



ANNUAL REPORT 2020



Rädda Barnen

Save the Children Sweden Annual Report 2020

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Save the Children Sweden's integrated annual report for the 2020 financial year comprises three parts: a report on operations, an impact report and a sustainability report.

In the report on operations you can read about Save the Children Sweden's fundamental ideas and the organisation, find out about the financial outcome and see an analysis of what factors have influenced the organisation over the past year.

In the impact report we discuss Save the Children Sweden's impact on children, through real-life accounts and quantitative data.

The sustainability report describes how Save the Children Sweden ensures that its operations are sustainable in the long term and what we are doing to fulfil our social, financial and environmental responsibilities.

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FOREWORD

More than a year has now passed since a global pandemic began impacting on more or less everything we do. Another year of a child's life. A year when life has been put on hold in one way or another. For a child, life is here and now, and a year is often a long time that's hard for a child to grasp.

In early March 2020, it became clear that COVID-19 was spreading in Sweden, and at Save the Children Sweden we restructured our organisation to crisis preparedness. A risk assessment was conducted on the programme operations, and measures were taken to meet heightened risks for our target groups. We could see that our ordinary operations were more important than ever. However, we also saw a need to initiate new operations. While large parts of society went into low speed or lockdown, we shifted up a gear. We sent a clear signal that Save the Children never takes a break.

In a short time we upped our game, changed things around and started new activities to meet the needs arising from the pandemic situation.

A mapping presented by Save the Children Sweden in April showed that several of our target groups, such as children and families with children in socio-economic deprivation or migration, were hit hard by the consequences of the pandemic. We could also see that many faced great challenges in complying with the restrictions. The virus has affected all of society in one way or another, but the people hit hardest are those already most vulnerable.

Many parents of the children we work with work in the service or essential jobs sector, in roles where working remotely is not possible, and this entails a high risk of being exposed to infection. Some of the economic consequences of the pandemic which were revealed by the mapping and affected our target groups were increased unemployment, evictions and structural homelessness.

Many of the people in our target groups share a home not only with their parents, but also their grandparents. In such circumstances it is hard to self-isolate and follow recommendations, which in turn risked spreading the virus. Children were kept home from school as families were afraid they would bring the coronavirus home. Multi-generational housing also means that children live in cramped conditions, and it was hard for them to find a quiet place to study remotely. Moreover, many children do not have the technical equipment to do home schooling.

When families were isolating and children stopped going to school, this also increased the children's exposure to violence. Save the Children Sweden works to ensure that children are aware of their body value early on, and how they can say or indicate yes or no to physical contact. For many young people living under honour-related oppression, who spend more time in the home due to remote learning, the control of immediate and extended family has grown stronger. Calls to our chat support service for honour-related violence increased during the year, and we almost trebled our number of chat hours to meet the demand.

We are also seeing an increase in online violence. The pandemic has meant that more young children are at home and active on the internet, and perpetrators find children via apps and games that children use. The guide *Nätsmart* (Internet smart) gives adults support in talking to children about the body, boundaries and online sexual abuse. When the pandemic began in March, our psychologists and psychotherapists also quickly produced crisis information for parents in eight different languages, about how they can talk to children about the virus and ease their concerns.

When upper secondary schools transitioned to online learning and children started staying at home, they no longer had school meals. For many families, this presented a practical and financial problem. When we became aware of this, Save the Children Sweden began providing food for our target groups at various places in Sweden. Providing food is not something Save the Children Sweden normally does, but the extraordinary situation required us to respond to the needs of our target groups.

When many leisure and other social activities stopped, Save the Children Sweden took the initiative for *Digifritids*, an online platform for after-school activities, aimed at children aged 6 to 12 and offering stimulating physical and theoretical activities. By providing access to stimulating leisure time and psychosocial support for all children, we also reach children in particularly difficult situations who need the support of dependable adults.

Continued local presence and maintained stability and normality in our operations have been extra important in uncertain times. In local civil society, we have retained our role as an organisation that works with, and for, the people living in the areas where we work. We support and work locally alongside partners and networks, to facilitate and enable quality-assured operations that reaches children and families in particularly vulnerable situations.

In the light of the COVID-19 pandemic, during the year the government drafted a proposal for Sweden's future migration legislation, which risks vastly reducing the rights of child refugees who have sought asylum in Sweden. Save the Children Sweden felt that without swift action against the new proposal, children now settled in Sweden and severely sick children will be deported to a greater extent, and more families will be forced to live apart for many years. During spring 2020, Save the Children Sweden organised an appeal to protect refugee children, which resulted in almost 5,000 signatures. More than 450 emails were sent to the politicians on the Cross-party Committee of Inquiry on Migration, which drafted the proposal. During the year, we have regularly written debate articles and issued public comments. The government is now preparing a bill that will be processed in parliament in spring 2021.

Growing up in poverty and having a difficult childhood are two different things. There are of course many factors that affect a good childhood, particularly in Sweden where poverty is not always passed down between generations. Even so, opportunities for good health, successful schooling, meaningful leisure time and other things we associate with a good life are far worse for children who grow up in socio-economic deprivation. This is significant for the individual child and their chances for an independent life as an adult, and it is also significant to society as a whole. In November Save the Children Sweden released *Milleniebarnen (Millennium Children)*, the first study of its kind. The study follows a whole cohort of children born in 2000 throughout their entire childhood, based on their financial circumstances. It shows that almost half of all millennium children have experienced economic hardship at some time during their childhood, and children of single parents are at considerably higher risk of poverty.

Save the Children Sweden does not take a break in its work for children around the world either. During the year, we have managed to adapt our international operations to COVID-19 to 87%, and alongside our international movement we have raised a total of USD 288 million for our work. We have helped 11.8 million children affected in some way by the pandemic, with health and nutrition, education, food and cash benefits, as well as protection against violence in the home.

Because of the pandemic, we are facing another global crisis. For the first time in modern history, the education of an entire generation is being threatened. The rapid spread of COVID-19 has forced school closures for over a billion children, and the most marginalised children are those hardest hit. For example, children living in low-income countries do not always have access to the internet at home, and therefore cannot learn remotely. Save the Children has calculated that children globally have lost more than one-third of a school year on average, in terms of school days. This is a long time in a child's life, and a fair proportion of their education.

In previous crises, we have seen that the longer a child is away from school, the higher the risk that they won't come back. We estimate that 9.7 million children will never return to school. We can see for instance that many families with a meagre income have gone into even deeper poverty during the pandemic. Many parents feel forced to marry off their daughters and/or let their children start working. We have seen child marriage and teenage pregnancy increase during the pandemic, and 2.5 million girls risk leaving school early and being married off over a five-year period.

Save the Children Sweden is working hard to ensure that children around the world get the education they are missing. We provide children with physical study material adapted to remote learning, and also teach via e.g. mobile phone, social media, apps and radio. We also guide parents in how they can support their children with remote learning.

During the year, Save the Children Sweden has continued to work to provide girls with contraception and advice in sexual and reproductive health, and has worked to see that civil society has the scope and the right to work on these issues. For example, we have ensured that our programme operations have not been affected by, or contributed to, Mexico City Policy. This is the policy that former US President Donald Trump introduced, which halted federal funding for all non-governmental organisations that provide abortion information, or advocate politically to alter a country's views on abortion.

In Latin America, for instance, Save the Children Sweden has continued to support youth groups working against sexual violence and harassment, and for the right to sex education in schools.

Another issue that Save the Children Sweden has focused on during the year relates to bringing home the Swedish children who are stuck in camps in the heavily conflict-torn Syria.

Despite criticism from the UN and pressure from civil society, the Swedish government has refused to bring home its Swedish citizens. With support from our operations on site in the region, for example, we have raised the issue of these children's right to come home in meetings with decision-makers, expert seminars in Swedish parliament, and discussions with representatives of the Kurdish self-government that is appealing for help to repatriate the citizens of other countries.

Many of our activities of the past year, as mentioned above, would not have been possible without the support of our donors. Our donors – private, institutional and businesses - are the foundation on which our organisation is built. A clear example of this is their support for Yemen. Children in Yemen are in what has been called “the world's worst humanitarian crisis”, with more than five million children needing humanitarian aid. Many children are so undernourished that they need hospital care to recover. During 2020, many government donors withdrew their support for Yemen because of the violence, and 56 of our clinics were threatened with closure. However, thanks to contributions from our donors, the Save the Children Sweden clinics could carry on helping seriously ill children to survive.

“When day comes, we step out of the shade, aflame and unafraid. The new dawn blooms as we free it. For there is always light, if only we are brave enough to see it, if only we are brave enough to be it.”

This is how American poet and activist Amanda Gorman concludes her poem, inspired by the storming of the Capitol Building, which she read at Joe Biden's presidential inauguration. Another year of children's lives has now passed, but that doesn't mean their future is set, not at all. We can be the light for the children, we can make brave, caring choices. Here and now. For the future.



A handwritten signature in blue ink, appearing to read 'Jens Orback'.

Jens Orback
Chair



A handwritten signature in black ink, appearing to read 'Helena Thybell'.

Helena Thybell
Secretary General



REPORT ON OPERATIONS 2020



Rädda Barnen

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Administration report

The operation in general

This is Save the Children Sweden

We are a child rights organisation

Save the Children is the world's largest independent child rights organisation focused on sustainable efforts – whether acute or long term. We believe that true sustainability is about helping in time and over time, and our independent status allows us to take action where we can do the most good for children – in Sweden and internationally. Thanks to our size, we can genuinely make an immediate and lasting difference in the world, every day.

Because we are an independent organisation, politically and religiously unaffiliated, we often have access to vulnerable areas that others cannot get to. This means that, unlike others, we can respond more rapidly and flexibly where children's needs are greatest.

Our organisation is more than 100 years old. But we have constantly modernised so that we can be a reliable source of support for children – whether implementing long-term societal changes or assisting in emergency situations.

Our promise:

**Every day we make the world
a little better for children.**



Save the Children Sweden Annual Report 2020

Our focus areas:



Protection

All children have the right to a safe childhood. Children should never, ever be exposed to violence, sexual abuse, or used in harmful work. We stop dangerous child labour, protect children from human traffickers, and provide psychological support for children who have been involved in traumatic experiences. We do what is needed here and now for a brighter future – because a secure child grows up to become a secure adult.



Education

All children have the right to attend elementary school. Being a girl, being poor, having a disability, or living in a war zone or a remote village should never stop a child from having the right to go to school. We train teachers, fill school bags with exercise books and pencils, and provide places for children in safe classrooms. We do what is needed here and now for a brighter future – because educated children grow up to become wise adults.



Health

All children have the right to eat enough and go to the doctor. Children should not die from illnesses and malnutrition that can be remedied easily and cheaply. We make sure that children, however remotely they live, have food, healthcare and medicine. We do what is needed here and now for the future – because healthy children grow up and change the world.



Disasters

All children have the right to aid in wars and disasters. Children should never be left alone without protection when their everyday lives are shattered. We respond quickly and provide lifesaving healthcare, protect lone children, reunite families and set up temporary schools. And we stay for as long as the children need us. We do what is needed here and now for a brighter future – because keeping children safe goes without saying.



Sweden

All children in our country have the right to a safe, secure childhood. No child in Sweden should suffer insecurity and exclusion. We provide support and protection for children in difficult situations, and talk to decision-makers to ensure that society takes its share of the responsibility. We do what is needed here and now for a brighter future – because all children in Sweden should grow up on equal terms.

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Our work starts from the UN Convention on the Rights of the Child

In our world, it goes without saying that children and young people have rights which mean they can develop, participate and grow up in safety and security. Our work starts from the UN Convention on the Rights of the Child (UNCRC), i.e. every child's right to survival, protection and education.

Since 1 January 2020, the UNCRC has been law in Sweden, which is a victory for the prolonged lobbying Save the Children Sweden has carried out together with other child rights organisations. Our work for children will continue until we see that the UNCRC has been implemented in practice in all countries of the world, and we will continue to consider children's voices, and to be their voices when they cannot make themselves heard.

Our vision for Save the Children Sweden:

Making the UN Convention on the Rights of the Child a reality for every child.

We start from the child's reality

Involving the children in what we do and ensuring they have more influence in matters that affect their lives are pivotal aspects of our approach. We work alongside the children, listen to their own stories and analyse the problems that stand in their way, so that we can support them in the best possible way.



Direct action



Knowledge



Advocacy

Our method is a combination of advocacy, knowledge, and direct action for children. It is this three-way combination that defines who we are and gives us strength. Our direct action is a prerequisite so that we can gather the right knowledge and thereby stand as a trustworthy expert and social advocate.

Our actions always aim to create lasting change over time. Since we are a global organisation with operations worldwide, we can provide rapid assistance in disaster situations and also work for long-term development. We are often the first to arrive and the last to leave, always with the goal of creating lasting long-term change.

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We work in partnership with others

Although we are an independent organisation, we often work with others. Thanks to the commitment of our co-workers, members, partners and donors, together we can secure rights for children, with children.

Partnerships with local civil society are a foundation stone of our work, both nationally and internationally. We draw on local expertise in the countries and our partners' experience and resources. By strengthening capacity and ownership locally, we create even better conditions for long-term, sustainable results for children.

We also work alongside companies, which contribute funds, time, commitment and outreach via their channels. Companies too have an impact on children; for example they employ parents, and their marketing can reach children. At our Save the Children Centre for Child Rights and Business, we start from the Children's Rights and Business Principles, analyse companies' operations and provide advice, and establish new working methods for assuring children's rights in business value chains, for example.

We are a local and a global organisation

We are a membership movement

In Sweden, members are the foundation of Save the Children's organisation. It is the members in local associations, districts and at the national level who make the decisions that shape Save the Children Sweden's work and operations.

Sweden is one of the world's best countries to grow up in for the vast majority of children. But there are far too many children living in tough circumstances, such as child refugees in Sweden, children growing up in socio-economic deprivation or exposed to violence. Save the Children Sweden's local associations run operations for these children. This could involve child-friendly places, study support, leisure activities and discussion groups. Much of the work during 2020 has been about adapting and finding new ways of working during the pandemic.

