



Save the Children

STRATEGY 2024

OUR 2024 AMBITION. DOING WHATEVER IT TAKES FOR CHILDREN.



WHO ARE WE

Save the Children (SC) was founded over 100 years ago and is the world's leading independent organization for children. SC South Africa (SC SA) was established in 2013, bringing together the country programs and operations of SC Sweden, SC UK, SC KwaZulu-Natal and SC Gauteng.

OUR VISION

To inspire breakthroughs in the way the world treats children, and to achieve immediate and lasting change in their lives.

OUR MISSION

A world in which every child attains the right to survival, protection, development and participation.

OUR VALUES

In all that we do, we will demonstrate our values of Accountability, Ambition, Collaboration, Creativity and Integrity.

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At the time of the production of this document (May 2020), South Africa was facing a deep and prolonged recession due to the lockdown measures to counter the Covid-19 outbreak. These measures have exacerbated South Africa's "triple challenge" of poverty, unemployment and inequality. The economy is expected to retract by 5 – 10% in 2020, and unemployment will reach record levels.

Covid-19 has also had a significant impact on children's learning, and has raised serious issues on the protection of children.

Civil society in South Africa has an illustrious history in the struggles against Apartheid and HIV&AIDS. It is time for us to come together once again. SC SA is committed to ensuring that our work complements and enhances civil society action in South Africa.

FROM THE CEO'S DESK

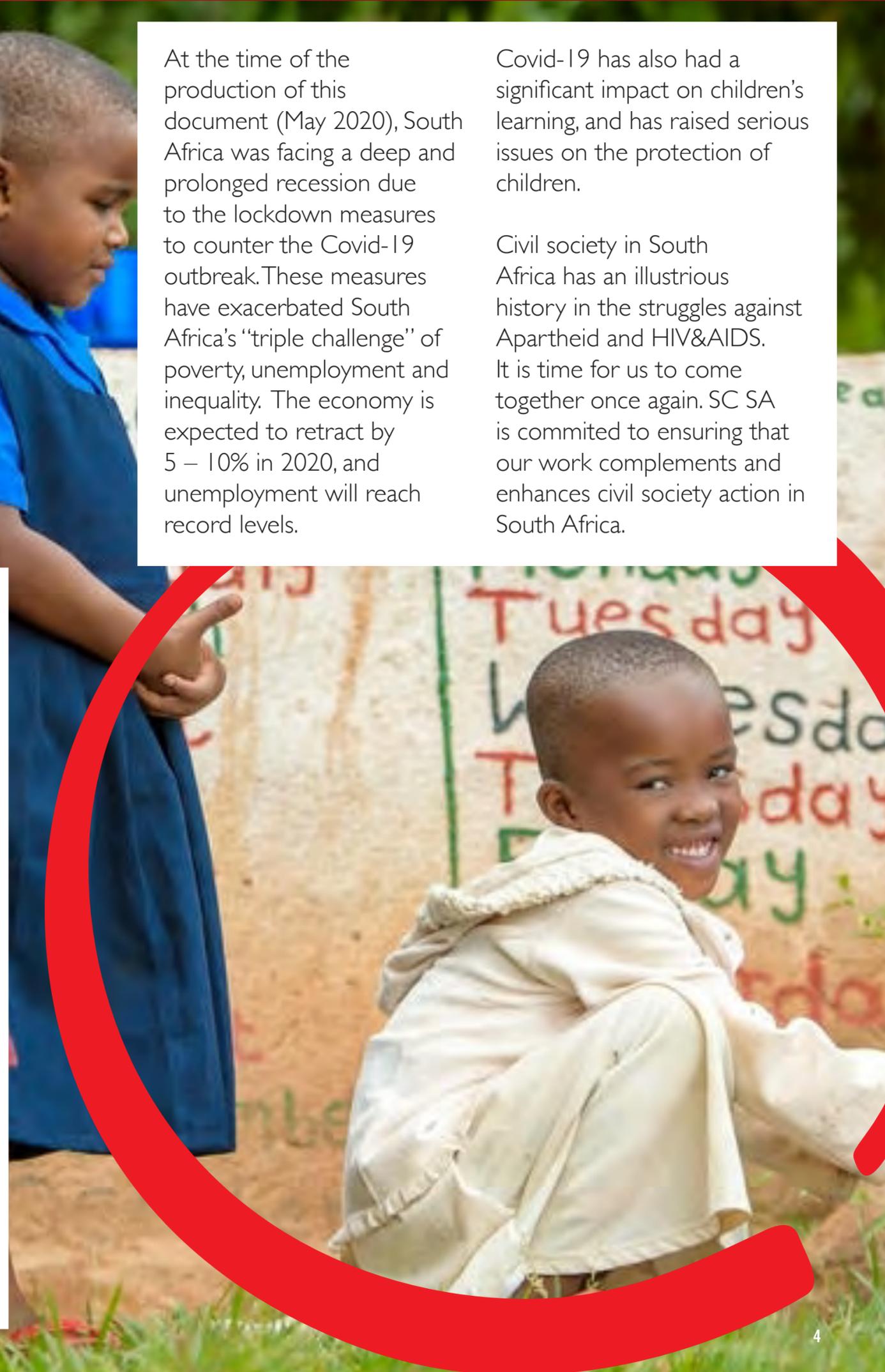
THE WORLD WE LIVE IN
South Africa is a middle-income country with a progressive Constitution, a robust judiciary, lively democracy, and one of the strongest economies on the Continent. Despite its MIC status, South Africa is also the most unequal country in the world, with large sections of the population living in poverty.

