

Annual Report 2013

Save the Children SWEDEN



Save the Children
Sweden

Annual Report 2013 Save the Children Sweden Administration Report

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I. This is Save the Children Sweden

Save the Children is the leading child rights organisation in the world. Save the Children Sweden is a strong popular movement consisting of more than 75 000 members. It is a force to be reckoned with as concerns bringing change to children's living conditions, both locally and globally.

Save the Children Sweden's task is to protect and strengthen the rights of children. Every child in the world has the same rights: the right to life and development, the right to safety and protection and the right to participate.

Save the Children Sweden wants children to be treated better. Our mission is to encourage and inspire profound improvements in how children are treated, and to achieve immediate and lasting change in their lives. It is simply about fighting for the rights of children - in Sweden and around the world. This mission is shared by all the Save the Children member organisations around the world. It is based on the UN Declaration on Human Rights and the Convention on the Rights of the Child which state that all people have equal value and that children enjoy special rights.

Save the Children was formed in 1919 in the UK in the shadow of the First World War and the horrors and distress that the children of war-torn Europe had suffered. A little later that year, the Save the Children Sweden was founded. Save the Children Sweden is, and always has been, a politically and religiously independent organisation that concentrates its efforts on strengthening children's rights to good governance and to safety and protection. Programmes in international cooperation have this focus, regardless of whether they concern long-term development or humanitarian operations in conflicts and disasters. Priority in humanitarian operations is initially life support inputs. In Sweden, children's right to education is also a priority.

Save the Children Sweden cooperates with local and national organisations, particularly with the children's own organisations. Political change is not the only prerequisite for achieving real, long-term improvements for children, a strong civil society is also essential. Business and industry must also shoulder their responsibilities. Consequently, Save the Children Sweden works actively to ensure that companies take greater social responsibility.

An international movement

Today, Save the Children consists of 30 member organisations in different countries. Save the Children Sweden is a member of the Board of the international organisation which has its headquarters in London. Through international cooperation, Save the Children supports projects in 120 countries. Via Save the Children there are advocacy offices in Geneva, Brussels, New York and Addis Ababa.

All member organisations have agreed to coordinate their international programme operations under the auspices of Save the Children in order to become more cost effective and achieve more impact. Virtually all international programmes have now been transferred. Save the Children Sweden supports these programmes with resources and methods.

2. This is what Save the Children Sweden wants

Save the Children Sweden's vision is a world in which every child attains the right to survival, protection, development and participation. This is based on the UN Convention on the Rights of the Child (CRC):

- That children are not subjected to discrimination, exploitation, violence or other abuse.
- That children can make their voices heard and influence their own situation.
- That children enjoy a safe and healthy childhood and an education that promotes self-reliance and provides relevant knowledge.

Operational focus

In order to move forwards towards these overall objectives, Save the Children Sweden prioritises the children who are in the most difficult situations. Resources are also concentrated on a few issues in order to achieve the greatest impact. The objectives in these fields are described in the Save the Children Sweden's Operational focus for 2013-2016, as adopted at the General Assembly in 2012. This applies to both international and Swedish programming.

Within children's right to good governance Save the Children wants:

- The rights of more children are respected in accordance with the UN Convention on the Rights of the Child.
- More civil society organisations and private sector companies are acting for the fulfilment of human rights.

Within children's right to protection, Save the Children wants:

- Fewer children are victims of physical and psychological violence, harassment or discrimination.
- Fewer children in Sweden show signs of psychological ill health.
- Fewer children are separated from their families and more children are being reunified with their family members in both development and emergency contexts.
- The right to education and health care is met for more children without papers (irregular) in Sweden.
- The right to a legally secure and individually assessed asylum process is met for child refugees in Sweden.

Within children's right to education Save the Children wants:

- More children are given access to good and equal education.

Each field has been broken down into even more specific targets in Save the Children Sweden's Strategic Plan. They, in turn, are connected to indicators that demonstrate the degree to which the goals have been achieved.

Key success factors

In order to succeed in achieving these target, Save the Children Sweden has identified eight key success factors. These mean that the organisation:

- ... can show that its work leads to better conditions for children.
- ... is a strong popular movement for children's rights in Sweden.
- ... and its partner organisations have the required competence and capacity.
- ... has well-defined leadership at all levels of the organisation.
- ... has a clear profile and a strong position.
- ... is in budgetary balance and has a stable and growing financial base.
- ... is a strong and leading member of the Save the Children.
- ... contributes to extending children's participation and influence.

3. This is how Save the Children Sweden works

Save the Children Sweden works both in Sweden and internationally. In Sweden, operations are undertaken under the name Rädde Barnen, while outside Sweden the organisation acts as a member of Save the Children under their name. The task of Save the Children Sweden's National Association is, in accordance with the organisation's statutes and the operational focus adopted by the General Assembly, to represent Save the Children Sweden at national and international levels. At home, Save the Children's 190 local branches and 25 districts play a vital role in the actual work for children and in influencing authorities and organisations locally. Save the Children Sweden's Youth Council is an independent organisation and an important cooperating partner.

Save the Children Sweden's local branches are supported by the national organisation's four regional offices and the Headquarters in Sundbyberg. Regional offices support, promote and develop the voluntary activities that members undertake. This may involve training, methodology development and information on how to, for example, exert political influence. Regional offices also organise clinical treatment consisting of counsellors who receive children and young people.

Save the Children Sweden is happy to cooperate with other organisations, both in Sweden and internationally, in order to enhance efficiency and effect and achieve better results. However Save the Children always takes responsibility for the quality of such operations and evaluates results.

Activities must be founded on shared values, respect and openness. Through a dialogue of equals, goals and methods are established for the activities to be supported by Save the Children Sweden. The values that Save the Children Sweden bring to all its operations are responsibility, ambition, cooperation, creativity and integrity. This means that the organisation takes responsibility for efficient implementation and achieving results, standards are high and goals ambitious. Mutual respect and openness to new ideas are essential. Save the Children Sweden dares to be a brave organisation. But our reputation will never be put at risk, the best interest of the child is always our point of departure.

Save the Children Sweden strives always to be committed and courageous, skilled and persistent. All the work that Save the Children Sweden performs must be characterised by these qualities.

Save the Children Sweden strategies

Save the Children Sweden works for change that may sometimes be a long time coming. Both knowledge and perseverance are required to be able to exert influence and effect change. The strategy is to work with four methods which may be combined to achieve the best results:

Research and analysis: the organisation is active in finding out the facts and listening to what the children themselves say. In order to maintain credibility, we must know what we are talking about and maintain a common knowledge base. We collaborate with researchers, documenting experience and testing methods and tools.

Knowledge dissemination and capacity building: the organisation disseminates knowledge to individuals who are able to influence children's living conditions. By increasing awareness of Save the Children Sweden and its operations, we attempt to create commitment around our issues.

Direct support to children: Save the Children provides direct assistance to children, especially during disasters. We work directly with children and young people to gain more knowledge about their problems, ideas for solutions and in order to develop methods.

Advocacy: Save the Children works to raise public awareness and influence decision-makers. Opinion building is carried out in close collaboration with members, local organisations and international bodies. We maintain a dialogue with, and make demands on, decision-makers and work to influence public

opinion. Media is one of our most important tools for forming public opinion, exerting influence, changing attitudes and strengthening Save the Children Sweden's brand.

This is what we want to change

Save the Children have agreed on a common Theory of Change which explains how we work to improve conditions for children. It states that:

Save the Children will be the voice: We will advocate and campaign for better practices and policies to fulfil children's rights and to ensure that children's voices are heard (particularly those of children who are most marginalised or living in poverty).

Save the Children will be the innovator: We will develop and prove evidence-based, replicable breakthrough solutions to problems facing children.

Save the Children will achieve results at scale: We will support effective implementation of best practices, programmes and policies for children leveraging our knowledge to ensure sustainable impact at scale.

Save the Children will build partnerships: We will collaborate with children, civil society, organisations, communities, governments and the private sector to ensure children's rights are met.

Save the Children has specified the results we wish to achieve by 2016 in the areas of health and nutrition, good governance, safety and protection, education and humanitarian operations. (Activities concerned with HIV and AIDS are now integrated into health and nutrition as well as safety and protection). Save the Children in Sweden will contribute to these results, particularly as concerns governance and safety and protection, through long-term change activities and humanitarian inputs.

4. This is how Save the Children Sweden is governed

Save the Children Sweden operations all emanate from its governing documents. These are its Articles of Association, the guidelines for the period 2008-2016 known as The Compass plus the Operational focus. These form the framework adopted by the General Assembly which is Save the Children Sweden's highest decision-making body. Within this framework the Board prioritises its work. From these priorities, the four-year Strategic Plan is designed which is broken down into one-year Plans of Operations. 2013-2016 is the current strategy period.

4.1 The Board of Trustees

The National Association Board of Trustees consists of a Chair, Deputy Chair and 11 members of whom 10 are appointed by the General Assembly and one, plus a personal replacement for him/her, is appointed by Save the Children Sweden's Youth Council. Two co-opted members who have rights of attendance and expression are appointed by the unions.

The Board of Trustees is responsible for managing, developing, supporting and coordinating Save the Children Sweden operations and is the highest decision-making body in the period between annual membership meetings. The four main tasks of the Board are to:

- Work to ensure Save the Children Sweden development in accordance with its statutes, and the decisions of its membership meetings.
- Bear responsibility for the planning, implementation and evaluation of all Save the Children Sweden operations.
- Bear responsibility for cooperation with Save the Children.
- Annually establish a Plan of Operations and Budget for the National Association.