The members belong to one of Save the Children Sweden's 150 local associations. In the associations, members and others work together to help create a better world for children. The work takes place for and together with children and adults close to them. The local associations work for all children's rights, but in direct action and advocacy the primary focus is on the most vulnerable children. Activities often take place with local collaboration partners in civil society.

Local associations and districts are involved in direct action for children and parents, advocacy work, fundraising activities, campaigns and education.

We can be found in over half the world's countries

There are 30 Save the Children organisations in as many countries around the world, and together we make up one of the world's leading child rights organisations. We carry out operations in 120 countries around the world, both long-term development cooperation and humanitarian relief.

Save the Children Sweden contributes funds, staff and knowledge to the global movement, to help make the joint vision a reality. We also provide support through methods and knowledge for the global work of influencing states and other players in society so that they strengthen children's rights. We provide special support to our sister organisation in South Africa, where a representative of Save the Children Sweden is also a member of the board.

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Comments by members

Save the Children Sweden's members give generously of their time to help make a difference in children's lives. We asked a few of them about the past year.



Mehrnaz Taklif, Järvastaden Sundbyberg

What are you most proud of achieving alongside Save the Children Sweden in 2020?

Despite a year living with the pandemic, there has been an amazing collaboration between the local association, volunteers, members and the secretariat, showing that we've never forgotten why we all took on the roles we chose. We haven't stood still, but have had a goal and adapted to circumstances, holding summer activities, providing meeting-places and study support.



BrittMarie Windemo, Söderhamn

What's the main reason you're a member of Save the Children Sweden?

At Save the Children Sweden, we can be a strong voice for children. A voice that's safe, reliable and balanced and that reaches the children, the parents, the general public and decision-makers. It warms my heart to be a part of such a movement and to be able to do what I can.



Anders Lindqvist, Linköping

What would you say to someone who's considering becoming a member of Save the Children Sweden?

With Save the Children Sweden, you have an opportunity to make real improvements in children's lives. Working under the Save the Children Sweden banner, together we increase our chances of being heard and forging partnerships, thus improving childhood circumstances. Having the UN Convention behind us further increases our chances of success.

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Governance of Save the Children Sweden

Members

General Assembly 2020

In 2020, the General Assembly was held online for the first time. Calling it off was never an option, so we chose to adapt instead. Some districts had already successfully held online AGMs during the spring. Ahead of the General Assembly, there were regional trainings and tests to make sure everything worked properly.

We need to work more with online meetings to get to the same level of discussion as in live meetings, but it was still an adequate meeting where various important decisions were made.

During 2019/20, Save the Children Sweden's Board of Trustees, districts and local associations have discussed how Save the Children Sweden can be a strong and successful member organisation also in the future. The Board of Trustees presented the work to the General Assembly, which decided that Save the Children Sweden should focus more on stopping the drop in membership, and also turn it into an increase within a few years. Save the Children Sweden needs more members!

Membership in figures

Save the Children Sweden has a declining membership. Between 2009 and today, membership has fallen from 86,000 to just over 60,000, a decrease of almost 30%. During 2020, 62% of members were women. Many of Save the Children Sweden's members, 24,709 in 2020, are aged over 70. To be a member of Save the Children Sweden is to stand up for children's rights, and an opportunity to get involved in board work and take responsibility for Save the Children Sweden's organisation and operations. But there are other ways of showing commitment and making a difference. For example, the number of monthly donors is continuing to increase: Save the Children Sweden had 102,551 monthly donors in 2020.

Board of Trustees

The Board of Trustees is voted in at Save the Children Sweden's General Assembly, which takes place every other year. The current Board was elected at the General Assembly in September 2020. The Board works in the following areas:

- Promotes Save the Children Sweden's development in line with its statutes and the decisions of the General Assembly.
- Responsible for planning, executing and evaluating Save the Children Sweden's entire operation.
- Responsible for Save the Children Sweden's work within the global collaboration association and Save the Children International, based on the mandate provided by the General Assembly in connection with decisions on operational focus.
- Draws up an operational plan and budget for the national association every year.

The Board of Trustees held seven minuted meetings in 2020 and consists of a Chair, Deputy Chair and other members. The Save the Children Sweden Youth Council appoints one member and a personal deputy. The unions appoint two co-opted members, who have rights of attendance and expression.



Participants at the 2020 General Assembly, which was held online.

Fees

At the General Assembly in 2020, it was decided to pay the Chair a fee of SEK 23,650 per month, and the Deputy Chair SEK 5,912 per month. The person appointed Chair is expected to devote a lot of time to the job, but is only remunerated for part of that time. All members, with the exception of the Chair and Deputy Chair, may receive remuneration for loss of earnings. No pension provision is made for members of the Board.

Committees 2020

Executive committee (EC)

Prepares the Board of Trustees' meetings and is responsible for reviewing the Secretary General's terms of pay and employment.

Audit committee (AC)

Monitors that Save the Children Sweden's accounting policies comply with generally accepted accounting principles and are applied in a proper manner. The audit committee also monitors that internal control and risk management relating to both financial and operational management is conducted in a satisfactory manner, takes part in the planning and follow-up of internal audit work and oversees how internal and external auditors' findings and recommendations are addressed in the organisation.

Asset management committee (AMC)

Supports the organisation with fund management of both long-term assets and short-term liquidity. Reviews the policy on fund management and evaluates the results of fund management. Conducts ethical reviews and evaluates whether fund management complies with the management policy.

Membership committee (MC)

Works to improve communication between the membership movement and the Board of Trustees and to strengthen the democratic process and sense of community within the whole organisation.

International committee (IC)

Supports Save the Children Sweden's Board of Trustees in its collaboration with the global Save the Children Association and Save the Children International.

Changes to our committees

At the 2020 General Assembly, the Board decided to reduce the number of committees in order to simplify the organisation's work. Since 15 September 2020, there has been no membership committee or international committee.

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Composition of the Board of Trustees

Attendance of Trustees 2020, up to the General Assembly of September 2020.

Name	Location	Function	Background	Attendance	Committees
Lise Bergh	Stockholm	Chair	Lawyer, former Director of Amnesty International's Swedish section	4/4	EC, IC
Madeleine Sultan Sjöqvist	Uppsala	Deputy Chair	Lecturer, Uppsala University	4/4	AC, EC, IC
Lars Axelsson	Stockholm	Member	Head of Marketing	4/4	AMC
Oliwer Karlsson	Malmö	Member	Gender studies graduate, specialist in child rights	4/4	MC
Ingela Schmidt	Solna	Member	Chief Information Security Officer	4/4	Trustee for Child Safeguarding, AC, MC
Cecilia Abrahamsson	Stockholm	Member	Communicator	4/4	EC, MC, IC
Monica Burman	Umeå	Member	Professor of legal science	4/4	AC
Monica Selin	Gothenburg	Member	Rehabilitation assistant	4/4	MC
Anders Ferbe	Stockholm	Member	Senior advisor	4/4	EC, IC, AMC
Raymond Mankowitz	Stockholm	Member	Director of communications	4/4	AMC, MC
Per Hedman	Östersund	Member	Paediatrician	4/4	MC
Vendela Carlford*	Uppsala	Member	Chair, Save the Children Sweden Youth Council	4/4	(SCSYC)
Josefine Stenbeck**	Gothenburg	Deputy	Student	1/4	(SCSYC)

* SCSYC ordinary member

** SCSYC deputy, ordinary member from September

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Composition of the Board of Trustees

Attendance of Trustees 2020, after the General Assembly of September 2020.

Name	Location	Function	Background	Attendance	Committees
Jens Orback	Stockholm	Chair	Executive Director Global Challenges, former Minister for Gender Equality and Secretary General of the Olof Palme International Center.	3/3	EC
Cecilia Abrahamsson	Stockholm	Deputy Chair	Communicator	3/3	EC, AC
Lars Axelsson	Stockholm	Member	Head of Marketing	3/3	AMC
Oliwer Karlsson	Stockholm	Member	Gender studies graduate, democracy developer	3/3	EC
Ingela Schmidt	Solna	Member	Chief Information Security Officer	3/3	Trustee for Child Safeguarding, AC
Josephine Bladh	Uppsala	Deputy Chair	Self-employed – consultant in organisation change and leadership	3/3	
Maria Schillaci	Västerås	Member	Child psychologist	3/3	
Monica Burman	Umeå	Member	Professor of legal science	3/3	AC
Monica Selin	Gothenburg	Member	Rehabilitation assistant	3/3	AMC
Anders Ferbe	Stockholm	Member	Senior advisor	3/3	EC, AMC
Raymond Mankowitz	Stockholm	Member	Director of communications	3/3	
Hanna Thessén*	Uppsala	Member	Chair, Save the Children Sweden Youth Council	2/3	(SCSYC)
Josefine Stenbeck**	Gothenburg	Deputy	Student	1/3	(SCSYC)

* SCSYC ordinary member

** SCSYC deputy, ordinary member from September

Child Safeguarding

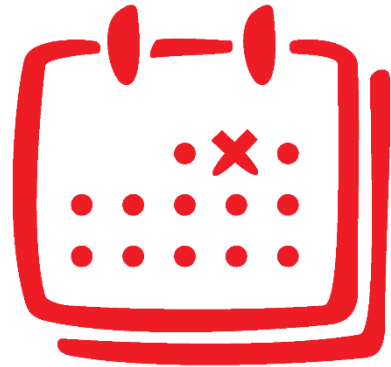
The Board's responsibilities include ensuring that all decisions made by the Board of Trustees are in line with Save the Children Sweden's Child Safeguarding Policy, and that the framework and policy are implemented and maintained by the membership movement. The person responsible since the 2018 General Assembly is Ingela Schmidt.

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Nominations committee

Elected at the General Assembly on 15 September 2020.

- Ewa Back (Chair)
- Tomas Rydsmo
- Britta Öström
- Gunnel Eneroth
- Maliha Khan
- Henrik Holmquist



Auditors

Elected at the General Assembly on 15 September 2020.

Regular auditors

Erik Albenius, authorised public accountant, PwC AB and Gay Ljungberg, elected auditor.

Deputy auditors

Cecilia Luther, authorised public accountant, PwC AB and Annika Draws, elected deputy.

The Save the Children Sweden secretariat

Save the Children Sweden's head office is in Alvik, Stockholm county, and is led by Secretary General Helena Thybell.

Senior management team at year-end

Helena Thybell, Secretary General

Anna Nordström, Head of HR

Caroline Thunved, Head of Communications and Fundraising

Cecilia Chatterjee-Martinsen, Head of the International Programme

Ekin Ergün Björstedt, Head of Financing and Partnership

Freddie Hellström, Financial Manager

Jon Björk, Head of Operational Support and Deputy Secretary General

Maria Frisk, Head of the Sweden Programme

Ulf Rickardsson, Head of Secretary General's Staff

and minutes keeper Linda Grandin, assistant on the Secretary General's Staff.

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Employees

On average Save the Children Sweden had 357 employees during the year. 256 were permanent employees (53 men and 203 women). 101 employees had fixed-term contracts (22 men, 79 women). Save the Children Sweden seeks an even gender distribution and is working actively to increase the number of male employees. Of 357 employees, 11 were employed on overseas contracts.

On average Save the Children Sweden had 357 employees during the year. Of these 11 were employed on overseas contracts.

Professional categories

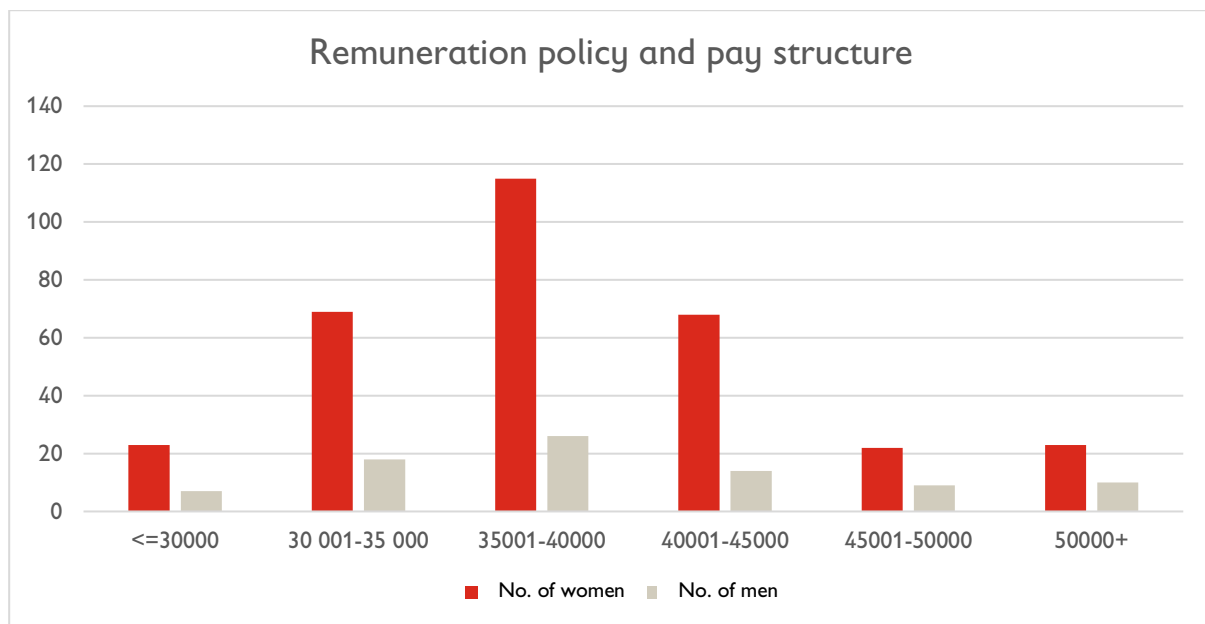
Save the Children Sweden's secretariat organisation has a wide range of different categories with different specialisations. Examples are administrators, economists, HR business partners, IT engineers, partnership managers, communicators, marketers, programme coordinators, portfolio managers, project managers, advisors, therapists and business developers.

