed to stop its spread. Save the Children deployed our Emergency Health Unit (EHU) and immunized 221,034 people at 80 sites over just 10 days. The campaign was so successful that the DRC requested our EHU to come back to administer more mass vaccinations. This time, we immunized 366,793 at 102 locations. And in August, the World Health Organization (WHO) reported that the outbreak has been controlled.

A groundbreaking program when it was launched in 2015, the EHU saved countless lives in 2016 — in great part because of our ability to be on site, saving lives, within the first hours and days after a disaster strikes. Staffed by immediately deployable health teams, including both medical and operational specialists, our EHU allows Save the Children to react faster, reaching more children and families, when crisis strikes.



Photo: Olivia Watson/Save the Children

*When lives are on the line, like they were in Hurricane Matthew, your support helps rush humanitarian aid to children in critical need. Haiti.*

Turkey, Iraq and Lebanon, and we ensured that children and their families were safe and healthy, with food, shelter, warm clothing and other essentials. We made sure child refugees didn't miss out on education and, in refugee reception centers and host communities throughout Europe, we supported their transitions to new lives.

### ETHIOPIA'S CHILD HUNGER CRISIS

When the worst El Niño on record caused Ethiopia to experience its most devastating drought in 50 years, Save the Children provided food, water, health care and other essential support to more than one-third of the 9.7 million people suffering from malnutrition. Almost 2 million of those we cared for were children who, with their families, watched their rivers dry up, harvests fail and livestock perish.

Because of your support, we were able to provide lifesaving aid. We trucked in emergency water supplies, distributed lifesaving hygiene kits and trained farmers to care for livestock as they waited for the rains to come. We trained community workers to explain the causes of malnutrition and how to prevent the outbreak of disease. We deployed frontline health workers to remote communities to provide lifesaving care, and we

supported the government's mass vaccination campaign.

We also helped thousands of children remain at more than 200 schools by using donkeys to carry water and food to remote communities. We made sure children were taught positive coping skills, and that they were surrounded by people trained to identify and manage challenges that could impact a child's welfare, such as early marriage or child labor.

To help protect against future crises, we provided seeds to more than 76,000 households, so they could produce a good harvest at the drought's end. We also gave farmers livestock feed and tools to help them rebuild their livelihoods. Our fast action, made possible by your support, helped millions of children and families survive.

### RESPONDING TO U.S. CHILDREN IN CRISIS

When crisis strikes, and America's children are at their most vulnerable, Save the Children is there, providing child-focused emergency relief and recovery. Since Hurricane Katrina, we've emerged as a national leader in emergency response, helping more than 1 million U.S. children affected by disasters. In 2016, we responded to the unique needs of children and their

When severe flooding forced Louisiana's families into shelters, Save the Children was there, providing safety, comfort and fun for children like 8-year-old Lisa and 11-year-old Jazmin. United States.



Photo: Stuart J. Sia

caregivers during the devastating floods in West Virginia and along the Gulf Coast, wildfires in Tennessee and the water crisis in Flint, Michigan.

In addition to our U.S. relief and recovery work, Save the Children has been at the forefront of our country's emergency preparedness efforts. Through Get Ready, Get Safe – our pioneering initiative that helps U.S. families and communities prepare and care for children in crisis – we reached more than 70,300 children and adults across the nation.

**INNOVATIVE WAYS TO REACH U.S. FAMILIES**

With the release of 21st Century Fox's feature film *Ice Age: Collision Course*, Save the Children teamed up with the successful animated movie franchise to create a PSA, encouraging families to make ICE (In Case of Emergency) cards. Our in-theater and online campaign reached more than 100 million parents. In partnership with Scholastic, we created Ice Age-themed preparedness lessons, reaching more than 500,000 teachers and caregivers.

For National Preparedness Month in September, Save the Children helped 85,000 children sing and

dance their way to emergency preparedness with the Prep Step. The Prep Step was featured on *The Doctors* daytime TV show and garnered the support of more than 70 partner organizations, including the FEMA-led National Strategy for Youth Preparedness Education Affirmers, propelling its success across the U.S.

**WEST VIRGINIA STRONG**

Save the Children partnered with award-winning actress, trustee and West Virginia native Jennifer Garner on a t-shirt campaign with Omaze, a charitable giving platform. The campaign helped benefit our vital work helping flood-affected children and families.



2016 RESULTS

**IN TIMES OF CRISIS**



Thanks to you, Save the Children responded to 131 humanitarian emergencies in 59 countries, helping 11.7 million people, including 6.6 million children. We've responded to every major U.S. disaster since Hurricane Katrina, helping more than 1 million children. In 2016, we reached 28,000 children through emergency response, and 70,300 children and adults through our disaster preparedness programs.



# FOR OUR FUTURE

*Our future will be shaped by how well we invest in the lives of girls and boys today. Yemen.*

Every last child deserves the opportunity to learn. Uganda.



FOR OUR FUTURE

# Transforming Lives and Futures

Save the Children is an outspoken champion for children. Drawing on a century of expertise, we work directly with local, state and global leaders to ensure children’s voices are heard and their issues are given top priority. We do whatever it takes to change children’s lives, securing a better future for us all.

### ADVOCATING FOR U.S. FOREIGN ASSISTANCE

In 2016, one issue critical to the world’s children received exceptional bipartisan support: America’s foreign assistance programs. Save the Children successfully advocated for two bills that were passed by Congress and signed into law by the President – the Global Food Security Act, which significantly strengthens U.S. efforts to end global hunger and malnutrition, and the Foreign Aid Transparency and Accountability Act, which ensures these programs continue to be

effective, accountable and results-driven. In addition, the country ownership principles outlined in Save the Children’s *The Power of Ownership: Transforming U.S. Foreign Assistance* report were incorporated into USAID’s operational policy, which will improve foreign assistance effectiveness.

### TRANSFORMING EDUCATION IN EMERGENCIES

A long-time advocate for the importance of education for children in conflict and crisis-affected contexts, Save the Children engaged in the first-ever World Humanitarian Summit. World leaders made significant pledges to support education for child refugees and launched the Education Cannot Wait fund, designed to transform the delivery of education in emergencies.

### EDUCATING CHILDREN FORCED TO FLEE

Timed with the 2016 UN General Assembly (UNGA), we released our *Forced to Flee* report, illustrating how refugee and other forcibly displaced children are not receiving the health care, education and protection every child deserves. The report helped us secure commitments from global leaders to ensure all refugee children are back in school within a few months. At President Obama’s Leaders’ Summit on Refugees, states and international organizations made commitments to ensure an additional 1 million refugee children are in school, double the number of refugees to be accepted by the U.S. each year and significantly increase humanitarian assistance.