In 2013 the Board of Trustees consisted of the following members:

Inger Ashing, Stockholm	Chair	Degrees in political science and economics. Deputy Director General and Head of the Unit for National and Municipal Youth Policies, the Swedish National Board for Youth Affairs.	6/6
Kojo Ansah-Pewudie, Gothenburg	Deputy Chair	Degree in systems sciences, Process Manager	5/6
Inga Britt Ahlenius, Danderyd	Member	Economist, previously UN Deputy Secretary General for Internal Audit	0/6
Åsa Ekman, Gothenburg	Member	Democracy Developer	5/6
Martin Quist, Malmö	Member	Social worker	6/6
Bengt Lagerquist, Umeå	Member	Paediatrician, author	6/6
Åsa Lindhagen, previously Jernberg, Stockholm	Member	Master of Science in Engineering, Political Party group leader	6/6
Kari Lotsberg, Enebyberg	Member	Economist, CEO of own company	6/6
Birgitta Lahti Nordström, Luleå	Member	School manager	6/6
Tomas Rydsmo, Ljungskile	Member	Principal, Ljungskile Folk High School	3/6
Anna Sivlér, Luleå	Member	Judge, Administrative Court in Luleå	5/6
Johan Sohlberg, Västerås	Member	Cathedral Clerk	4/6
Sara Thiringer	Member	Chair of Save the Children Sweden Youth Council	6/6
Niclas Persson	Personal replacement for Sara Thiringer	Deputy Chair of LSU. Member of Save the Children Sweden Youth Council Board	4/6
Thomas Bushby SACO	Union representative, co- opted member		1/6
Annika Wärf, Unionen	Union representative, co- opted member		3/6
Eva Nordfjell, Unionen			2/6

The Chair's fee is SEK 20 000 per month. Deputy Chair will receive a fee of SEK 7 500 per month. Members of the Executive Committee, in addition to Chair and Deputy Chair, will receive SEK 1 000 per month, this also applies to the chairs of the Asset Management Committee and the Audit Committee. The member responsible for international cooperation will be remunerated with SEK 10 000 per month.

Other Board members are not remunerated.

The Board held six meetings in 2013 and took an additional five decisions by correspondence.

The Executive Committee

The Executive Committee's primary task is to prepare Board meetings. The committee consists of Chair Inger Ashing, Deputy Chair Kojo Ansah-Pewudie and Åsa Lindhagen previously Jernberg. In 2013, the Working Committee held six meetings.

The Remuneration Committee

The Remuneration Committee's main task is to regularly review the Secretary-General's salary terms and employment contract and salary setting policies for senior positions within Save the Children Sweden. The committee consists of Chair Inger Ashing, Deputy Chair Kojo Ansah-Pewudie and Johan Sohlberg. In 2013, the Remuneration Committee held one meeting.

The Audit Committee

The Audit Committee's primary task is to ensure that Save the Children Sweden's accounting policies follow generally-accepted accounting principles and are applied in a proper manner. The Committee must also ensure that internal control of financial management is conducted in a satisfactory fashion, and ensure that the auditor's observations and recommendations are dealt with within the organisation. The Audit Committee consists of the Deputy Chair Kojo Ansah-Pewudie (Committee Chair) and Board members Kari Lotsberg and Åsa Ekman. In 2013 the Audit Committee held six meetings.

The Asset Management Committee

The Asset Management Committee's purpose is to provide direct support to the organisation as concerns the management of funds, both long-term assets and short-term liquidity management. The Committee is to initiate reviews of management policy for funds management, evaluate management performance, conduct ethical reviews and assess whether financial management complies with management policy. The Asset Management Committee consists of two representatives of the Board: Kari Lotsberg (Committee Chair) and Åsa Lindhagen, previously Jernberg. Other members this year were Hans de Geer and Hans Tholsby. In 2013, the Committee held six meetings.

The Membership Committee

The Membership Committee works to improve communication between the membership and the Board of Trustees, to strengthen the democratic process and the sense of community within the organisation. The members of the Committee participate as the Board's representatives at the Regional Council and other similar regional meetings. The Membership Committee comprises Lahti Birgitta Nordström (Convener), Martin Lindquist, Bengt Lagerquist and Åsa Ekman. In 2013 the Committee met on four occasions. In addition, the committee participated in several meetings where members represented the Board.

The Collaboration Group:

Save the Children Sweden - Save the Children Sweden Youth Council

The Collaboration Group's main task is to simplify and improve collaboration between the Boards of Save the Children Sweden and Save the Children Sweden Youth Council. The Collaboration Group consists of Martin Lindquist, Åsa Ekman and Sara Thiringer. In 2013 the Group held three meetings.

The Committee on Strategic Cooperation with the Save the Children

The Committee on Strategic Collaboration with Save the Children was established at the 2012 General Assembly. The Committee's primary task is to act as support for the Board of Trustees by monitoring the work of the Save the Children Board. The Committee consists of Chair Inger Ashing, Deputy Chair Kojo Ansah-Pewudie, Tomas Rydsmo and Johan Sohlberg. Two meetings have been held in 2013.

The Nominations Committee

The Nominations Committee elected at the General Assembly 2012 consists of: Rolla Akkache, Uppsala (Chair); Linus Bengtsson, Malmö; Monica Ekström, Karlstad; Carin Johansson, Luleå; Jenny Malmsten, Malmö.

4.2 Auditors

Jonas Grahn, Authorised Public Accountant, PwC AB and Anders Öberg, elected auditor. Deputy auditors are: Marie Welin, Authorised Public Accountant, PwC AB and Torbjörn Englund, elected deputy.

4.3 The Secretariat

The Save the Children Sweden headquarters are located in Sundbyberg, Stockholm. The Secretariat has been led by Secretary-General Elisabeth Dahlin since September 2008.

In 2013, the Senior Management Team consisted of the Secretary-General with Deputy Secretary-General Charlotta Sterky; Anniken Elisson Tydén, Head of the International Programme; Agneta Åhlund, Head of Sweden Programme; Jesper Nilsson, Head of Marketing & Fundraising. The Senior Management Team also includes Ulf Persson, Head of Administration who was succeeded on 1 April by Tove Strömberg as Acting head of Administration. Tove Strömberg was succeeded by Christine Engdahl, Head of Administration from 28 October. Head of Planning Tove Strömberg was the Secretary of the Senior Management Team until 30 May when she was succeeded by Christina Paues.

Save the Children Sweden Centre for Children's Rights and Corporate Social Responsibility

Save the Children Sweden has run a Centre for Children's Rights and Corporate Social Responsibility (CCR CSR) in China since 2010. This centre is registered as a company in China and is wholly owned by Rädda Barnen Service AB, which in turn is owned by the Save the Children Sweden National Association. The Centre also receives support via a project financed by Sida entitled Companies as actors for children's rights.

The purpose of the centre is to move children's rights towards becoming a more clearly-defined element in companies' CSR strategies (Corporate Social Responsibility). The Centre carries out advocacy, training in factories and companies, and provides advice for international and local companies. It acts as a platform for dialogue and a meeting place for companies seeking to develop and improve their business using the child's best interests as a guide. These operations are based on close cooperation with universities and colleges.

4.4 Employees

The average number of permanent employees in Sweden in 2013 was 203, of whom 47 were men. See Notes 22 and 23 for more facts about salaries, benefits, social insurance costs and average number of employees. Average number of project employees was 45 at headquarters in Stockholm and regional offices, of whom 8 were men.

Save the Children Sweden staff consists of administrative assistants, administrators and managers. The Assistant category consists of administrators, office assistants, receptionists and caretakers. The Administrator category includes advisors, therapists, programme officers, grants managers, key account managers, business developers, communicators, marketers, editors, project managers, IT professionals, financial administrators, HR officers etc. The Manager category consists of heads of department, assistant heads of departments, section managers and group leaders.

Clearly-stated salary policy

Save the Children Sweden strives to maintain a clearly-stated salary policy including criteria for determining salary levels and guidelines for salary interviews. The salary structure is in line with similar organisations in Sweden. The Save the Children Sweden Secretariat, including the Swedish regional offices, salary structure for permanent employees and their substitutes (not project employees) is as follows:

Salary SEK per month	Women	Men	Total
20 000 – 29 999	22	5	27
30 000 – 39 999	117	32	149
40 000 – 49 999	22	11	33
50 000 – 64 999	6	3	9
90 300 (SG)	1	-	1
Total	168	51	219

The Secretary-General's monthly salary is SEK 83 000. The appointment period is five years with a notice period of 12 months. Upon notice of termination of employment without obligation to work, deductions are made to the severance package if other employment is gained during the period of notice. Costs for occupational pension provision through collective agreements amounted to SEK

290 544 in 2013. There are no other benefits or retirement benefits in addition to the collective agreement.

Health and work environment are strategically important issues for Save the Children Sweden and active, systematic work environment activities are undertaken on a regular basis. During the spring of 2013, the employee satisfaction survey (Insight) was carried out. The organisation has worked with following up its results throughout the autumn. Also during the autumn, a physical working environment inspection with a particular focus on ergonomics was completed.

The Work Environment Committee, which comprises representatives of employers and unions (Unionen and Akademikerföreningen) has held five meetings during the year.