Managers with staff responsibilities: heads/deputy heads of department, section managers and group managers.

Managers without staff responsibilities: area directors, assistant regional managers, competence development managers.

Remuneration policy and pay structure

Save the Children Sweden seeks to have a clear remuneration policy that includes principles and criteria for remuneration based on our values and our central pay agreement. The pay structure is on a par with similar organisations in Sweden. Save the Children Sweden has no commission-based remuneration. The 2020 pay review was delayed due to the COVID-19 pandemic, and central agreement negotiations were not completed until January 2021.



The pay structure is on a par with similar organisations in Sweden.

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The Secretary General's employment terms and assignments

Helena Thybell became Secretary General on 12 August 2019. Her monthly salary is SEK 95,000 (2019 pay level).

The Secretary General's term runs up to and including 12 August 2024. The notice period is six months if initiated by the Secretary General and 12 months if initiated by Save the Children Sweden.

In the event of notice of termination with no obligation to work, deductions are made if other employment is found during the notice period. Occupational pension provisions are in line with collective agreements and amounted to SEK in 2020.

The Secretary General of Save the Children Sweden, Helena Thybell, had the following other assignments:

- Wildhood Foundation (privately)
- Board of Folk och Försvar (for StC Sweden)

The Secretary General does not receive remuneration for any of the above board assignments.

Save the Children Sweden's limited companies

Rädda Barnens Service AB is a company wholly owned by the national association. It runs a consultancy business in Sweden and abroad regarding children's rights and sustainability issues. There are currently two subsidiaries: CCR CSR (The Center for Child Rights and Corporate Social Responsibility) in Beijing and Hong Kong.

Save the Children Sweden's national association has had another company since 2018, called Rädda Barnen Valfärd AB, which will pursue idea-driven welfare in the fields of care, education and related activities. In late 2019 and early 2020, agreements, operations and employees were transferred from the national association to the company. From 2021, operation of youth centres is also included in the company's operational areas.


Internal control and audits

Internal control is part of ongoing financial and operational management. It is undertaken by the Board of Trustees, management and other staff so as to provide reasonable assurance as to whether goals, reporting, and compliance with laws and regulations have been achieved.

The Board of Trustees' audit committee monitors that internal control of the national association is carried out in a satisfactory manner. An internal auditor supports the committee and reviews the operation in accordance with an annual plan.

The aim of the overall audit of Save the Children Sweden is to assure the organisation's stakeholders that its financial reporting provides a true and fair view of the operation. The principle is that follow-up and/or audits should take place in all subsequent stages. When other members of Save the Children International or partners of Save the Children International carry out an operation on behalf of Save the Children Sweden, an external audit of the operation is performed if the overall sum exceeds a threshold of SEK 284,000.

Operations carried out by Swedish partners and those implemented through Save the Children International are subject to their own annual external audits. Save the Children Sweden applies the quality code developed by the Swedish Fundraising Association, and works in accordance with Swedish Fundraising Control's requirements for 90-accounts.



The Secretary General's monthly salary is SEK 95,000 and the notice period is six months if initiated by the Secretary General and 12 months if initiated by Save the Children Sweden.

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Information on sustainability

Information on sustainability

Save the Children Sweden submits a sustainability report within the framework of the integrated annual report, see page 101.

In accordance with the steering guidelines issued by the Swedish Fundraising Association, Save the Children Sweden has built up a contingency fund for unforeseen events, so that it can guarantee long-term efforts to help children also in times of crisis. The management of these resources is governed by a policy with strict requirements on ethics, low risk and cost-effective management. The policy has been approved by Save the Children Sweden's Board of Trustees after it was prepared by the asset management committee and is publicly available.

Long-term asset management has an expected total return of 3% per annum in real terms over a five-year period at a low risk level. This is achieved through global diversification, strict limits on operative management and a weighted balance between equities, interest-bearing and alternative investments.

The equities portfolio shall be managed in index funds with passive management, where possible. The companies in the funds in which Save the Children Sweden invests must operate in accordance with the international conventions signed by Sweden. The holdings in each fund are screened by the manager, who is responsible for making sure there are no unsuitable companies in the fund.

Save the Children Sweden shall seek to be a responsible investor and its holdings shall be characterised by consideration for the environment, reasonable social conditions and good governance.



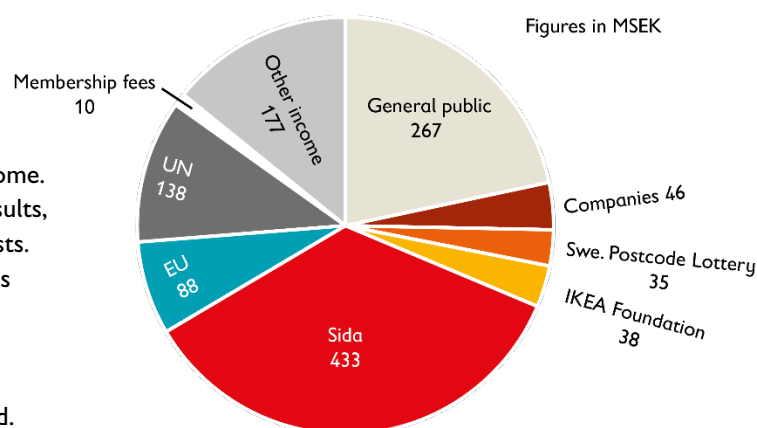
Save the Children Sweden Annual Report 2020

Results and position

Save the Children Sweden is a non-profit association; our operation does not aim to make a profit. As much of our income as possible should go to the children. We therefore always strive to keep our finances in balance. Through making necessary changes in the organisation, in 2020 we managed to end the year in the black, despite the great uncertainty due to the coronavirus pandemic.

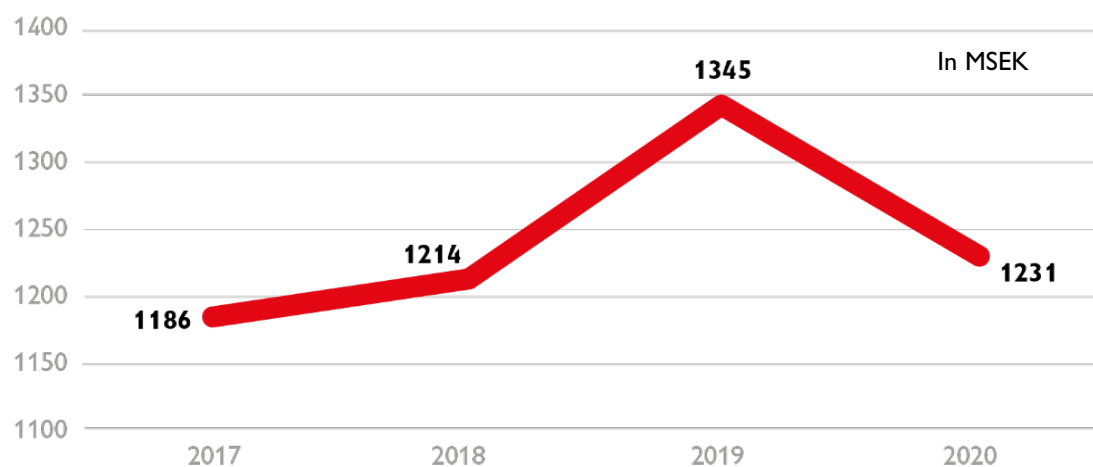
Income

Save the Children Sweden's operations are made possible thanks to funding from private donors, public institutions and companies. Save the Children Sweden's income comprises membership fees, grants, contributions and other income. Sometimes donors set requirements for particular results, the content of the operation or the distribution of costs. In other cases they accept Save the Children Sweden's own priorities and follow-up processes. A so-called grant is linked to certain terms, and if they are not fulfilled it has to be repaid, whereas a contribution has no specific terms attached. Here follows a report of income in 2020.



Other income comprises donations from e.g. legacies and other fundraising, as well as grants from other companies, foundations and agencies. For more detailed information, please see the income statement and Note 4.

Operating income



Save the Children Sweden Annual Report 2020

Total income

MSEK 1,231 (1,345) -8%

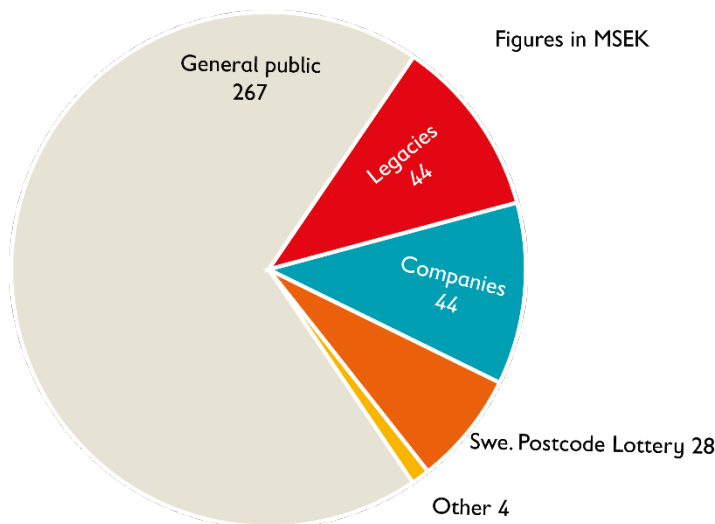
Income for 2020 decreased by MSEK 114 on the previous year.

Membership fees

Income from Save the Children Sweden's membership fees totalled approximately MSEK 9.8 in 2020, a slight decrease of SEK 700,000 or 7% on 2019. The income is used to support Save the Children Sweden's local associations, the Save the Children Sweden Youth Council and the membership movement.

Total contributions

MSEK 388 (406) -5%



Contributions

Contributions are extremely important in enabling us to prioritise where we think the funds are needed the most. Thanks to the contributions we receive, Save the Children Sweden can act very quickly in the event of war or disaster. Contributions also enable us to create sustainable changes for children in the long run. They are used for initiatives to help children both in Sweden and worldwide.

General public

MSEK 267 (269) 0%

Monthly donations have fallen since last year, but one-off donations have increased by 9% on 2019. The products and channels that have performed particularly well during the year are fundraising letters, addressed donor recruitment and contribution certificates. Fundraising letters have performed better both in terms of donor numbers and the number of payments.

Legacies

MSEK 44 (75) -42%

The decrease in income from legacies compared to last year is largely due to a record legacy received in 2019. Income from legacies generally fluctuates from year to year, and individual donors can make a big difference to the total.

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Business collaborations

MSEK 44 (35) +26%

During 2020, many companies have worked with Save the Children Sweden to help us make the world better for children, every day. For example, our collaboration with Willys supermarket has generated over MSEK4, and with Folkspel almost MSEK 3. Stora Enso, Svenska Bostäder, Skandia, Astrid Lindgren Holdings and FAM AB are some of the other companies that have worked with Save the Children Sweden during 2020.

Swedish Postcode Lottery

MSEK 28 (26) +8%

Save the Children Sweden has been working with the Swedish Postcode Lottery since 2005, and the money is used both for the operation in Sweden and internationally. The Swedish Postcode Lottery's annual contribution was the same as in 2019, but in 2020 we also received extra funds due to the pandemic, which has enabled important adaptation measures.

Contributions in kind

Contributions in kind, i.e. any contributions other than money, have been received in collaboration with, for example, UNHCR and UNICEF. The value of contributions in kind in 2020 was MSEK 22.5 and has mainly been used for activities in Syria, Sudan and Rwanda.

Other contributions

Save the Children Sweden has also received contributions in other forms, such as pro bono services from Vinge law firm and Accenture.

Key figures for fundraising	2018	2019	2020
Fundraising costs/funds raised	18.3%	14.5%	17.4%
Funds raised/operating costs	43.7%	41.1%	35.5%

Grants

Total grants

MSEK 825 (918) -10%

Total grants (public sector)

MSEK 748 (772) -3%

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Sida

MSEK 433 (481) -10%

Sida's grants finance a large part of Save the Children Sweden's development cooperations in around 40 countries. They equate to approximately 36% of Save the Children Sweden's total operating income. The main reason for the decrease is that operations have not been possible to the planned extent due to the pandemic, thus reducing income from grants. The majority of the grants are funds awarded by the Swedish government via the embassies in the recipient countries. This means that the terms of the grants have a strong local anchorage, and this maximises the impact of Save the Children Sweden's work in the field where we capitalise on the added value of the entire global movement. This applies for example to operations in Zambia, Somalia, Ethiopia, and regionally in Africa.

EU

MSEK 88 (95) -7%

Income from grants from the EU has fallen on 2019, as certain activities have not been possible due to the pandemic. In terms of response to COVID-19, we can see an increase in grants for Kosovo, Syria, Venezuela and Bangladesh. The newly received EU grants were mainly targeted at further efforts with the humanitarian crises in Venezuela and Lebanon. The Sweden Programme has bolstered its position with the EU by securing funding for both national and transnational projects aimed at child migrants and children exposed to violence.

UN

MSEK 138 (121) +13%

Save the Children Sweden's grants from the UN mainly come from UNICEF and UNHCR. In 2020 the grant from UNHCR was the largest at MSEK 68, compared to 2019 when UNICEF's was the largest at MSEK 65. Already existing collaborations with UNHCR in Sudan, Rwanda and Lebanon continued in 2020. The partnership in Sudan was expanded to include more regions and thematic areas. During the year, UNICEF has continued to contribute to Save the Children Sweden's work in e.g. Lebanon, Bangladesh, Rwanda, Sudan and Zambia. All the various programmes and operations have been adapted as required to deal with the consequences of COVID-19.

IKEA Foundation

MSEK 38 (99) -61%

Grants from the IKEA Foundation decreased by approximately MSEK 60 in 2020. This is due to a change in strategy by the foundation, which does not match Save the Children Sweden's mission as it used to. The IKEA Foundation enables humanitarian work and development cooperation in around 20 countries in Asia, Eastern Africa and the Middle East, which aim to improve and strengthen the humanitarian sector's local capacity to respond and arrange effective responses in emergencies.