*Together, we’re raising our voices for the world’s children in need. Thank you! Kenya.*



Allan Gichigi/ Save the Children

### INVESTMENT IN CHILDHOOD

Nearly all countries have made commitments to advancing children’s rights, but sometimes action lags behind commitments. Save the Children’s global strategy aims to ensure countries invest effectively to fulfill children’s rights. We do this by campaigning with children and other organizations, working with governments at the federal, state and local levels, and elevating the voices of children themselves. Specifically, Save the Children ensures equitable investment in children through child-sensitive budget analysis and advocacy and assessments of the

financial barriers to essential services for children living in poverty. Making sure all governments are spending money on child health, education and protection is critical to children’s lives and futures. In 2016, this has resulted in the UN Committee on the Rights of the Child adopting a General Comment on Public Budgeting for the Realization of Children’s Rights. It’s the first UN document providing guidance on countries’ legal obligations to invest in children. It will also help governments deliver on Sustainable Development Goals commitments made to benefit children.

“Imagining all displaced people as **citizens of one country** recognizes their value as equal members of a global society and draws attention to the massive scale of the issues they face.”

**Carolyn Miles, President & CEO, Save the Children**

## FORCED TO FLEE

The world's 65.3 million forcibly displaced people – who would make up the world's 21<sup>st</sup> largest country based on population – are falling far behind in terms of health care, education, protection and other key factors, according to Save the Children's *Forced to Flee: Inside the 21<sup>st</sup> Largest Country* report. The report examines indicators most relevant to the well-being of children and found results that demonstrate both the enormous challenges faced by refugees and internally displaced people, as well as the notable contributions they could make to their host countries and communities, if they were allowed to do so.



Photo: Jonathan Hyams

*Thanks to you, we helped secure the commitment of world leaders to prioritize education for refugee children. Hungary.*

## SAVING EVERY LAST CHILD

We are proud of the 2016 launch of our Every Last Child global campaign, aiming to reach the most vulnerable children, those left behind by the world's progress. The campaign tackles the key causes of exclusion and sets the world on the trajectory to end preventable child deaths and achieve learning for every child within a generation. Our Every Last Child launch – with an initial focus on child refugees and girls – reached more than 200 representatives from NGO partners, Congress, the Administration, think tanks, corporations and foundations.

## PREPARED TO PROTECT CHILDREN IN CRISIS

In 2016, Save the Children remained committed to addressing the needs identified by our research showing that, 10 years after Hurricane Katrina, America is

## RAISING OUR VOICES

As the political advocacy arm of Save the Children, Save the Children Action Network (SCAN) is the voice especially for kids. To ensure children have the best start in life, SCAN is building bipartisan will to ensure every child in the U.S. has access to high-quality early learning and that no mother or child around the globe dies from a preventable cause.

The 2016 presidential election presented a unique opportunity for SCAN to elevate these issues at the national level and in early caucus and primary states. Beginning with Iowa, New Hampshire and South Carolina, SCAN promoted high-quality early learning through visibility, education and grassroots mobilization at the federal and state levels. Our supporters attended more than 60 campaign events throughout the year to speak with candidates and voters about SCAN's policy priorities. In the end, both Donald Trump and Hillary Clinton spoke out on child care affordability.

Last year, our supporters wrote, called and signed their names to more than half a million messages to local, state and federal lawmakers in support of investing in kids. Our advocacy work helped spur increased funding for 35,000 more kids to attend preschool nationwide.

At the federal level, SCAN convened a coalition, worked with congressional leaders and developed legislation to keep up the momentum on maternal and child survival by advocating for the Reach Every Mother and Child Act, bipartisan legislation that garnered 255 co-sponsors in the House and Senate to help expand proven interventions in countries most in need.

At the state and local levels, SCAN helped to elect five lawmakers to state legislative bodies in Iowa, New Hampshire and Washington through a combination of digital advertising, direct mail and phone banking.

## FOR OUR FUTURE

still not adequately prepared to protect children in emergencies. We successfully advocated for key legislation that was passed by Congress and signed into law by the President – the State and High-Risk Urban Area Working Group Act. This law addresses the lack of emergency preparedness resources dedicated to children's needs – currently just 1 cent for every \$10 – by giving a voice to America's children.

### PARTNERING FOR AFTERSCHOOL PROGRAMS

Save the Children is also a leader in promoting education policies at the state and local levels that benefit rural America's most vulnerable children. We were awarded a major, multi-year foundation grant to lead the Kentucky Out-of-School Alliance (KYOSA), bringing together providers like the YMCA, Boys and Girls Clubs, and Parks and Recreation Departments to advocate for quality afterschool programs. Our leadership has not only influenced state policy, but received national recognition for its success.

## OUR ADVOCACY SUMMIT

In April 2016, Save the Children and Save the Children Action Network (SCAN) cohosted our annual Advocacy Summit in Washington, DC. We focused on two priority issues: making sure every U.S. child has access to high-quality early learning and no mother or child around the globe dies from a preventable cause. The Summit provided an opportunity for more than 175 advocates – including 65 high school and college students from 25 states – to raise their voices for kids in more than 100 meetings on Capitol Hill.



Photo: Susan Warner

Zoe, age 6, who participates in a Save the Children afterschool program, has high hopes for her future, because of supporters like you. United States.



Photo: Susan Warner

## EMPOWERING GIRLS

In honor of International Day of the Girl on October 11, Save the Children released our *Every Last Girl* report, including a Girl's Opportunity Index ranking the best and worst places to be a girl. And we engaged in several activities to illuminate the need to ensure every girl has the future she deserves, including our ringing of the closing bell at the NY Stock Exchange and, with Save the Children Artist Ambassador Dakota Fanning, lighting the iconic Empire State Building in red. We were joined by a group of girls from the New York Tri-State area, who are Save the Children child sponsors, as well as a sponsored girl from South Carolina.



In honor of International Day of the Girl, singer Camila Cabello designed a limited-edition Love Only t-shirt, with net proceeds going to Save the Children.



Photo: Mike Coppola/Getty Images for Save the Children

Colette, Miracle, Dakota Fanning, Kate, and Antonella celebrate as Save the Children lights up the Empire State Building in red for International Day of the Girl on October 11, 2016 in New York City.

Photo: Mike Coppola/Getty Images for Save the Children

## ILLUMINATION GALA

At our fourth annual Illumination Gala, presented by Johnson & Johnson, some of Save the Children's most influential supporters gathered to celebrate and support our work to give children a strong start in life by helping end preventable mother and child deaths and by supporting early childhood education.

The October event, which took place at The Plaza hotel in New York City, was hosted by award-winning actress and Save the Children trustee Jennifer Garner and featured a special performance by country music superstar Jennifer Nettles.

Honorees included supermodel and activist Iman; gamer, philanthropist and activist Bachir Boumaaza aka "Athene;" writer, campaigner and Red Nose Day co-founder Richard Curtis; and our philanthropic corporate partner Toys"R"Us. All have made enormous commitments to ensure millions of children have better lives and futures.



Our Illumination Gala guests enjoyed a special performance by Grammy® Award-winning singer-songwriter Jennifer Nettles.

Photo: Mike Coppola/Getty Images for Save the Children

Our own Carolyn Miles (right) was honored to share the spotlight with supermodel Bethann Hardison (left) and supermodel and activist Iman (center), who was honored with The Voice Award.