4.5 Internal controls

The Board bears overall responsibility for internal controls. The task of organising internal controls has been delegated to the Secretary-General, and then on to the heads of departments. The Board and the Secretary-General retain internal control monitoring responsibilities.

Save the Children Sweden has an internal audit function reporting directly to the Board. Internal audit reports on a continuous basis to the Board Audit Committee and is intended to evaluate internal controls and make proposals for continuous improvements. The internal audit is carried out by Lind Andersson Consulting AB.

Save the Children Sweden commissions external audit firms to carry out audits of their operations overseas. Each country and regional office issues an audit report in accordance with a defined mission statement.

The Save the Children Sweden Board has adopted guidelines for external audit of operations. They describe how the audit should be carried out at different levels. Save the Children Sweden's annual accounts are audited by an authorised public accountant and an elected auditor. Operations conducted overseas are audited by in-country external auditors. The audit of Save the Children operations is carried out by Save the Children's external and internal auditors. When other actors perform operations on behalf of Save the Children, an external audit of operations is undertaken if the value of operations exceeds a stated limit, currently set at SEK 284 000. The principle is that follow-up and audit will be undertaken at all subsequent stages.

Structures for quality assurance

Efforts to develop and improve Save the Children Sweden's internal control are led by Head of Planning at the Secretary-General's staff and a controller function at the Administrative Department. The Head of Planning is responsible for ensuring that systems, structures and processes for conducting relevant internal controls are available. The controller function is responsible for quality assurance and the development of a reliable information system to support Save the Children Sweden's management in their leadership, management and control efforts to guide the organisation towards established narrative and financial goals. These activities to be carried out in accordance with relevant guidelines, agreements and regulations.

Important reporting

Save the Children Sweden has a plus giro account that begins with the figure 90 which means that the organisation meets the requirements that the Swedish Fundraising Control has stipulated for fundraising organisations. Save the Children Sweden also applies the quality code developed by SFC (NGO Fundraising) and reports in accordance with SFC governance guidelines for code reporting. This report is available on the website www.raddabarnen.se.

The Board has adopted a policy for managing critical risks. Based on the Board's decision, Save the Children Sweden continuously follows up operations. Every year an in-house Monitoring Plan is established in conjunction with the operational planning and followed up within quarterly and annual reporting.

Save the Children Sweden reports regularly to members and donors on how operations are conducted and how their contributions are used. This is accomplished via annual reports, the membership magazine Barn, the website www.raddabarnen.se and the membership portal.

Policy against abuse

Save the Children Sweden's commitment to children's rights means that there is an obligation to protect children against abuse and exploitation, particularly the children who come into contact with our operations. In March 2010, the Save the Children Board adopted a protocol against the abuse and exploitation of children (the Child Safeguarding Protocol) and a resultant policy in January 2011. In June 2010, Save the Children Sweden's management team also adopted a policy for children's right to protection from abuse and exploitation.

The aim is to ensure that each member organisation within Save the Children takes all possible measures to ensure children's right to protection from abuse and exploitation within their organisation and in all its operations. In our quest to ensure that Save the Children Sweden's operations are safe for children, we are now developing procedures for reporting and building up the organisation's capacity to deal with any incidents. Staff training is also underway. We will continue to work on raising awareness among all employees and partners concerning obligations to report any breach of this policy.

Anticorruption

Corruption is one of the greatest obstacles to development. For Save the Children Sweden, which operates in several environments exposed to corruption, it is necessary to be aware of the risks involved and apply tools to manage them. Clear systems and guidelines that can prevent and combat corruption and irregularities are therefore vital to Save the Children, both at home and internationally. The Secretary-General is tasked to ensure that such systems are in place, however it is every employee's responsibility to comply with the Save the Children Sweden's ethical guidelines and to promptly report any suspicion of irregularities.

A corruption and fraud parameter must be included in all operational planning and follow-up at Save the Children Sweden, and be included in risk analyses. This is manifested in Save the Children Sweden's Policy for Combating Corruption and Fraud. The policy also clarifies Save the Children Sweden's approach to corruption, which is never accept, always take action and always notify.

Suspicions and tips about irregularities come in through the Save the Children Sweden and Save the Children whistleblower functions, as well as from other national Save the Children organisations. Partner organisations are also invited to develop clear strategies and a defined system to counteract corruption and fraud. They must immediately report serious incidents to the Save the Children Sweden and notify actions taken. Irregularities may also be detected in other ways, for example in conjunction with monitoring and audits.

When a case is reported to Save the Children Sweden it is processed and documented by the internal audit office, which is an independent function reporting to the Board. The Secretary-General is briefed by, and consults with, internal audit on how the matter should be investigated. The Secretary-General then determines, in consultation with the Board Audit Committee, if the case should be handed over to the legal system for criminal investigation or result in disciplinary action within Save the Children Sweden in accordance with employment agreements. Confidentiality applies throughout the investigation process. Save the Children's Anti-corruption Department coordinates monitoring and investigation and briefs on cases from their organisation. These are followed up by internal audit, which regularly reports on all cases to the Audit Committee. Save the Children Sweden also informs the donors concerned about such matters according to agreement.

5. Save the Children Sweden - a membership movement

Save the Children Sweden's objective is to be a strong popular movement for children's rights in Sweden. This is a vital factor for success.

Save the Children Sweden has 75 851 members (2013) in 190 active local branches, in 25 districts operating in 194 municipalities.

The National Association, district and local branches are each legal entities with their own financial responsibility. The calendar year is used for operational and financial years. Local activities in Sweden are supported by 11 offices in four regions: Region South, Region West, Region East and Region North.

Membership representatives meet annually to discuss how Save the Children Sweden's work can be developed and improved. The highest decision-making body is the General Assembly which is held every two years. The General Assembly gathers together 118 delegates consisting of 100 representatives elected by membership, five representatives elected by Save the Children Sweden's Youth Council and the Board with its 13 members. The General Assembly appoints the Board, Chair and Deputy Chair. In the year between General Assemblies, an Operations Conference is arranged. In connection with this Conference, the previous year's Annual Report and Administration Report, plus a report on the status of implementation of the previous year's General Assembly decisions, are presented. This meeting also provides an opportunity to discuss and develop in-house issues and organisation.

On 20-22 September 2013, Save the Children Sweden held its Operations Conference at Djurönäset Conference Centre on Värmdö. Almost 250 people participated over three intensive days. The theme of this year's conference was children's influence - internationally and in Sweden, locally and centrally. Additional subjects discussed included the child rights political programme, guidelines for internal controls at local level and representative voting. As per usual the Administration Report for 2012 and mid-term follow up of General Assembly decisions from 2012 were presented.

Eight seminars were conducted covering a range of issues Save the Children works with. For example material such as *On equal terms*, *Children's activities in the monitoring of CRC in Moldova* and *The Unknown Road - a film to change* were discussed.

Membership development

At the end of 2013 there were 75 851 members, a decrease of 3 400 compared to 2012.

In 2013, 5 426 new members were recruited, the corresponding figure for 2012 was 7 358 members.

In 2013, membership costs declined by about 8% as compared with the previous year, to about MSEK 20.5 (2012: MSEK 22.5). This is partly because some costs have been restated as programme costs (since support to membership movement is aimed at the objectives of the Strategic Plan) and partly because of new calculation methods in general.

Key Ratios - membership	2009	2010	2011	2012	2013
Funds raised from local branches	MSEK 4.8	MSEK 7.3	MSEK 5.4	MSEK 3.8	MSEK 4.0
Membership costs/membership fees	150.0%	145.6%	172.9%	178.2%	159.6%
Number of members	86 305	80 143	75 477	79 363	75 851
New members	4 205	2 447	2 695	7 358	5 426

Save the Children Sweden notes that members' interest in becoming active has increased. There are opportunities today to become involved in clearly-defined, practical activities and participate in thematic working groups and regional networks. The goal is to establish operations in more municipalities, which did happen during the year. However, the definition and requirements for what constitutes activity have been changed to cover only recurrent activities aimed at achieving change for children. Due to the new definition of activity, the number of municipalities has decreased slightly.

In 2013 the number of active members was 6 520 (as compared to 7 289 active members in 2012). Also in this case new quality requirements on what counts as activity have been imposed and this has led to a reduced number of active members. However, measurement methods are unsafe and in 2014 these were systematised and quality assured.

In 2013, local branches raised approximately MSEK 4.0, an increase of MSEK 0.2 as compared to 2012.

6. Save the Children

Save the Children Sweden's objective is to be a strong, driving force in Save the Children.

Save the Children Sweden participates actively in the development of Save the Children, not least by contributing expertise and knowledge in local working groups and steering committees. Save the Children Sweden's Chair is a member of Save the Children Board. Save the Children Sweden's Secretary-General and Management Team, together with the management of the other largest member organisations, shoulder their responsibility for the strategic development of Save the Children through a number of consultative groups. Below are some examples of how Save the Children Sweden has contributed to the development of the international organisation.

Save the Children Sweden continues to lead Save the Children's global project for children's right to safety and protection - the Child Protection Initiative. Within this initiative Save the Children Sweden leads operations aimed at protecting children against violence in humanitarian assistance situations. Save the Children Sweden has also contributed to the development and dissemination of the Psychosocial First Aid Kit - guidelines on how children can be provided with psychosocial support during humanitarian crises.