Other foundations and companies

MSEK 38 (47) -19%

It is mainly income from the Radiohjälpen foundation that has decreased compared with the previous year; the grants decreased by approximately 46%, from about MSEK 23 to MSEK 12.5.

Net turnover and other income

MSEK 8.4 (9.4) -11%

Other income refers, for example, to funding from the state and local government for our centres for children and young people living in vulnerable situations, which provide support and treatment, and to training in trauma-informed care (TIC). The decrease in income chiefly comprises income for training in TIC, which has partly been transferred to Save the Children Sweden's new company, Vålfärd AB.

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Costs

Save the Children Sweden's costs remain stable, despite lower turnover with falling project costs.

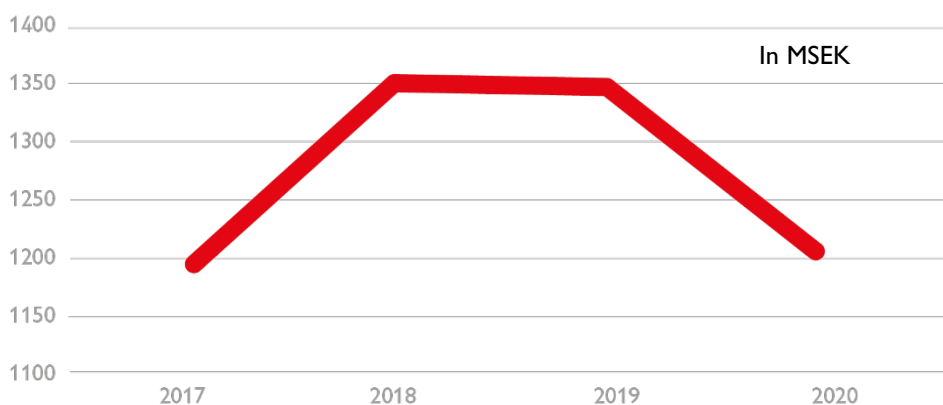
Save the Children Sweden's costs comprise project costs as well as costs for fundraising and administration.

Project costs: Save the Children Sweden's costs for achieving concrete results for children. They comprise programme costs for running operations in Sweden and abroad, as well as member costs in the form of support for the membership movement.

Fundraising costs: Costs for the staff and activities required to raise contributions from private individuals and companies.

Administrative costs: Costs for rent, administrative systems and some staff costs, etc.

Operating costs



Costs by category	2017	2018	2019	2020
In MSEK				
Project costs, programmes	1,043.1	1,171.3	1,184.6	1,058.4
Project costs, members	22.9	22.4	21.5	17.8
Fundraising costs	76.9	97.3	80.3	80.7
Administrative costs	48.4	49.7	50.6	43.2
Total costs	1,191.4	1,340.7	1,337.0	1,200.1
Total income	1,207.3	1,114.4	1,344.6	1,310.5

Fundraising & Administration/Total income	2017	2018	2019	2020
<i>* Total income including Save the Children Sweden's earnings from financial investments</i>	10%	12%	10%	9%

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Project costs

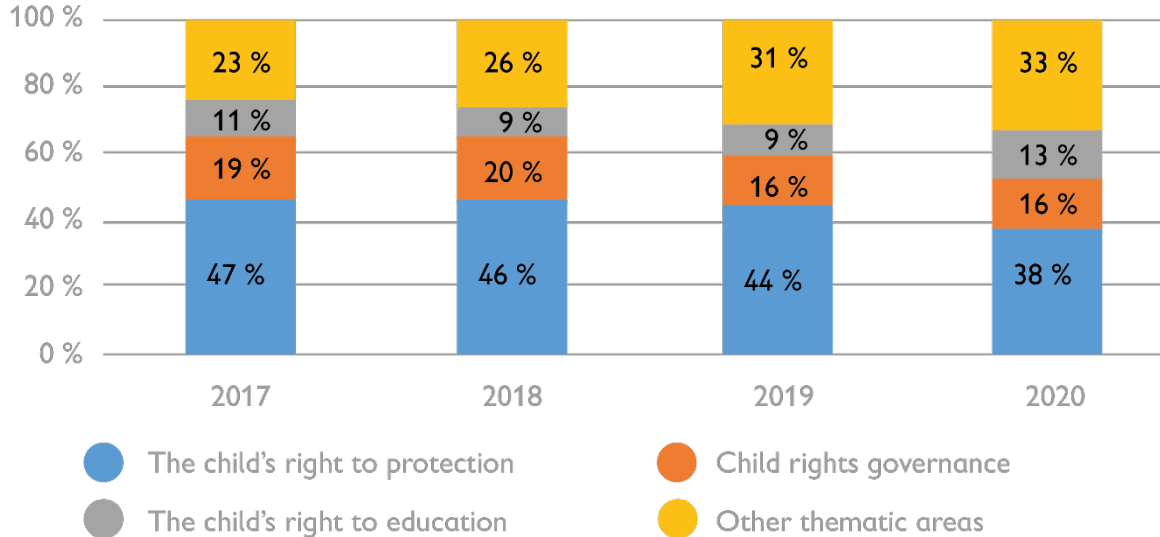
Child rights governance

MSEK 107 (125) -14%

Operations for good child rights governance decreased during the year. Good child rights governance means that states and authorities take the necessary measures to ensure that children's rights are respected, protected and implemented. Save the Children Sweden's operation in this area focuses on getting states to take responsibility for this by introducing legislation that strengthens children's rights, appointing independent children's ombudsmen and producing reliable statistics on children. We also want states to assure collaborations between the public institutions that work with children and their rights, work with organisations in the civil society and allocate resources to enable the Convention on the Rights of the Child to be implemented. Save the Children Sweden also works with the influence companies have on children's rights. We are strengthening our sister organisations in the area and we work actively with the companies ourselves.

In Sweden, Save the Children Sweden strives to improve knowledge among various players in society of children living in socio-economic deprivation. This could involve raising the issue of homeless children, for example. We are active in socio-economically deprived areas, so that together with the children and other players in society we can reduce discrimination and strengthen children's influence over issues that affect them.

Programme costs per operational area



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Security and protection

MSEK 258 (354) -27%

Security and protection is Save the Children Sweden's biggest operational area. Save the Children Sweden strives to prevent children from being subject to violence, abuse and other harmful or degrading treatment, and to ensure children receive rehabilitation.

Internationally, we strive for the creation of child protection systems. This entails influencing institutions and other functions in society so that they take preventive action and provide support for children who are subject to violence and need rehabilitation or reintegration into society (in, for example, conflict and disaster situations). We also work to give children affected by war and disasters and child refugees the protection and support they need. In the area of child refugees, during the year we have increased our focus on the particular vulnerability of girl refugees. For example we work to reunite families, and to prevent children from being recruited into armed forces. In conflict situations we educate and influence military players so that they respect and promote children's rights. We carry out advocacy work against corporal punishment and other degrading discipline. We also work directly with guardians and parents to encourage them to change the way they bring up their children.

In Sweden we provide psychosocial support for newly arrived children and young people, e.g. with child-friendly places, leisure activities, study support and supportive talks. We support sports associations nationwide in establishing procedures for fighting and managing harassment, abuse and discrimination. Save the Children Sweden has a phone service for anyone concerned about a child or young person in an extremist environment. We also carry out activities against honour-related violence and oppression by engaging in dialogue directly with school children, and by offering a chat service for vulnerable children and young people. We also run clinical operations in Sweden, our centres for support and treatment. Experience gained from giving psychological treatment and advice to children and parents is used in educational initiatives.

Education

MSEK 91 (73) +23%

The education operational area has increased compared with the previous year. Operations relating to education are also carried out in the other thematic areas. Internationally, we work for inclusive schools as well as non-discrimination and security in the school environment. We also have an operation to make education available to children in wars and armed conflicts. Through our support children living in the most vulnerable situations, children with disabilities, children from ethnic minorities and child refugees have gained access to good education in protective environments. Governments have been given support to strengthen their teacher training, and children have been given support to act and bring about changes themselves in vulnerable areas. The focus has been on ensuring that child refugees have their right to education fulfilled by establishing temporary education centres in recipient countries and refugee camps. In Sweden, Save the Children Sweden strives to create equal conditions for study and learning. We do this via collaborations with schools in socio-economically deprived areas, in activities within our *Equal Terms/På Lika Villkor* initiative, and by providing student aid to children and young people who need it.

Humanitarian work

MSEK 353 (397) -11%

During 2020, Save the Children Sweden contributed to lifesaving activities in more than 80 disasters in a total of 53 countries. The global organisation's work reached over 40 million people, of whom 26 million were children. The most people were reached in Eastern and Southern Africa, followed by the Middle East and Asia, which were primarily affected by climate-related extreme weather, as well as complex, long-standing crises and conflicts. Access to food was inhibited in Ethiopia, Somalia and Kenya due to long-term drought and local flooding during the rainy seasons. Mozambique and neighbouring countries were hit hard by cyclones Idai and Kenneth, which crippled large parts of the country in 2019, and this has had knock-on effects in 2020.

In Syria, the humanitarian situation worsened considerably, and Save the Children Sweden contributed lifesaving efforts and more. Efforts were also ramped up in Yemen, and to meet the needs of Venezuelan children and their families in Colombia. Save the Children Sweden is also conducting humanitarian work in

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several of the most under-reported crises such as Mali and Niger in West Africa, the Democratic Republic of the Congo in Central Africa, occupied Palestinian territory, and refugee camps of Rohingya people in Bangladesh.

Internationally

In 2020, Save the Children Sweden has continued to help strengthen and build up new national Save the Children members in the countries that have previously been major recipients of grant aid but are now middle-income countries. In 2020 we celebrated the Indonesian and Philippine organisations becoming associated members of the global Save the Children Association. We have provided support to both organisations, but have enjoyed a particularly long-term association with Save the Children Philippines.

Membership costs

MSEK 17.8 (21.5) -17%

Income from membership fees of MSEK 9.8 has been used to run the Save the Children Sweden association. Forty per cent of the funds, about MSEK 3.7, go to local associations and districts. Through a three-year agreement, the Save the Children Sweden Youth Council receives MSEK 1.2 a year for 2017–2019. The rest of the membership fees, approximately MSEK 5.4 plus a further MSEK 11.5, go on costs for the Board of Trustees, the General Assembly and the conference, on part-financing positions such as the secretary general, head of the general secretariat, board and member coordinators and member communicators, costs to support the membership movement's association work, and developing local operations in various ways. Total costs for the membership movement amount to MSEK 17.8, a decrease of around 17% on the previous year.

Fundraising and administrative costs

Fundraising MSEK 80.7 (80.3) +0%

Administration MSEK 43.2 (50.6) -15%

Fundraising and administration account for just under 10% of Save the Children Sweden's total costs, which is on a par with the previous year. The reason for the fall in costs is lower administrative costs, in turn largely attributable to reduced expenses after transitioning away from live meetings and training due to the COVID-19 pandemic; this has vastly reduced travel and meeting costs, for example for the Board. Also the 2020 AGM was held online, thereby generating far lower costs than in 2019.

Fundraising costs are on a par with last year. The marginal increase is attributable to a higher number of campaign activities than in 2019. The aim for Save the Children Sweden is to keep administrative costs at a reasonable level in relation to project costs. We must ensure that the organisation lives up to internal and external rules, guidelines and requirements on good internal control and reporting.

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Results

Results MSEK 60 (7)

The positive results for the year are primarily attributable to very high results from financial investments. This, combined with costs that were lower than expected, has led to positive figures for the year.

Provision for appropriated funds MSEK 33.5 (7.0)

Contributions that have not yet been used for operations: MSEK 12.2 (4.7). The provision also includes unrestricted provisions in accordance with Board decisions totalling MSEK 21 (2.2), of which MSEK 16 for strategic initiatives.

Utilisation of appropriated funds from previous years MSEK 24.6 (97.2)

Previous years' provision for strategic initiatives, currency hedge reserve and previous years' funds raised.

Unrestricted equity MSEK 265 (258)

The aim is for equity to equal at least 1.5 years of staff costs, which exceeds the Swedish Fundraising Association's guidelines of one year of operating costs.

Yield income

2020 was a turbulent year in many different areas, and particularly in the share and fixed-income markets, which experienced huge fluctuations in value during the year. Many of our holdings were reinvested during the year, with primarily share mandates and fixed-income mandates being affected. It was also decided to implement conditional shareholder contributions to our companies, which has affected the total market value of our holdings. Despite the extensive reinvestment and the turbulent global markets during the year, we achieved a total return on invested funds of 3.7% (+17%) including the shareholder contributions. At the end of 2020, the total market value of the investments amounted to MSEK 366 (372). All asset classes saw positive growth during the year, with share mandates mainly generating the highest return.

The average total management cost for 2020 amounted to 0.4% of the value of the investment portfolio at year-end.

Foundations managed

Seven foundations were managed by Save the Children Sweden during the year, and their restricted capital amounted to a carrying amount of MSEK 31.9 (31.7) at year-end. Six of these foundations are co-managed while Margit Levinson's foundation is managed independently. The foundation capital is invested in accordance with each foundation's legal documents, which means reflecting the national association's investments in its long-term asset management to the greatest possible extent. The market value together with cash and cash equivalents for all foundations amounted to MSEK 55.2 (52.2).

Save the Children Sweden Annual Report 2020

Important events during the financial year

Key external factors

Convention on the Rights of the Child becomes law in Sweden

On 1 January 2020, the UN Convention on the Rights of the Child became law in Sweden. This is a milestone for children's rights, and one that Save the Children Sweden has long been fighting for.

COVID-19 hits the most vulnerable hardest

The COVID-19 pandemic became a reality early on in 2020, and Save the Children Sweden were forced to quickly adapt. The effects of the pandemic are long-lasting, and hit those who are already vulnerable the hardest. Virtually all of Save the Children Sweden's operations were affected.

2020 called for Save the Children Sweden to be brave, have the courage to think along new lines, and adapt to the new reality. Children got caught in the middle. The situation deteriorated both in Sweden and globally. In Save the Children Sweden's national coronavirus appeal, primarily Swedish companies were asked to support our work in minimising the effects of the pandemic. The appeal helped ensure that Save the Children Sweden could go ahead with several important parts of its operation during 2020, and it quickly positioned the organisation as a true power in the fight to reduce the consequences of the pandemic.

