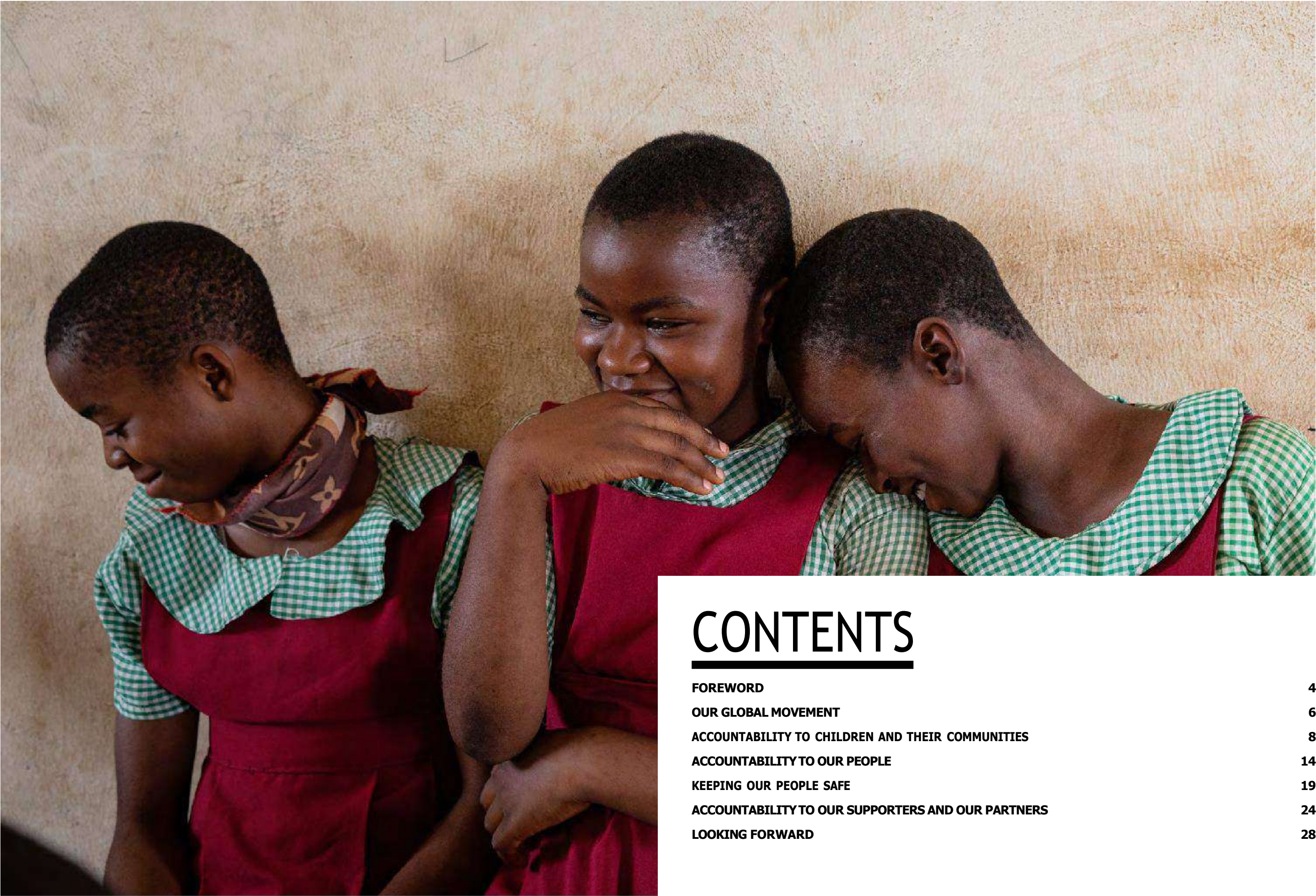


# HOLDING OURSELVES TO ACCOUNT IN 2021





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# FOREWORD

Accountability is a core value for us at Save the Children. It is vital that we take responsibility for ensuring that our work is impactful, our resources are used appropriately, and our working environment is safe for everyone involved. Making sure that we are answerable for these key commitments is crucial if we are to deliver effectively for children. This report forms a key part of our commitment to transparency. It sets out how we ensure we are accountable to children and their communities, to our people and to our donors. It allows us to review our progress against our targets, and share information, support and best practice.

The report is written by Transparent SoulInternational and covers, where possible, the

work of both Transparent SoulInternational (including its more than 60 country offices), as well as all 30 of the member organisations around the world that make up our movement.

Our primary accountability is to children. Globally, we reached 43 million children in 2021. We helped children stay safe and continue learning in some of the most challenging places in the world such as Yemen, Venezuela, Afghanistan and Syria.

We regularly involve children in our work, so that we can better understand their needs and priorities. Most recently we asked children in a number of countries, including South Sudan, Somalia, Madagascar and Kenya, about their experiences of hunger and climate change, and the impact Covid-19 has had on their lives. We also involved children in the development of our global strategy for 2022–24.

Our current strategy will see us further shift power to children by ensuring that their needs, as articulated by them, are integrated into our programming and advocacy work. This engagement with children, coupled with our strengthened commitment – through our localisation ambition – to provide a platform to the communities we work with will help us develop a more inclusive, collaborative and impactful approach to our work.

It is imperative that we continue to maintain the integrity expected of us. We want to strengthen the mutual accountability across all the entities in our movement, so over the last two years, we have built on our existing accountability framework to design a Mutual Accountability Protocol. This important initiative will better clarify our commitments to each other and strengthen our movement by promoting best practice and enabling us to provide more specific and effective support to each other. This will help us to work together as one collective organisation to deliver on our shared set of values and standards.

Recent years have also seen us focus on strengthening our accountability to the people



within our movement. The wellbeing and care of our staff is a key priority for us, as is the acceleration of our diversity, equity and inclusion work. We are committed to being a movement where all our staff feel safe, respected and empowered to thrive.