Save the Children Sweden is also responsible for global operations aimed at protecting children against corporal punishment and offensive treatment. One example is the work underway in the Philippines, where Save the Children Sweden has supported proposed legislation against corporal punishment in the home and is engaged in outreach work and training of teachers and parents in "positive parenting". In 2014, the programme in the Philippines will be adopted as a signature programme by Save the Children and may thus be used as a model for other similar initiatives.

Save the Children Sweden, in conjunction with Save the Children Denmark and Save the Children Norway, leads the global Child Rights Governance Initiative. In this context, Save the Children Sweden helped to produce a manual on how local organisations are to work with the issue of the decreasing space for civil society, a fact that has become increasingly apparent in many countries.

One area that the initiative will focus on until 2020 is *Investment in Children*. One example of this is the programme that Save the Children Sweden is developing along with the country office in Zambia. During the year, training in children's right to good governance will be implemented in several priority countries e.g. Zambia and Lebanon. The programme includes sections such as how to carry out analyses that focus on the situation of children's rights in the country. These analyses are now part of country offices' planning and are to be updated regularly.

Humanitarian assistance

Within humanitarian assistance, Save the Children Sweden has continued to be a strong actor for children's rights. Save the Children Sweden is a member of Humanitarian Executive - the forum where strategic decisions about Save the Children's humanitarian assistance operations are taken. Here the child rights perspective is centre stage within strategy and policy activities.

In the ongoing humanitarian operations in Syria and the Philippines, focus has been placed on ensuring children's right to safety and protection, supporting and strengthening local organisations' work and ensuring that efforts are based on the fundamental principles of the Convention on the Rights of the Child. This work has involved the development of methods for remote monitoring and support of local organisations' efforts in Syria, establishing safe child zones and ensuring that aspects such as non-discrimination and children's rights to participation are included in the planning of inputs for children in humanitarian situations.

Save the Children Sweden has contributed to efforts by providing financing and by sending staff with expertise in child-focused humanitarian work to the areas affected. Operational support has been carried out in more than 30 countries and in even more humanitarian crisis situations.

Global impact

The global advocacy work of Save the Children is coordinated by the Global Advocacy Group, in which Save the Children Sweden has a seat.

Save the Children Sweden has successfully promoted issues included in its prioritised areas in the group. This has been reflected in, for example, the work plans for advocacy offices and in the joint report on the *2015 Agenda*, that is the actions the organisation will undertake when the end date for the UN Millennium Goals has passed. Save the Children Sweden has also, together with other members, been instrumental in developing principles for the support and strengthening of partner organisations. These principles have been integrated into country office operational guidelines.

7. Save the Children Sweden does not work alone

In order to improve life for children and to ensure their rights are respected, Save the Children Sweden collaborates with organisations, actors and networks locally, regionally, nationally and internationally. Through exchange of experience and cooperation with others, operations can be more effective and goals achieved more rapidly. This is a vital factor for success.

Networks may deal with various themes such as refugee issues, school, the Convention on the Rights of the Child or health and include organisations which consist of, and are led by, children and young people. Save the Children Sweden also cooperates with government agencies, parliamentarians, UN agencies, universities, journalists, media and private companies.

Save the Children Sweden works with campaigns within the framework of Save the Children, for example the campaign entitled *Everyone* about children's right to survival. Save the Children Sweden also works with UNICEF and Plan International to strengthen rights-based protection systems in eight countries, and to work against corporal punishment.

Collaboration with companies

Many companies have showed interest in long-term, enhanced cooperation with Save the Children Sweden. An increasing number of them wish to take greater responsibility for the communities they operate in, both socially and environmentally.

Examples of collaboration with larger-scale donors:

- IKEA and Save the Children Sweden have collaborated since 1994 on issues relating to children's rights. Today this collaboration encompasses the entire Save the Children and its member organisations and Save the Children in Sweden runs and manages it. Cooperation with the IKEA Foundation focuses on children's rights in India and Pakistan, mainly in cotton cultivation. Funds from the annual Soft Toy campaign in IKEA stores around the world goes to programme activities in Asia and Eastern Europe. In total, global cooperation with the IKEA Foundation includes some 20 projects worldwide. In 2013 Save the Children Sweden received MSEK 61.7 from this Foundation. In October 2013, a one-year pilot project between Save the Children Sweden and IKEA began focusing on immediate initial funding for humanitarian disasters. This occurred in 2013 and included operations in Syria, the Philippines, India and Vietnam.
- Save the Children Sweden is a beneficiary of the Swedish Postcode Lottery and has, since 2005, received a total of MSEK 342. General support of MSEK 53 has been used for both international and Swedish programme activities and has supplied a significant contribution to the Save the Children Sweden's work for children's rights. In Sweden, this contribution was used for the *Safer School Project* and internationally for activities aimed at decreasing the use of corporal punishment. During the year, MSEK 2.9 was also used for a special project entitled *Outdoor recreation for child health and development in social and economically vulnerable areas*. This project is a collaboration with the Swedish Outdoor Association and will run over a period of three years. An additional MSEK 2.3 has gone to the Save the Children's disaster relief work in the Philippines.
- During the year Save the Children Sweden received a total of MSEK 13.6 from Radiohjälpen (Swedish Broadcasters' Aid Foundation). This included MSEK 9.2 from the

Children of the World Campaign, MSEK 1.9 from Musikhjälpen, MSEK 1.5 from Katastrofhjälpen and MSEK 1.0 from Hungerhjälpen. Funds from the Children of the World donation have financed various projects in West Africa aimed at improving children's right to protection. Musikhjälpen has funded a project in the Ivory Coast to improve life for children living in slums. Katastrofhjälpen funding was put to work after Typhoon Haiyan in the Philippines. Hungerhjälpen funded projects in Somalia to prevent malnutrition in children.

- By saving in the Swedbank Robur Human Fund, Swedbank's customers make a valuable contribution to Save the Children Sweden as 2% of client assets under management go to a non profit organisation, such as Save the Children Sweden. Swedbank Robur has, together with Save the Children Sweden, developed a position on children's rights. Today, this aspect is always included in the analyses Swedbank Robur carries out before deciding to invest in a company.

More key partners

Save the Children Sweden has a number of key partners: Accenture, Axfood, Clas Ohlson, God El/God Fond, Santa Maria, SAS and Vinge advokatbyrå. In addition to key partners, the organisation also works closely with some 20 other companies.

In 2013, Save the Children Sweden received pro bono support from Vinge who, through its legal services, creates better quality in the wording of negotiations and agreements and from Accenture, who have supported Save the Children Sweden with the development of methods and models in work with child rights principles.

Collaboration with Save the Children Sweden Youth Council

The Save the Children Sweden Youth Council (RBUF) is an independent organisation supported by Save the Children Sweden. RBUF issues its own annual report and its relationship with Save the Children Sweden is regulated by agreement. During the year, new collaboration agreements have been established governing contributions and joint operations concerning discussion groups.

Examples of other strategic partnerships in 2013 in Sweden

Examples of actors that Save the Children Sweden collaborated with in 2013 include county administrative boards, the police, social services, other NGOs and business/industry.

- The projects entitled *It's about love* and *Love is Free* that are intended to discuss the rights of young people, Save the Children works with county administrative boards, the police, social services and NGOs.
- Within the framework of operations in the *On Equal Terms* project for social and economically vulnerable areas, Save the Children works with local organisations, businesses and district councils in suburbs around major cities, such as the Megafon youth association in Husby, Accenture, the Swedish Outdoor Association and Folkets hus och parker.
- In a project to combat discrimination and offensive behaviour in sport, *High Five*, Save the Children collaborated with 17 districts within SISU sports trainers, 16 municipalities and local sports clubs.
- In collaboration with Centre for Business and Policy Studies (SNS), Save the Children participates in reference groups for the research project entitled *Investment in equal life chances* and for a number of publications, including Arbetslöshet and Hälsa.
- During the humanitarian assistance response in the Philippines after typhoon Haiyan, Save the Children initiated collaboration with MSB (Swedish Civil Contingencies Agency).

8. Financial instruments

Save the Children Sweden has built up a capital buffer for unforeseen events and to secure its operations for children. Since 2006, the management of these resources has been controlled by a policy which imposes strict standards of conduct, low risk and cost effective management.

Financial management policy has been developed in accordance with the guidelines for the design of investment policy SFC (NGO Fundraising) prepared for fundraising organisations and reviewed by Charity Rating. This policy is established by the Board of Trustees and is subject to ongoing evaluation and revision. Results are followed up by the Board, together with the rest of the financial reports, on a quarterly basis. The policy is public and full transparency is applied as concerns its revision.

The Save the Children Sweden Board is responsible for decisions on changes in financial management policy. A special sub-committee of the Board, the Asset Management Committee, is mandated to ensure policy compliance, and prepare proposals for the Board concerning updates to the policy as and when necessary.

Board policy states that long-term assets must have an expected return of 3% in real terms per year i.e. after inflation, over a rolling five year period. Meanwhile, the overall level of risk, for example currency and credit risk, must be low which is primarily to be achieved by global diversification, a relatively low proportion of equities, low currency risk and strict limits for operative management. The policy sets the framework for the proportion of capital that may be invested in equities and interest-bearing securities. The share portfolio is largely to be managed close to index.

Save the Children Sweden follows the SFC Guidelines on ethical aspects of financial management linked to the goals and objectives of Save the Children Sweden operations. They must be measurable and possible to monitor and the investment policy must be fully transparent.