Long trend of falling poverty broken due to pandemic

The majority of the world's extremely poor are children, and the pandemic bucked a long trend of falling poverty; 150 million more people are believed to now be below the poverty threshold. It will take an estimated 10 years of growth for poverty to rise to pre-pandemic levels. This means that extraordinary measures are needed if the UN's Sustainable Development Goals of Agenda 2030 are to be reached.

Children are hit particularly hard and long-term by extreme poverty and its consequences. Malnourishment and a lack of access and opportunities for education and healthcare affect children for the rest of their lives. Save the Children Sweden surveys show that the countries that have strong social security systems for children, such as general unconditional child allowance, have been able to deal with the consequences of the pandemic better and dramatically reduce child poverty. The pandemic also seriously affected important sources of funding, and many important donors are reducing their contributions.

During the year, Save the Children Sweden worked with other organisations to defend investing in children as national budgets fall, maintain and ideally increase assistance levels, and advocate debt relief to free up resources for social security systems for children, healthcare and education systems.

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Increasingly hard for child migrants

Despite record numbers of refugees worldwide, the number of asylum seekers decreased in Sweden in 2020. This is partly due to the pandemic, but also to extended border controls and restrictive measures within the EU. An increasingly tough debate climate challenged Save the Children Sweden's advocacy work for humane migration legislation. The European Commission presented a reworked migration pact with a heavy focus on restrictive measures, border controls and deportation.

In Sweden, the parliamentary committee completed its task of drafting Sweden's future migration policy. Here too the recommendations were for continued restraint, which makes it hard for many child refugees to find long-term security and protection in Sweden. Due to increasingly restrictive legislation and practices, the number of children and young people living without papers in Sweden is increasing.

Also in 2020, it was made harder for unaccompanied young people arriving in Sweden to get an extended residence permit, if they had not been granted asylum but were allowed to stay and study at upper secondary school. The pandemic severely affects their chances of finding long-term employment within six months after finishing their education, which is a requirement for being granted a permanent residence permit.

EU long-term budget and European Child Guarantee in place

After several years of intensive negotiation, in late 2020 the EU decided on a new long-term budget for 2021–2027, as well as a historically large recovery plan – Next Generation EU – to deal with the consequences of the COVID-19 pandemic. Together, the long-term budget and recovery funds amount to a dizzying EUR 1.8 trillion. The long-term budget sets the framework and the general priorities for the EU's work over the coming seven years.

Major steps were also taken during the year towards the EU adopting a Child Guarantee, which means that all children in the EU will have access to free healthcare, education, early childhood education and care, adequate nutrition and decent housing. This is an issue Save the Children Sweden has been pushing for many years, and the organisation also took part in the European Commission's pre-study on how such a guarantee could be designed to make sure it reaches the target group.

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Important changes in the operation

Operational adjustments due to pandemic

On 10 March 2020, the Public Health Agency of Sweden issued a warning regarding a very high risk of community spread of COVID-19 in Sweden. Save the Children Sweden quickly adapted and went into crisis preparedness mode, and an internal crisis group was appointed.

An immediate overall risk analysis for programme activities was conducted, to identify what was needed to meet heightened risks for the organisation's target groups. The risk assessments dictated whether it was possible to continue, what needed to be changed and whether an activity needed to be discontinued.

The societal crisis arising from COVID-19 has entailed adverse consequences for a lot of people in Sweden and globally, and it is those already vulnerable who are hit the hardest. In April 2020, Save the Children Sweden presented an overview which indicated this point. It showed how cramped living and poverty in socio-economically deprived areas in Sweden had more consequences linked to the coronavirus. The overview also described the tough situation for unaccompanied arrivals who had been granted a residence permit under the new law relating to upper secondary school education, and the risk of violence and honour-related oppression increasing as more and more families had to isolate.

In Save the Children Sweden's international operations too, it is the most marginalised children who have been hit hardest, and the inequalities have been reinforced. Any progress made to achieve the child-related UN Sustainable Development Goals as part of Agenda 2030 risks being lost altogether. For many children, the effects of the pandemic have been disastrous. During the summer, Save the Children Sweden conducted a unique global survey of children and their families or carers, to find out what impact the pandemic has had on their access to healthcare, education, their family finances and safety, and to hear the children relate their own experiences of these matters.

Through a national appeal and an intensive campaign entitled *Rädda Barnen pausar inte* ('Save the Children Sweden never takes a break'), money was raised for Save the Children Sweden's efforts and it highlighted the extent of the pandemic's impact on children. It became clear in 2020 that Save the Children Sweden is respected and trusted as an expert. Both the media and decision-makers have turned to the organisation to get an idea of the pandemic's consequences on vulnerable children. For example, Save the Children Sweden was the only child rights organisation to be asked to respond on the issue of increasing the housing benefit for families with children. In the media too, Save the Children Sweden has been given the role of expert for all kinds of issues that hit vulnerable children particularly hard during the coronavirus crisis, such as honour-related problems, poor mental health, financial difficulties, and matters linked to child migrants.

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New Chair

In September 2020, Jens Orback was elected the new Chair of Save the Children Sweden. Jens Orback is Executive Director of the Global Challenges Foundation. He has previously been a journalist, TV show host and author, and in 2004–2006 he was Minister for Democracy, Metropolitan Affairs, Integration and Gender Equality. Save the Children Sweden would like to thank the previous Chair, Lise Bergh, who declined re-election after two terms of office.

First online General Assembly

The coronavirus pandemic has called for a transition to online working methods, and this was also true of Save the Children Sweden's General Assembly, which was held in fully digital form in 2020. Rather than gathering in Norrköping on 11–13 September, all 200 participants met online instead. Despite some logistical challenges, the assembly was much enjoyed and saw the passing of 88 decisions. One was to establish the new vision for Save the Children Sweden: Making the UN Convention on the Rights of the Child a reality for every child.

New communication strategy and vision

Based on the brand strategy developed in 2019, in 2020 Save the Children Sweden formulated a new communication strategy around the concept "Here and now. For the future". This is a long-term process aiming to boost preference for Save the Children Sweden among all target groups.

The new concept was launched in November 2020, and was preceded by a campaign as a response to the pandemic – *Rädda Barnen pausar inte* ('Save the Children Sweden never takes a break') – which was very well received. Just as in earlier tests, there is a significant positive shift when Save the Children Sweden communicates based on the new brand and communication strategy.

This means that the "Here and now. For the future." concept has received a huge response from the general public. The communication is perceived as relevant, moving, credible, and simple to understand. In addition brand association, preference and willingness to donate also increased considerably. In many cases the perception of Save the Children Sweden doubled with regard to several attributes, such as inspiring, relevant to the times, and a force for change in child rights. The strategy was supplemented in 2020 with the new vision, which was established at the General Assembly in September.

New asset manager

Save the Children Sweden has a long-term capital holding as a contingency for the operation during more turbulent financial times. This capital is managed through an asset manager, which ensures secure, responsible development of the capital. During 2020, Save the Children Sweden changed asset managers in order to streamline the process. In the accounts this has made the performance seen in asset management for many years a reality and has had a serious positive effect on our financial results, leading to a current accounting valuation of the long-term capital at the market value seen in May 2020.

Rädda Barnen Välfärd AB wins a contract

During 2020, Save the Children Sweden's subsidiary company Rädda Barnen Välfärd AB established its operation, and also bid for youth centre operation in the Stockholm region. The company won its first contract during the year, and in early 2021 it opened its first youth centre operations, with great potential for meeting young people. In a collaboration between Rädda Barnen Välfärd AB, the local authority and local associations, there are new opportunities to reach out and use idea-driven welfare to make a direct, lasting impact on the lives of children and young people.

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Future development

Strategic changes

The pandemic has highlighted the need to be able to take action and adapt to uncertainty and a fast- and ever-changing world, but also the need to more proactively understand and adjust to deeper, underlying societal changes.

Many of the uncertainties and rapid changes that may seem random and chaotic, are symptoms of a world order that is being challenged and a social contract that's being renegotiated. In times of climate crisis, war and conflict, streams of refugees and now a global pandemic, international development cooperation based on global agreements and universal human rights are not necessarily the obvious way forward. Strong protectionist, populist and nationalist powers are challenging this.

In Sweden, globalisation and demographic challenges are changing the foundations for financing common needs. There is not enough money for welfare, yet the expectations on social services, healthcare and active leisure time are growing. New players are developing solutions to meet the demand from groups with plenty of resources, while those who are already most vulnerable risk being further marginalised.

The development is happening in tandem with, and being bolstered by, ever-faster digitalisation, which brings many opportunities but also great risks. Gigantic technology companies are quickly creating solutions and controlling enormous amounts of data about people's lives. The technology, alongside increasingly sophisticated algorithms, allows oppressive states not only to monitor citizens in their own country, but also to disrupt public debate and democratic processes in other countries.

Civil society, including Save the Children Sweden, operates in the midst of these challenges – but often end up much on the sidelines when other players drive developments. Save the Children Sweden's work needs partly to be reassessed and adapted, and the organisation needs to boost its knowledge of challenges and potential solutions. This will enable Save the Children Sweden's voice to be better heard. The solution can be found in the organisation's DNA as an NGO: the ability to engage people and bring them together, both for practical activities and to influence decision-makers, and indeed to encourage debate on ideas, goals and solutions.

Save the Children Sweden will therefore focus on growth. The number of members and active participants will increase, both through involvement in direct, concrete efforts, and through local advocacy for and together with children. To make the greatest possible impact for children and young people, the roles of the different parts of the organisation need to be clarified: the membership movement's local associations, districts and the national association, personnel in different functions, and Save the Children Sweden's operating companies.

To create an impact for children and young people, it is necessary to be able to measure achieved effects in a more concrete way than at present. Knowledge of what effects different operations achieve needs to be strengthened and developed. Save the Children Sweden aims not only to know about the operation's impact on children, but also to listen to the children themselves and their own perceptions of our efforts. The process ought therefore to include the children and young people's own opinions, to put their rights in focus in the political debate, especially ahead of and after the Swedish general election in 2022.

Save the Children Sweden will continue to test, develop, speed up and adapt a far larger proportion of its activities to new kinds of operations, partnerships and financing. The transition towards reducing the dominance of the grant- and project-based model needs to continue, in order to reduce and spread the considerable financial risk it entails, and also to boost the impact for children and young people. "Expensive" financing, i.e. time- and cost-demanding financing in relation to the potential impact, needs to be phased out.

Save the Children Sweden Annual Report 2020

Save the Children Sweden will focus on extending cooperation and partnerships with other local players in the operation. In Sweden the membership movement will be reinforced, as will Save the Children Sweden's ability to cooperate and co-create solutions in local operations, for and with children. In Save the Children Sweden's international operation, the priorities of local partners in civil society will come before those of global financiers. In addition, the shift in resources to local level that is under way in Save the Children Sweden's global organisation must continue, strengthening the capacity and opportunities of each country to operate based on local conditions.

In order to support necessary strategic adaptations, Save the Children Sweden will focus on dramatically increasing its degree of digitalisation. This will make it possible to reach children on a larger scale and in new ways: in channels and on platforms where children spend their time. This will result in more solid data and knowledge, which can strengthen the quality both of direct action and advocacy work, so as to further enhance the impact for children. Moreover, access to data – and the ability to collect and interpret data to understand children's situation and be able to measure impact – is a necessary resource in many of the new partnership, financing and operational models which Save the Children Sweden needs to test and develop.

Risks

It remains crucial to monitor long-term developments in the wider world, with increased polarisation and less scope for democracy, for example. The long-term consequences of COVID-19, environmental and climate issues, and digitalisation are other examples of areas that can affect Save the Children Sweden's operations and conditions in various ways.

To remain constantly alert is pivotal. Even more important is that Save the Children Sweden also takes action to counter the risks that arise in relation to these changes.

In the international operation, security threats are a clear and present risk, but in Sweden too there are threats and violence from radical, pro-violence players, and from organised crime in areas where Save the Children Sweden operates. Threats and trolling are now a reality in physical and digital forums and are an active focus area for Save the Children Sweden – not only in terms of how they can affect children and adults, but also employees, active members and volunteers.

In the COVID-19 pandemic, one great risk has been the health of employees and target groups. Since the spread of infection is decreasing, Save the Children Sweden is monitoring how the measures taken to trace and limit the spread affects the target groups, and the organisation's ability to continue operating moving forward. There is a risk that infection control may be used as a pretext for further limitations on democratic freedom, and that the limitations have consequences on mental health, for example.

Save the Children Sweden managed the risks related to lower financing in 2020 well, but can see continued risks in 2021 and far beyond as a result of the pandemic. In 2021, there are operations that are still closed and opportunities for financing are affected.

Development in environmental and climate issues is another area of risk that Save the Children Sweden needs to manage, both from a security perspective, but also as a sustainability issue for the target groups and the organisation. Dealing with the consequences of environmental issues on children and contributing to sustainable development are crucial, as is minimising the risks that arise accordingly.

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Save the Children Sweden also needs to consider the digital world children increasingly inhabit as a result of pandemic restrictions. The potential consequences of isolation, increasingly digital communication, school closures and poor mental health will create new needs among Save the Children Sweden's target groups. Digitalisation also entails a new vulnerability relating to information, security and exposure for the target groups and the operation, which requires proactive management.

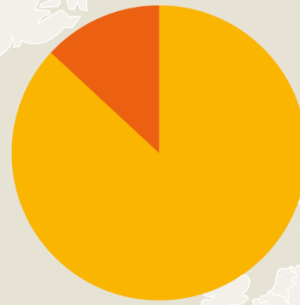
Managing these risks requires constant analysis of the wider operating environment, dialogue with target groups and evaluation of Save the Children Sweden's own operation, as well as capacity for change and the creation of new operations that meet needs and spread forms of financing. Save the Children Sweden also needs active financial and operational forecasting and monitoring, close dialogue with financiers, and a high degree of agility and relevance in both its operations and its communication.