Photo: Mike Coppola/Getty Images for Save the Children

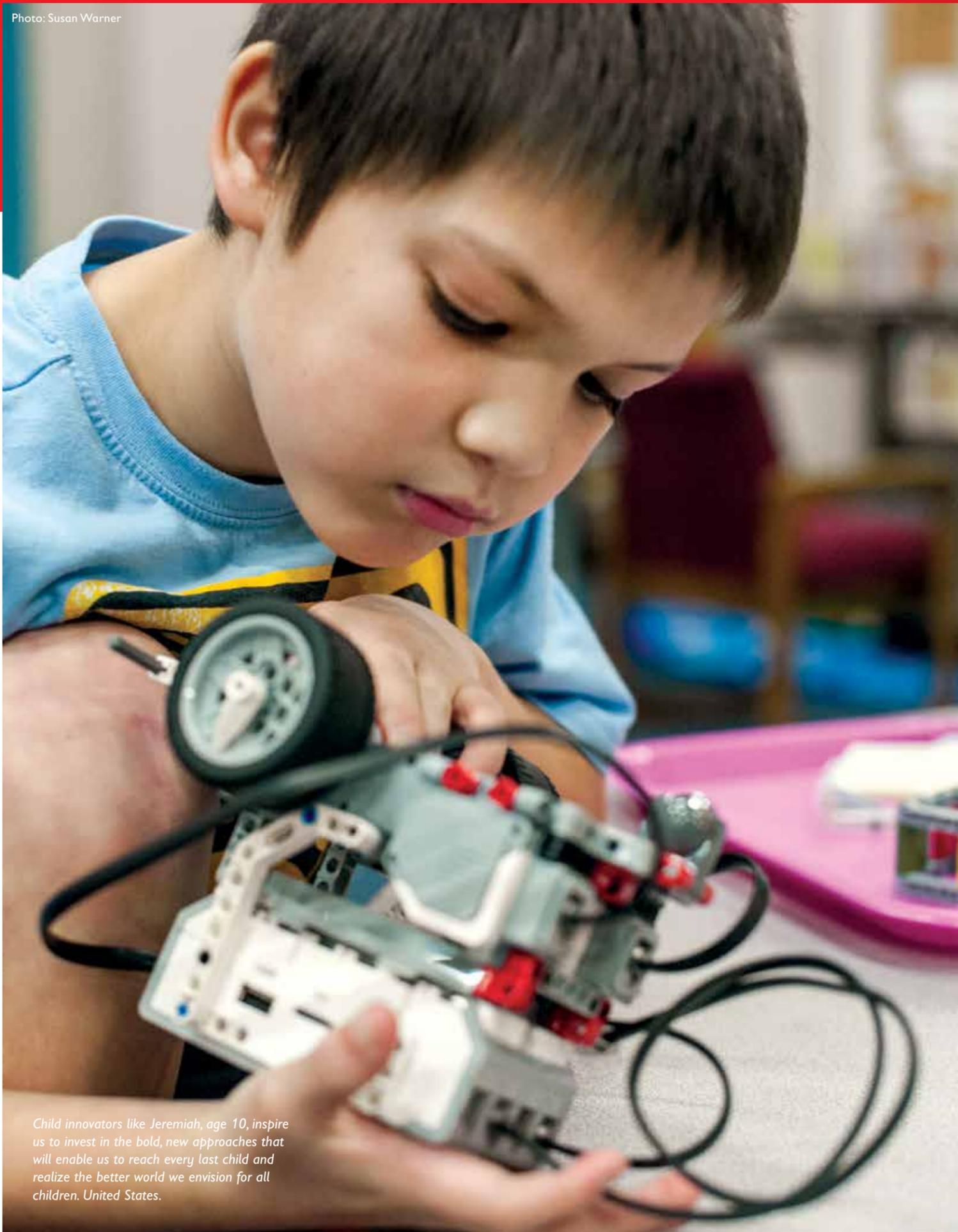


Fellow West Virginians – host Jennifer Garner and 5-year-old Brantley, who participates in one of our programs – were all smiles.

# 2016 RESULTS FOR OUR FUTURE

SCAN Future Policy U.S. Childhood  
 SAVING VOICE EVERY LAST  
 Empower Advocate Partnership Global Summit  
 Outspoken Lead

Thanks to you, Save the Children launched our Every Last Child global campaign and co-hosted our annual Advocacy Summit. We successfully advocated for legislation advancing foreign assistance and protecting U.S. children in crisis. We served as global thought leaders on child refugees and girls. Since 2010, our U.S. public policy and advocacy work has benefited 57 million children.



Child innovators like Jeremiah, age 10, inspire us to invest in the bold, new approaches that will enable us to reach every last child and realize the better world we envision for all children. United States.

## INNOVATION

# Investing in Innovation

Innovation has been integral to Save the Children’s identity ever since our founder, Eglantyne Jebb, boldly declared nearly a century ago that children have individual rights. This vision, radically disruptive for its day, continues to drive our 2030 ambition to ensure every last child survives, learns and is protected.

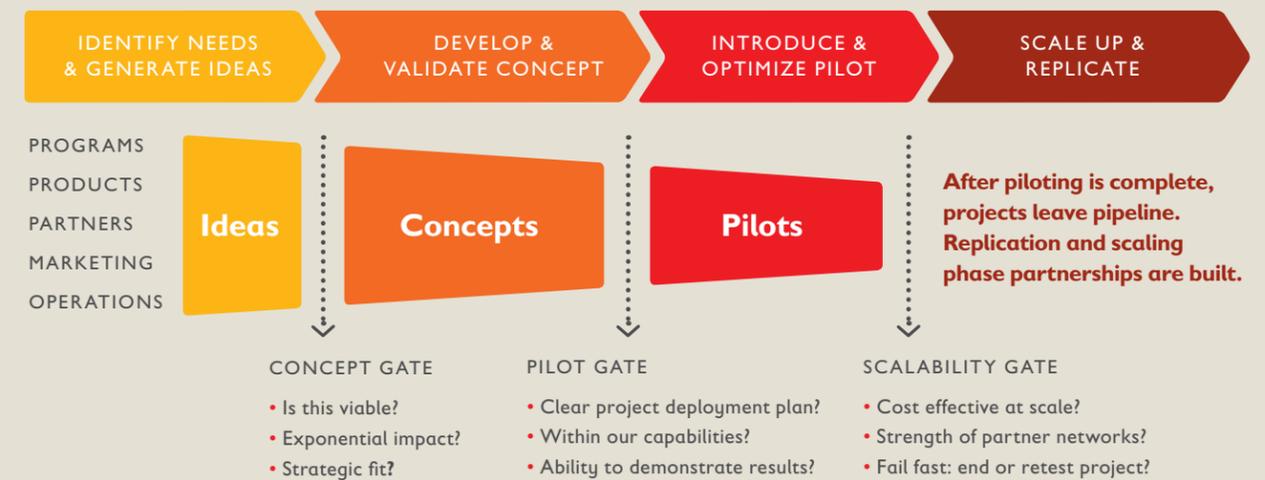
In order to achieve our ambitious goals, we must reach those most vulnerable children still missing out on global advances, while continuing to adapt to a rapidly changing world. We need to think and work differently – we must innovate.

In 2016, Save the Children made a strategic invest-

ment in our proven ability to develop, test, replicate and scale the most promising innovations for children. We refined our innovation focus, strategy and approach, including our investment criteria. We committed key resources. And we formalized our innovation pipeline.