According to the Save the Children value platform concerning management of funds, which in 2013 showed an even greater focus on children's rights, investments must be made in companies that comply with the international conventions signed by Sweden, especially those that improve children's rights, conditions and opportunities.

Save the Children Sweden will also use the opportunity, in their role as active investors, to advocate for companies to integrate children's rights into their operations by applying the Children's Rights and Business Principles. These principles, which were launched in 2012 by Save the Children Sweden, the UN Global Compact and UNICEF, have been increasingly emphasised in the global sustainability agenda. Save the Children Sweden has collaborated with several companies to, using the principles as a basis, influence them to contribute positively to children's rights in their core business. As a result, several companies in 2013 began to integrate children's rights into their core operations.

Save the Children Sweden invests only in companies that earn less than 5% of their revenue from operations concerning alcohol, pornography, tobacco or weapons. The aim is to achieve zero %.

Assets are managed by external managers. A special report on long-term asset management development is submitted and any deviations from the approved mandate and limits are monitored by the Committee on a monthly basis and presented to the Board with the quarterly financial reports.

In 2012 the policy was amended to increase risk-adjusted returns in the fixed income portfolio in the current low interest rate environment. The amendment allows an exposure to corporate bonds and in 2013, a procurement and new investment in corporate bond funds was undertaken. At year end 2013 the fixed income portfolio consisted of 30.4% corporate bond funds, of which 25.2% were Investment Grade and 5.2% in High Yield.

The average fixed management cost of the total equity portfolio represented 0.26% at year-end 2013.

9. Monitoring and financial position

Save the Children Sweden regularly monitors operations through a variety of reports such as the Annual Report, quarterly reports, human resources accounting, internal controls, sustainability report, impact report and SFC quality code.

Basis for follow-up is obtained via annual and quarterly reports from different parts of operations, follow-up of a sample of SFC key ratios and the indicators attached to the organisation's long-term goals. There are also tools to evaluate advocacy activities, and methods to estimate how many people are reached in the international programmes.

9.1 Map of Save the Children Sweden operations

The map on the next page shows Save the Children operations in 2013. Activities within thematic areas with the largest grants are marked by country, and total programme costs by region are also shown. There is a graph showing total income.

Save the Children Sweden's thematic priority areas are (according to operational focus 2013-2016) children's right to good governance and children's right to protection. Save the Children Sweden works in both humanitarian and development contexts with these thematic priorities. In Sweden, there is an additional priority in children's right to education.

Children's rights to good governance

Save the Children Sweden works to ensure that states do what it takes for all children to have their rights respected. The Convention on the Rights of the Child is the foundation and work is underway to develop and strengthen states' structures to enable them to live up to the CRC. Save the Children advocates for governments to report to the UN Committee on Children's Rights, supports local organisations in their efforts to submit a supplementary report and itself submits a supplementary report to call attention to shortcomings in the implementation of the CRC in Sweden. Save the Children Sweden also works to encourage government agencies to become better at listening to children's voices. Because children's right to survival and development are included in the CRC, this also relates to Save the Children Sweden's humanitarian operations.

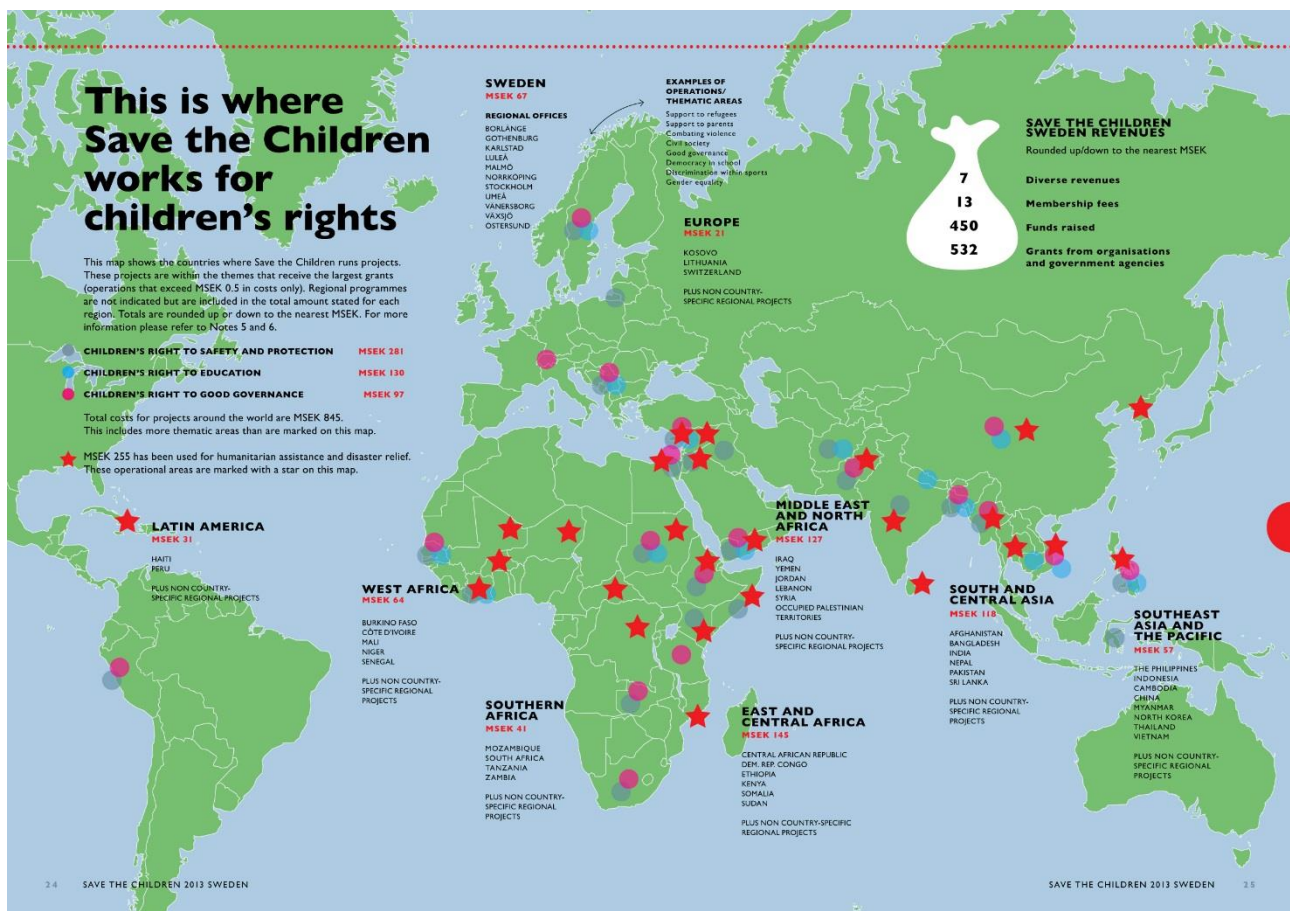
Children's right to good governance also includes efforts to convince companies to integrate children's rights into their operations. Save the Children Sweden was mandated by the Save the Children, together with the Global Compact and UNICEF, to develop the Children's Rights and Business Principles (CRBP). The global launch of the principles was held in London in March 2012. Save the Children Sweden's work to influence companies to become actors for children's rights, based on child rights principles, has developed strongly and Save the Children Sweden plays a clear leadership role within Save the Children in these matters.

Companies and private actors, both in Sweden and internationally, have been influenced by involvement in business networks, trade associations and other platforms. Methods and tools used to support enterprises in their integration of children's rights into their core operations have been developed with, and are used by, numerous companies in various different sectors.

Children's right to protection

Save the Children Sweden works to prevent violence against children and so that children who are exposed to violence or abuse receive the protection and rehabilitation services they are entitled to. There must be national safety systems and all children must be afforded their rights. In Sweden Save the Children focuses on violence against children and children who have witnessed violence in the home, on the situation of children in schools and in institutions and the strengthening of the rights of unaccompanied refugee children. Internationally, Save

the Children works in both development and humanitarian contexts with children's right to psychosocial support, to prevent them being subjected to sexual abuse and violence and that children should be with family or other adults they feel secure.



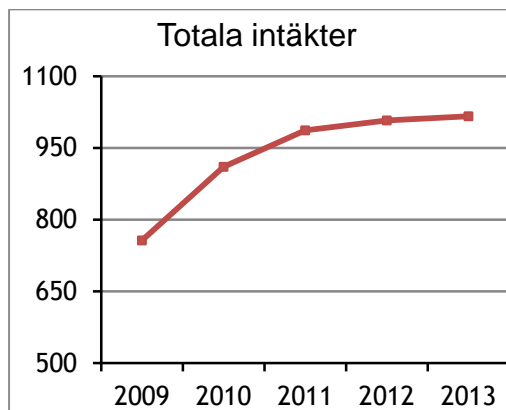
Children's right to education

Save the Children Sweden conducts advocacy to ensure that all children are entitled to a good-quality education and for states to invest sufficient resources in education. The organisation works internationally to reduce violence and abuse in the school environment as well making education available to children in war and armed conflicts. In Sweden, Save the Children works to ensure that children - especially the most vulnerable - have their rights to education fulfilled.

9.2 Income¹

Save the Children Sweden's total income increased by 1% and amounted to MSEK 1 016.5 (MSEK 1 007.5). Of total income, operating income amounted to MSEK 1001.7 (MSEK 994.8) and income from financial investments to MSEK 14.8 (MSEK 12.7).