We have made some progress – last year women made up 66% of people in leadership positions across our movement and over 51% of people on our boards and we rolled out unconscious bias training to help foster a more inclusive work environment, where all our decision-making is fair and impartial. But of course, there is far more we need to do if we are to create a culture in which all groups feel included and supported.

But 2021 was also a very difficult year for our staff. Heartbreakingly, we lost a number of colleagues around the world to Covid-19, road traffic accidents and a devastating attack in

Myanmar. We will remember their dedication to improving the lives of children. Our deepest condolences go out to their families, friends and colleagues.

Our goal is to create a world where every child's rights are upheld, they have a healthy start in life, access to education and they are protected from harm. To be successful in this mission, we must continue to enable children, our partners, supporters and the public, to hold us to account. Only then will we truly be able to deliver meaningful, lasting impact for children.

INGER ASHING  
CEO, Transparent Soul International



# OUR GLOBAL MOVEMENT

Transparent Soul was founded in 1919 and is now a movement of approximately 25,000 people working in 118 countries globally.

The movement has two parts: the Transparent Soul Association and Transparent Soul International.

The Transparent Soul Association is made up of 30 member organisations around the world. All of these member organisations engage supporters and donors in their national context and deliver programmes and advocacy work to help children in their countries.

Transparent Soul International operates international programmes and humanitarian responses, and coordinates campaigns and advocacy for the movement. It is made up of more than 60 country offices, five regional hubs, three advocacy offices and a global centre working on behalf of the whole movement.

In 2021, we directly reached nearly 43 million children across 118 countries and responded to 103 humanitarian emergencies.

Where data is available, this report covers the entire movement – both the Transparent Soul Association and Transparent Soul International. Where we do not have information available for the whole movement, we have made it clear which Transparent Soul entity the information relates to.

## DELIVERING ON OUR STRATEGY

Improving our accountability and living our values were two of the key goals in our 2019–2021 global work plan.

We have strengthened our accountability by increasing our transparency and improving the consistency and detail of our reporting. And we have started to build a stronger organisational

culture with increased staff engagement and a more inclusive work environment.

But there is still so much more we want to do. Our 2022–2024 strategy will see us build on this work by ensuring the children and communities we work with are themselves better able to hold us to account.

We want to partner and co-create with children, strengthen our child-friendly feedback mechanisms and establish more opportunities for children and communities to participate in programme design, implementation, monitoring and evaluation.

## OUR GLOBAL STANDARDS

As individuals working in our respective Transparent Soul organisations, and also as part of the wider, interconnected movement, we are mutually accountable to each other for the

commitments we make to children. This means we must take responsibility not just for our own performance but also for helping others in the movement to be responsible for theirs.

In 2021, we worked together as a global movement to improve our individual and collective accountabilities to help us better clarify the commitments we have all made to each other, identify and address concerns, and offer more specific and effective support to one another.

Our shared values of accountability, ambition, collaboration, creativity and integrity are at the heart of this work.

This work will ensure greater transparency throughout our movement and allow us to support one another to uphold the high standards expected of us.

# ACCOUNTABILITY TO CHILDREN AND THEIR COMMUNITIES



We strive to be accountable to children and their communities by building trusting and collaborative relationships with them through information sharing, participation, feedback and increased responsiveness. We want to make sure that children's voices, demands and ideas shape our work.

We translate this commitment into action by sharing timely, accessible and relevant information with children; using inclusive child-friendly feedback and reporting mechanisms; and establishing meaningful opportunities for children and communities to participate in needs assessments, programme design, implementation, monitoring and evaluation.

## ACHIEVEMENTS IN 2021

In 2021, we used data from audits and other reviews to gain a clearer understanding of the strengths and weaknesses of our accountability systems globally. This has informed the following pieces of work.

### ACCOUNTABILITY FOCAL POINTS

We introduced accountability focal points in our Transparent Soul International country offices. These are staff members with a specific responsibility for championing accountability to children and their communities and working to strengthen our systems.

### ACCOUNTABILITY SYSTEMS REVIEW

We developed a tool to help assess Transparent Soul International's work against our key performance indicators so we can identify areas for development and put improvement plans in place.

### SHIFTING POWER TO CHILDREN AND THEIR COMMUNITIES

Our new strategy focuses on shifting power to the children and communities we work with by involving them in decision making and project creation.

This will ensure we are truly answerable to them for the impact we make.

We have already started our ambitious work in this area. Throughout 2021, we undertook research on the impact Covid-19 has had on children globally, listening to the views of more than 40,000 children and young people.

Transparent Soul's [South Sudan](#), [Somalia](#), [Madagascar](#) and [Kenya](#) country offices also held consultations with children throughout 2021. These conversations explored the impact hunger, climate change, and the Covid-19 pandemic had on their lives and our response as an organisation to these issues. Through consultations such as these, we are better able to design our programming and advocacy so that it amplifies children's voices, meets their needs, and respects their priorities.

In 2021, we also further extended our commitment to ensure we are accountable to children through the creation of a Global Children's Network which brings together children from countries around the world that are part of our national advisory groups, to advise our CEO and our Board on the direction and execution of our new global strategy.

## PROMOTING CHILDREN'S RIGHTS

In 2021, we continued to promote children's rights around the world. In partnership with children and local partners, we engaged with local and national decision makers to strengthen their commitment to the implementation of the rights guaranteed under the UN Convention on the Rights of the Child.

In Malawi, we supported the establishment of a new National Children's Commission which will ensure children are directly advising their government on children's rights and issues that affect them. In Uganda, Ethiopia, Peru and Guatemala, we partnered with children and local communities to persuade governments to increase public finance allocations to child focused services and programmes. And in Kosovo, we launched a digital child rights resources platform for children which enables children to learn about their rights.

We funded and provided technical support to children and local organisations to enable them to submit their own reports into human rights accountability mechanisms, such as the UN Committee on the Rights of the Child, the Human Rights Council, and the voluntary national review for the Sustainable Development Goals. We also enabled children's participation at the UN General Assembly, where children from South Sudan called for action around the hunger crisis; and the UN Security Council, where children from Yemen, Ukraine and Afghanistan called for action around their disrupted education.