## OUR INNOVATION PIPELINE

Our innovation pipeline starts with needs analysis and idea generation, followed by concept development and validation, project piloting, and finally partnering to scale and replicate success.



# Our Innovation Opportunities

We're proud to report that Save the Children accelerated four of our most promising innovations in 2016, now available as partner investment opportunities.

## REVOLUTIONIZING PNEUMONIA DIAGNOSIS



**Challenge:** Pneumonia is the leading infectious cause of death in children under age 5, and the majority of its more than 900,000 child victims each year are from developing countries.

But there's currently no simple, reliable, easy-to-use diagnostic device or method available in low-resource settings.

**Innovation:** Together with our partners, we're assessing a point-of-care lung ultrasound device in Mozambique and Pakistan that can diagnose childhood pneumonia. This study will inform, accelerate and test the applicability of this new imaging technology. If successful, we intend to scale the use of this diagnostic tool to revolutionize our efforts to reduce child deaths.

## ACCELERATING EMERGENCY RESPONSE



**Challenge:** Children are always among the most vulnerable when crisis strikes, and Save the Children does whatever it takes to rapidly respond to their unique needs. That's why we aspire to be on the ground

within 72 hours of emergency onset. Although we have increasingly improved our ability to respond faster through coordinated efforts, challenges remain. In fact, nearly all major humanitarian response agencies lack efficient deployment systems, according to research by the University of Virginia's Darden School of Business.

**Innovation:** By leveraging liquid workforce technology and practices, we're building a mobile responder platform to automate and accelerate our ability to deploy surge response teams. This tool will match response team members with a disaster, based on assessed needs and individual skillsets. The system will notify staff members, confirm their availability and obtain manager approvals – allowing us to deploy a highly skilled, curated team of emergency responders

within a matter of hours. We're piloting this system with the goal of adapting and scaling this solution across the entire humanitarian sector.

## 2016 DIGITAL INNOVATIONS

2016 was a year of innovative, digital storytelling. We partnered with J&J and Facebook HumanKind project to create 360° virtual reality content to tell the story of refugee children.

We continued to experiment with live video storytelling including Facebook Live, Periscope, Snapchat, Google Hangouts on Air and Twitch.

We expanded our "Be a Life Force" initiative – a platform for supporters to play, stream or vlog to save children – by launching two new fundraising events: "Create for Kids" and "Arcade Superplay Expo" in collaboration with streaming platform Twitch. We celebrated the 10th anniversary of Project for Awesome with the Nerdfighters, Foundation to Decrease World Suck and the vlogbrothers John and Hank Green.

At our Illumination Gala, we honored gamer philanthropist and activist Bachir Boumaaza, aka "Athene," with The Next Generation Award for inspiring millennials and aspiring gamers to make a positive impact on the world. Athene and his videographer Reese deployed to Ethiopia to cover the hunger crisis and activated the Humanitarian Gamers for Good network for the first time, raising nearly \$500,000.

Our year-end digital fundraising campaign juxtaposed the innocence of nursery rhymes, such as "Row, Row, Row Your Boat" and "Ring Around the Rosie," with actual footage of the tragic realities children are facing today. The campaign was integrated, including owned, earned and paid media. Notable results included achieving twice the conversions from the previous year-end campaign and four times the industry average click-through rate.



Children like Joseph, here with his mother Viola, are alive today because of the lifesaving treatment for deadly pneumonia you helped make possible. Uganda.



Save the Children believes every last child deserves a future – no matter who they are or where they live. Innovation can help this vision become reality. Kenya.

**SUPPORTING INCLUSIVE EDUCATION**

**Challenge:** Despite the tremendous global progress, school enrollment rates reached a plateau in 2007. In some countries, more than 90 percent of children still don't go to school, according to the World Health Organization. Furthermore, an estimated 250 million children currently enrolled in school aren't learning as they should. Children falling behind at this stage are the hardest to reach and teach, needing highly targeted interventions. This is especially true for children with disabilities.

**Innovation:** Save the Children has invested in a thorough impact study of the Special Needs Action Pack (SNAP). SNAP fills a gap in teach support globally by providing clear and simple guidance to teachers with low levels of training or education. Relative to the education sector, SNAP tools are revolutionary. For instance, a document review of 62 external inclusive education resources found that most inclusive education programs do not include any in-school activities at all. This tool includes general teaching strategies, information on causes for learning or behavioral problems in the classroom, and guidance on how to build individualized plans for each student. Our aim is to gain teacher buy-in for inclusive education, while linking teachers with the tools and resources they need to take steps toward inclusion.

**DIGITAL WALLETS FOR GOOD**

**Challenge:** Today, 60 percent of web searches and over 30 percent of all web traffic occurs on mobile devices, and traditional website donation processes are quickly becoming obsolete. Although our website is mobile responsive, more than 20 fields must be completed before a donation is accepted. We know this translates to less engagement and support for our mission, and these trends will continue. Forrester Research predicts U.S. mobile payments will nearly triple from \$52 billion in 2014 to \$142 billion by 2019. And Pew Internet Research forecasts that mobile payments could surpass both cash and credit cards by 2020.

**Innovation:** In 2016, our digital marketing team piloted Mobile Pay, a mobile donation portal where donors can support our work through contemporary and emerging mobile payment integrations. We launched our first digital wallet integration last year

with Apple Pay. And we've already seen tremendous results – recovering more than 10 times our initial investment within the first few months of launching. Eighty-three percent of those who donated using Apple Pay were new supporters of Save the Children. We plan to expand Mobile Pay to include other popular mobile payment solutions, such as Venmo, Android Pay, Samsung Pay, PayPal OneTouch and more throughout 2017. Our vision is to enable supporters to quickly and easily invest in our work, using their mobile devices, with the simple push of a few buttons.



Photo: Guilhem Alandry/Save the Children

Thanks to you, we're automating and accelerating our ability to deploy emergency response teams when crisis strikes. Uganda.



# PARTNERING FOR IMPACT

*Thanks to partners like you, children around the world – like Phal, Theara and Bo – have so many more reasons to smile and hope for the future. Cambodia.*

## HUMANKIND

A centerpiece of our relationship with Johnson & Johnson in 2016 was the J&J/Facebook/Save the Children partnership, designed to amplify the plight of refugee families around the world. Produced in 2D and 360° videos, the short stories focused on everyday moments in the lives of displaced children and families. The rollout of films began during United Nations General Assembly week and extended through the rest of the year. Reaching more than 30 million people in the U.S. through targeted Facebook placements, as well as other exposure through YouTube, at the Save the Children Illumination Gala and on Giving Tuesday at the New York Stock Exchange, this unique collaboration showed how a heart-rending issue can be humanized to raise awareness and funds to help a critical children's cause.



Your support means children like these can continue their childhoods, even in a refugee camp. Egypt.

## PARTNERING FOR IMPACT

# Corporate Partners

Together, we work with valued corporate partners to develop strategic initiatives that will achieve maximum impact for children, while enhancing business goals and engaging employees and consumers.