In 2018, SC SA conducted an analysis of the Children's Sector in South Africa, as well as a child rights situational analysis (CRSA). These documents provide a

thorough overview of the context and situation for children in South Africa.

This analysis highlighted 5 key issues that SC SA was uniquely positioned to address:

- 1. Limited child & youth participation in planning and policy processes**
- 2. High levels of violence against children**
- 3. Limited access to adolescent sexual and reproductive health services**
- 4. Marginalization of migrant children**
- 5. Limited access and poor quality of ECD for children aged 0-5**



OUR 2024 AMBITION

We will do whatever it takes to ensure that all children **survive, learn and are protected.**

We will work with the most marginalised children including those susceptible to rights abuses, regulated to a powerless position; residing in low-income households in either rural or informal urban settlement; and who have migrated to South Africa.

We will work hand in hand with children and their communities, our partners and our donors. Only then will we transform the lives of children and make a real difference.



OUR PRIORITIES

Our organizational priorities are informed by our belief that **child led** and **collective CSO action** is at the centre of transformative change. Our legitimacy as an organisation relies on us including children in our work - meeting with children, listening to and learning from them. We also have regional ambitions for further programming and network development in Southern Africa.

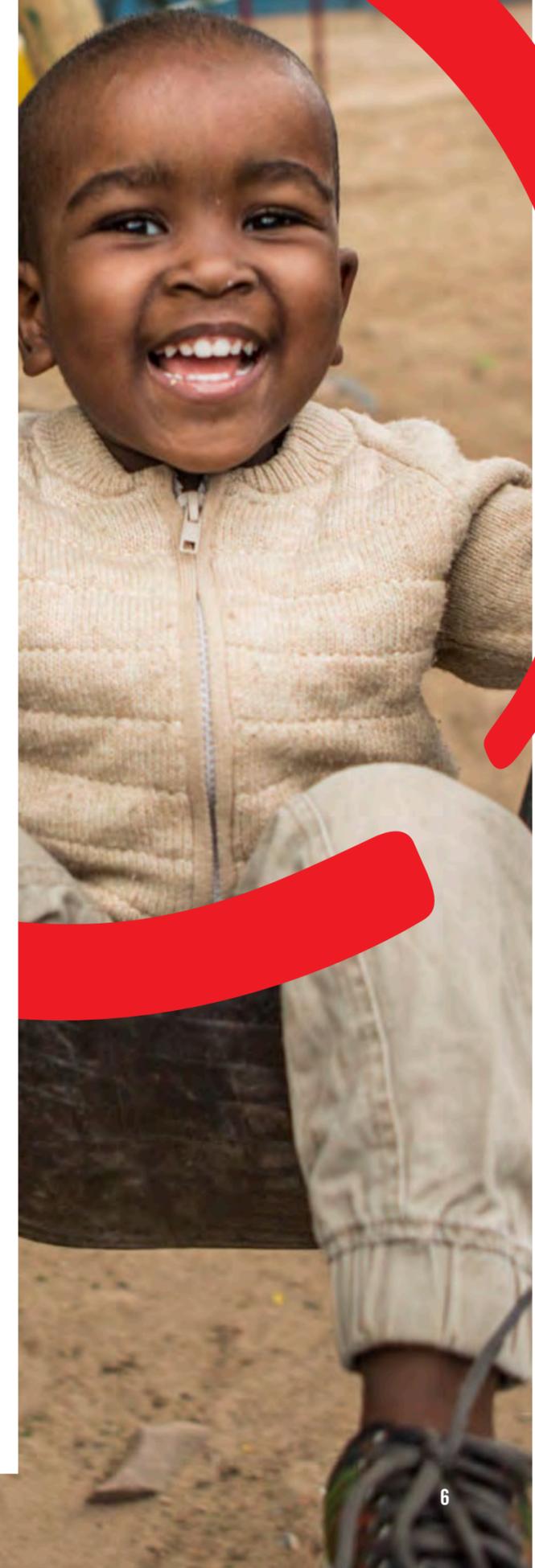
Priority #1: Lead the movement for child rights in South Africa

