

GETTING TO
GREAT
FOR CHILDREN

2008-2012 STRATEGIC DIRECTION

2010 Refresh



Save the Children®



Save the Children USA

COVER:

Preschool students learn and play at the early childhood development center supported by Save the Children in Kavre, Nepal.

Photo by Brent Stirton

2008-2012 Strategic Direction: 2010 Refresh

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Tajikistan Michael Bisceglie



Mali Jonathon Hubschman



El Salvador Michael Bisceglie

LETTER FROM THE OFFICE OF THE PRESIDENT

To our colleagues, friends and contributors,

2010 marks the mid-point in our 5-year strategic plan, *Getting to Great for Children*. In keeping with our commitment to adaptability, we have reviewed and modified our strategy in light of the trends, changes and learning we have experienced since its publication.

We have exceeded key milestones toward our original 2012 plan goals of reaching more than 74 million children annually, raising \$500 million in revenue annually to support our work, and increasing collaboration across the Save the Children movement. In 2009 we reached an estimated 64 million children with quality programs to ensure children are safe, educated, healthy and better able to attain their rights. We estimate we will raise more than \$500 million in annual revenue in 2010, reaching our 2012 target early. And we have worked with Save the Children members around the world to develop a shared global vision, mission, values and strategy and create a truly global movement for children.

Grounded in our shared vision of a world in which every child attains the right to survival, protection, development and participation, Save the Children's new mission is to inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives. Our new global vision, mission, values and strategy are very much a part of Save the Children USA's longstanding principles and are consistent with our strategic priorities.

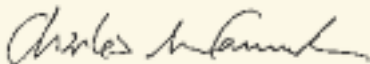
In the decade ahead we will:

- Create even greater global program and policy impact for children;
- Expand the reach and profile of our work for children in the United States;
- Strengthen our accountability for results to our stakeholders and most importantly to children;
- Drive revenue growth and partnerships essential to delivering sustainable change for children;
- Work smarter as one Save the Children to optimize our human, financial and technological resources, and brand across our global movement for children.

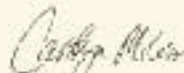
We will use the second half of our *Getting to Great* strategy – from mid-2010 to 2012 – to position ourselves to do even more for children in the future, by driving toward three key goals:

1. **Achieve greater reach, program and policy impact for children** with a focus on three key leadership areas: maternal, newborn and child health and nutrition; early childhood development and emergency response management;
2. **Strengthen our global movement for children**, working with Save the Children International and other Save the Children members around the world to integrate international program operations and align program strategy and support systems;
3. **Grow overall revenue to more than \$550 million** annually by 2012 to support our work.

As we look forward, we will move beyond our original 2012 goals, supported by a strong movement for children and the resources we require to deliver results on a national scale in more countries than ever before. We are committed to these changes, working to ensure that children everywhere are able to attain their rights to protection, health, education and development.



Charles F. MacCormack
President and CEO



Carolyn Miles
Executive Vice President and COO



Haiti, Adriana Zehrauskas

Charles MacCormack, President and CEO



Bangladesh, Shaifqui Alam Kiron

Carolyn Miles, Executive Vice President and COO

A STRONG FOUNDATION

WE ARE

the world's leading independent organization for children.

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.



In Ethiopia, our care and support programs will reach half a million children many of whom have lost one or both parents to AIDS. Photo by Jenny Matthews

OUR VALUES

Accountability: We take personal responsibility for using our resources efficiently, achieving measurable results, and being accountable to supporters, partners and, most of all, children.

Ambition: We are demanding of ourselves and our colleagues, set high goals and are committed to improving the quality of everything we do for children.

Collaboration: We respect and value each other, thrive on our diversity and work with partners to leverage our global strength in making a difference for children.

Creativity: We are open to new ideas, embrace change and take disciplined risks to develop sustainable solutions for and with children.

Integrity: We aspire to live to the highest standards of personal honesty and behavior; we never compromise our reputation and always act in the best interests of children.

OUR PROGRAM PRINCIPLES

Child Centeredness

Empowerment

Gender Equity

Measurable Impact

Scalability

Sustainability

OUR ASPIRATIONS

In the spring of 2010, we reflected on key learning and developments since first drafting our *Getting to Great for Children* strategy. In response, we have outlined longer-term priorities for SC USA in the decade ahead, and refreshed our 2012 goals and strategy. These will help us focus and intensify our contribution to our global Save the Children movement and in turn to millions more children around the world.

In the Decade Ahead

When in 2009, all 29 member organizations voted to join together as one Save the Children, we became a global movement for children, casting a wider net to reach more children in need with even greater impact. From the outset and over the next decade, Save the Children USA's leadership will be a driving force in realizing our shared goals. We will:

- *Increase Our Global Program and Policy Impact for Children* to ensure that children are safe, educated and healthy, and live in food-secure and economically viable households.
- *Expand Reach and Profile of Our Work in the United States*, leveraging our strong program results and advocacy work in education, health, and disaster preparedness and response to reach millions more U.S. children.
- *Strengthen Our Accountability for Results*, demanding of ourselves and partners that programs and

policies are designed and improved with children's input, and deliver results for them and their families.