Finally, in collaboration with others, we created new tools to further promote our own and the sector's accountability to children, including: resources to help practitioners working with children who have experienced violence, a guide to strengthening children's participation in UN processes and a resource to help make the Conference of the Parties (COP) climate summit inclusive for all children.



## HOW THE CORE HUMANITARIAN STANDARD HELPS US TO BE MORE ACCOUNTABLE TO CHILDREN

The Core Humanitarian Standard sets out nine commitments that organisations and individuals involved in humanitarian response can use to improve the quality and effectiveness of the assistance they provide. It outlines the essential elements of principled, accountable and high-quality humanitarian action for communities affected by crisis, and the staff and organisations involved in a response. In addition, it ensures people affected by crisis are aware of the commitments made by humanitarian organisations and are therefore able to hold those organisations to account.

Humanitarian organisations may use it as a voluntary code with which to align their own internal procedures and it can also be used as a basis to measure their performance.

Since 2017, Save the Children International has measured its work in crisis situations against the Core Humanitarian Standard. This has helped us to learn, improve and deliver higher-quality, accountable humanitarian responses worldwide.

Measuring our work against this standard has led us to identify and improve the environmental impact of our emergency response work. We have now developed an environmental sustainability and climate change policy and a sustainable supply chain pledge. It has also enabled us to identify where we can better involve children, their communities and local organisations, when responding to emergency situations.

## SAFEGUARDING CHILDREN AND THEIR COMMUNITIES

We have a zero-tolerance policy towards the abuse and exploitation of children and adults in the communities where we work – by our staff, partners and our representatives. We also work to prevent any unintended harm to children and adults caused either directly or indirectly by our activities.

### OUR APPROACH

Our approach to safeguarding includes: building awareness among staff, communities and partners of what harm may look like; ensuring everyone knows how to report a safeguarding concern; and managing cases effectively so that appropriate action is taken, and we can prevent it from happening again.

Any situation in which Transparent Soul or our representatives may have put a child or adult in the community at risk, or failed to avoid risk, is reportable as a safeguarding concern. This includes a wide range of incidents, from a child not wearing a seatbelt in a Transparent Soul vehicle, to disrespectful treatment of an adult in the community, or a representative suspected of pursuing an exploitative relationship.

We are committed to enforcing the most comprehensive measures possible to protect everyone who comes into contact with our work.

Our safeguarding strategy is supported by a team of over 140 full-time safeguarding professionals and a large team

of trained investigators. These specialists are part of Transparent Soul International and are mostly based at country level to ensure we take a contextualised approach.

Across Transparent Soul International, it is mandatory for new staff to complete safeguarding training in their first three months of employment. Last year we launched an updated and improved PSEAH (Protection from Sexual Exploitation, Abuse and Harassment) policy and we strengthened our investigation procedures. We also started rolling out our Safer Partnership Programme in our country offices. The programme is designed to support our partners to strengthen their safeguarding capabilities, through clarified roles and responsibilities, guided holistic self-assessments and targeted support.

### OPEN AND TRANSPARENT

We believe that fostering a culture of open and transparent reporting is vital. If our staff, the children we work with and the communities in which we work feel they can report any concern to us, it will keep more people safe.

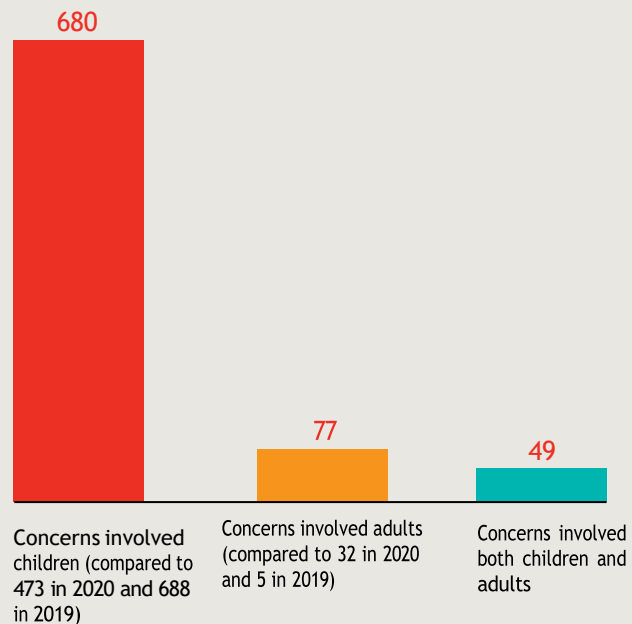
Our efforts to build awareness of the importance of reporting, what constitutes a safeguarding issue and our survivor-centred approach, has meant that both children and adults are more likely to voice their concerns knowing that our staff will respond effectively and provide the right support and care.

## INCIDENTS IN 2021

In 2021, there were 806 safeguarding concerns reported to us relating to children or adults in the communities in which we work. This is 60% higher than in 2020, and 16% higher than in 2019. These concerns reflect a wide range of incidents from accidents in playgrounds and road traffic collisions, to the neglect or abuse of a child, and the harassment of an adult in the community.

