



Save the Children

2022-2024

STRATEGY

**STRONGER
TOGETHER**



CHAMPIONING BOLD CHANGE FOR CHILDREN

Our founder, Eglantyne Jebb, was the first to declare that children have rights. But more than 100 years later, too many children in Aotearoa New Zealand, across the Pacific and around the world, children's rights are not being met.

Our ambition for children is huge – a world where every child, no matter where they come from, have their rights understood and upheld.

Our 2022-2024 Strategy lays out our plans to get there – growing a culture where all of us – from decision makers to community leaders, whānau to teachers and everyone in between – are inspired to respect, understand and uphold the rights of children. Growing our child and community led programming across the Pacific and Asia to respond to the many and complex issues facing children today. Working alongside local communities to strengthen skills and build livelihoods. Ending violence against children perpetuated by social norms and practices. Empowering children to speak out for change and amplifying their voices so that decision makers hear them. Building our own workforce so that we are better equipped to face the challenges ahead. Growing our brand and supporter base, diversifying our income streams and improving digital capacity so that we have the tools we need.

**Creating change takes courage.
It takes hope. And it takes dedication.**

Our 2022-2024 Strategy sets out our journey for getting there.



WHERE ARE WE HEADING?

OUR 2030 BREAKTHROUGHS

In 2016, Save the Children agreed to a 15-year global ambition in line with global Sustainable Development Goals. Three target breakthroughs for children were set for us to achieve by 2030:

Survive: No child dies of preventable causes before their fifth birthday.

Learn: All children learn from a quality basic education.

Be protected: Violence against children is no longer tolerated.

In executing these breakthroughs, Save the Children agreed to put the rights of the most deprived and marginalised children first, and to advocate for others to do the same. We are particularly committed to supporting children experiencing discrimination through poor socioeconomic status and on aspects of their identity, including gender, LGBTIQ, disability, culture, language and migration status.

In our journey towards achieving these ambitious breakthroughs, we set ourselves intermediate goals every three years; steps by which we can measure our progress and adjust our approach towards our ultimate 2030 Breakthroughs.

Our 2022-2024 Strategy builds on our strengths and successes from the previous three-year strategy, while also stretching us to grow and increase our impact for children, here in Aotearoa, across the Pacific and Asia and around the world.

GLOBAL TRENDS AND LOCAL IMPLICATIONS

Our strategic and operational environment, both globally and locally, continues to change. To maintain our relevance and our impact, we need to identify and understand these changing dynamics and respond by adapting ourselves to best meet the new challenges facing our mission for children.

These include:

- Impact of COVID-19 on health, education, child protection and economic globally
- Impact of conflict and chronic instability
- Increasing impact of the climate crisis
- Challenges (and opportunities) from emerging technologies
- Entrenched and systemic inequities in Aotearoa, including the impact of poverty
- Ongoing impact of discriminatory systems and social norms on particular groups of children, including tamariki Māori, Pasifika and disabled children.

OUR 2022-2024 STRATEGY AT A GLANCE

We want to increase our impact for children on a larger scale than ever before and so have established three priority areas for 2022-2024 that we believe will do that. We also have strategy enablers – or drivers for change – that will help us work more effectively so we achieve more for children. Through our advocacy, programmes, campaigns and initiatives, we will continue to advance child rights at home in Aotearoa, across the Pacific and around the world.



PROMOTING THE CULTURE OF CHILD RIGHTS IN NEW ZEALAND

Building a culture of children's rights in Aotearoa New Zealand will mean a child rights approach is embedded and visible at all levels of society – from Government through to the communities our children belong to, the schools where they learn, the homes they live in and all the spaces in between.

WHAT WE WILL DO

We will be the leading Child Rights organisation in Aotearoa New Zealand. We will be trusted, recognised advocates for children – ensuring their voices are heard and their needs met across all aspects of society. When they can't speak for themselves, we speak up for them. We are active in building partnerships that will enable us to collaborate with children, civil society organisations, communities, government and the private sector to share knowledge, influence others and build capacity to ensure children's rights are met.

We will aim to:

1. Hold the Government to account to embed children's rights legislation, policy and process
2. Launch a Positive Parenting campaign to help support new parents
3. Grow our Child Youth Schools Engagement programme, including a direct youth engagement programme (for youth by youth).
4. Build on our parenting research to find out where they most need support.