- *Drive Revenue Growth*, managing U.S. Government funding, global corporate and foundation partners headquartered in the United States and select key funding sources on behalf of our global movement.
- *Work Smarter as One Save the Children* to optimize our human, financial and technological resources, and brand across our movement for children.

Our Contributions to the Movement

As the largest member in the largest market, Save the Children USA will bring leadership to the movement, while learning from and honoring the traditions of fellow members. Specifically, we will:

- *Leverage our technical expertise and strategic partnerships* in support of global program initiatives, and in particular our key leadership areas;


- *Strengthen accountability and measures of effectiveness and impact*, building on our agency accountability framework and program quality standards;
- *Grow global revenue* through fundraising with U.S. donors and other key donors, managing child sponsorship on behalf of the global movement and sharing best fundraising practices;
- *Help to create a shared global culture grounded in our theory of change* that maximizes resources and expertise of all members;
- *Leverage our profile and recognition in the United States* to bring support and attention to the work of our global movement.


Together we will work as one Save the Children around the world to achieve impact for millions more children on a national scale in many more countries than Save the Children USA works in today.


SC USA 2012 Strategic Goals


1. **Reach more than 74 million children annually with greater program and policy impact**, particularly in our leadership areas. We will drive greater momentum in our global newborn and child survival campaign, scale up early childhood education programs and prepare for and deliver high quality emergency responses, in the United States and internationally.
2. **Strengthen our global movement**, working with Save the Children International and other Save the Children members around the world to integrate international program operations and align program strategy and support systems.
3. **Grow overall revenue to more than \$550 million annually in support our work for children**, with an emphasis on U.S. donors and partners, and increasing unrestricted funding to fuel program innovation and support operations at scale.

By 2012, we will reach more than 74 million children with greater impact and a stronger Save the Children movement.

<h2 style="margin: 0;">A What We Do:</h2>	<p><i>Increase Program & Policy Impact for Children Globally</i></p> <ul style="list-style-type: none"> • Children Are Protected • Children Learn and Develop • Children Are Healthy and Well-Nourished • Children Thrive in Food-Secure and Economically Viable Households • Children Live Free from HIV & AIDS and Related Stigma • Children Receive Relief in and Recover from Emergencies 	 <p style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: small;">Jordan, Simon Balan</p>
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<h2 style="margin: 0;">B How We Do It:</h2>	<p><i>Achieve Change for Children at Scale</i></p> <p>Innovate, identifying and developing evidence-based, replicable solutions; Advocate and campaign, using our voice for better practices and policies; Achieve results at scale, supporting implementation of programs and policies; Build partnerships to create sustainable change and ensure children's rights.</p>	 <p style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: small;">United States, Susan Warner</p>
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<h2 style="margin: 0;">C How We Support It:</h2>	<p><i>Work Smarter as One Save the Children</i></p> <ul style="list-style-type: none"> • Global Workforce Engagement – Develop, retain and recruit high-quality staff to deliver our strategy • Resource Mobilization – Grow and invest our resources strategically • Brand Building – Increase awareness of our global impact and distinction • Systems Building – Strengthen systems to integrate operations across our global movement 	 <p style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: small;">Haiti, Susan Warner</p>
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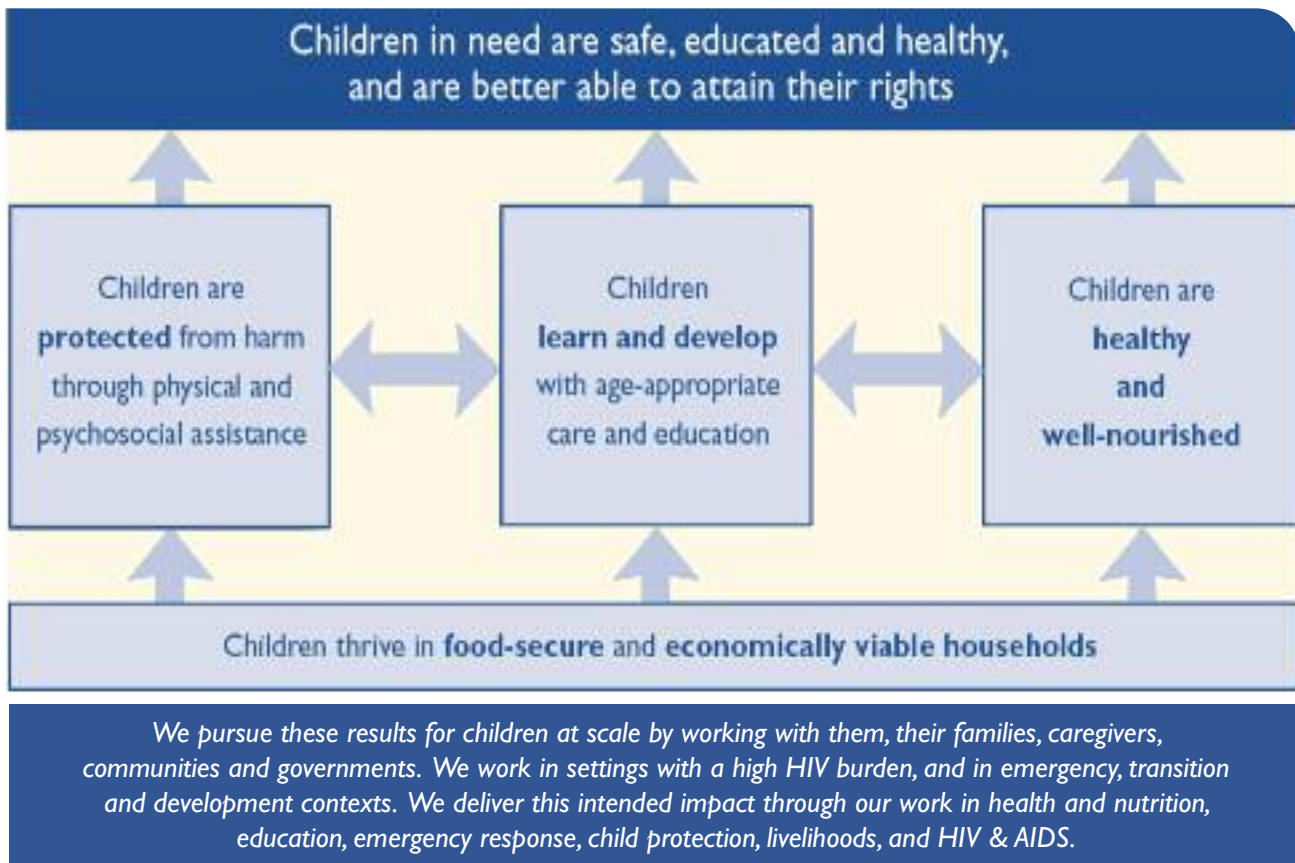
<h2 style="margin: 0;">D Our Key Factors for Success:</h2>	<p><i>Be Accountable, Flexible and Learn from Others</i></p> <ul style="list-style-type: none"> • Results-Driven – Ensure accountability for results for children to all key stakeholders • Adaptable – Work in more effective networks, gain external perspective and insight 	 <p style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: small;">Bangladesh, Jeff Holt</p>
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Our Intended Impact: Children in need are safe, educated, healthy and better able to attain their rights