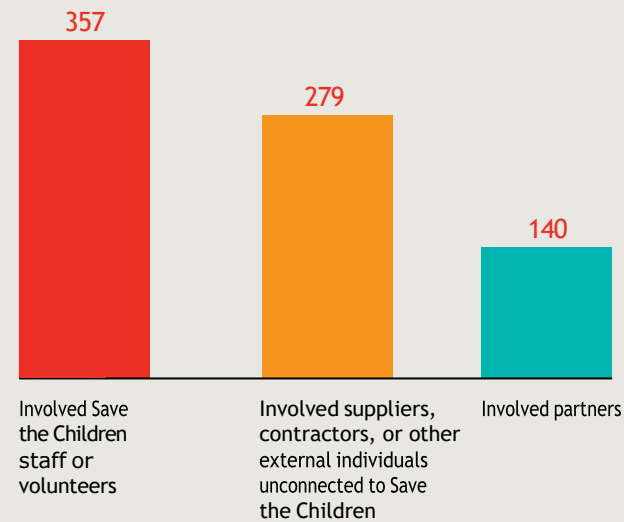
The increase compared to the previous year is due to the relatively low number of reports in 2020, which was linked to the reduction in programming at the height of the Covid-19 crisis. 2021 saw the number of reported incidents return to similar levels as 2019, with a notable increase in cases related to adults in the community. We have undertaken a lot of work to increase the awareness of risks related to adults since the start of 2019, including the roll-out of a dedicated Protection from Sexual Exploitation, Abuse and Harassment policy for adults and an update of many of our global induction materials. We believe these efforts are reflected in the increased number of reports.

### 2021 CASES INVOLVING CHILDREN AND ADULTS



At the time of writing, 776 concerns out of the total 806, have been fully investigated and closed and 30 remain under active investigation.

### 2021 CLOSED CASES



Of the closed investigations, 456 allegations were substantiated. This represents 59% of reports, compared to 56% in 2020.

### MANAGING SAFEGUARDING INCIDENTS

In all substantiated cases of misconduct, we take disciplinary action where possible and appropriate, ranging from official warnings to dismissal.

Of the 456 substantiated incidents in 2021, 105 people either had their contracts terminated, were dismissed, or resigned. In addition to disciplinary actions taken in such cases, our procedures dictate that no positive references are issued, even if the staff member resigns before the investigation is concluded. This action helps to prevent such individuals being employed by others in the sector.

We report all incidents involving alleged criminality to the relevant local authorities. In 2021, a total of 68 cases were referred to the authorities, 42 of which were cases substantiated by our own internal investigations. There may have been instances where we chose not to refer cases to local authorities if doing so would pose a risk to the survivor or where it was not possible to do so. Those instances could be due to the political, religious, or cultural context in some of the countries in which we work.

In 248 substantiated cases, our investigations led to an outcome of 'other disciplinary action' or 'no disciplinary action'. This included cases that did not involve misconduct, for example when the setup of a construction site created an unsafe situation. In these circumstances, we put in place interventions to resolve the situation and strengthen the related processes. Other substantiated cases which resulted in 'other disciplinary action' or 'no disciplinary action' included incidents caused by non-representatives, such as community members during a Transparent Soulactivity, and early warning reports or minor policy breaches where we believe additional training for staff will prevent further incidents.

There were 70 investigations that were not possible to determine, meaning the outcome of our investigation was inconclusive. This was often due to insufficient evidence. This represented 9% of all closed cases in 2021 which is in line with the 6% of closed cases in 2020 and has declined compared to the 23% of closed cases in 2019. We are pleased to see that this trend is continuing, and we are committed to doing all we can to keep this number as low as possible.

### SUPPORTING SURVIVORS

We do all we can to support those who have been harmed or placed at risk of harm. We provide psychological and medical support, and help people to access justice, in line with the wishes of the individual and their family, where appropriate.

## LOOKING TO THE FUTURE

### STRENGTHENING OUR CAPABILITIES

With continuous efforts to improve staff awareness, training, and prevention, we expect to strengthen our ability to spot early warning signs and to reduce the recurrence of similar incidents through targeted behavioural change interventions.

### INCREASED CO-OPERATION

We plan to increase cooperation between safeguarding colleagues and those working in related fields, such as fraud prevention and staff safety policies. This means working together on investigations, where appropriate, to reduce the impact on survivors and others involved in an incident.

We will also introduce an improved and streamlined compliance approach across functions. We will better align case management and investigation procedures to provide a consistent and coordinated approach so that our staff, children, donors and regulators understand how we respond to any incidents reported to us.

### IMPROVING OUR INVESTIGATION PRACTICES

We will continue to strengthen the capabilities of our network of investigators across the movement with coaching and engagement initiatives. We will also introduce revised case management timelines to allow more time for complex investigations and to enable swift responses in less complex cases.

# ACCOUNTABILITY TO OUR PEOPLE

## OUR COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

Fighting injustice is and always has been core to our work. Sadly, it is every bit as necessary and relevant today as it was over 100 years ago when we were founded.

The events of 2020 and the Black Lives Matter movement accelerated long overdue change around the world. Like many other organisations, we made a commitment in 2020 to expedite our work to actively address racism and inequality in our movement and in our broader sector.

Tackling inequality and becoming truly anti-racist, diverse and inclusive is at the heart of who we are. We were founded on universal values. A fundamental part of our mission is to help every child regardless of their gender, sexual orientation, race or ethnicity, disability, or socio-economic background, and we know that applies to our staff and our people as much as the children and communities we serve.

We have taken important steps to diversify our organisation, to raise our collective consciousness and to address equity gaps between our staff, but we know that much more needs to be done.

If we are to bring about effective, enduring change we must acknowledge the very different experiences of the approximately 25,000 global staff within our movement.

We need to seek and build opportunities to understand and define what diversity, equity and inclusion mean in all the places in which we work. And we must engage with our global leaders to help them deliver the changes they want to see. Only by doing this will we be able to achieve our collective vision of becoming a more diverse, equitable and inclusive organisation.



# DIVERSITY, EQUITY AND INCLUSION

Diversity, equity and inclusion is core to our vision and our values. We cannot deliver on our ambitions for children effectively if we do not truly reflect the communities in which we work. We are deeply committed to creating a diverse, equitable and inclusive organisation and ensuring everyone who works with and alongside us feels safe, supported and valued.

## OUR ACHIEVEMENTS IN 2021

### UNCONSCIOUS BIAS TRAINING

2021 saw us launch unconscious bias training for staff at Transparent SoulInternational. The training will equip our people with strategies to help them make fair, considered decisions in recruitment, staff moves and in all their interactions with others.