WHY THIS MATTERS

While most children in Aotearoa New Zealand enjoy a happy and fulfilling childhood, too many are being left behind without a chance to realise their potential. In Aotearoa, the brunt of negative outcomes and life experiences are disproportionately borne by tamariki and rangatahi Māori, Pacific children and young people and children and young people with disabilities. Too many of our children's lives are marked by impoverishment, hardship, unstable and violent family and whānau environments, poor housing and accommodation conditions, poor health and difficulties participating in education and employment opportunities.

While New Zealand ratified the Convention on the Rights of the Child in 1993, there is still a lack of understanding from the general public about what children's rights mean, why they matter and what we all, as a nation, should be doing to support them. Research shows that children who are aware of their rights are more likely to disclose when their rights are not being met and speak out when they witness injustice.

OUR ADVOCACY PRIORITY AREAS

These priorities are underpinned by our focus on children's rights, and this is at the heart of who we are and what we do.

1. Healthy start to life

- a. Investing in the early years of our children
- b. Reducing disparities that seriously disadvantage groups of children

2. Safe back to school and learning

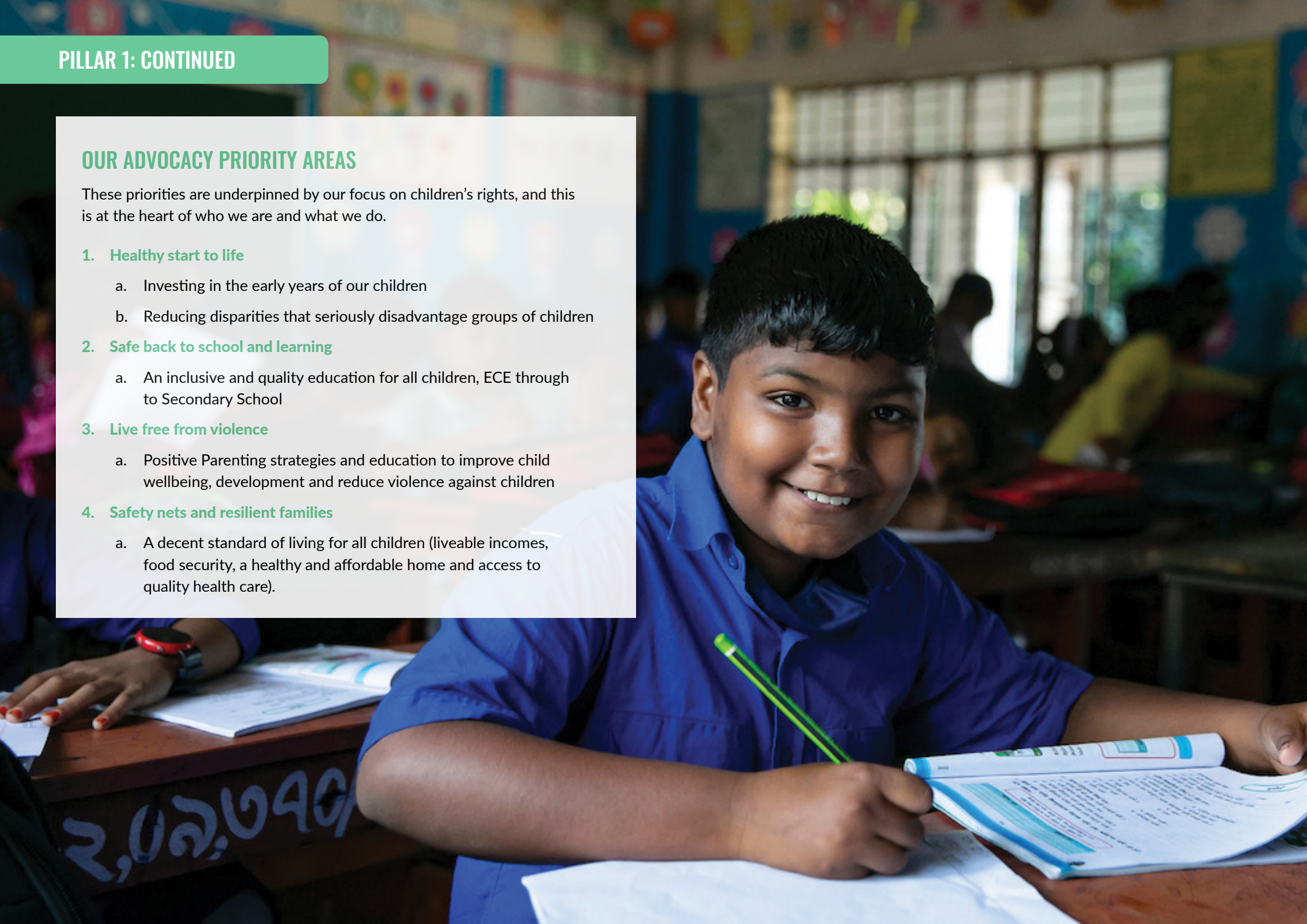
- a. An inclusive and quality education for all children, ECE through to Secondary School