WHAT WE DO:

Increase Program & Policy Impact for Children Globally

Save the Children USA will continue to pursue leadership in three key areas by 2012: ensuring children are healthy and well-nourished, with a focus on *maternal, newborn and child health and nutrition*; ensuring children learn and develop with a focus on *early childhood development*; and ensuring children receive relief in and recover from emergencies with a focus on high-quality *emergency response management*.



Health and Nutrition

Two-thirds of newborn and child deaths could be prevented if families had access to proven, low-cost, life-saving health services and practices, understood available precautions and promptly treated childhood illness and health risks.

Our programs improve the health, survival and nutrition of children, newborns and mothers, strengthening programs and policies to improve the quality, access and use of proven services and practices, many of which can be provided

effectively by trained community-based health workers.

Our strategy addresses the major causes of maternal and newborn death, delivering community-based interventions to improve child health and survival, increasing access to high-quality reproductive and sexual health services, and giving children in the rural United States the skills they need to practice healthy lifestyle behaviors and prevent childhood obesity. As part of our global newborn and child survival campaign, we are working

with the Ad Council, encouraging U.S. citizens to *See where the good goes™* and take action to support local health workers to save more children worldwide.

Indicators of our success include: helping to increase the number of children's lives saved, reducing malnutrition in children, increasing the use of practices and interventions that improve children's health and nutrition, and improving donor commitment and government policies in support of better newborn and child health and nutrition.

Education

Today, 72 million children around the world are out of school and lack basic education. Research has shown that children who fail to learn and develop in early childhood are limited for a lifetime; yet programs for and investment in young children fall woefully short. Our education programs bring quality learning to marginalized children, including those who are HIV- or conflict-affected, remote rural residents, minorities and girls.

Our strategy emphasizes work with communities and governments to improve young children's early development and school-aged children's basic education, internationally and in the United States. We focus on teaching and learning in and out of classrooms, emphasizing locally relevant curricula, child participation, and mastery of basic literacy and life skills. Our programs also ensure that school children benefit from micronutrient supplements, de-worming, and malaria treatment to enhance their readiness and capacity to learn.

Indicators of our success include: increasing children's access to school, measurable improvements in children's learning outcomes and learning environments, improving national, regional and international policies and financing to ensure quality education for all children.

Emergency Response

In an average year, natural disasters affect the lives of more than 200 million people, and 40 million people are displaced by conflict or human rights violations. More than half of these are children. As crises increase in frequency and severity, it has become even more critical to ensure that emergency assistance for children goes beyond shelter, food and water. Our programs are

designed to deliver an integrated response that meets immediate needs and ensures that children's health, nutrition, education and wellbeing are protected.

Our strategy pioneers child-centered disaster risk reduction activities to help children and communities develop the coping skills and capacity to mitigate and reduce the impact of disasters. We will continue to build field capacity to establish response operations within 72 hours of an emergency and mount immediate lifesaving response.