### GLOBAL CORPORATE PARTNERS

Save the Children's Global Corporate Partners represent our most ambitious collaborations with select international corporations, who work with us in four or more global markets and have committed \$9 million or more in funding or material support over a three-year period toward Save the Children's mission and programs. We are pleased to recognize our 2016 Global Corporate Partners.

- Accenture
- Bulgari
- C&A and C&A Foundation
- GSK
- IKEA North America Services and IKEA Foundation
- Johnson & Johnson
- Mondelēz International Foundation & Mondelēz International Cocoa Life
- P&G
- RB
- TOMS

### CORPORATE PARTNERS

We applaud the exceptional support of all of our corporate partners, with special recognition to those who have contributed \$100,000 or more in 2016 (a combination of cash and/or gifts in kind).

#### \$1 million and above:

- Google.org
- MNI Targeted Media
- Penguin Random House
- T.J.Maxx
- Toys“R”Us
- The Walt Disney Company
- Wrigley Company Foundation

#### \$100,000 to \$1 million:

- American Express
- American Girl
- American Management Association
- Bally
- Bank of America
- BlackRock
- BNY Mellon
- Build-A-Bear Foundation
- Cardinal Health & Cardinal Health Foundation

## WALT DISNEY

The Walt Disney Company is a valued collaborator that has been committed to helping Save the Children reach the world's most vulnerable children through significant commitments made in support of our emergency preparedness, response and recovery efforts throughout the world.

We salute the creative ways in which Disney works to make a lasting difference in children's lives, and we were grateful to be included in Marvel Studios: Hero Acts, the latest charitable program, which launched in 2016. In a special video message, actor Benedict Cumberbatch, star of Marvel Studios' film Doctor Strange, announced the charitable initiative focused on bringing help and hope to kids around the world. Fans were invited to post photos to unlock donations for Save the Children, helping provide education programs and materials for as many as 123,000 children in Nepal, Haiti and the U.S.

- Carnival Foundation/ Carnival Cruise Line
- Citi Foundation
- Community Playthings
- Discovery Communications
- eBay
- ExxonMobil
- Lokai
- MasterCard
- Mattel, Inc.
- Microsoft Corporation
- Middle East Broadcasting Center
- One World Play Project
- Pfizer and the Pfizer Foundation
- PNC Foundation
- Primrose Schools
- PVH Corp.
- Radisson RED
- Scholastic Corporation
- Target
- The Boston Consulting Group
- The Father's Day/Mother's Day Council, Inc.
- The Noerr Programs
- Wells Fargo
- Western Union Foundation
- Wyndham Worldwide

## BILL & MELINDA GATES FOUNDATION

Save the Children's long-standing partnership with the Bill & Melinda Gates Foundation has been key to achieving our mission for children, and we are grateful for their continued and generous support. In 2016, the Gates Foundation supported Save the Children's advocacy work globally and in the United States, polio immunization campaigns in war-ravaged northern Syria, groundbreaking work to save newborn lives, and innovative pneumonia research to improve treatment and diagnosis of this number one infectious killer of children under age 5. Over the many years of this partnership, the Bill & Melinda Gates Foundation has supported Save the Children's response and recovery assistance to more than 25 crises throughout the world.

## HAU'OLI MAU LOA FOUNDATION

For more than 15 years, our partnership with Hau'oli Mau Loa Foundation has helped Save the Children support girls and boys affected by crises – including those crises lesser known to the public. Through the Foundation's generosity, we have boosted the capabilities of our emergency response staff, prepared families for future disasters, and strengthened our organizational capacity through general operating support.

*An educated girl can change the course of her life, her children's lives and the future of her community. The Philippines.*

Photo: Mats Lignell

## Strategic Foundation Partners

Thank you to all of our strategic foundation partners, who share our commitment to ensuring that every child grows up healthy, educated and safe. Here we recognize our most generous 2016 foundation partners.

- Anne Hardeman and Combs L. Fort Foundation
- The Anonymous Foundation
- The Atlantic Philanthropies
- Bainum Family Foundation
- Better Way Foundation
- The Bezos Family Foundation
- Bill & Melinda Gates Foundation
- Bravo Foundation
- Briar Foundation
- Bruderhof
- Buffett Early Childhood Fund
- California Community Foundation
- Cascade Foundation
- Charles Stewart Mott Foundation
- The Charles Engelhard Foundation
- Cogan Family Foundation
- Connie Hillman Family Foundation
- Conrad N. Hilton Foundation
- Crown Family Philanthropies
- Dalio Foundation
- The David & Lucile Packard Foundation
- The Derfner Foundation
- Dubai Cares
- Eccles Family Foundation
- The Educational Foundation of America
- Eugene M. Lang Foundation
- FIA Foundation
- Ford Foundation
- Foundation for Louisiana
- GHR Foundation
- Global Road Safety Partnership
- The Gottesman Fund
- Gratis Foundation
- Greater New Orleans Foundation
- Hau'oli Mau Loa Foundation
- The Hawkey Family Foundation
- The Hearst Foundation, Inc.
- Heising-Simons Foundation
- Henry Kimelman Family Foundation
- The Hurford Foundation
- Jacobs Family Foundation
- LDS Charities
- Littlefield Foundation
- Los Altos Rotary AIDS Project, Inc.
- Los Angeles Times Family Fund, a fund of the Robert R. McCormick Foundation
- LWH Family Foundation
- MacMillan Family Foundation
- Margaret A. Cargill Foundation
- Margaret A. Meyer Family Foundation
- Marino Philanthropies
- Martin F. Sticht Charitable Fund
- Marty and Barbara Zweig Foundation
- The Meadows Foundation
- Micky and Madeleine Arison Family Foundation
- Open Society Foundations
- Otto Haas Charitable Trust
- The Owenoke Foundation
- Paul G. Allen Family Foundation
- Pittsburgh Children's Foundation
- The Red Nose Day Fund of Comic Relief Inc.
- The Robert Wood Johnson Foundation
- Roy A. Hunt Foundation
- Silicon Valley Community Foundation
- The Simmons Foundation
- Thompson Charitable Foundation
- The VoLo Foundation
- The Wasily Family Foundation
- The William and Flora Hewlett Foundation
- Wheeler Foundation
- Anonymous (9)

## THE RED NOSE DAY FUND OF COMIC RELIEF INC.

We are grateful for the generous support we have received from The Red Nose Day Fund of Comic Relief Inc. for both our international and domestic programs. In 2016, The Red Nose Day Fund provided funding for our global health program to strengthen care for preterm babies in urban hospitals in Kenya and for our early childhood education programming, including Early Steps to School Success and Head Start, in underserved communities in the U.S.



Photo: Susan Warner

# Individual Philanthropy

We're grateful for the generous support of our individual donors, who know that an investment in children's lives and futures is an investment worth making.