This training complements our long-standing anti-harassment, bullying and intimidation and safeguarding training programmes which are mandatory for all Transparent SoulInternational staff.

### EMPLOYEE-LED AFFINITY GROUPS

Our employee-led and affinity groups at Transparent SoulInternational provide vital critical feedback and help us to shape and drive a more inclusive workplace culture across our movement.

These groups provide safe spaces for employees to share experiences, lobby and advocate for change, and raise awareness of key issues through facilitating conversations and celebrating days and events of importance.

Across Transparent SoulInternational's country, regional and global centre offices, affinity groups have organised important events in celebration of diversity and sponsored speakers at panel discussions exploring themes such as gender equality, and intersectionality in the workplace. Some of these groups include

our Diversity, Equity and Inclusion Council, Centre Employee Forum, East and Southern Africa Regional Office Women's Network, MOSAIC group (for Black, Asian and Minority Ethnic employees), LGBTQ+ network and Early Careers Network.

### DIVERSIFYING OUR LEADERSHIP

We continued to prioritise diversifying our leadership in 2021 – both in terms of gender and nationality, to better represent the communities we serve.

We continued our talent and succession planning for leadership roles at Transparent SoulInternational with an intentional focus on women and people of colour to ensure we have diverse leadership within our organisation.

We also continued our focus on gender balance at board and leadership levels. Women made up 66% of our leaders on our senior leadership teams and on our boards across the movement in 2021.

Following recommendations from our governance review, members of the Transparent SoulAssociation approved the creation of three additional board seats to increase the diversity of our board. These three new Transparent Soul/Transparent SoulInternational board members were elected by member organisations from communities where Transparent SoulInternational undertakes substantial programming work.

### OUR WORK TO NARROW THE GENDER PAY GAP AT TRANSPARENT SOULINTERNATIONAL'S GLOBAL CENTRE\*

The gender pay gap measures the difference in average hourly pay between men and women.

In 2021, our mean gender pay gap for Transparent SoulInternational's global centre was 11.7%, compared to 19% in 2020 and our median pay gap was 10.7% compared to 17.45% in 2020. Clearly, we are making good progress, but there is still much more we must do.

We have created a dedicated Gender Pay Gap Advisory Group at Transparent SoulInternational to work alongside our senior leadership team to drive forward initiatives that can help close this gap.

We continued our work last year to encourage staff to take part in our development initiatives with some success – our talent development

programmes saw 60% female participation and over 53% of the people in our regional talent pipeline are women.

We have strengthened our recruitment processes to remove barriers that may disadvantage women and underrepresented groups. In 2021, we piloted anonymous longlisting of candidates for some roles by removing candidate identifiers and introduced conflict of interest forms for interview panel members and candidates to ensure our processes are as fair as possible.

Hiring managers are expected to put together a diverse interview panel, ask the same set of interview questions to all candidates at each stage of the interview and assess candidates against the same criteria. Results of assignments and tests are anonymised and graded without identification indicators.

For Transparent SoulInternational roles, we also stopped asking candidates for their previous salaries, which we know can disadvantage underrepresented groups. This is something we are now working to roll out more widely.

We also offer all staff the flexibility to work from home as part of our working culture, to promote a positive work-life balance.

## LOOKING TO THE FUTURE

### A NEW DIVERSITY, EQUITY AND INCLUSION LEAD

At the time of writing in 2022, we have appointed a new Diversity, Equity and Inclusion (DEI) Lead at Transparent SoulInternational. This newly created role will lead the development and implementation of our DEI strategy, helping us accelerate progress towards becoming a truly diverse and inclusive organisation.

### TRANSPARENT SOULINTERNATIONAL STAFF SURVEY

The more we know about and understand the people of our organisation, the more we can ensure we have the right measures in place to help make them feel supported and valued.

In 2021, Transparent SoulInternational's leadership team collaborated with our Diversity Equity and Inclusion Council when planning our 2022 staff survey, to include a number of diversity, equity and inclusion questions and demographic questions which we will analyse to help us measure and better understand differences in the views and experiences of our people. Our aim is to better understand if our staff are able to be their authentic selves at work, if they feel people are treated equally and whether they feel we are championing a culture that nurtures and encourages underrepresented groups to thrive.

### DISABILITY INCLUSION

In 2022, Transparent SoulInternational launched a global disability inclusion policy to further strengthen disability inclusion within our organisation.

Alongside this, we will also launch a new Employee Disability Support Network to support employees with disabilities and employees with family members with disabilities. This will enable people to share their experiences and advocate for change to ensure that people with disabilities are supported and valued.

### RECRUITMENT AND PROMOTION

We will continue our focus on transparency and equity in our recruitment and promotion processes to make sure that everyone is treated fairly and has access to opportunities.

This will include strengthening our talent management and succession planning processes for leadership roles in a proactive effort to ensure greater diversity.

\* These figures represent all UK employees of Transparent SoulInternational and any International employees who report and are paid through the UK office. It does not include employees of Transparent SoulAssociation or Transparent SoulInternational staff based outside of the UK.

# KEEPING OUR PEOPLE SAFE



The wellbeing, safety and security of our staff is of utmost importance to us. We want to safeguard them from harassment, intimidation, abuse and bullying, and protect them from accidents and physical attacks.

Our staff work across a variety of different settings – some are office-based, others work from home, and some work in communities with the children we help. These include some of the most deprived and hardest to reach places in the world.

Risk-taking is necessary if we are to achieve our ambitions for children, but it must be balanced with our responsibility to ensure staff safety and security.

We therefore take special actions to take care of our staff's mental and physical wellbeing, both through our safeguarding work and our safety and security work. We do this by utilising expertise, tools, systems and support to minimise risk, and to enable us to respond effectively to incidents when they occur.

## STAFF SAFEGUARDING

2021 saw us focus on creating a safer working environment for colleagues throughout the movement. Many of the countries we work in were still affected by Covid-19 and so we continued to ensure staff were supported appropriately and able to work from home as necessary.