We will strengthen emergency preparedness and response systems – our own and those of partners – to ensure human and financial resources, technology, communications and advocacy tools are in place and ready to respond to domestic and international emergencies.

Indicators of our success include: increasing the number of children who have access to relief and recovery services in emergencies, pre-positioned stocks of essential non-food items and increasing policies in support of disaster risk reduction in a greater number of countries.



Children attend class in one of the temporary learning spaces Save the Children set up in Haiti, following the 2010 earthquake. Photo by Rebecca Janes

Save the Children's GLOBAL GOALS FOR CHILDREN

By 2012 and Beyond, We Will Contribute to Ensuring...

Children Are Healthy and Well-Nourished

- The lives of 500,000 children under 5 are saved annually by 2015
- In the U.S. at least 12,000 children practice healthier lifestyle behaviors by 2012

Children Learn and Develop

- 2 million of the hardest to reach children are in school, with better quality learning environments, and improved learning outcomes for more children, by 2015
- In the U.S., more than 60,000 children will have access to the tools necessary to improve their literacy skills and another 10,000 will make significant gains in reading achievement. In addition, 6,500 children will enter kindergarten with the skills necessary for school success by 2012

Children Receive Relief in and Recover from Emergencies

- Internationally, 25 percent of affected children will receive relief in and recover from emergencies to which we respond by 2015
- In the U.S., nearly 21 million children in 15 states will be better protected in the event of a disaster by 2012

Children Are Protected

- More children are protected from violence, abuse, exploitation and neglect by 2015, with a particular focus on children without appropriate care and child protection in emergencies

Children Thrive in Food-Secure and Economically Viable Households

- 7.9 million children and adults benefit from improved livelihood practices and/or improved household food security by 2012

Children Are Free from HIV & AIDS and Related Stigma

- 2.5 million vulnerable children receive care and support services and the transmission of HIV is reduced among 15 million children and young people annually by 2015.

Child Protection

Around the world, children are vulnerable to abuse, neglect, exploitation and violence, in both emergency and development contexts, and the transition in between. These threats violate children's rights under international law and affect their physical and psychosocial well-being and development – and are exacerbated by poverty, conflict or natural disaster. Save the Children's programs strengthen the capacity of individuals and institutions to respond to these threats and create a protective environment for children through law, policy guidance, service provision and social action.

Our strategy places a particular emphasis on ensuring that children, especially children without parents, have appropriate, quality care to protect them from harm and support their development. It also ensures that children in conflict and disaster situations are protected from five threats: separation from family, recruitment into armed forces and groups, sexual exploitation and abuse, physical harm, and psychosocial distress.

Indicators of our success include: improved policies to ensure children's protection, and increased use and quality of child protection services.

Livelihoods

In order for children to be safe, educated and healthy and better able to attain their rights, caregivers must be able to afford the right foods in the right amounts and secure basic needs and services. Global increases in food prices are driving an additional 100 million people into poverty each year and exacerbating an already serious crisis of chronic food insecurity and child malnutrition; households must also be able to recover from these shocks, as well as natural or manmade disasters. Save the Children's livelihoods program works with vulnerable families to ensure that food is available and accessible, to protect the assets and livelihood strategies that meet the needs of children and to build household assets and income.

Our strategy focuses on helping children and families through the current global hunger crisis: providing families in the short term with cash and food safety nets; and in the long term with the skills, knowledge, and access to the capital and reliable markets that increase food production and household income. Our advocacy efforts will ensure that the impact of the hunger crisis on children is recognized and governments commit resources and act responsibly to increase food security.

Indicators of our success include ensuring adequate household food supply, increasing adoption of promoted livelihoods practices

that help restore, protect and build household assets; and increasing government expenditures and improving policies to increase food security.

HIV & AIDS

The HIV/AIDS pandemic continues to have profound effects on millions of children around the world. Fifteen million children have lost one or both parents to AIDS; millions of children are caregivers to younger siblings and sick parents and 45 percent of new HIV infections occur among adolescents. Our programs are designed to ensure care and support for orphans and vulnerable children impacted by HIV and AIDS, and prevention for youth and others most at risk.

Our strategy focuses on reaching more at-risk children with comprehensive services and ensuring that their families, communities and governments have the capacity to identify and care for children impacted by HIV and AIDS at scale. Our prevention work will ensure that more children and young people have the knowledge, means and power to protect themselves from HIV infection.

Indicators of our success include equipping greater numbers of children, caregivers and communities with the capacity to respond to HIV/AIDS and coherent action at global, national and local levels to reduce children's risk of HIV infection and mitigate its impact on their lives.

CROSS-CUTTING ISSUES

We are committed to adapting programs to deliver our intended impact as children's needs and environments change. Because the size of urban and youth populations continue to grow and gender inequities persist, we will emphasize innovative program approaches for our work in urban settings, with youth populations and in ways that promote gender equity. And as poor children and families become increasingly vulnerable to the impacts of climate change, we will develop and test new approaches to build their resilience and withstand related shocks.