3. Live free from violence

- a. Positive Parenting strategies and education to improve child wellbeing, development and reduce violence against children

4. Safety nets and resilient families

- a. A decent standard of living for all children (liveable incomes, food security, a healthy and affordable home and access to quality health care).



POSITIVE PARENTING

Save the Children New Zealand was instrumental in supporting the repeal of Section 59 of the Crimes Act which effectively prohibits parents from using force as a form of corrective discipline on their children. Beth Wood's book on the journey to this law change, *Unreasonable Force*, was funded and published by Save the Children and has become an invaluable resource for child advocates around the world.

Subsequent research carried out by Save the Children New Zealand – *Changing Attitudes to Physical Punishment of Children in Aotearoa (2018)* and Jacqui Southey's *Understanding the Positive Parenting Attitudes of Parents of Children 0-5* – gives a snapshot of Kiwi parents' attitudes and behaviours.

However, despite the law change more than a decade ago and changing parent attitudes to discipline (as evidenced in the research), the nation's child abuse statistics remain horrific.

At the same time, we know from our research and anecdotal evidence that parents often feel unsure about how to effectively guide and discipline their children and because of this, can be left feeling disempowered.

That's why we'll be launching a large-scale education and behaviour change campaign that aims to guide new parents towards positive parenting behaviours.



BUILDING OUR CHILD YOUTH SCHOOLS ENGAGEMENT PROGRAMME

During the 2019-21 strategy period we built the foundations of our Child, Youth and School programme (CYSE) by focusing efforts on **compiling learning resources for teachers and primary school aged children**.

The programme was officially launched in September 2021, and we have secured partnerships with New Zealand's Life Education Trust (LET), a charity that educates and empowers children to make healthy choices, and international online education publishing house, Twinkl. These partnerships provide us with the opportunity to increase the number and quality of our resources (Twinkl) and effectively deliver to our target audience of teachers, children and their families (LET). We know that children who understand their rights are more likely to speak up for themselves and others when these rights aren't met. We look forward to continuing developing this programme and broaden our reach to youth.

A PROGRAMME BY YOUTH FOR YOUTH

Our recent reputation survey reveals that 18-24-year-olds are fast becoming the most engaged advocacy audience with long-term potential to convert to life-long supporters. Already this group is engaged with our brand and care about our cause as it aligns with the causes they care about. We have identified next steps for engaging more effectively with this current group through our digital strategy, but we also see a potential audience in youth approaching this age demographic. Our CYSE programme will be developed to **engage directly with youth**, providing an opportunity to **voice their opinions on issues relevant to them** and connect them to children in the Pacific and world through the platforms and channels they are already using.



BUILDING OUR RESEARCH

Research provides us with information on specific issues children face here in NZ. It also provides the potential to set the news agenda, positioning SCNZ as leaders and experts with a unique proposition. We need to increase research capacity in order to grow our current knowledge base; increase our credibility as leading child rights experts; and provide evidence to prioritise children's issues and change campaigns.

Our own research alongside the sustained high levels of violence against children in New Zealand have highlighted the need for a social change campaign with parents and care givers in mind. Our aim over the coming three-year strategy is to create and run our first successful change campaign across multiple channels. Our initial thoughts are to drive a **Positive Parenting Campaign** that empowers and educates parents to undertake positive parenting actions.



DELIVER QUALITY AND EFFECTIVE COMMUNITY/CHILD LED PROGRAMMES FOR CHILDREN IN ASIA-PACIFIC

The context for children is changing. For the first time in decades, we are seeing a regression in the gains made for children in our breakthrough areas. Covid-19, Conflict and Climate Change are negatively impacting children on a great scale, increasing the needs of children in the countries where we programme and around the world.