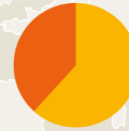
Miguel Arreategui / Save the Children

In 2020, Save the Children Sweden supported operations in the countries highlighted dark red. The pie charts show the extent of our operations in each continent or region. The division shows what proportion of the operation encompasses humanitarian work (orange) and development cooperation (yellow) respectively.

**Sweden
MSEK 184**



Eurasia MSEK 34



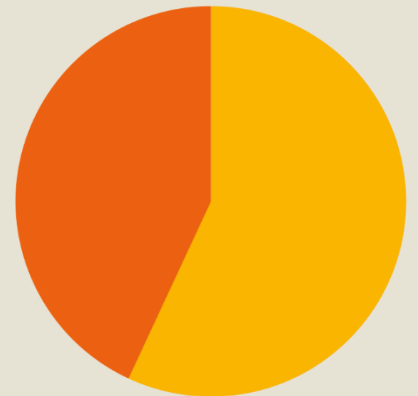
**Latin America
MSEK 34**



**Western and Central
Africa MSEK 34**



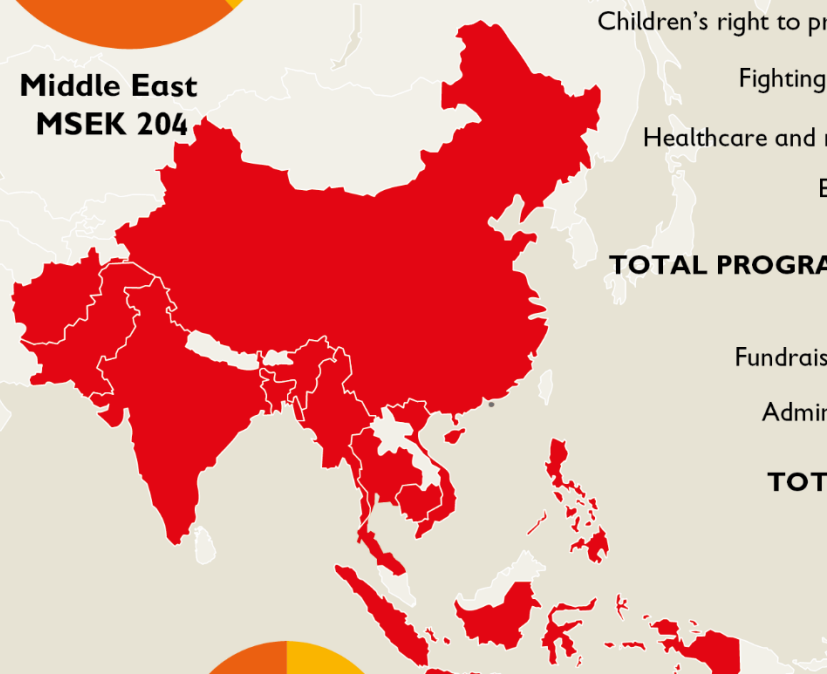
**Eastern and Southern
Africa MSEK 274**



COSTS PER AREA, MSEK



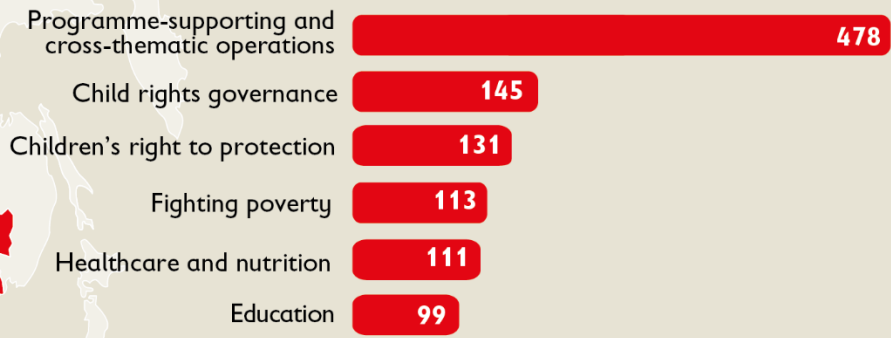
**Middle East
MSEK 204**



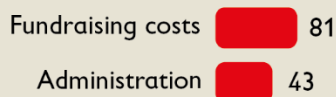
Asia MSEK 105



**OTHER GLOBAL
PROGRAMME
OPERATIONS MSEK 18**

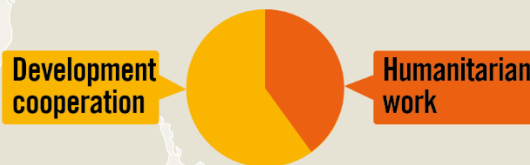


TOTAL PROGRAMME OPERATIONS MSEK 1,077



TOTAL COSTS MSEK 1,201

DISTRIBUTION OF PROGRAMME COSTS



Of the programme costs, **40%** went to humanitarian work and disaster relief. This work was also carried out within the prioritised operational areas.

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Sweden

In Sweden, Save the Children Sweden has run operations for child migrants, vulnerable children and children subject to violence. In the part of the operation led by Save the Children Sweden's secretariat, we have reached in excess of an estimated 24,500 children, young people and parents through direct action, i.e. action that offers firm support and assistance to our target groups.

For example we have arranged meeting-places and leisure activities, study circles and discussion groups, provided individual support talks, and supported local organisations to grow stronger and manage their activities independently. We have also supported families and young people with basic needs, such as food, as they became more vulnerable due to COVID-19.

Save the Children Sweden's centre for support and treatment has dealt with 107 cases, focusing on reducing trauma-related problems in children. If we also include consultation, phone advice and guidance, the service has reached close to 450 professionals, important adults and, in exceptional cases, children directly. In addition we have reached about 5,810 individuals via talks/training of professionals. During the year we had 10,764 unique visitors in the Safe Place app, where young people can access support tools if they feel worried or afraid, or having trouble sleeping.

In addition to direct action, both the secretariat and the membership movement work with advocacy and knowledge communication, for instance via talks and conferences, the dissemination of studies and reports, and by maintaining a dialogue with government agencies and political representatives. Overall in knowledge communication, the secretariat has reached an estimated 876,000 people.

In total, Save the Children Sweden reached some 875,000 people in Sweden during 2020. In addition we have reached out with debate articles and extensive participation in radio and on television.

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Africa

In 49 out of 54 countries in Africa, the schools were closed due to the COVID-19-pandemic. The borders were closed to different degrees, and freedom of movement and assembly was limited. Curfews were introduced at certain times of the day in parts of the continent, and this led to restrictions on children's rights to education, health and protection. The most important countries for our operation in Africa were The Democratic Republic of the Congo (DRC), Ethiopia, Gambia, Ivory Coast, Rwanda, Senegal, Somalia, South Africa, Sudan, Tanzania and Zambia.

Save the Children Sweden has continued its work to bolster structures and mechanisms on a pan-African level, in order to help African countries meet their commitments in relation to the African Charter on the Rights and Welfare of the Child, which was 30 years old in 2020. Save the Children Sweden continued to provide technical support and seconded personnel to the regular work of the African Committee of Experts on the Rights and Welfare of the Child (ACERWC), which is appointed to monitor compliance with the Charter. We continued to work for increased protection of children in areas of armed conflict, by taking part in the Executive Council of the African Union (AU), which addresses these children.

Through the Save the Children Sweden advocacy office in Addis Abeba, Ethiopia, programme matters are raised on the regional level to ensure greater impact in the region. In 2020, two child-led forums with 250 children from across Africa were held online alongside regular AU sessions (CSO Forum and ACERWC, regular meetings) to raise policy issues and request more focus on children and the need to invest in child issues. The online forum enabled more children to take part – including those who would not normally have access.

During the year we contributed to a number of humanitarian efforts in Africa. We supported programme activities to improve protection for children and access to services, healthcare and education in e.g. Ethiopia, DRC, Mozambique, Somalia and Sudan.

Eastern and Southern Africa

Save the Children Sweden's partner organisations in Eastern and Southern Africa are continuing their efforts to bolster systems for children's rights. For example we are working on the right to security and protection also at the regional levels, since we know from experience that this also puts pressure on stronger child right work at the country level.

Save the Children Sweden's support for civil society organisations led, for instance, to a partner-led review of how the Eastern African child rights policy is applied, in association with the regional intergovernmental organisation East African Community (EAC). The study looked at whether laws in place to protect children's rights are being applied in each country. It recorded both progress and challenges, and highlighted recommendations to reinforce the protection. At the same time, Save the Children Sweden's partner has developed a Child Sensitive Social Protection Framework in collaboration with the EAC secretariat, which will help to standardise the member states' various social safety networks that focus on children.

In Ethiopia, Save the Children Sweden and our partners in civil society have worked nationally to strengthen children's rights, and actively support children's participation in decision processes. Alongside partner organisations we have contributed to Ethiopia's ten-year strategy for women, children and young people, led by the Ethiopian authorities. Our efforts to influence local authorities' budget allocations have led to more children being able to attend school, thanks to a higher education budget for particularly vulnerable children. Our partners in the country have also managed to influence some private businesses to engage them in improving the situation for children in the local community, partly by contributing to schools and by reviewing the terms of employment for the women they employ who have children.

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In Sudan in 2020, we saw some easing with regard to civil society's ability to act freely. This was despite the pandemic and a poorer socio-economic situation with serious product shortages and a high rate of inflation, which further reduced the value of the Sudanese pound and created more unease. Strong advocacy from Save the Children Sweden and partner organisations contributed to a 9% increase in the budget for healthcare, education and humanitarian response. Child legislation was tightened, with a raising of the penal age from 7 to 12 years. Matters that used to be hard to question openly were on the agenda among several of Save the Children Sweden's partner organisations, such as sexual violence and harmful customs, including child marriage and female circumcision.

In Rwanda, we and our partner organisations adapted to the COVID-19 restrictions on social distancing, by gathering in smaller groups for activities and seminars. We also advocated on television, radio and in 'talk shows' to prevent violence against children. Save the Children Sweden also continued to work for greater budget allocation on matters relating to child rights through support for partner organisations with special education activities for members of parliament and civil servants at the Ministry of Finance and Economic Planning. Support continued for operations aiming to improve conditions for young people with variable ability, as did the development of innovative methods for reinforcing children's rights in cooperation with other players, such as businesses.

During 2020, Save the Children Sweden increased its support for operations in Somalia by enhancing the quality of and access to reproductive health, infant and maternal healthcare in three regions, in close cooperation with local structures and authorities.

Efforts in Southern Africa to coordinate governments and national authorities to protect children moving across borders came to a halt due to the pandemic. Even so, Save the Children Sweden in Eswatini, in collaboration with the Ministry of Labour & Social Security, trained social workers in how to deal with child migrant cases, thus increasing knowledge and cooperation between different parties. This has contributed to greater cooperation between different districts in the country following the training, and just the fact that the Swazi ministry led this initiative itself is a result that boosts sustainability. Our partners in Botswana continued their advocacy of the government to find alternatives to detention for children crossing the borders. Although some progress has been made, the government has yet to put a stop to this. This is a sensitive issue in the country, if our partners can help get the government to find alternatives that fulfil these children's rights, it would be a huge step forward.

In Tanzania, Save the Children Sweden continued its efforts to fight violence against children, influence budget allocation, improve girls' access to education, and develop forms of cooperation for a strong civil society for children's rights. In Zambia, the cooperation organisation that works with a helpline for children has noted that calls about gender-based violence and teenage pregnancy have increased during the pandemic. Children and young people across Zambia can use the helpline to contact the organisation, primarily by phone and text messages.

In November 2020, Save the Children Sweden in Zambia launched a study, which for the first time in the country asks what children and young people think about climate change. Just over 70% of the respondents thought their lives were likely to change compared to their parents', which emphasises the importance of analysing the issue of climate in relation to work on child rights.

During 2020, Save the Children Sweden in South Africa discussed gender with boys in two provinces. The boys later had an opportunity via radio and other platforms to share their experiences and advocate to prevent gender-based violence. Save the Children Sweden has also educated traditional and religious leaders in matters relating to parenthood, and notes a change of view towards corporal punishment both at school and in the home. It has also led to a request to carry on focusing on this issue. Moreover, data shows that parents have altered their behaviour more long-term: they are practising what they have learnt and feel less stress in their parental roles, and the children are showing less stress and say they can concentrate more on their school work.

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Western and Central Africa

In Western Africa, Save the Children Sweden has developed a new strategy for tackling the huge challenges faced by children in the Sahel region, with increased violence, marginalisation and armed conflict. To strengthen local capacity for promoting children's right to security and protection, education activities were prepared. In addition, the new version of the minimum standards for children's right to security and protection, prepared by several child rights players in the UN and other organisations, was translated into French. Save the Children Sweden initiated a process to strengthen the role of local organisations as principals when coordinating humanitarian interventions for child protection in Burkina Faso, Mali, Niger and DRC. Much focus has been on ensuring that Save the Children Sweden and our partner organisations have a broad comprehension of how our programmes can create trust and understanding in the areas where we work, and not worsen tensions between different ethnic groups.

During the coronavirus pandemic, Save the Children Sweden has worked with its partner organisations for better protection of street children in Senegal, who have been even more vulnerable during curfews, by strengthening local and national safety networks. Advocacy has been carried out to boost children's rights within the controls of Koranic schools. Efforts to fight violence against children continued in both Senegal and Gambia. Save the Children Sweden is a partner with the child rights network in Guinea, which continued to combat violence against children in the home and in school by submitting a proposal to revise existing child legislation. With active advocacy and information to decision-makers, and in cooperation with child-led groups and other local and international children's organisations, this helped to make Guinea the 61st country in the world to introduce a total ban on corporal punishment on children.

In Ivory Coast, Save the Children Sweden and its partners have worked to set up protective mechanisms that identify and protect children from negative influence from the cocoa industry, primarily in relation to children doing hazardous work in the cocoa fields. In the San Pedro region, where much of the country's cocoa comes from, two child representatives have also taken their place on the committee that monitors and scrutinises companies' operations and influence on child rights. Successful advocacy work on environmental issues, raised by the children themselves, has also brought the child perspective into environmental governance documents among environmental governance bodies in Ivory Coast.