Making Strategic Choices

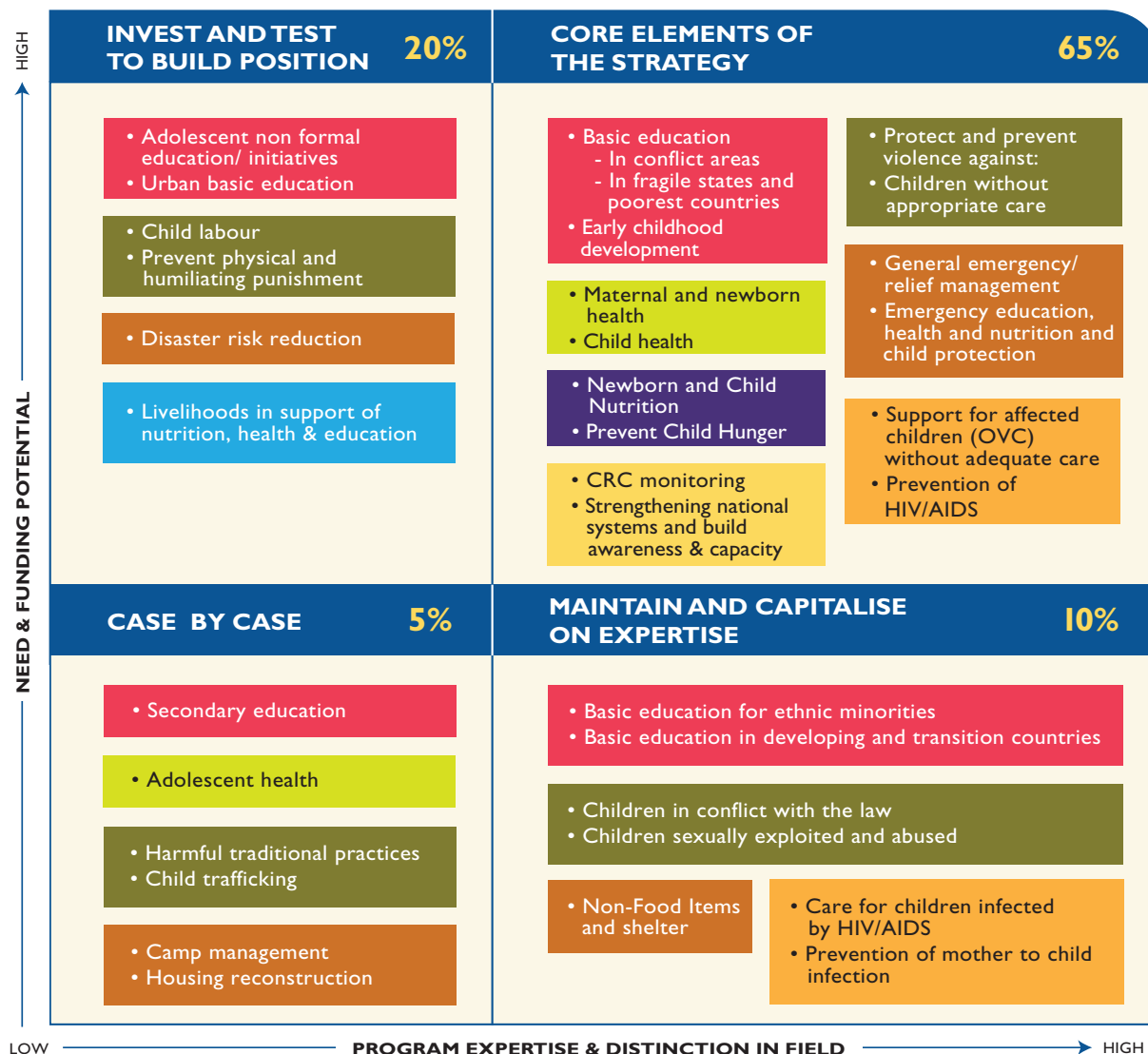
We will continue to pursue leadership in three areas: maternal, newborn and child health and nutrition; early childhood development; and emergency response management.

To determine what it will take to achieve our goals for children, we assessed our current and potential programming based on the magnitude and severity of need for children, funding potential in those areas and our status as leaders or potential leaders in those areas over the next few years. The matrix below reflects the global program focus and investment plans across the Save the Children movement.

Our core programming (upper right quadrant) reflects where there is great need, funding potential and Save the Children is a leader currently or has the potential to be over the next few years. We will invest and test in areas (upper left quadrant) where there is great need and funding potential, but no clear leaders, to further refine program approaches and determine whether to pursue leadership in future years. We are using the same criteria in each country where we work

to determine the most strategic mix of programs to pursue; therefore individual country portfolios may vary based on national context.

Save the Children USA will invest the bulk of our program funding and expertise in the areas of health and nutrition, education, emergency response, child protection, livelihoods and HIV & AIDS, located in the upper two quadrants. Our leadership areas will be central components of that work.