WHAT WE WILL DO

Working alongside our partners across the Pacific and Asia, we will:

1. Successfully implement Negotiated Partnership Programming and continue to build on our highly valued partnership with the New Zealand Government.
2. Successfully implement current projects and cultivate new opportunities to support Asia-Pacific programmes.
3. Continue to be the first to arrive and last to leave during humanitarian crises.
4. Continue to work with partners to raise awareness about the specific needs of New Zealand children in emergencies.
5. Deliver evidence-based programming that responds to the unique needs of children and their communities.

WHY THIS MATTERS

Quality and effective programming that meets the needs of children and the communities where they live is essential to protecting the rights of children, now and in the future.

The four global strategic goals for 2022-24 will deliver impact for and with children:

1. Healthy start to life
2. Safe back to school and learning
3. Live free from violence
4. Safety nets and resilient families

We will accelerate impact of the global strategic goals by:

1. Advocating, Campaigning and Mobilising
2. Investing in digital and data
3. Investing in strategic partnerships
4. Shifting power (localisation)
5. Investing in an agile and inclusive organisation
6. Growing and optimising resources

THE PACIFIC

All countries in the Pacific have been affected by Covid-19 in some form and children are disproportionately impacted by the following challenges:

1. **Community Violence** – In 2019 Save the Children Australia, ChildFund, World Vision and Plan released the Unseen, Unsafe report. The report revealed some sobering facts about violence against children in the region, illustrated below:
 - a. More than 4 million children across the region experience violent discipline
 - b. 1 in 4 adolescent girls experience physical violence
 - c. 1 in 10 adolescent girls experience sexual violence
2. **Climate Change** – Pacific islands are among the most vulnerable countries in the world.
 - a. Risk rankings – Vanuatu #1, Tonga #2, Solomon Islands #6, Timor-Leste #10, PNG #11, Fiji #15.
 - b. A 320% increase in disasters has been predicted in the region over the next 20 years.
3. **Economy** – Pacific Islands are highly reliant on their oceans and tourism.
 - a. Economies of “Big Ocean States” are likely to shrink because of Covid-19
 - b. Tourism sectors have been devastated by Covid-19
4. **Effective governance** – Government resilience is both structural and political. This includes the inability of Pacific states to match services and infrastructure with growing populations that are highly diverse in geography, development, migration, and potential for instability.

Our in-country partners across the Pacific are responding to these challenges every day.

We will seek out opportunities, development and humanitarian, to support the children of the Pacific through strengthening our partnership with Save the Children Australia (and its country offices) and Save the Children Fiji and finding new partners to increase our delivery footprint to the Pacific. Our thematic and delivery focus will be driven by the needs of local communities and their children.



AROUND THE WORLD

SCNZ will support development and humanitarian projects based on the global objectives, leveraging current longstanding Country Office relationships, established ways of working (common approaches) and supporting global objectives through pooled funds where appropriate.

LINKING GLOBAL, PACIFIC AND NEW ZEALAND

SCNZ Strategic Pillar: Deliver quality and effective community/child led programmes for children in Asia-Pacific.

SCNZ Strategic Pillar: Grow the culture of child rights in New Zealand.

Over the past three years we have strengthened our advocacy and programme delivery and are finding more ways to connect these strands of work.

Through our role during emergency responses for New Zealand (example West Coast floods) we have learned that children are largely invisible during disaster management. It is assumed that children will be taken care of by their immediate families, while children in the care of Oranga Tamariki, will remain in its care. Data on children and their needs during an emergency is non-existent and children are not seen as a key stakeholder in responses.



INVEST IN THE FUTURE OF OUR ORGANISATION

An organisation is its people – from the Board, staff, our supporters to the children and families we work for. Our vision and strategic intention are reliant on an engaged and well-equipped Board and staff with the necessary competencies to enhance inclusiveness and diversity.

WHAT WE WILL DO

Like a well-oiled machine, we will ensure that every role and department understand the vital part they play for children. We have effective processes and systems in place to reach our goals, report back to our supporters and stakeholders and ensure succession planning across the organisation.

We will:

1. Ensure we have engaged, agile and skilled staff connected to the global expert groups
2. Invest in inclusive policies and practices to support diversity, inclusion and belonging
3. Invest in Monitoring, Evaluation, Research and Learning

WHY THIS MATTERS

He aha te mea nui o te ao What is the most important thing in the world?