**Visionary** (\$1 million & above – cumulative lifetime gifts)

- John, Jr. and Sandy Beard
- Forrest Berkley and Marcie Tyre
- The Bezos Family
- Gordon Cooper
- Robert A. Daly and Carole Bayer Sager
- Phyllis and William H. Draper III
- Charitable Lead Annuity Trust Under the Will of Louis and Gertrude Feil
- Philip H. Geier, Jr
- The Austin & Gabriela Hearst Foundation

- Karin Kuhns
- Buddy and Joan Lamonica
- Ruth and David Levine
- Luke & Lori Morrow Family Foundation
- Anne Mulcahy
- Thomas S. Murphy
- Kate and Bob Niehaus
- Susan and William Oberndorf
- Catherine Oppenheimer and Garrett Thornburg
- Charles and Sheila Perrin
- Anonymous (11)

**Advocate** (\$50,000 - \$99,999 annually)

- Berglund Family Foundation
- Davis Family Charitable Foundation
- Jenny Brorsen and Richard DeMartini
- Debra J. Fine and Martin I. Schneider
- Sarah Heppenstall
- Ernest L. Herrman
- Willis and Cindy Hesselroth
- Alvin S. Meltzer
- Mestre Family Charitable Trust
- Steven Miles MD and Joline Gitis
- Neil and Anna Mintz
- Alan and Marsha Paller
- Vallabh and Savitaben Patel Foundation
- Fred A. Randall
- Judith Reichman
- Mr. and Mrs. B.T. Reinhold
- Sharmila and Sunil Sani
- Cyrus and Joanne Spurlino
- George Stephanopoulos and Alexandra Wentworth
- Roselyne Swig
- Tithe One On
- Rafael and Diana Vinoly
- The Walters Family Foundation
- Gaines Wehrle
- Barbara and Edward Wilson
- Anonymous (13)

**Investor** (\$500,000 - \$999,999 annually)

- Brad and Alys Smith

**Champion** (\$250,000 - \$499,999 annually)

- Mooney-Reed Charitable Foundation
- Anonymous (3)

**Ambassador** (\$100,000 - \$249,999 annually)

- Joseph Azrack and Abigail Congdon
- Judith Haskell Brewer Fund
- Cline Family Foundation
- The Goodnow Fund
- Eli and Britt Harari
- Nancy Horsey
- David J. Mastrocola
- The October Hill Foundation
- Fred and Jaclyn Orlando
- Doug and Cheryl Shamon
- Leila Maw Straus
- Tricoastal Foundation
- Anonymous (8)

\* All anonymous donors listed are active as of December 31, 2016.

## THE EGLANTYNE JEBB SOCIETY

Eglantyne Jebb has been called one of the world's most charismatic, fiercely intelligent and influential champions of human rights. She is also the founder of Save the Children – and the namesake of our planned giving society.

The Eglantyne Jebb Society is comprised of loyal Save the Children supporters who have included Save the Children in their wills, or who have decided to donate assets through charitable trusts, gift annuities, life insurance or retirement plans.

We honor the more than 600 Eglantyne Jebb Society members for creating a legacy of commitment to the world's children in need.

**To transform children's lives after your lifetime, ask your estate planning attorney to add this suggested wording to your will or living trust:**

I, [name], of [city, state ZIP], give, devise and bequeath to Save the Children Federation, Inc., tax ID number 06-0726487, [written amount, percentage of the estate or description of property] for its unrestricted use and purpose.



We sincerely thank you and all champions for children who invest in the childhoods of children like Tho Vichsa, Cambodia.

We would like to thank our leadership councils for their compassionate and generous support of Save the Children, saving children's lives and futures.

- Fairfield Leadership Council
- Greenwich Leadership Council
- Long Island Council
- Seattle Leadership Council
- Southern California President's Council

## THE SIMON SOCIETY

Critically acclaimed writer, producer and director Sam Simon, best known as co-creator of "The Simpsons," was not only a comic genius, but a philanthropic champion, with the vision to invest in the causes he cared about. Sam passed away in March 2015, and in honor of his steadfast and generous partnership with Save the Children, we named our recognition society after him: The Simon Society.

The Simon Society is a group of Save the Children's most dedicated and generous investors who make an extraordinary commitment to children, helping us reach children wherever and whenever the need is greatest. Gifts from these individuals support our global mission and strategically position us to achieve three critical breakthroughs for children by 2030: no child under 5 dies from preventable causes; all children learn from quality, basic education; and violence against children is no longer tolerated.

# Our Finances

Thanks to the generosity of our many donors and partners, Save the Children maintains a strong financial foundation, positioning us to give more children what every child deserves – a future.

**How we raise our funds.** Save the Children is constantly striving to find new, innovative ways to connect with those who share our commitment to children. As a result, operating revenue increased 3 percent in 2016, to \$696 million. We continue to benefit from well-diversified sources of funding, which include \$307 million from U.S. government sources, including federal, state and local grants; \$146 million from corporations and foundations; \$143 million from multi-lateral funding institutions; and \$100 million from individuals, including through our pioneering child sponsorship program.

**How we use our funds.** Save the Children works to ensure that the funds we raise are used in the most effective way possible to achieve our mission. We are pleased to report that 86.5 percent of total operating expenses in 2016 were spent on programs impacting children. In 2016, we deployed \$699 million in total operating expenses, an increase of 4 percent over 2015, to implement much-needed programs in 120 countries around the world and in all 50 of the United States.

Save the Children is dedicated to reaching every last child, including the most marginalized. In 2016, 28 percent of our global expenditures related to health and nutrition, 23 percent to education and 20 percent to emergency response. The remaining 29 percent funded programs in other thematic areas.

**Investing in the future.** To ensure we continually find new and better ways to make an impact, in 2016, we made critical investments for the future, including:

- Our innovation initiative, where we apply new technologies and ways of working to achieve breakthroughs in improving the lives of children
- Engaging our public and private donors to generate fresh sources of funding for our work
- Systems and global processes to continue improving our program delivery, knowledge capture, controls and efficiency.

**Strong balance sheet.** Save the Children closes 2016 with \$184 million in net assets, of which \$105 million are unrestricted. This financial strength gives us the basis to invest in children over the long term, as we have for almost 100 years, so that every last child can survive, learn and be protected.



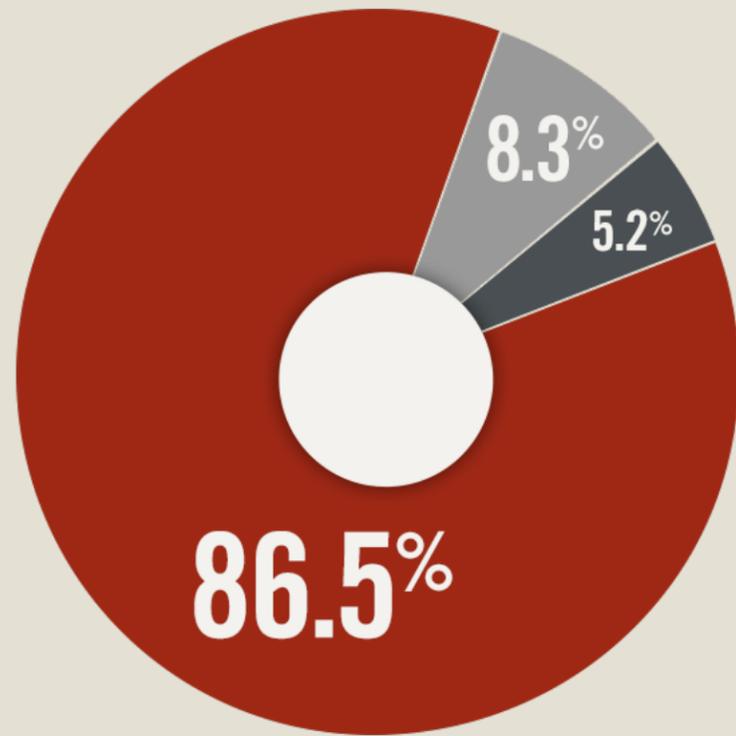
Stacy Brandom  
Chief Financial Officer

## CONDENSED AUDITED FINANCIAL INFORMATION

For the 12-month period ending December 31, 2016 (\$ in 000s)