Total income



Funds raised

Funds raised represent 44.9% of total operating income. During the year, this income increased by 8% and amounted to MSEK 449.7 (MSEK 415.7). Fundraising from private donors, the public, increased by 12% during the year and amounted to MSEK 226.1 (MSEK 201.1), which is the highest figure in Save the Children Sweden's history. The primary reason for this increase is efficient fundraising for the benefit of the children affected by the natural disaster in the Philippines.

Income from corporate partnerships decreased slightly compared to the previous year and amounted to MSEK 93.4 (MSEK 96.1). Of this income, MSEK 61.7 (MSEK 60.0) came from the global business partnership with IKEA.

In 2013, the Swedish Postcode Lottery contributed MSEK 58.2 (MSEK 63.0). In addition to the general support from the Postcode Lottery, Save the Children Sweden applied for grants for special projects in specific areas. The decrease compared with the previous year is linked to the fact that, in 2012, Save the Children Sweden received funds for a major special project.

Income from bequests often varies from year to year. In 2013, Save the Children Sweden received a number of large bequests and such income amounted to MSEK 34.8 (MSEK 22.6).

Funds raised from Save the Children amounted to MSEK 15.3 (MSEK 17.4). Income from the Swedish Broadcasters' Aid Foundation and collections from Children of the World Campaign during the year amounted to MSEK 11.1 (MSEK 6.6).

Funds raised by Save the Children Sweden's local branches increased slightly over the previous year and amounted to MSEK 4.0 (MSEK 3.8). Other income was MSEK 6.7 (MSEK 5.1). This includes income from foundations.

The number of employees internationally has, due to reorganisation, declined since 2011 which is one explanation for the increase in the ratio Funds raised/Employees below.

¹ Previous year's figures in brackets.

Key ratios - funds raised in SEK thousand	2009	2010	2011	2012	2013
Funds raised/Employees*	561	321	277	521	661
Fundraising costs/Funds raised		15.6%	14.5%	16.1%	
	14.9%	15.3%			
Funds raised/Operating income		55.0%	48.6%	40.1%	
	41.8%	44.9%			

*In Sweden and internationally

Grants from organisations and government agencies

Grants from organisations and government agencies represent 53.1% of the year's total operating income. Total grants for the year were MSEK 532.2 (MSEK 554.6) which represents a decrease of 4%. The grant from Sida, Save the Children Sweden's largest donor, accounted for 58.7% of Save the Children Sweden's total grants.

During the previous year, humanitarian grants from the UN increased considerably and this increase has continued during the year. These grants accounts for 23.1% of the year's total grant income. A large part is related to humanitarian operations in Syria. The total reduction of grant income is largely explained by lower levels from the EU.

Key ratios grants contributed	2009	2010	2011	2012	2013
Grants/operating income	41.9%	48.6%	57.5%	55.7%	53.1%

Membership fees

Membership fees have remained at a relatively constant level in recent years. In 2013 such fees amounted to MSEK 12.8 (MSEK 12.5).

Other income

Income from external courses and sales for the year amounted to MSEK 6.9 (MSEK 12.0).

Results from long-term capital management

Return on financial investments in Save the Children Sweden's Income Statement (Note 7) are determined according to the accounting and valuation principles stated in the Annual Accounts Act, Accounting Standards Board for Associations and SFC's Guidelines for annual reports (see Accounting and valuation principles).

According to Save the Children Sweden's Investment Policy, the goal of the long-term portfolio must satisfy a performance expectation of 3% in real terms per year over a rolling five year period. Fund management will primarily be carried out by external managers and the share portfolio will mostly be managed close to index.

At end 2013, the market value of the long-term funds amounted to MSEK 320.7. The long-term asset trend in 2013 was 11.0% of costs. The increase is explained by the strong rise in the share portfolio, actually 26.4%, due to the very strong upward trend in world share markets. In the fixed income portfolio and the portfolio of alternative investments, however, the trend was slightly negative.

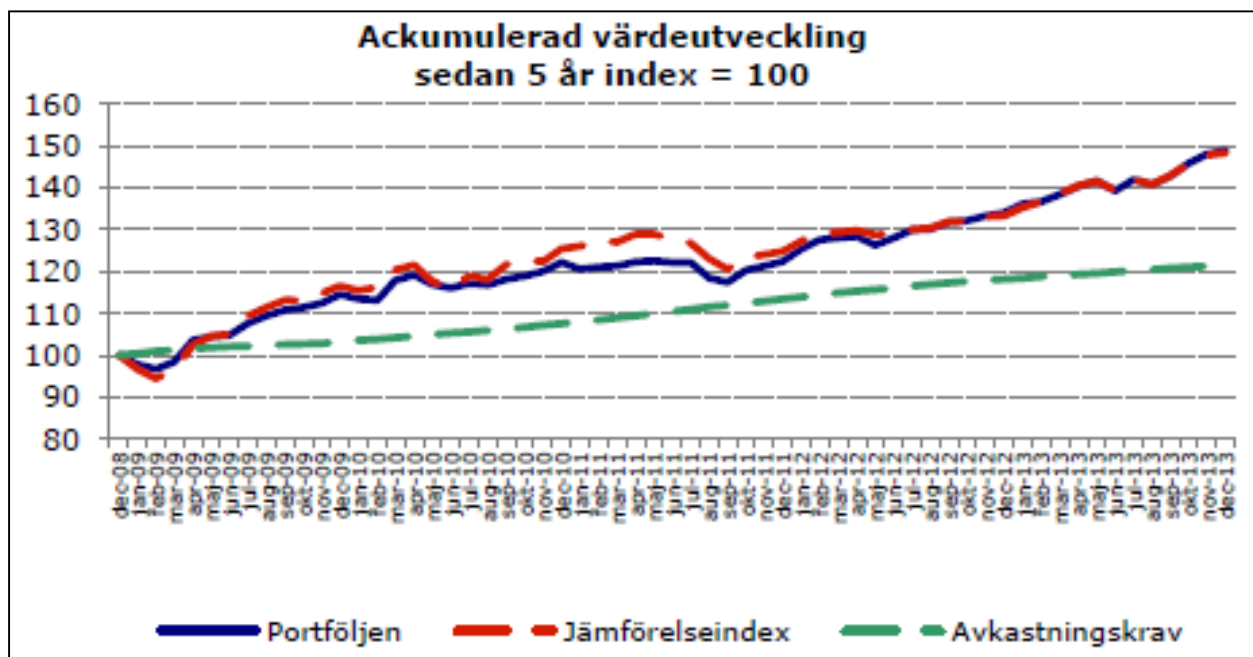
In 2013 the entire share portfolio was managed close to index which means that returns should be close to its weighted index. Differences in the short term may occur due to certain technical factors or ethics may make a difference. None of the sub-portfolio's benchmark indexes are ethical. In 2013, the overall share portfolio trend was 0.9% lower than index, which rose 27.3%.

Developments in the fixed income portfolio stood at -0.5%, which was lower than the weighted comparable index of 0.6%. The difference is mainly explained by the fact that the interest in the portfolio's comparable index is a composite index reflecting the normal fixed-income portfolio allocation of 70% residential and government securities and 30% corporate bonds. Save the Children's fixed income portfolio had, until the second half of 2013, an exposure to corporate bonds according normal allocation.

Alternative investments, which represented around 10% of the total portfolio, had an overall slightly negative trend during the year of -0.4%, which was below the benchmark index rise of 6.7%. The holdings have been reviewed with the result that one of the two fund holdings was sold, consequently the size of the alternate portfolio was halved by the end of 2013.

Over five years, the long-term equity portfolio returned 8.3% annually in nominal terms (see figure). The goal for a real return expectation of 3% annually for the same period was 4.0% annual rate of return in nominal terms. Consequently the portfolio has over-performed by 4.3% annually over the past five years.

Accumulated value trend for 5 years index = 100
 Portfolio Comparable index Return requirements



At 31 December 2013, shareholdings amounted to 44.4% of the total portfolio market value, the fixed income portfolio 50.5%, and alternative investments 5.0%. This puts the asset classes within their limits, which stipulate that shareholding may amount to a maximum of 47% and fixed-income portfolio to a minimum of 43%. At the end of 2013, the size of the long-term equity portfolio corresponded, in terms of market value, to 31.4% of Save the Children Sweden's turnover and 65.9% of its equity. It is estimated that the size of long-term assets under management are at a reasonable level.

In addition to the long-term assets portfolio, Save the Children Sweden has, as part of managing liquidity risks and maintaining adequate liquidity, included short-term liquidity management. These funds consist mainly of short-term debt securities or money market funds in addition to bank deposits. Also there is a portfolio of inherited shares and mutual funds, which are phased out as they are received. The size of this short-term portfolio was, at end 2013, MSEK 22.0.

9.3 Costs²

Save the Children Sweden's operating expenses include project costs as well as costs related to fundraising and administration. Save the Children Sweden's operating costs during the year amounted to MSEK 1 006.3 (MSEK 987.1), an increase of 2% over the previous year.



Project costs

These costs include Save the Children Sweden's expenses for programme operations and support to membership. This year they amounted to MSEK 896.8 (MSEK 888.2).

Liquidity	2009	2010	2011	2012	2013
Number of days that equity would cover project costs	180	212	190	197	196

The key ratio above describes Save the Children Sweden's current liquidity, i.e. how many days Save the Children Sweden could continue to operate without income.

² Previous year's figures in brackets.