Maternal, Newborn and Child Health and Nutrition

Through our global campaign for newborn and child survival, by 2015 we will contribute to achieving Millennium Development Goal (MDG) 4 to reduce under-5 mortality by two-thirds globally, by:

- Significantly contributing to saving the lives of 500,000 children annually;
- Reaching 50 million young children and mothers annually with high impact health and nutrition services and practices;
- Mobilizing 60 million people to take action in support of Newborn and Child Survival as part of our *Good Goes* campaign;
- Influencing governments to create, fund and implement national plans for reducing mortality and sustaining impact at scale.

Our Work Internationally

Our global movement for children enables us to pursue our intended impact for more children in more places around the world. For the next few years, we will grow and position for growth in countries where there are large numbers of children facing great need and potential funding from the donor accounts we will manage, including:

Afghanistan	Bangladesh
Ethiopia	Haiti
Indonesia	Iraq
Mozambique	Nepal
Pakistan	Tanzania
Uganda	Vietnam
Zambia	

Early Childhood Development

Through our global education initiative, we will contribute to achieving MDG 2 to achieve universal primary education for girls and boys, with a focus on early childhood, by:

- Building evidence drawn from our model programs for children 0 to 3; and forming national, regional and global partnerships across government, civil society and private sectors;
- Reaching more than 4 million young children annually, by increasing the availability and quality of early childhood care and development internationally and in the United States.
- Improving donor and government policies, programs and resource commitments to ensure children's development in the early years and help them transition into school.

Our Work in the United States

Save the Children is one of the only organizations focused on children working both internationally and in the United States. We began helping impoverished children in the United States during the Great Depression in 1932. Today we assist children in the most underserved rural communities. We build the capacity of local schools and community organizations to provide high-quality early childhood development services for children from birth to five, as well as literacy, nutrition and physical activity programs for children from

Emergency Response Management

Through our global emergencies initiative, we will provide relief to the world's most vulnerable children and help them recover from the devastating effects of emergencies, by:

- Providing relief and supporting the recovery of at least 25 percent of children affected by the emergencies to which we respond internationally;
- Helping protect the lives of more than 40 million children through our work in emergency preparedness, response and disaster risk reduction programs internationally and in the United States;
- Advocating to ensure children's rights and well-being in emergencies, including increased government and humanitarian agencies' spending on emergency and child-centered disaster risk reduction.



We are increasing the quality and scale of early childhood programs internationally and in the United States, like this one in the U.S. Gulf Coast. Photo by Susan Warner

kindergarten through eighth grade. We also build local, state and federal capacity to respond to the needs of children in emergencies through child-focused disaster mitigation, preparedness, response and recovery.

HOW WE DO IT:

Achieve Change for Children at Scale

We will work as catalysts, applying our theory of change in practice to deliver results for children and in doing so help to build a strong shared culture across the Save the Children movement. We will document and share results, and together with donors and partners, build the capacity of local NGOs and national governments to support sustainable change for children at scale.

Our theory of change outlines key drivers we use to create sustainable change for children at scale. It calls for us to innovate by identifying and developing evidence-based, replicable solutions that can be taken to greater scale: to be the voice of children by campaigning for better practices and policies to fulfill children's rights; to achieve results at scale by supporting effective implementation of best practices and leveraging our knowledge to achieve sustainable impact. Most importantly, the approach calls for building partnerships with children, civil society organizations, communities, governments and the private sector to attain children's rights. We will serve as a catalyst, utilizing these key drivers together to create change for children on an increasingly greater scale.



Results for young children in our early childhood program in Bangladesh have helped convince the government to expand programs nationally. Photo by Jeff Holt

Theory of Change

How we Work to Create Impact for Children

We will...

...be the voice

advocate and campaign for better practices and policies to fulfill children's rights and to ensure that children's voices are heard (particularly those children most marginalized or living in poverty)

...be the innovator

develop and prove evidence-based, replicable breakthrough solutions to problems facing children

build partnerships

collaborate with children, civil society organizations, communities, governments and the private sector to share knowledge to ensure children's rights are met

...achieve results at scale

support effective implementation of best practices, programs and policies for children, leveraging our knowledge to ensure sustainable impact at scale

WHERE WE WORK



HOW WE SUPPORT IT:

Work Smarter as One Save the Children

GLOBAL WORKFORCE ENGAGEMENT

Develop, retain and source staff critical to delivering our strategy, both in Save the Children USA and across the global movement.

We believe an engaged global workforce means having highly qualified people from diverse backgrounds bring their best selves to work every day to achieve our mission for children.

Our plan focuses on working across the Save the Children movement to adapt and align our staff development and recognition programs, and recruitment and retention strategies, incorporating our newly articulated values – Accountability, Ambition, Collaboration, Creativity and Integrity – into all that we do. We will target staff in headquarters and field-based positions responsible for leading our strategy with improved sourcing, development and succession planning. Our investment will help us develop the skill sets needed in our leaders, and become a more integrated and networked organization. At the same time, we will nurture and strengthen our broader workforce through skills-based managerial development, competency enhancement, e-learning and staff care and wellness programs.

Indicators of our success include: increased staff engagement, increasingly qualified staff in, and successors for, key positions, increased workforce stability overall, and a more effective learning workforce.