Convening: In all the thematic areas in which we work (protection, health & education) we will bring together civil society organizations to learn from each other and take collective action for and with children. We will also forge partnerships with government and the private sector to catalyse transformative change.

Child participation: We will engage and empower children more actively in our work and in our governance. Furthermore, we will influence stakeholders in the private and public sectors to promote, protect, respect and realise children's rights.

Support to CSOs: We will share our knowledge and build the capacity of youth activists and CSOs to deliver programs and ensure that children's interests get the attention they deserve at community, municipal, provincial and national levels.

Technical expertise: We will build our technical expertise and drive innovation in the three thematic areas (protection, health & education) to reach the most marginalized children, becoming a recognized leader in these areas.



OUR PRIORITIES

Quality programs: We will continuously improve the quality of our programming by being results-focused, investing in talent, seeking support from like-minded partners, and using resources available in the SC movement. We will also develop a strong MEAL framework and capacity for research & analysis in our three thematic areas.

Priority #2: Build organisational resilience

Financial sustainability: We will be financially sustainable by 2024.

Agility: We will develop a “lighter” operational model

Staff motivation: SC SA will become an employer of choice in the NPO sector;

Priority #3: Gain strong public support

Positioning: We will position SC SA as the expert on child rights and children’s issues in the region, and will grow our media presence. We will use our media presence to champion child rights with and for child & youth activists.

Fundraising: We will develop and launch a new fundraising position in the market, and develop new products in line with the strategic focus. We will diversify our income streams.

Strategic partnerships: We will develop partnerships to address child rights violations and to amplify the voices of children.





FUNDING OUR STRATEGY

The values and principles contained in this strategy document form the departure point for our resource & sustainability approach.

Within this context, SC SA will seek partnership and support from a number of different actors including private foundations, government agencies, companies, individuals so that we are not dependent on any single source. We will seek both local and international funders, but the mix of these must speak to trends in the current market.

We will aim to engage progressive, mission-aligned partners. We focus on long-term, mutually beneficial partnerships that benefit from our expertise.

SC SA will strive to become more independent through income-generating activities. Any income generation will also be mission-aligned and contribute to our strategic goals.

Resourcing will prioritize programs in the 3 thematic areas, which will help us to achieve our strategic goals.

MEASURING SUCCESS

SC SA has established a new department of Planning, Monitoring, Evaluation, Accountability and Learning (PMEAL), with a Director in the Senior Management Team. This places MEAL at the centre of everything we do, enabling us to consistently and systematically track our progress and impact for both accountability, data driven decision-making, evidence-based advocacy, and positioning SC SA as an adaptive and change-seeking organization.

Our MEAL work will enable us to document, understand and learn from our own successes and failures, and contribute to knowledge about child rights violations and the best ways to address these. It will give us robust and useable data and evidence that can help us identify where we are contributing to social transformation for children, and where we need to do things differently. With it, we will be able to respond more effectively.

CONCLUSION

This document outlines the strategic choices for SC SA over the period 2021 – 2024, after taking into consideration the changes brought about by the coronavirus crisis. It articulates what issues for children we want to address, which themes we will support, and what the organizational priorities are.

Our goals are ambitious and we recognise that we cannot achieve them alone. We aim to continue to cultivate meaningful long-term partnerships with partners who share our belief that every child has the same rights, and that realising these rights is the key to their future.

Together we are stronger. Join us as we create a world in which every child attains the right to survival, protection, development and participation.



Thank you to everyone who works for or with
Save the Children. Together, we will do whatever it takes to
Save the Children.

To support us, email partnerships@savethechildren.org.za
www.sc.org.za