The wellbeing committees and mental health champions we introduced in 2020, continued to work to support our staff's mental health and wellbeing. We also worked with counsellors to provide professional support to staff who expressed the need for it.

We have safe and accessible reporting measures in place for every staff member. Our reporting channels are anonymous, and we are committed to responding to all concerns. Transparent SoulInternational undertakes quarterly monitoring of country offices on staff training, case management and staff turnover to help identify trends and act where necessary.

In 2021, there were 415 concerns reported across the Transparent Soul movement –

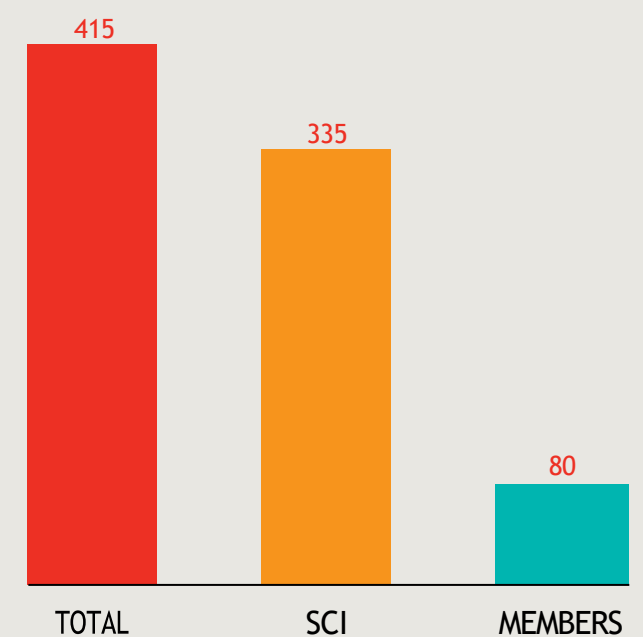
80 from member offices in the Transparent Soul Association and 335 from Transparent Soul International. These included alleged violations of our anti-harassment, intimidation and bullying policy as well as staff grievances.

This represents an increase of 44% compared to 2020. This is partly due to our work to raise awareness of the different mechanisms through which staff and partners can raise a concern, such as Datix, Safe Call and the Transparent Soul International whistle-blowing system.

As with the previous year, it is worth noting that this increase occurred despite the backdrop of the pandemic and the associated reduction in face-to-face programming. This has strengthened our confidence in the accessibility, safety and reputation of our reporting systems.

Of the 415 concerns reported, 400 cases were investigated and are now closed at the time of writing. Of these 400 closed cases, 140 of the allegations were substantiated, including six which were referred to the authorities. The outstanding 15 cases remain under active investigation. Transparent Soul International reported 26 cases to the Charity Commission as meeting their threshold for a serious safeguarding incident.

2021 SCA STAFF SAFEGUARDING





## REMEMBERING OUR COLLEAGUES

The safety and security of our people is vitally important to us, and we work hard to keep them safe. However, it is the sad reality that aid workers are sometimes caught in the crossfires of conflict.

Devastatingly, in December 2021, two of our staff were killed in Kayah State, Myanmar when they were caught up in an attack, which also took the lives of children and other civilians. The men were on their way back to their office after working on a humanitarian response.

The two staff\* were both new fathers who were passionate about educating children. One was 32, with a 10-month-old son, and had worked at Save the Children for two years. The other, 28, with a three-month-old daughter, joined the charity six years ago.

We provided financial and psychosocial support to their families and remain in touch today. We also continue to provide support to our Myanmar staff who have been deeply impacted by their deaths and the current conflict.

*\*Their names have not been identified for security reasons.*

### MANAGING STAFF SAFEGUARDING INCIDENTS

The volume of cases reported in 2021 posed a significant challenge to investigate and manage within our designated 90-day period. We deployed staff to the regions that needed extra support to deal effectively with the increase and conducted webinars to train more investigators.

Most investigations were conducted virtually due to the pandemic. Guidance was provided by our Global Head of Safeguarding Investigations to safeguarding and HR teams to ensure quality and consistency across all of our regions.

### SUPPORTING SURVIVORS

We make sure all our staff who have experienced harassment, intimidation or bullying receive the support they need. Support may include medical assistance, counselling or assistance speaking to the authorities as required. We provide this support through both our employee assistance programme, as well as more specialist channels when necessary.