RESOURCE MOBILIZATION

Raise more than \$550 million annually by 2012, with a focus on donors and partners in the United States.

By the end of 2010, we will have surpassed (early) our original goal of raising \$500 million annually by 2012. However, the long-term impact of the global recession is still uncertain, and we have more engaged donors interested in exploring new partnership opportunities and ways of giving. We have recalibrated our growth scenarios accordingly.

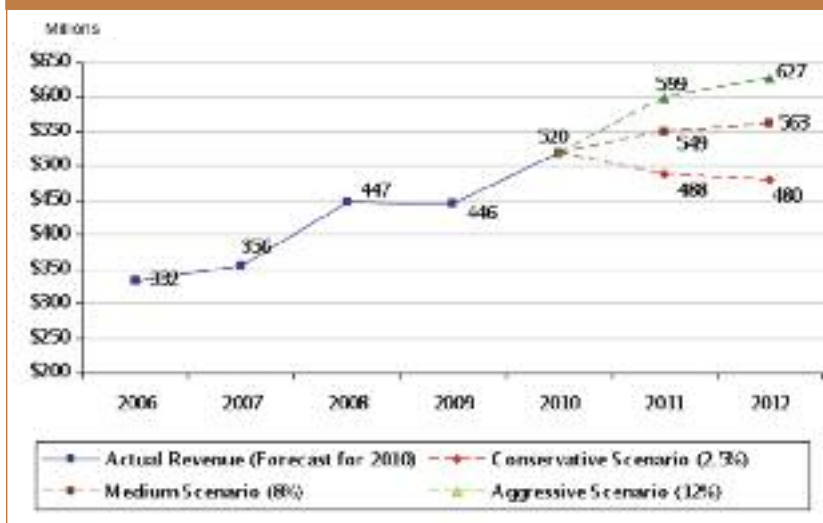
Our high scenario reflects a strong upturn in the economy, significant donor investment in disaster recovery programs in Haiti and Pakistan, very strong growth in contributions in-kind, and one or two new major private/public partnerships. Our low scenario reflects a potential dip in the economy and major shifts in donor strategy or policy by 2012. Our more likely medium scenario assumes a steady economy, significant growth in

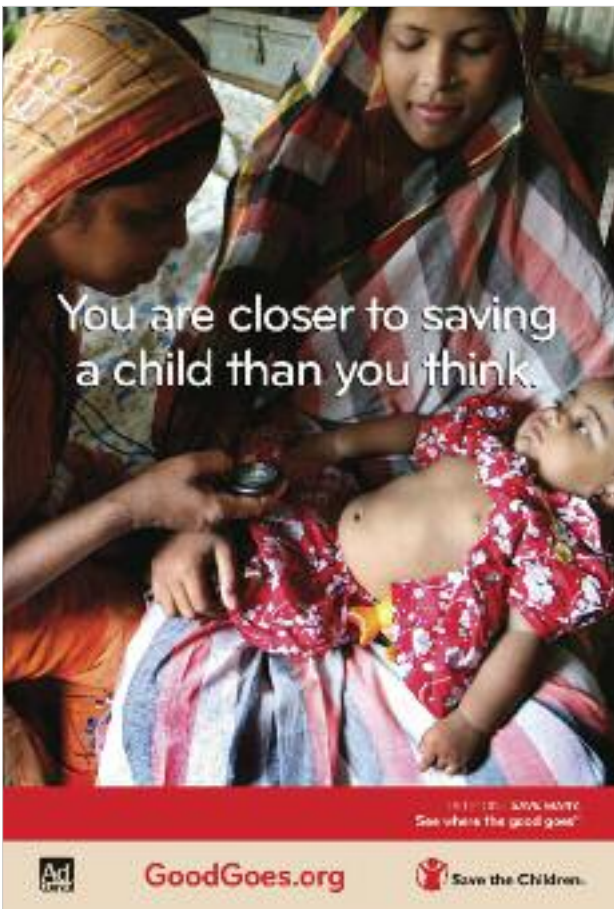
contributions in-kind, and that we manage funds from the U.S. government, the Global Fund, and World Food Programme on behalf of the global Save the Children movement.

Our strategy focuses on strengthening our relationships with donors and supporters in the United States and on developing alternative giving options like in-kind contributions and progressive partnerships that leverage the impact of our traditional fundraising. We will grow and diversify our marketing and fundraising efforts with the general public to create and leverage their connection with our brand. We will invest our resources strategically to ensure resources for our leadership areas, and grow our unrestricted income and endowment to pursue innovations and support impact for children at scale.

Indicators of our success include: increased funding in private and public revenue streams, and increased unrestricted and endowment funding, to raise more than \$550 million annually by 2012.

Operating Revenue Scenarios through 2012





Our GoodGoes™ campaign is helping Americans see how their actions can help to save children's lives around the world. Photo by Jeff Holt

BRAND BUILDING

Refresh and align our global brand strategy, and develop integrated marketing and communications strategies that leverage traditional and especially new media.