Programme costs include both national and international operations. Thematic programme costs, excluding programme support costs, over the past four years, are distributed as follows:

	2009	2010	2011	2012	2013
Children's right to safety & protection	35%	36%	37%	39%	42%
Children's right to good governance	20%	22%	18%	17%	15%
Children's right to education	29%	27%	22%	20%	19%
Other thematic areas	16%	15%	23%	24%	24%

Of programme costs, MSEK 255.3 (MSEK 255.3) is related to operations in a humanitarian emergency context and MSEK 425.2 (MSEK 384.2) in long-term development. Large elements of the humanitarian costs are closely linked to other thematic areas, which means that only 5% of programme costs are within the thematic area of disaster relief.

Fundraising costs

Net costs for fundraising amounted to MSEK 68.8 (MSEK 62.1). The increase in these costs is part of Save the Children Sweden's efforts to secure long-term, stable funding. During the year, investments were made aimed primarily at increasing the recruitment of monthly donors.

Administration costs

Administration costs amounted to MSEK 40.8 (MSEK 36.8). One contributing factor to the increase in these expenses is increased focus on competence development within the organisation. Fundraising and administration costs accounted for 11% of total income for 2013.

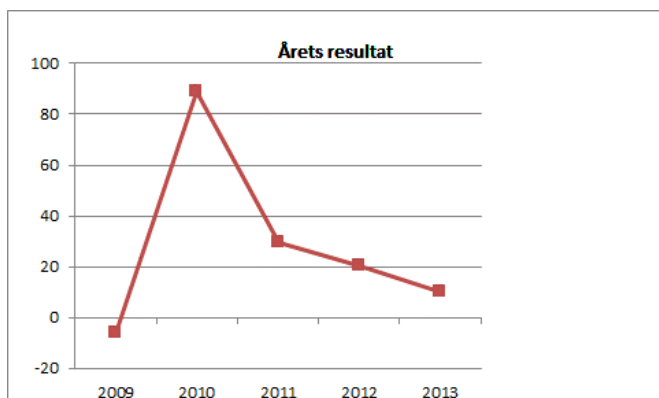
	2009	2010	2011	2012	2013
Project costs; Programme	647.4	702.6	839.7	865.9	876.3
Project costs; Membership	22.4	19.9	21.5	22.3	20.5
Fundraising costs	63.3	63.9	62.9	62.1	68.8
Administration costs	29.7	35.3	33.1	36.8	40.8
Total costs	762.8	821.7	957.2	987.1	1006.3
Total income	756.8	910.6	986.7	1007.5	1016.5
Fundraising & Administration /Total income	12%	11%	10%	10%	11%

9.4 Financial outcome³

Outcome for the year amounted to MSEK 10.1 (MSEK 20.4) including financial income. Year's provision for project funds, as a result of funds received but not yet used for operations, is MSEK 73.4. A large portion of this provision refers to funds for disaster relief. Utilisation of project funds from previous years is MSEK 80.8. A large part of this year's provisions and balances from previous years is related to projects financed by IKEA grants.

³ Previous year's figures in brackets.

Year's outcome



Remaining surplus amounts to MSEK 17.5 (MSEK 14.0) which forms this year's change to non restricted equity.

9.5 Foundation management

At end 2013, Save the Children Sweden managed six foundations whose restricted foundation capital amounted to MSEK 25.6.

10. Significant decisions and events in 2013

During the year, the new organisation for international programme implementation, Save the Children International, SCI, has developed and stabilised thanks to the joint efforts of Save the Children and its member organisations. The new regional offices have developed their support to country offices. The country offices also support each other, for example when the load on the Lebanon office due to the refugee situation in Syria became too much, the office in the occupied Palestinian territories supported them by taking over responsibility for regional programmes. In Asia, the regional structure for humanitarian and disaster situations has changed. Now, the double task of dealing with both long-term and emergency operations can be performed more effectively and efficiently. Proof of this came in the rapid and well-organized response when the Philippines were hit by a typhoon.

With the exception of Sudan, the operations of all Save the Children Sweden's regional and country offices have been transferred to Save the Children. The last regional office transferred was South Africa.

The Advocacy Office in Brussels is now run by Save the Children and new staff have been employed. The office has moved to new premises. In Brussels, the European members have joined together to fund a function focussing on internal EU issues.

New agreements with Sida

Save the Children Sweden concluded its first multi-year agreement with Sida covering humanitarian aid that includes both support for humanitarian operations in the field and for operational staff on site and at headquarters. Save the Children Sweden is also the first organisation to become a Sida strategic humanitarian partner.

At the beginning of the year a new framework agreement of a record amount of funding was signed with Save the Children Sweden's largest donor Sida/Civsam. The agreement is for three years, 2013-2015, but is expected to be extended by an additional bridging year during which a new application will be processed.

In-house development

Possessing the competence and capabilities required for success is crucial for Save the Children Sweden. Consequently, in the autumn of 2013, work begun on developing the skills of employees and managers. This programme is entitled *Save the Children Sweden Academy*. Competence development takes place both in the current workplace and in special forums for learning. In 2013, the organisation continued its efforts to develop processes, systems and procedures in order to improve quality, become more efficient and achieve better results.

Opinion building and marketing

This year, major campaigns in purchased media were undertaken. *Poverty School* was published in early spring to stimulate involvement in the issue of child poverty. *My body is mine* occurred in the autumn to highlight child sexual abuse. A new website was launched this year which will provide better tools to measure and optimise digital communications.

I I. External factors affecting the organisation

International crises

Humanitarian crises in many Asian countries risk destroying ongoing, long-term development as resources must be used for emergency situations. The new model as a single organisation for international programme activities in which both development and emergency operations are available under the same roof may prove to be a vital step forward towards resolving this.

The flow of refugee from Syria will lead to work in Lebanon being subjected to great challenges. Half of all schoolchildren who are currently in Lebanon are outside the school system. This requires new strategies.

Several armed conflicts have flared up in Africa during the year resulting in violence, abuse and floods of refugees. Save the Children is aiming its humanitarian efforts towards children and their families in all these conflicts and Save the Children launched a humanitarian operation in the Central African Republic where the organisation has not previously been active. The climate for civil society has sharpened many countries in Africa which has made it more difficult to conduct rights-based operations there.

I2. Significant events after financial year end

Worth noting as it affects reported programme activities after the new year 2013/2014 is that operations in Afghanistan have been placed on the back burner until after the April elections and that partner organisations in Ukraine and Russia have reported a reduction of civil society opportunities in these countries. Save the Children's operations in Chad have been affected by the difficult security situation in the Central African Republic.

From the 2014 fiscal year, Save the Children Sweden will comply with the new K3 accounting rules.

I3. Future developments

An important part of Save the Children's task is to strengthen and develop the smaller member organisations and build new independent members of Save the Children. One example of the latter is operations in the Philippines where, in 2014, the country office will initiate a national fundraising programme in order to become a full member of the Save the Children within a few years. Other countries where Save the Children is helping to build new member organisations are Indonesia and Colombia.

The Nordic Save the Children members are also discussing joint support to national members in Latin America. Save the Children Sweden supports national members South Africa and Swaziland which will continue in 2014.

INCOME STATEMENT 2013

Amounts in thousand SEK		2013	2012
Operating income			
Membership fees	Note 1	12 832	12 511
Funds raised	Note 2	449 730	415 749
Diverse revenues	Note 3	6 857	11 973
Grants from organisations and government agencies	Note 4	532 231	554 559
		1 001 650	994 792
Project costs			
Programme	Notes 5,6,22,23	-876 319	-865 900
Membership	Notes 6,22,23	-20 486	-22 295
		-896 805	-888 195
Fundraising and administration costs			
Fundraising	Notes 6,22,23	-68 770	-62 131
Administration	Notes 6,22,23	-40 762	-36 785
		-109 532	-98 916
Operating expenses		-1 006 337	-987 111
Outcome from operations		-4 687	7 681
Outcome from financial investments	Note 7	14 814	12 691
Year's outcome		10 127	20 372
Appropriation of year's outcome			
	Note 17		
Year's outcome according to Income Statement		10 127	20 372
Utilisation of project allocations from previous year		80 814	39 244
Reservation of project allocations not utilised during the year and provisions according to Board decision		-73 476	-73 626
Amount remaining for year/non restricted capital		17 465	-14 010

BALANCE SHEET

<u>Amounts in thousand SEK</u>	<u>2013-12-31</u>	<u>2012-12-31</u>	
ASSETS			
Fixed assets			
<i>Intangible fixed assets</i>			
Software	Note 8	208	0
		208	0
<i>Tangible fixed assets</i>			
Buildings	Note 9	0	0
Inventory and installations	Note 10	467	1 055
		467	1 055
<i>Financial fixed assets</i>			
Interest in Rädda Barnens Service AB	Note 11	908	908
Long term securities	Note 12	282 821	279 022
Long term receivables	Note 13	74 689	51 255
		358 418	331 185
Total fixed assets		359 093	332 240
Current assets			
<i>Property etc. intended for sale</i>		1 058	1 421
<i>Current receivables</i>			
Accounts receivable		5 029	7 680
Other receivables	Note 14	107 181	210 975
Prepaid expenses and accrued income	Note 15	60 852	56 205
		173 062	274 860
<i>Short term investments</i>	Note 16	870	27 041
<i>Cash and bank balances</i>		323 604	188 620
Total current assets		498 594	491 942
TOTAL ASSETS		857 687	824 182