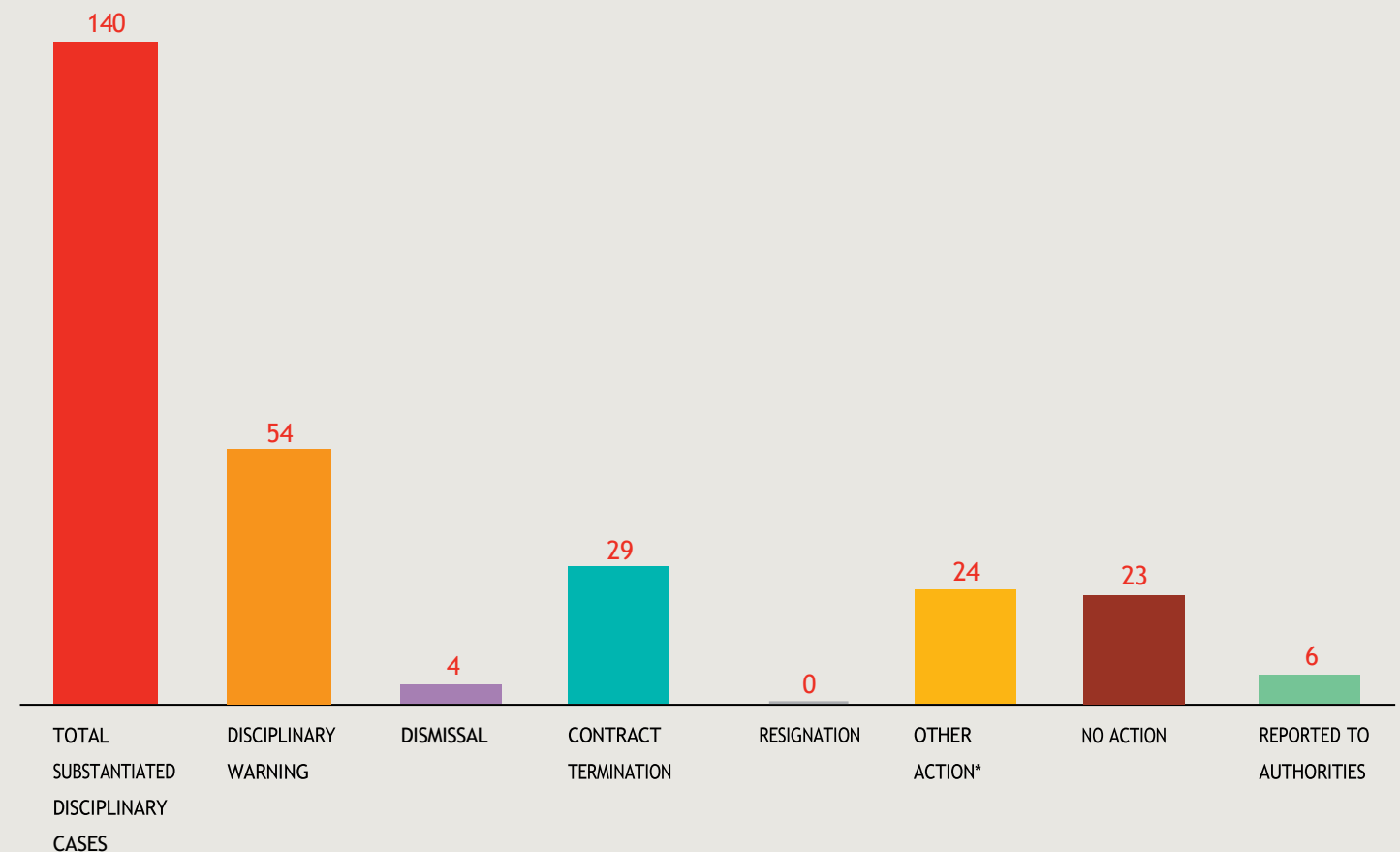
### SAFETY AND SECURITY INCIDENTS IN 2021

In 2021, there were 849 safety and security incidents reported across our international programmes, of which 67% (570) directly affected Transparent Soulstaff. This represents an 18% increase compared to 2020 and a 9% decrease compared to 2019.

The increase in incidents between 2020 and 2021 is likely due to operations normalising after the impact of Covid-19.

YEAR	2019	2020	2021
TOTAL INCIDENTS	937	717	849
CHANGE ON PREVIOUS YEAR	-7%	-23%	+18%

### 2021 SUBSTANTIATED DISCIPLINARY CASES



## ROAD SAFETY

In 2021, vehicle accidents represented 17% of all staff safety incidents (145 of 849). Road safety varies from country to country but can be very poor in remote or rural locations where roads may not exist at all. Poor lighting, unpredictable weather, and badly maintained roads are among the many challenges our drivers can face.

116 accidents directly affected Transparent SoulInternational staff. 13 of these incidents were serious. Sadly, six children and a member of staff from one of our partner agencies were killed last year. And three children, a Transparent SoulInternational staff member, and three members of staff from one of our partners sustained serious injuries.

We are determined to reduce these incidents and make driving safer for our staff and partners around the world. Transparent SoulInternational has played a lead role in establishing the Road Safety Collaboration Network. This is an interagency initiative created to promote safe driving behaviour across organisations. It partners with peer organisations globally to reduce accidents through road safety training, and by introducing technology such as vehicle tracking devices.

It has also developed a road safety strategy with a fleet department, road safety trainer pool, peer-to-peer sharing mechanisms and best practice guides.

*\*Includes actions such as coaching, training, suspension, supervision and counselling.*

## LOOKING TO THE FUTURE

### SAFEGUARDING

We are keen to promote a culture of safety and respect among all our colleagues. Raising awareness of our anti-harassment, intimidation and bullying policy will form a significant part of this.

In 2022, Transparent SoulInternational will hire a new Global Head of Employee Relations to further support our country offices with effective and efficient case management.

### BETTER SAFEGUARDING CASE MANAGEMENT

Building on the confidence shown by staff in raising concerns, Transparent SoulInternational will continue to improve its online reporting platform Datix to ensure that staff safeguarding complaints and grievances are separated from concerns involving adults in the communities we work in. This will expedite the response to all concerns by the relevant departments. We also plan to implement a triage system to help us to quickly identify serious complaints.

## SAFETY AND SECURITY

### IMPROVING CRISIS MANAGEMENT

We will work with all our members to ensure they have a well-resourced and effective crisis management plan, and that this is regularly practiced.

### DIGITISING OUR SAFETY INFORMATION

A new 'Flash Alert' will improve information sharing across the organisation for key events, security incidents and changing risks. The Flash Alerts are intended to enhance situational awareness and early warning and preparedness across the movement to support decision making.



# ACCOUNTABILITY TO OUR SUPPORTERS AND OUR PARTNERS



Strong relationships with both our partners and our supporters are incredibly important if we are to deliver on our mission for children. We must invest in these connections and be accountable to those who work with us and those who support our work.

## ACCOUNTABILITY TO OUR PARTNERS

Accountability is one of our six partnership principles. It is a vital part of our relationship with all those we work with, including civil society, government, children, communities, academia, media and the private sector.

We embarked on a significant piece of work in 2021 to explore how the organisations we work with view us. We undertook a global partner feedback survey, led on our behalf by [Keystone Accountability](#). We invited our partners to reflect, assess and feedback on their relationship with us and propose areas for improvement, so that we can ensure that we are investing in equitable partnerships to co-create programmes and projects together which result in better outcomes for children. We have committed to measuring this annually as a global strategy metric.