Latin America

Efforts to drive a change in legislation against corporate punishment on children, and to translate the laws into reality, are continuing in Latin America. On 10 December 2020, Mexico finally introduced its law after four years of intensive effort by Save the Children Sweden in Mexico. Children and young people have been involved and active in the advocacy work for this change.

Although the work of informing about the Convention on the Rights of the Child and child rights has been ongoing for many years in Latin America, it remains an important focus area. In El Salvador, Save the Children Sweden has conducted a virtual version of the 'Young Voices' survey method, which focuses on the opinions and experiences of children and young people as regards their rights and how they are met. 3,438 children aged 12–17 took part, from across the country. The results indicate a continued shortcoming in children's and young people's opportunities to learn about their rights and difficulties through online learning – necessary due to COVID-19 and lockdowns.

In Peru the cooperation organisation Acción por los Niños, along with other organisations, has been pushing so that from 2021, Peru has a special budget post for preventive work against violence on women and children. This also reinforces implementation of the previously adopted law against corporal punishment on children.

The crisis in Venezuela and the tough situation for refugees and migrants in neighbouring countries continue to require input, especially because of the consequences of the pandemic. Save the Children Sweden has

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continued to contribute to humanitarian efforts in Venezuela and has supported Save the Children in Colombia to bolster its capacity as an organisation. In Central America, the annual natural disasters have hit our partners' work particularly hard, as children and young people have found it harder to get online and therefore not been able to participate as planned.

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Middle East

The most important countries for our operations in the Middle East remain Yemen, Syria, Lebanon, Palestine and Iraq. Due to continuous changes in the contexts, including the COVID-19 pandemic, we have made ongoing adjustments both in our operations' content and our prioritised goal areas.

The many conflicts in the region have continued to have an effect on children and young people. These groups have been the main focus in several of the countries. There has been particular focus in the areas of psychosocial support, access to security and protection, as well as school attendance and vocational training.

A large part of the operation in the Middle East is carried out in close cooperation with local organisations. We are working to enhance these organisations' ability to deal with changes in the needs that arise. In Syria, for instance, we have worked to boost our local partners' capacity to meet local needs and expectations from children and young people.

The economic and political situation in Lebanon has further deteriorated during the year. Challenges relating to unemployment and poverty have increased, both for Lebanese people and for the large group of refugees there. During the year, we have for example deepened our collaboration with UNHCR and UNICEF, and helped to manage the consequences of the huge explosion in the port of Beirut.

In Palestine, Save the Children Sweden and its partners work in the troubled situation entailed by the occupation, which includes restriction on mobility within the country, the blockade of Gaza, and restrictions on individual organisations being able to carry out their work. The pandemic has further complicated efforts. Work against corporal punishment on children has been able to continue during 2020 by educating parents and guardians, albeit with limitations due to COVID-19 restrictions. Aisha, ACCE, Juzoor in our partner organisation have adapted the efforts to smaller groups and worked on information via social media and video messages. The majority of participants, both children and parents, report better relations and greater knowledge around parenthood. Our partner organisation DCI has worked with children and young people, who have informed other children and young people about what to do during the pandemic. Support has been provided to people without personal access to online alternatives. The child-led groups have also worked to influence authorities to release children from Israeli prisons.

The humanitarian situation in Yemen has deteriorated during the year, where preparedness to manage the consequences of COVID-19 is particularly low. The conflict, as well as external pressure, has had an impact on our efforts. Already challenging administrative rules and limitations have now called for even greater persistence, and have complicated our mission.

We have actively worked on different initiatives to influence decision-makers locally, nationally and internationally. Advocacy towards decision-makers in Sweden has been conducted, e.g. for a halt in Swedish arms exports to warring parties in Yemen, and for Sweden to take responsibility for ensuring children of Swedish nationality in Syria have their rights met.

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Europe

In Kosovo, Save the Children Sweden and partners have played an important role in the transition to be able to manage everyday life for children and young people during the pandemic, and continue the vital efforts for children's rights. Information about the pandemic and support options have been communicated by campaigns on social media, TV and radio. In cooperation with Kosovo's largest online platform, Save the Children Sweden developed a child-led interactive quiz with questions about the pandemic, including education, the environment and other important issues. For the first time in 2020, children and young people from Kosovo were involved in the European Commission's Strategy for the Rights of the Child (2022–2027) by taking part in digital focus groups and surveys. The law prohibiting corporal punishment on children, which came into force in July 2020, and campaigns to change attitudes and norms, took place in close collaboration between Save the Children Sweden and its partners.

The war in Ukraine continues, and Save the Children Sweden is supporting humanitarian efforts in collaboration with local development organisations. Particular focus has been placed on children with disabilities in 2020.

Asia

The most important countries for our operations in Asia have been Afghanistan, Bangladesh, Indonesia, Myanmar, Pakistan, the Philippines, Thailand and Vietnam. A large part of the operation is carried out alongside local organisations. In a number of areas, we have worked together to bring about changes in the lives of children and young people. We have also worked to strengthen our partner organisations' capacity as representatives of children and young people. This has focused both on content-related matters such as inclusive education, children's right to security and protection, as well as good child rights governance and child empowerment. We have also focused heavily on bolstering our partner organisations' general capacity, and have tested new methods in organisation development, for example in the Philippines.

Advocacy to local and national players and decision-makers is an integral part of our operation. In Vietnam we conducted a survey of children and young people's priorities, which was used to amplify their voices and increase involvement in rights issues among the general public and decision-makers. The work has garnered great attention, and we will continue to listen to children and young people so as to strengthen their voices in their communities.

Efforts to improve access to, and the quality of, education have continued. We have successfully worked to improve accessibility for children with variable ability in elementary schools, and have worked to reduce violence and corporal punishment in schools. For example, during the year we have carried out this kind of work in Afghanistan, Bangladesh and Indonesia. We have also striven to strengthen local and national protective systems for children, by working with a large number of local organisations. This has enabled us to conduct operations to reduce violence against children, for example through advocacy to reduce corporal punishment.

During the year we contributed to a number of humanitarian efforts in the region. We supported programme activities to improve protection for children and access to services and education in e.g. Afghanistan, Bangladesh and the Philippines. The situation for Rohingya refugees in Bangladesh remains tough, and we will carry on working to help them.

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Income Statement

INCOME STATEMENT	Notes	2020	2019
In SEK thousand			
Operating income			
Membership fees	Note 3	9,778	10,524
Contributions	Note 4	387,716	406,312
Grants	Note 4	825,009	918,399
Net turnover		2,436	7,990
Other income		5,951	1,362
Total operating income		1,230,890	1,344,587
Operating costs			
Project costs			
Programme costs	Notes 5, 6	-1,058,407	-1,184,587
Membership costs	Notes 5, 6	-17,830	-21,535
		-1,076,237	-1,206,122
Fundraising and administrative costs			
Fundraising costs	Notes 5, 6	-80,688	-80,291
Administrative costs	Notes 5, 6	-43,170	-50,584
		-123,858	-130,875
Total operating costs		-1,200,095	-1,336,997

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Net operating result		30,795	7,590
Earnings from financial investments			
Earnings from other securities and receivables that are non-current assets	Note 7	79,919	8,233
Earnings from securities and receivables that are current assets	Note 7	185	194
Interest expenses and similar profit/loss items		0	-26
Management costs		-474	-69
Total earnings from financial investments		79,630	8,332
Result for the year		110,425	15,922
Appropriation of result for the year			
Result for the year according to the income statement		110,425	15,922
Utilisation of appropriated funds from previous years		28,197	24,571
Provision for appropriated funds that have not been used during the year and unrestricted provisions in accordance with Board decisions		-78,675	-33,502
Remaining amount for year/change in capital brought forward		59,947	6,991

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Balance sheet

BALANCE SHEET	Notes	31 Dec 2020	31 Dec 2019
In SEK thousand			
ASSETS			
Non-current assets			
Intangible assets			
Software	Note 8	2,326	4,233
		2,326	4,233
Tangible assets			
Equipment, fixtures and fittings	Note 9	7,742	11,461
		7,742	11,461
Financial assets			
Shares in Group companies	Note 10	12,008	7,008
Other securities held as non-current assets	Note 11	344,313	277,953
Other long-term receivables	Note 12	21,040	30,489
		377,361	315,450
Total non-current assets		387,429	331,144
Current assets			
Current receivables			
Accounts receivable		3,314	9,570
Receivables from Group companies		811	0
Other receivables	Note 13	79,409	81,213
Prepaid expenses and accrued income	Note 14	43,823	60,318
		127,357	151,101
Property etc. intended for sale		681	1,917
Investments in securities etc.	Note 15	359	1,128
Cash and bank balances		320,969	226,804
Total current assets		449,366	380,950
TOTAL ASSETS		836,795	712,094

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BALANCE SHEET (contd.)	Notes	31 Dec 2020	31 Dec 2019
EQUITY AND LIABILITIES			
<i>Equity</i>			
Managed funds		16,972	16,851
Rädda Barnen fund		150,000	130,000
Value adjustment fund		37,111	25,000
Capital for projects		89,448	71,202
Capital brought forward		194,947	135,000
		488,478	378,053
<i>Current liabilities</i>			
Accounts payable		35,749	16,976
Liabilities, received unutilised grants	Note 16	271,537	274,443
Other liabilities		11,098	12,861
Accrued expenses and prepaid income	Note 17	29,933	29,761
		348,317	334,041
TOTAL EQUITY AND LIABILITIES		836,795	712,094

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Statement of changes in equity

STATEMENT OF CHANGES IN EQUITY

In SEK thousand

Equity	Managed funds	Rädda Barnen fund	Value adjustment fund	Capital for projects	Capital brought forward	Total equity
Opening balance 1 Jan 2020	16,851	130,000	25,000	71,202	135,000	378,053
Projects determined by the donor	121	-	-	17,520	-17,641	
Projects determined by the Board	-	20,000	12,111	28,923	-61,034	
Utilisation of appropriated funds from previous years	-	-	-	-28,197	28,197	
Result for the year	-	-	-	-	110,425	110,425
Closing balance 31 Dec 2020	16,972	150,000	37,111	89,448	194,947	488,478

Specification of capital for projects	Opening balance 1 Jan 2020	Utilisation of previous year's reserve/provision	Reserves/provisions for the year	Closing balance 31 Dec 2020
Projects determined by the donor				
Thematic	11,206	-7,274	2,228	6,160
Region and country	6,765	-5,498	7,255	8,522
Special projects	7,354	-4,732	8,037	10,659
Total projects determined by the donor	25,325	-17,504	17,520	25,341
Projects determined by the Board				
Child refugees	226	-226	0	0
Strategic initiatives	19,098	-3,714	12,518	27,902
Digitalisation initiatives	0	0	8,500	8,500
Currency hedge reserve	18,655	-5,050	0	13,605
Other (global and internal support systems)	7,898	-1,703	7,905	14,100
Total projects determined by the Board	45,877	-10,693	28,923	64,107
Total capital for projects	71,202	-28,197	46,443	89,448

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Cash flow statement

CASH FLOW STATEMENT	2020	2019
In SEK thousand		
Operating activities		
Payments from donors and members etc.	1,242,256	1,290,488
Payments to partners, employees and suppliers etc.	-1,166,761	-1,359,337
Cash flow from operating activities before interest and income tax	75,495	-68,849
Interest received	1,711	1,444
Dividends received	5,720	2,587
Interest paid		-26
Cash flow from operating activities	82,926	-64,844
Investing activities		
Investments in intangible assets	-359	-1,381
Investments in tangible assets	-300	-1,699
Investments in financial assets	-409,953	-70,438
Sale of financial assets	421,127	65,154
Change in current financial investments	-3,501	5,816
Cash flow from investing activities	7,014	-2,548
Cash flow for the year	89,940	-67,392
Cash and cash equivalents at beginning of year	226,804	294,412
Exchange rate differences in cash and cash equivalents	4,225	-216
Cash and cash equivalents at year-end	320,969	226,804

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NOTES TO THE INCOME STATEMENT AND BALANCE SHEET

Note 1 Accounting policies and valuation methods

Save the Children Sweden's accounting policies and valuation methods comply with the Swedish Annual Accounts Act, BFNAR 2012:1 (K3) and the Swedish Fundraising Association's) guidelines for annual reports. The policies and methods are unchanged compared with the previous year.

Operating income

Unless stated otherwise below, income is measured at the fair value of what has been received or is to be received.

Membership fees

Membership fees refer to receipts for membership of Save the Children Sweden. They are reported when they are received and recognised as income over the time period they refer to.

Contributions

A transaction where Save the Children Sweden is given an asset or service that has a value without returning the equivalent value in exchange is a contribution or grant received. If the asset or service is received because Save the Children Sweden has met or will meet certain conditions and has an obligation to repay the counterparty if the conditions are not met, it is a grant received. If not, it is a contribution. Contributions are generally recognised as income when they are received. As a general rule they are measured at fair value. Contributions in the form of equipment and supplies that are forwarded on are not recognised as income but are reported in Note 4.

Grants

Grants are recognised as income once the conditions for receiving the grant have been met. Grants received are recognised as liabilities until the conditions for receiving the grant have been met. They are valued at the fair value that Save the Children Sweden has received or is to receive.

Net turnover

Net turnover refers to the sale of goods and services. It is usually recognised at the time of the sale.

Other income

Other income usually refers to rental income, which is recognised as income over the time period to which it refers. Other income also includes income not classed as ordinary income for Save the Children Sweden. In 2020, special state coronavirus support, grants from the Swedish Agency for Economic and Regional Growth for furlough, and payments for high sick pay costs were recognised as other income.

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Operating costs

Save the Children Sweden's operating costs are recognised in accordance with Swedish Fundraising Control guidelines as project costs, fundraising costs and administrative costs. Costs for projects are divided into programme and membership costs. Costs for the various operations not only consist of direct costs but also of joint costs for the Board and management, communication and HR, financial administration, IT, internal service and customer services. Joint costs are distributed in line with an allocation system and added to the direct project costs, fundraising costs and administrative costs.