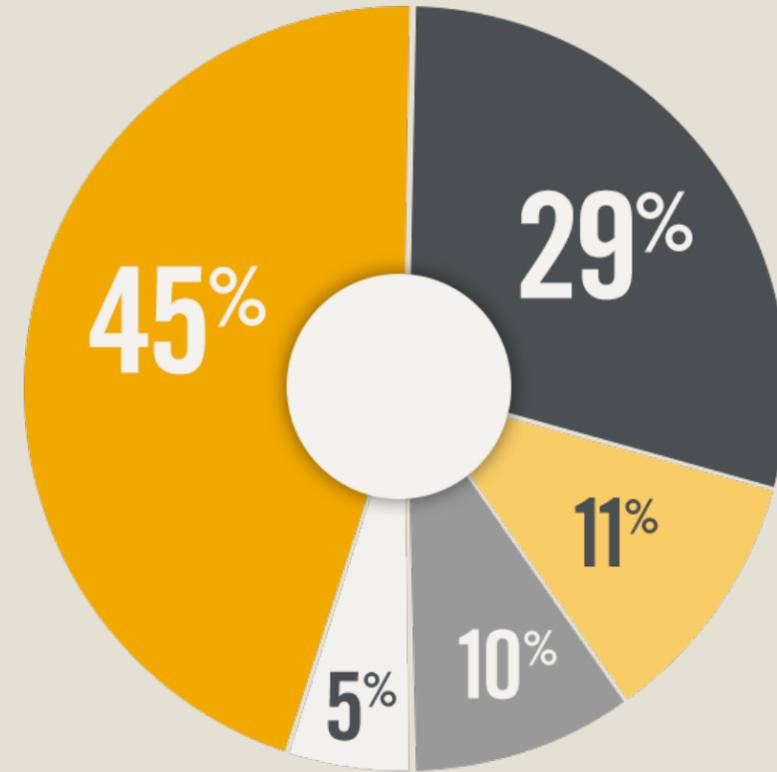
OPERATING REVENUE	2016	2015	Change \$	Change %
<b>TOTAL OPERATING REVENUE</b>	<b>\$696,342</b>	<b>\$678,277</b>	<b>\$18,065</b>	<b>3%</b>
<b>OPERATING EXPENSES AND CHANGES IN NET ASSETS</b>				
<b>PROGRAM SERVICES</b>				
Emergencies	\$120,305	\$117,138	\$3,167	3%
Health & Nutrition	167,350	173,248	(5,898)	(3%)
Education	137,560	131,511	6,049	5%
Hunger/Livelihoods	56,501	56,027	474	1%
HIV/AIDS	61,767	48,044	13,723	29%
Child Protection	21,138	23,915	(2,777)	(12%)
Child Rights Governance	1,243	1,189	54	5%
Subtotal Program Activities	565,864	551,072	14,792	3%
Program Development & Public Policy Support	38,189	35,415	2,774	8%
<b>TOTAL PROGRAM SERVICES</b>	<b>604,053</b>	<b>586,487</b>	<b>17,566</b>	<b>3%</b>
Fundraising	58,409	55,178	3,231	6%
Management & General	36,255	33,388	2,867	9%
<b>TOTAL OPERATING EXPENSES</b>	<b>698,717</b>	<b>675,053</b>	<b>23,664</b>	<b>4%</b>
Excess/(Deficiency) of Operating Revenue over Expenses	(2,375)	3,224	(5,599)	
Excess/(Deficiency) related to Unrestricted Funds	(1,023)	(4,257)	3,234	
(Deficiency) related to Temporarily Restricted Funds	(1,352)	7,481	(8,833)	
Non-Operating Activity (Endowment gifts & pledges, investment earnings and exchange gain/loss)	4,645	(13,373)	18,018	(135%)
<b>TOTAL INCREASE/(DECREASE) IN NET ASSETS</b>	<b>\$2,270</b>	<b>\$(10,149)</b>	<b>\$12,419</b>	<b>122%</b>
<b>COMPOSITION OF NET ASSETS</b>				
	2016	2015	Change \$	Change %
Unrestricted	\$104,851	\$106,091	\$(1,240)	(1%)
Temporarily Restricted	41,323	41,781	(458)	(1%)
Permanently Restricted	37,709	33,741	3,968	12%
<b>TOTAL NET ASSETS</b>	<b>\$183,883</b>	<b>\$181,613</b>	<b>\$2,270</b>	<b>1%</b>

In 2016 on average, to administer cash gifts (non Gifts-in-Kind) donated for current use, Save the Children charged 8 percent for fundraising, 5 percent for management and general, and 6 percent for program development and public policy support.