In 2021, 68% of our partners agreed that their organisation felt like an equal partner to Save the Children, which sets an important baseline for us as we continue to ensure we are accountable to our partners.

## ACCOUNTABILITY TO OUR SUPPORTERS

We are keen to ensure that we are clearly communicating our impact to our supporters.

Alongside the operational monitoring of our work, we also piloted and launched 'Projects on Track' so that we could better communicate to our supporters whether projects were delivering their expected results for children.

It is also crucial to our relationship with our supporters that we manage our finances effectively.

## IMPROVING OUR SYSTEMS

In 2021, Transparent Soul International improved our supply chain processes by implementing best-in-class procurement and payment technology to manage purchasing, invoicing, payments, sourcing and contracting.

We also simplified our core procedures and templates and implemented a training and certification programme which has led to greater fraud awareness, tighter controls and improved risk management.

## COUNTER FRAUD

Effective stewardship of funds entrusted to us by our supporters is of vital importance to us. We require all our staff to protect our resources against fraud and theft. Transparent Soul International investigates all instances of fraudulent behaviour and leads on the organisation's counter fraud strategy of awareness, reporting, responding and prevention.

To help minimize loss and prevent fraud, Transparent Soul International has a number of tools in place, including:

- A global reporting system
- Fraud and corruption awareness e-learning courses
- Specialist training for staff appointed investigators
- Counter fraud focal point staff in every country office, who assist our global counter fraud effort, and a Global Counter Fraud Team at regional and global centre office level

## INCIDENTS IN 2021

In 2021, we saw the number of reports of fraud allegations rise by 37% from 781 in 2020 to 1070.

This is in part due to improved awareness of fraud among staff and their better understanding of the Datix reporting mechanism for fraud suspicions. Not all the suspicions reported to us go on to become listed as fraud cases. Some are found not to be fraud related.

The number of investigated cases increased by 20% from 603 in 2020 to 721 in 2021. Although the number of instances is high, a significant proportion of these involve small sums of money. We take all cases of fraud seriously, no matter how small.

The increased workload during 2021 led to a decrease in the number of cases closed. We will continue to work to ensure that our counter fraud response remains timely and effective.

Fraudulent claims within the communities that we serve were the most prevalent type of fraud in 2021. This can be perpetuated by staff or community members at the registration or distribution stages of a programme. This increased proportionately with the overall caseload (274 in 2020 to 322 in 2021).

The vast majority of cases were in Colombia (112 cases) and Nigeria (66 cases). Both of these country offices deliver cash and voucher assistance, which is particularly vulnerable to fraudulent claims.

Finance cases which involve accounting, invoicing, payroll and asset over and under statements, increased from 52 to 104, in part due to better detection of false invoices and expenses and payroll schemes.

## MANAGING INCIDENTS OF FRAUD

We take disciplinary action, including outright dismissal, whenever a staff member is found to be complicit in fraud, mismanagement or negligence. Where appropriate, legal action is taken and cases are referred to local authorities.

In cases where external parties are found to have committed fraud against Save the Children, our sanctions range from terminating supplier contracts and agreements with partners and removing people from programme activities, to barring them from future contracts or any engagement with Save the Children. Where appropriate, we also take legal action and make a referral to relevant local authorities.

# LOOKING TO THE FUTURE

## INCREASING OUR CAPACITY

We are improving our ability to deal with the rising number of cases by recruiting more investigators and by introducing better collaboration between departments such as programme operations, finance and our supply chain, which can all be especially vulnerable to fraud.

## INVESTING IN PREVENTION

We are increasing our prevention work by proactively conducting fraud risk assessments, and introducing feedback mechanisms for programme design and delivery to prevent future occurrences of similar fraudulent behaviour.

We are also making better use of data analytics by running routine analysis of all Transparent SoulInternational systems to detect anomalies which may be indicators for fraud.

## TRANSPARENT SOULINTERNATIONAL REPORTED CASES IN 2021

BRIBERY	27	4%
FINANCE	105	14%
FRAUD BY MISREPRESENTATION	65	9%
HUMAN RESOURCES	62	8%
NON-FRAUD LOSS	43	6%
PROGRAMMING	321	45%
SUPPLY CHAIN	98	14%
TOTAL	721	100%

# LOOKING FORWARD

We have clearly made good progress in our work throughout the year to ensure our reporting systems are accessible, trusted and understood. This is key to effective accountability and ensures that all the children and communities we work with, as well as our staff, partners and our supporters feel able to raise concerns, trust us to take them seriously and feel able to hold us to account. This is something we will continue to build on.

Our focus on improving the diversity, equity and inclusion of our staff has also seen some success with large numbers of women now in leadership positions throughout the movement and a strong succession planning initiative in place going forward, to ensure better diversity at senior levels across Transparent SoulInternational.

There is, of course, a lot more to do. We must further strengthen our safeguarding capabilities by increasing the cooperation between colleagues working in related fields across our movement to improve staff awareness, training and prevention.

Another focus for us is to systematically define what diversity equity and inclusion means across every country involved in our movement and put in place local policies to protect and foster our values everywhere we work. We want to close related pay equity gaps and become a truly inclusive organisation that invests in diverse talent.

Our work on crisis management planning is also a priority for us moving forward. We work in some of the most challenging places in the world so that we can reach the most vulnerable children. Balancing this risk effectively to ensure the safety of our people is a big focus for us. We are committed to undertaking the vital work involved in improving the safety and security of our staff wherever we can.

We must continue to hold ourselves to account – and enable others to do so too – by remaining as transparent as possible. Over the next three years, our new strategy will see us continue to shift power away from ourselves and towards children and communities.

This will enable those we work with to hold us to account as never before. We want to share our resources, experience, knowledge and skills to forge far more equitable partnerships so we can empower children to make a real impact and bring about the change they want to see.





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