He tangata, he tangata, he tangata / It is the people, it is the people, it is the people

To fulfil our mission, we need a team of skilled and engaged staff who are committed to our vision.

While we are part of a global organisation, we are based in Aotearoa New Zealand, and our people reflect the culture and values of the place we live. This includes ensuring Te Tiriti o Waitangi is upheld and respected in our work at home in Aotearoa, and all staff understand this commitment.



INCREASE OUR BRAND AWARENESS

We will become the first organisation people think of when they think of children's rights – speaking up to improve children's wellbeing and empowering children to advocate for the changes they want to see in the world.

WHAT WE WILL DO

We will be the loudest voice in the room for children at home in Aotearoa New Zealand and connect Kiwis with our life-changing programme of work for children in the Pacific and Asia. We are known for our expertise and reliability.

We will:

1. Continue to build media profile through new story opportunities and profile-raising activities
2. Grow our social media activities and the number of digital platforms we are engaging on with the public
3. Proactively feedback our impact stories to supporters in new and innovative ways
4. Implement new digital strategies to connect supporters with our work here and overseas

WHY THIS MATTERS

Save the Children has been in Aotearoa New Zealand for 75 years. Over that time, it has built up a strong reputation for creating positive outcomes for children around the world. We will continue to build on this foundation, while extending our presence across all platforms, showing the impact of our work around the globe and at home to ensure we remain relevant and a preferred choice for Kiwi supporters. This ensures we can continue our life-changing programmes for children across Asia-Pacific and around the world.



INCREASE OUR SUPPORTER BASE

Our supporters believe in the work we do for children. They invest not only on a financial level, but also emotionally. By growing our supporter base and providing new opportunities for them to connect with our work, we are able to achieve more for children.

WHAT WE WILL DO

We will continue to optimise our core fundraising activities and grow our number of regular givers by 20%. We will complement this by growing our major donor and bequest pipeline as well as increasing the value of our unsolicited single giving donors that have come on board as a result of ongoing brand raising activities.

We will:

1. Conduct rolling agile initiatives to optimise existing funding streams.
2. Continue optimisation of our Regular Giving fundraising programme.
3. Developing our digital fundraising programme.
4. Grow our network of legacy givers.
5. Grow our network of major donors.
6. Grow single giving and convert single givers to regular givers.

WHY THIS MATTERS

Fundraising provides a vehicle for people to support people and is essential to supporting our programming across Pacific-Asia, our work in Aotearoa New Zealand and our support of global humanitarian responses.



DIVERSIFY OUR INCOME STREAMS

We will increase our capacity to access institutional funders in the Pacific as well as Corporates and Foundations in New Zealand. These opportunities will allow us to increase long-term outcomes for children by leveraging current development programmes, alongside creating fundraising opportunities during emergencies.

WHAT WE'RE GOING TO DO

While we continue to grow and improve our existing fundraising programme, we will look to opportunities for diversification – such as growing new funding partnerships.

We will:

1. Research and identify potential new funding opportunities, such as corporate partnerships and institutional funding.
2. Pilot, test and analyse selected opportunities to evaluate viability and suitability as 'future state' initiatives.

WHY THIS MATTERS

With rising costs of living, alongside the impact on global economies of COVID, climate change and conflict, New Zealanders' ability to give has been impacted. We need to diversify and look for new opportunities in order to continue our mission.



INVEST IN DIGITAL CAPACITY

We will become the leading digital international non-government organisation in New Zealand, providing greater opportunity for Kiwis to connect with our mission and the people and children that we serve.