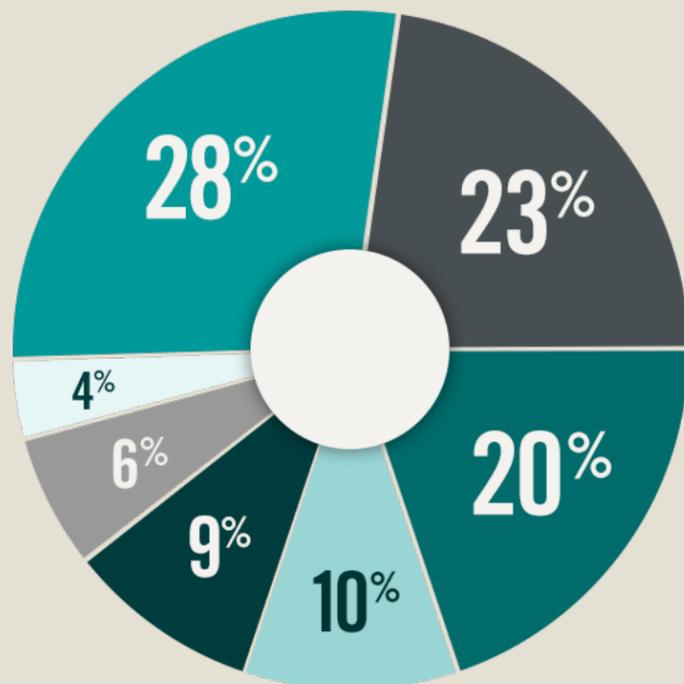
**HOW WE USE OUR FUNDS**

- 86.5% PROGRAM SERVICES
- 8.3% FUNDRAISING
- 5.2% MANAGEMENT & GENERAL



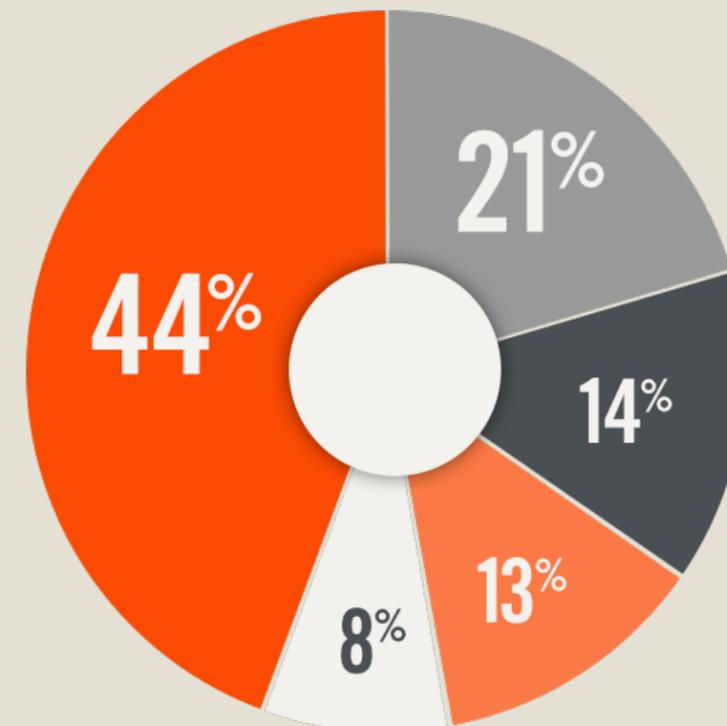
**WHERE WE WORK**

- 45% AFRICA
- 29% ASIA
- 11% UNITED STATES
- 10% MIDDLE EAST & EURASIA
- 5% LATIN AMERICA & CARIBBEAN



**NATURE OF OUR PROGRAMS**

- 28% HEALTH & NUTRITION
- 23% EDUCATION
- 20% EMERGENCIES
- 10% HIV/AIDS
- 9% HUNGER & LIVELIHOODS
- 6% PUBLIC POLICY & ADVOCACY
- 4% CHILD PROTECTION



**OPERATING REVENUE**

- 44% U.S. NATIONAL, STATE & LOCAL GOVERNMENTS
- 21% UN & OTHER MULTI-LATERAL FUNDING INSTITUTIONS
- 14% INDIVIDUALS
- 13% CORPORATIONS
- 8% FOUNDATIONS

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President and Managing General Partner, Selby Lane Enterprises, LLC; Managing Partner, Selby Life Sciences

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Chief Medical Officer, Pfizer, Inc.

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(through 2/22/17)  
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**Catherine Oppenheimer**  
Co-Founder, National Dance Institute of New Mexico

**Bradley C. Palmer**  
(through 2/22/17)  
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(through 5/1/17)  
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Once severely malnourished, 14-month-old Fatchima is healthy and home with her mother at last, all thanks to you. Niger.

Photo: Talitha Brauer

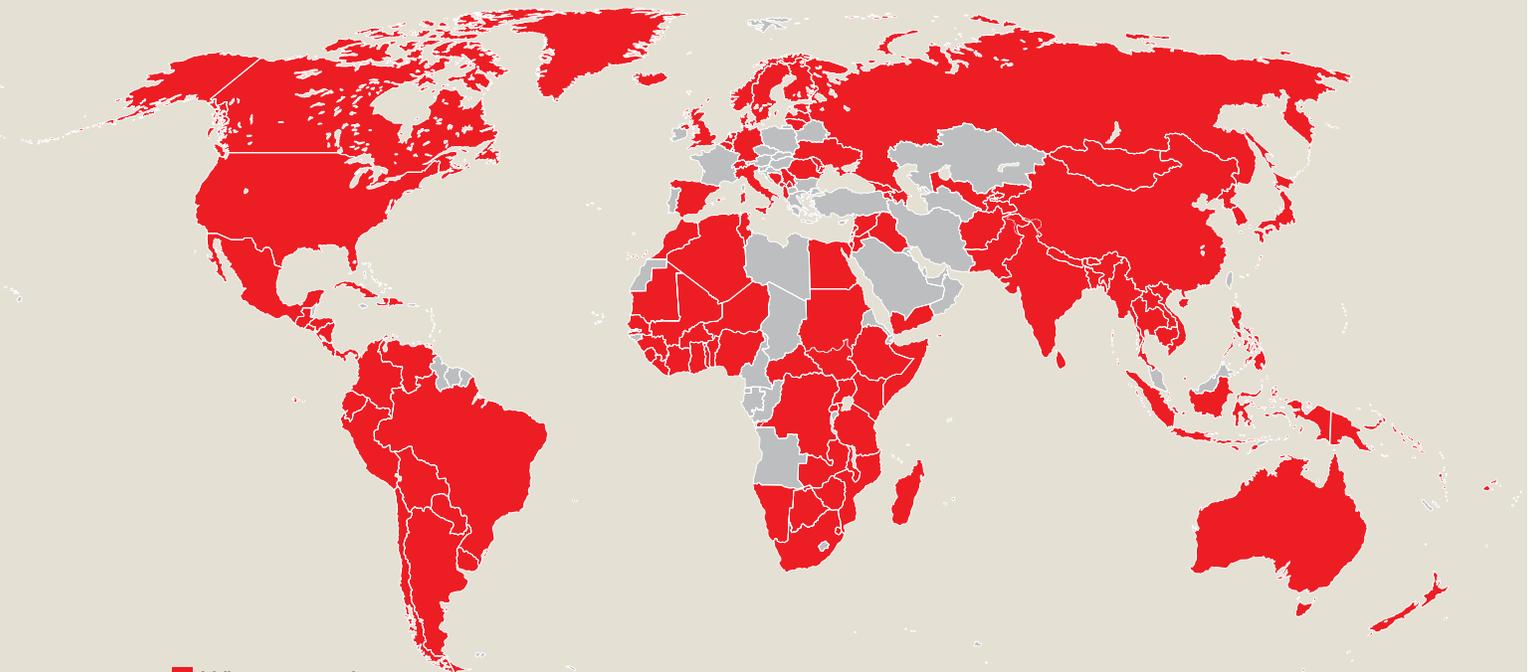
# RESULTS FOR CHILDREN



Save the Children®

**Save the Children** believes every child deserves a future. In the United States and around the world, we work every day to give children a healthy start in life, the opportunity to learn and protection from harm. When crisis strikes, and children are most vulnerable, we are always among the first to respond and the last to leave. We ensure children's unique needs are met and their voices are heard. We deliver lasting results for millions of children, including those hardest to reach.

We do whatever it takes for children – every day and in times of crisis – transforming their lives and the future we share.



■ Where we work

501 Kings Highway East  
Suite 400  
Fairfield, CT 06825

899 North Capitol Street, NE  
Suite 900  
Washington, DC 20002

1-800 Save the Children  
[www.SaveTheChildren.org](http://www.SaveTheChildren.org)



ON THE COVER: Because of you, girls and boys all around the world are getting what every child deserves – a future. Malawi.  
Photo: Malumbo Simwaka