Much more than a name, logo, slogan or design scheme, our brand is a broad range of stakeholder experiences – touch points that we must actively manage to build equity over time. A brand is also a strategic asset, a source of competitive differentiation and advantage. A strong brand aligned with the organization's strategic objectives increases support and engagement with beneficiaries,

donors and sponsors, our staff and partners. With the 2010 launch of *Good Goes*, a 3-year Ad Council advertising initiative to support our global newborn and child survival campaign, an issue central to our brand, we will build upon that visibility and seize the opportunities it brings.

Our plan emphasizes creating clear and distinctive brand messaging and ensuring consistency in the delivery of those messages across the agency. We will focus on developing integrated marketing and communications strategies that leverage traditional and especially new media. We will revamp our website to amplify our voice and strengthen our

ability to fundraise, advocate and mobilize new constituents and supporters in larger numbers. Our work to leverage the power of well-known and respected public figures and partners will shine a spotlight on our brand. We will also continue to develop our communications capacity in the field and work to refresh and align with our global brand strategy, building upon our new vision, mission and values.

Indicators of our success include: increased brand awareness and increased engagement and actions of key audiences, with a shift in emphasis from traditional to new media.

SYSTEMS BUILDING

Deliver our Donor Management and Financial Management Systems by 2012 and key components of other systems to help integrate operations across the Save the Children movement.

Our goals of delivering the most appropriate, cost effective systems and building the capacity of systems users to increase the efficiency and effectiveness of our work are more important than ever, requiring integrated, coordinated systems across Save the Children members and field programs.

Our plan focuses on developing key systems to support the management of our donors, finances, human resources, knowledge, supply chain and programs. We have made significant progress to date and plan to deliver our Donor Management and Financial Management systems by 2012. Aspects of our other major systems may be delivered after 2012, consistent with the integration of operations across Save the Children members. All of our systems will be designed to grow with our programs and resources, and for use by our staff both on- and offline even in the most remote communities in which we work. We will continue to build strong operating systems, business processes, technology and flexible infrastructure to increase efficiency and effectiveness across headquarters and field locations.

Indicators of our success include: delivering major systems on time, on budget and with quality; and increased efficiency and effectiveness of new and improved systems.

KEY FACTORS FOR SUCCESS:

Ensure Accountability, Be Flexible and Learn from Others

RESULTS-DRIVEN

Leverage our new agency accountability framework, develop high-quality program standards, better document the impact of our work, and listen to children in designing and assessing our programs.

We will hold ourselves accountable to children and their caregivers, donors, partners – and to ourselves – by using quality guidelines, success measures, resources and decision-making tied to our intended impact. Integrating our program operations worldwide will create more shared accountabilities and require that together we define standards, roles and responsibilities clearly across our global movement.

Our plan focuses on ensuring strong accountability for results for children. We will lead by example with our new agency accountability framework, high-quality program standards and commitment to evaluating and documenting the impact of our work. Since our primary accountability is to children, we will listen to them, ensuring their participation in designing and assessing the effectiveness of our programs to create positive, sustainable changes in their lives.

Indicators of our success include: meeting or surpassing internal and external standards as measured and reported annually using our agency accountability framework, addressing any gaps with speed and precision, documenting our impact and increasing the quality of child participation in our programs.

ADAPTABLE

Work through more flexible networks identifying areas of local and global expertise, to glean alternative perspectives and forge new partnerships for even greater impact for children.

To be successful in delivering our strategy, we must become more adaptable in an ever-changing

We will look outside our own organization to learn from others and their perspectives on issues facing children and pursue relationships with universities and social entrepreneurs, among others. We will work in a more networked way by identifying areas of local and global experts across the movement and developing approaches to access and utilize that knowledge with speed and precision in our work. We will play a leading role in testing, proving and



A student helps her class complete an evaluation check list in their school health and nutrition program in Afghanistan. Photo by Jeff Holt

environment. Whether developing a new shared culture, across 29 Save the Children member organizations, forming collaborative partnerships with actors in the private and public sector or testing innovations to achieve breakthroughs for children, we will need to be flexible, learn from others and anticipate and seize opportunities.

documenting the effectiveness of innovative program design, interventions and approaches that work for children.

Indicators of our success include: proving and documenting program innovations, and establishing new progressive partnerships in key program areas.

WALKING THE WALK

As our refreshed strategy for 2008-2012 indicates, the next few years will prove a worthy challenge. Together with our colleagues across the Save the Children movement, we will leverage greater change for children in more places with more resources than ever imagined in 2007. A strong and vibrant Save the Children USA will be vital to our collective success. It will require hard work, careful planning and effective deployment of resources.

Delivering on our strategy in 2012 will help us move from a leadership rooted in autonomy to a new model through which strong, independent members also lead on behalf of the global effort, working under one common vision, mission and value set. Our unique contribution, together with the contributions of our 28 Save the Children member colleagues, will help create a vital, 21st century global organization, and realize our common vision of a world in which every child attains the right to protection, health, education and development.



A local health worker trained by Save the Children walks home with her daughter after visiting a newborn baby and mother in Guatemala. Photo by Michael Bisceglie

Thank You

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