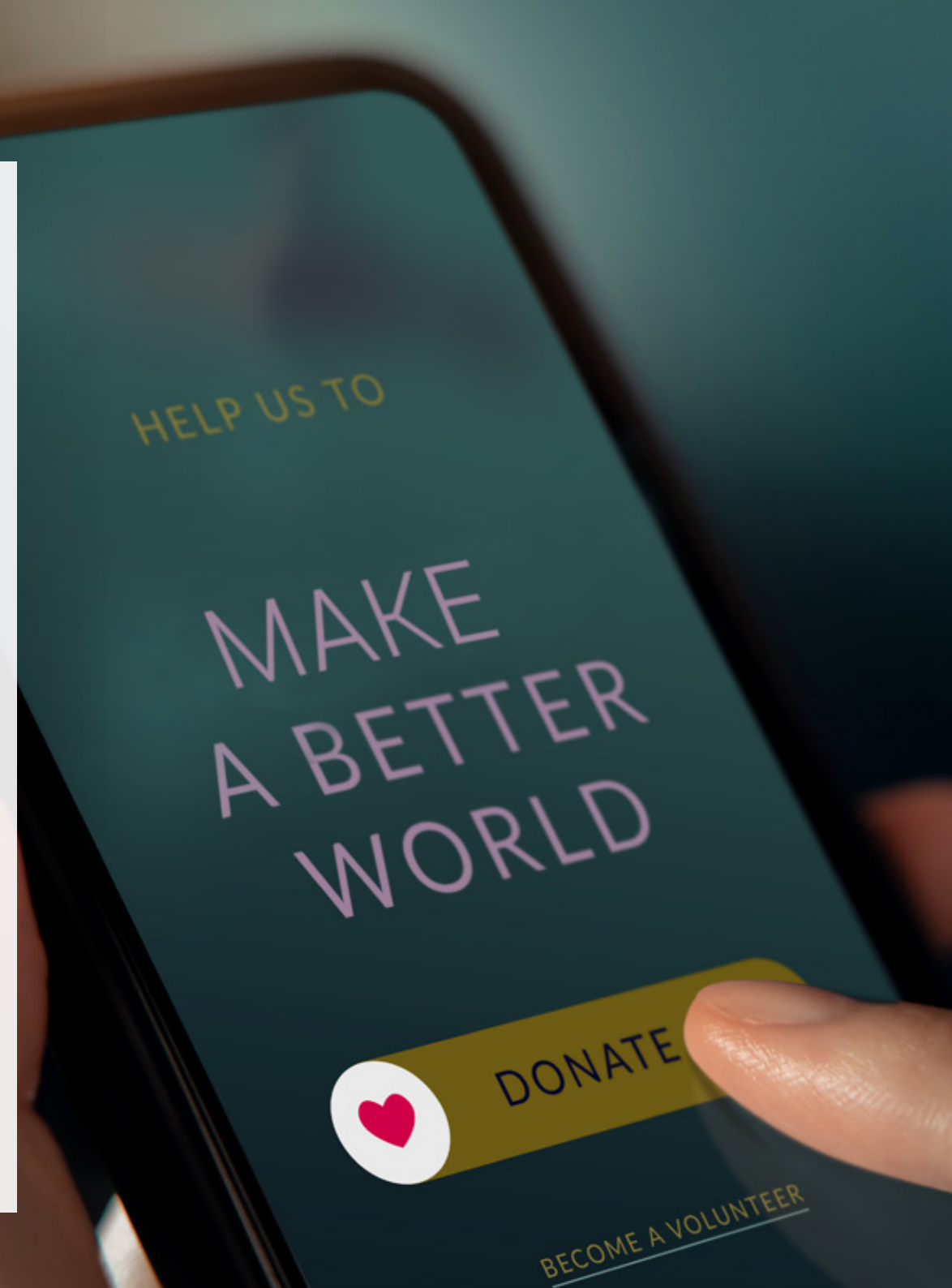
WHAT WE WILL DO

Increasing and improving our use of digital technologies and data will allow us to:

- Enhance the quality and reach of our programmes by connecting existing and new supporters with our work.
- Respond to donors' shift to giving through digital channels and provide other opportunities to support our work through, for instance, advocacy campaigns.
- Use digital and data to improve programme outcomes and cost effectiveness particularly in education and child safeguarding.
- Consistently capture programme outcomes to measure impact for children.
- Increase the reach of our advocacy campaigns.
- Ensure best practice standards and approaches are applied
- consistently, reducing our organisational risk, driving efficiencies and increasing quality.
- Amplify children's voices through accessible technology by leveraging existing platforms, tools and data.

WHY THIS MATTERS

The world has changed. We live in a digital environment where everything – from how we shop to work to play – offers digital choices. In order to stay relevant, we must adapt. Increasing and improving our digital technologies creates opportunity to better connect our supporters, both current and future, with our work in new ways.





**“IT’S IMPOSSIBLE ONLY
IF WE REFUSE TO ATTEMPT IT.”**

– Eglantyne Jebb

**NGĀ MIHI NUI AND THANK YOU FOR YOUR SUPPORT AS WE
SET OUT TO ACHIEVE OUR 2022-2024 STRATEGY.**



Save the Children