Project costs

Refers to Save the Children Sweden's costs for carrying out its remit in accordance with the statutes. A distinction is made between costs for programme activities and for the membership operation. Advocacy is included under programme activities.

Fundraising costs

Refers to costs incurred when generating contributions from private individuals and companies in the form of fundraising materials, printing costs, advertisements, staff costs and other costs related to fundraising activities.

Administrative costs

The costs required for Save the Children Sweden's administration such as costs for Board meetings, parts of the audit, rent, administrative systems and staff costs.

Assets, liabilities and provisions

Assets, liabilities and provisions are measured at cost unless otherwise stated below. Receivables and liabilities in foreign currencies are measured at the closing day rate.

Intangible and tangible assets

Intangible and tangible assets are measured at cost less any amortisation/ depreciation according to plan. Amortisation/depreciation is linear across the asset's estimated useful life. The following amortisation/depreciation periods are used: software and systems development costs: 3 years; computer equipment: 3 years; other equipment: 5 years.

Financial assets

Securities that are part of Save the Children Sweden's long-term asset management are classified as non-current assets, while those that are part of the short-term financial management are classified as current assets. Non-current assets are written down if the market value for the whole portfolio is less than its cost and the decrease in value is judged to be long term. Securities that are classified as current assets are measured at the lowest of fair value and cost on the balance sheet date.

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Donated assets

Property and tenant-owner housing donated to Save the Children Sweden are measured at their market value on the date they are received. They are recognised as current assets because the intention is to sell as soon as possible. Securities are recognised under Investments in securities etc. Listed securities are reported at their market value on the date they are registered for Save the Children Sweden.

Liabilities for received unutilised grants

Where Save the Children Sweden has received a grant but has not yet met the conditions, the grant is recognised as a liability.

Equity

Refers to the funds made available to Save the Children Sweden so that it can fulfil its aims and which have not been paid out on the balance sheet date. Funds appropriated by donors in permanent donation funds or for special purposes are reported separately. Contributions that have not yet been utilised and other appropriated funds are recognised under Capital for projects. See also the statement of changes in equity. The appropriated funds are normally used the following financial year. Rätts Barnen fund is Save the Children Sweden's underlying capital, which is strengthened in some years by funds transferred from capital brought forward. The value adjustment fund consists of the buffer for changes in value of investments and from 2020 the equalisation amount regarding legacies. Capital brought forward comprises funds transferred to Save the Children Sweden without restriction. The result for the year according to the income statement is the difference between costs and funds taken up as income. The change in capital brought forward refers to the amount after utilisation or reservations from/to other parts of equity.

Contingent liabilities

Save the Children Sweden discloses a contingent liability when it has a potential obligation which, as a result of actual events and whose occurrence will only be confirmed by one or more uncertain events in the future that are not completely within Save the Children Sweden's control, will materialise or will fail to materialise, or when Save the Children Sweden has an existing obligation as a result of actual events, but which is not recognised as a liability or provision because it is not probable that an outflow of resources will be necessary to settle the obligation or because the size of the obligation cannot be calculated with sufficient reliability

Cash flow statement

The cash flow statement has been prepared using the direct method.

The national association, districts and local associations

Districts and local associations produce their own accounts which are not consolidated into the national association's financial reporting as there is no parent company/subsidiary relationship.

Consolidated accounts

Save the Children Sweden owns 100% of the shares in Rätts Barnens ServiceAktiebolag and Rätts Barnen välfärd AB. The companies' turnover (incl. subsidiaries) amounts to MSEK 22.1 (18.8) compared with Save the Children Sweden's operating income of MSEK 1,230.9 (1,344.6), which is why no consolidated accounts are prepared.

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Note 2 Accounting estimates

Save the Children Sweden makes estimates and assessments about the future. By definition the resulting accounting estimates rarely correspond to the actual outcome.

Note 3 Membership fees

2020 2019

9,778 10,524

Membership fees range from SEK 75 for an individual to SEK 300 for a household. In line with a decision by the General Assembly, 25% of the membership fees are paid to Save the Children Sweden's local associations. SEK 2,385,000 of the membership income reported here was paid to local associations in line with the number of paying members on the voting list on 31 December 2020.

Note 4 Fundraising

2020 2019

Contributions recognised in the income statement

Funds raised

General public	267,493	268,642
Raised via Save the Children Sweden's local associations	1,322	1,401
Legacies	43,629	75,332
Companies	43,843	34,769
Swedish Postcode Lottery	27,500	25,500
IKEA Foundation	6	12
Return on donated capital	3,208	398
Other	715	258

Total contributions recognised in the income statement **387,716** **406,312**

Contributions not recognised in the income statement

Funds raised – estimated amounts

Contributions that are forwarded on	22,493	1,918
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Total contributions not recognised in the income statement **22,493** **1,918**

In addition to the above, contributions have been received for which no value in SEK has been established.

These relate to pro bono services, such as access to consulting services and expertise, and media space.

Grants recognised as income

Funds raised (grants according to private law)

IKEA Foundation	38,338	98,614
Radiohjälpen	12,490	22,974
Other foundations	3,260	5,087
Swedish Postcode Lottery	7,678	2,596
Other companies	1,700	888
Other	13,325	15,919

Total funds raised through grants **76,791** **146,078**

Public sector grants

Sida	432,898	481,116
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Other Swedish agencies	70,746	58,704
EU	87,994	94,596
UN	137,632	121,313
Other foreign/international agencies	18,948	16,592
Total public sector grants	748,218	772,321
Total grants	825,009	918,399
Total funds raised:		
Contributions recognised in the income statement	387,716	406,312
Contributions not recognised in the income statement	22,493	1,918
Grants according to private law recognised as income	76,791	146,078
Total funds raised	487,000	554,308
Transferred contributions:		
Contributions received	4,044	0
Contributions for own use	-3,488	0
Total transferred contributions	556	0

Note 5 Average number of employees, staff costs and Board fees				
	2020	2020	2019	2019
Average number of employees	Number of employees	Of whom men	Number of employees	Of whom men
Permanent employees, head office	189	39	206	44
Permanent employees, regional offices in Sweden	67	14	52	11
Employees on fixed-term contracts, head office	31	8	46	9
Employees on fixed-term contracts, regional offices in Sweden	59	14	52	13
Contract employees posted abroad	9	6	11	3
EU employees	2	2	4	2
	357	83	370	82

The average number of national employees stationed with Save the Children International or another national member was 3, of whom 1 was a man.

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	2020	2020	2019	2019
Gender balance of Board members and senior officers	Number on balance sheet date	Of whom men	Number on balance sheet date	Of whom men
Board members	12	5	13	5
Senior management team	9	3	10	5

	2020	2019
Salaries, remuneration and payroll overheads		
Board and Secretary General	1,516	844
Other employees	172,127	171,933
Total salaries and remuneration	173,643	172,777
Payroll overheads	73,482	77,541
(of which pension costs excl. payroll tax)	(15,924)	(18,767)
Total for Sweden	247,125	250,318
Contract employees posted abroad (incl. payroll overheads, accompanying family members and additional costs)	8,477	11,665

See the Administration Report for information on Board fees and pension costs, as well as the Secretary General's employment terms and pension costs.

Note 6 Leases

Save the Children Sweden mainly leases office premises and office equipment. Lease fees entered as costs amount to SEK 18,489,000 (17,382,000).

Future lease fees are due as follows:

	2020	2019
Within 1 year	12,727	13,326
1–5 years	42,485	41,163
Later than 5 years	913	7,632
Total	56,125	62,121

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Note 7 Earnings from financial investments	2020	2019
Earnings from other securities and receivables that are non-current assets		
Dividends	5,720	2,587
Interest	1,114	1,068
Capital gains from sales	73,085	4,578
Total	79,919	8,233
Earnings from securities and receivables that are current assets		
Interest	230	188
Capital gains from sales	-45	0
Write-downs	0	-11
Write-backs	0	17
Total	185	194

Note 8 Software	2020	2019
Opening cost	8,623	9,494
Capitalised expenses for the year	359	1,381
Sales and disposals	0	-2,252
Closing accumulated cost	8,982	8,623
Opening amortisation	-4,390	-4,859
Amortisation for the year	-2,266	-1,783
Sales and disposals	0	2,252
Closing accumulated amortisation	-6,656	-4,390
Closing residual value according to plan	2,326	4,233

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Note 9 Equipment, fixtures and fittings	2020	2019
Opening cost	17,011	15,914
Purchases for the year	300	1,307
Sales and disposals	0	-210
Closing accumulated cost	17,311	17,011
Opening depreciation	-5,550	-1,780
Depreciation for the year	-4,019	-3,980
Sales and disposals	0	210
Closing accumulated depreciation	-9,569	-5,550
Closing residual value according to plan	7,742	11,461

Note 10 Shares in Group companies	2020	2019
Opening cost	10,008	4,008
Acquisitions	5,000	6,000
Closing cost	15,008	10,008
Opening accumulated write-downs	-3,000	-3,000
Closing accumulated write-downs	-3,000	-3,000
Closing carrying amount	12,008	7,008

			31 Dec 2020	31 Dec 2019
Specification of the organisation's shares in subsidiaries	No. of participations	In %	Carrying amount	Carrying amount
Rädda Barnens ServiceAktiebolag 556559-9643	100	100%	6,908	1,908
Rädda Barnen välfärd AB 559174-1862	100	100%	5,100	5,100

	31 Dec 2020	31 Dec 2019
Rädda Barnens ServiceAktiebolag		
Equity	1,506	923
Result for the year	-4,417	-683

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	31 Dec 2020	31 Dec 2019
Rädda Barnen välfärd AB		
Equity	5,562	6,026
Result for the year	-464	926

Note 11 Other securities held as non-current assets	2020	2019
Opening cost	277,953	271,889
Acquisitions	404,945	64,265
Sales	-338,585	-58,201
Closing cost	344,313	277,953

	31 Dec 2020	31 Dec 2020	31 Dec 2019
	Carrying amount	Market value	Carrying amount
Handelsbanken Sverige Index Criteria	0	0	18,069
Handelsbanken Global Index Criteria *)	0	0	62,223
Nordea Institutionella Aktiefonden Stabil	0	0	26,345
SPP Emerging Market Plus A	26,539	29,377	0
SPP Global Plus A	105,622	115,858	0
SPP Sverige Plus A	33,528	38,793	0
Total unit trusts	165,689	184,028	106,637
SEB Räntor Sverige	0	0	97,019
SPP Företagsobligationsfond	0	0	43,146
SPP Företagsobligationsfond Hållbar	36,019	36,192	0
SEB Sustainable High Yield	8,005	8,303	0
SEB Obligationsfond	103,449	103,823	0
Total interest-bearing securities	147,473	148,318	140,165
UB Skog	21,151	21,020	21,151
Thule Real Estate	10,000	12,654	10,000
Total alternative investments	31,151	33,674	31,151
Total **)	344,313	366,020	277,953

*) The fund includes a currency hedge in the form of a three-month rolling currency forward. The currency forward was wound up when the holding in the fund was sold in June 2020.

***) The total market value amounted to SEK 372,432,000 on 31 December 2019.

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Note 12 Other long-term receivables	2020	2019
Opening cost	30,489	32,691
Additional receivables	8	214
Repayments	-9,457	-2,416
Closing carrying amount	21,040	30,489

Note 13 Other receivables	31 Dec 2020	31 Dec 2019
Partners, local associations and members of Save the Children International	32,817	43,003
Save the Children International	45,626	37,662
Staff	99	260
Other receivables	867	288
Total	79,409	81,213

Note 14 Prepaid expenses and accrued income	31 Dec 2020	31 Dec 2019
Accrued grants	36,686	46,515
Accrued interest income	182	549
Other accrued income	1,323	1,733
Prepaid expenses	5,632	11,521
Total	43,823	60,318

Note 15 Investments in securities etc.	31 Dec 2020	31 Dec 2020	31 Dec 2019
	Carrying amount	Market value	Carrying amount
Shares and funds	175	192	553
Interest-bearing securities	184	187	575
Total	359	379	1,128

Note 16 Liabilities, received unutilised grants	31 Dec 2020	31 Dec 2019
Foundations, companies and organisations	65,016	93,915
Swedish agencies	138,378	157,874
EU, UN and other foreign agencies	68,143	22,654
Total	271,537	274,443

The liability mainly comprises prepaid grants for multi-year operations where the donor usually pays in advance. The operations were implemented in 2021 or later in accordance with individual agreements. The amount includes SEK 3,167,000 (1,396,000) which will be repaid to the donor because the cost of a completed operation is less than the grant received.

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Note 17 Accrued expenses and prepaid income	31 Dec 2020	31 Dec 2019
Membership fees for next year	6,628	7,391
Accrued salaries and social security contributions	21,620	19,739
Other	1,685	2,631
Total	29,933	29,761

Note 18 Contingent liabilities and contingent assets	31 Dec 2020	31 Dec 2019
Settlement guarantee, Save the Children International	11,884	14,523

Note 19 Important events after the financial year

Important events after the financial year

Mexico City Policy rescinded

As expected, the new Democratic administration in the US rescinded the so-called Mexico City Policy immediately upon taking office. The policy, also called Protecting Life in Global Health Assistance (PLGHA), has been in force under the Trump administration and preceding Republican administrations. In simple terms, it means that federal US aid may not be given to foreign organisations that work with abortion issues and with sexual and reproductive rights. The policy has also had a negative impact on some parts of the international Save the Children's programme operations; this negative impact has now stopped.

Save the Children Sweden awarded the Swedish Postcode Lottery's dream project

In March 2021, Save the Children Sweden was awarded the Swedish Postcode Lottery's dream project. This entails MSEK 25 for a multi-year project in the gaming industry, where Save the Children Sweden has identified a new exposed environment for children and young people. Thanks to innovative digital solutions, there is great potential to improve this environment in partnership with children and young people, the companies behind the gaming platforms, and other players who can support young people on these platforms.

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Signatures of the report on operations

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Auditor's report