EQUITY AND LIABILITIES

Equity

Note 17

Equity at year start	469 045	448 673
Year's increase	10 127	20 372
	479 172	469 045

Provisions

Note 18

Provisions for employees abroad	16 988	14 719
	16 988	14 719

Long term liabilities

Debts to Rädga Barnens Service AB	100	100
	100	100

Current liabilities

Accounts payable	31 909	24 816
Other liabilities	Note 19 85 730	65 478
Accrued expenses and prepaid income	Note 20 243 788	250 024
	361 427	340 318

TOAL EQUITY AND LIABILITIES	857 687	824 182
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Pledged assets	None	None
Contingencies	Note 21 12 142	10 743

CASH FLOW ANALYSIS

Amounts in thousand SEK	2013	2012
Day-to-day operations		
Payments from donors and members etc.	1 099 762	918 453
Payments to cooperating partners, employees and suppliers etc.	-980 368	-965 215
Cash flow from day-to-day operations before interest and income tax	119 394	-46 762
Interest received	4 803	4 655
Dividends received	3 700	4 950
Interest paid	-8	-12
Cash flow from day-to-day operations	127 889	-37 169
Investment operations		
Investments in intangible fixed assets	-208	0
Sales of intangible fixed assets	0	21
Investment in tangible fixed assets	-137	-2 254
Sales of tangible fixed assets	1 421	3 072
Investments in financial fixed assets	-109 126	-239 475
Divested financial fixed assets	88 182	156 134
Decrease in short term fixed financial investments	27 299	2 004
Cash flow from investment operations	7 431	-80 498
Year's cash flow	135 320	-117 667
Cash equivalents at year start	188 620	309 091
Exchange differences for cash equivalents	-336	-2 804
Cash equivalents at year end	323 604	188 620

NOTES ON INCOME STATEMENT AND BALANCE SHEET

Accounting and valuation principles

The accounting and valuation principles follow the Swedish Annual Accounts Act, the Swedish Accounting Standards Board's general advice for non-profit organisations and the Swedish Fundraising Council's (FRIL) governing guidelines for annual accounting.

Income recognition

Income is recognised at the fair value of what has, or will be received.

Income in the form of gifts and donations is generally recognised as income when the gift has been effectuated in terms of property law. Donations, primarily from private individuals, are normally recognised on a cash basis. Donations from companies and organisations are also normally recognised in the period in which the donation is made. To the extent any gifts or donations from companies and organisations have been agreed but not received as per the balance sheet date, they are recognised as income following individual assessment.

Membership fees

Membership fees consist of payments received for membership of Save the Children Sweden.

Funds raised

Funds raised include donations received from the public, companies, organisations, foundations and funds.

Funds raised also include bequests and donations, as well as funds from Radiohjälpen generated through joint fundraising activities.

Grants from organisations and government agencies

Cash and equivalents received from donors who are considered to be collective or legal entities under public law are viewed as grants. This includes grants applied for and received from Radiohjälpen, as well as grants from affiliated organisations within Save the Children International. The grant is recognised as income in the period in which it is paid in. Conditional grants are recognised as liabilities until the expenses that the grants are intended to cover are incurred. If a grant pertains to a specific period, the contribution is distributed over that period.

Cost accounting

Save the Children Sweden's costs are reported in accordance with the Swedish Fundraising Council's guidelines as costs for projects, fundraising and administration. Additional to the direct costs for these operations are the indirect and supporting costs, of which some are general overheads. These are distributed so that each part bears its own costs. The distribution is based on the proportion of personnel and office resources that each part makes use of.

Project costs

Project costs are those incurred by Save the Children Sweden in performing its assignments in accordance with its Articles of Association. A division is made between the costs for programme operations in Sweden and abroad, and membership activities in areas involving workshops, courses and conferences that support and develop programme operations. Advocacy work forms part of programme operations.

Fundraising costs

Fundraising costs are those incurred in generating donations from private individuals and companies and include costs for fundraising materials, printed materials, advertising and payroll costs for employees who work with these fundraising activities.

Administration costs

Administration costs are those necessary for the administration of Save the Children Sweden and include costs for Board meetings, auditing, certain rental costs, administrative systems and payroll costs.

Assets and liabilities

Donated assets

Property and tenant-owned association housing donated to Save the Children Sweden are recognised at their market value calculated at the point in time when Save the Children Sweden receives the donation. They are reported as current assets since the intention is for them to be divested as quickly as possible. Securities are reported as current investments. Listed securities are recognised at their market price at the point in time at which they are registered in Save the Children Sweden's name.

Fixed assets

Intangible and tangible fixed assets are recognised at cost and depreciated systematically over the period of use. The following depreciation periods are applied for equipment both in Sweden and abroad: Software and systems development costs: 3 years; Computer equipment: 3 years; Other equipment: 5 years.

Securities

The securities included in Save the Children Sweden's long-term capital management activities are classified as fixed assets while those included the short-term capital management activities are classified as current assets. Impairment losses are recognised on fixed assets if the market value falls below the cost of the asset and the decline is assessed as permanent. Securities classified as current assets are recognised at fair value or cost as per the balance sheet date, whichever is lower.

Current receivables

Receivables and liabilities in foreign currencies are recognised at their quoted price as per the balance sheet date. Receivables have been reported at the amounts expected to be received.

Provisions for personnel abroad

For locally-employed personnel, Save the Children Sweden makes provisions for pensions and the like in accordance with established terms and the law in each country.

Year's outcome and equity

Equity refers to the funds placed at Save the Children Sweden's disposal for the performance of its remit but that have not been paid out as per the balance sheet date. Funds that have been restricted by their donors as permanent endowments or for particular purposes are reported separately. Restricted funds are normally used during subsequent year of operations. The SCS Fund (Save the Children Sweden Fund) and the contingency fund consist of basic capital set aside by the Board and a buffer for changes in the value of invested assets. Unrestricted capital consists of funds placed at its disposal without restrictions. The outcome for the year, as presented in the Income Statement, represents the difference between costs and funds received during the year. The change in unrestricted capital refers to amounts following use or provision from/to other parts of equity

Cash flow analysis

The cash flow statement has been prepared in accordance with the Swedish Financial Accounting Standards Council's recommendation regarding cash flows (direct method).

Regional offices abroad

At year end there is only one overseas office remaining for which Save the Children has legal responsibility. This office, as previously, is responsible for its own financial reporting according to directives from HQ in Stockholm. Monthly reports are submitted for consolidation into the National Association reporting.

The National Association and the local arena

District associations and local branches prepare their own accounts that are not consolidated in those of the National Association since there is no parent/subsidiary relationship between the National Association and the district associations and local branches.

Consolidated accounts

Save the Children Sweden owns 100 percent of the shares in Rådda Barnens Service AB. The company's sales amount to only MSEK 6.5 (2.5) and consequently no consolidated accounts have been prepared.

NOTES ON INCOME STATEMENT AND BALANCE SHEET

Amounts in thousand SEK	2013	2012
Note 1		
Membership fees	12 832	12 511
Membership fees are from SEK 75 per member to SEK 300 per household. According to General Assembly decision, 25% of membership fees are paid to Save the Children Sweden local branches. Of the membership income reported here, SEK 3 344 thousand is paid in accordance with the voters' list stating number of paying members on 31 Dec 2012.		
Note 2		
Funds raised		
General public	226 144	201 058
Collected via Save the Children Sweden local branches	4 005	3 758
Collected via Save the Children International	15 283	17 425
Bequests	34 834	22 600
Post Code Lottery	58 178	63 000
Radiohjälpen/Children of the World	11 113	6 607
Corporate cooperation/donations	93 430	96 137
Other	6 743	5 164
Total	449 730	415 749
Note 3		
Diverse revenues		
Sale of goods	2 613	3 613
Sale of services	955	3 960
Other income	3 289	4 400
Total	6 857	11 973
Note 4		
Grants from organisations and government agencies		
Sida	312 198	300 938
Other organisations and government agencies	220 033	253 621
Total	532 231	554 559

NOTES ON INCOME STATEMENT AND BALANCE SHEET

Amounts in thousand SEK

Note 5

Programme costs per region and thematic area

Per region	2013	Per thematic area	2013
Sweden	67 048	Children's right to safety and protection	280 773
Europé	20 788	Children's right to education	130 408
East/Central Africa	144 771	Children's right to good governance	96 961
West Africa	63 743	Other programmes/themes	115 654
Southern Africa	40 692	Disaster relief; inputs and coordination	40 684
Middle East and North Africa	127 122	Multi-thematic	35 188
South and Central Asia	118 323	Programme support activities; abroad local/regional	79 105
Southeast Asia	57 220	Programme support activities; International Programme in Sweden	30 105
Latin America	30 950	Programme support activities; Sweden Programme	1 138
Regional	175 308	Programme support activities; central	35 949
Sub-total direct programme operations	845 965	Sub-total direct programme operations	845 965
Distributed costs (see Note 6)	30 354	Distributed costs (see Note 6)	30 354
Total	876 319	Total	876 319

NOTES ON INCOME STATEMENT AND BALANCE SHEET

Amounts in thousand SEK

Note 6

Distribution of costs between Save the Children Sweden operational areas

	2013				<u>Total</u>
	<u>Programme</u>	<u>Member</u>	<u>Fundraising</u>	<u>Adm</u>	
<i>Direct programme and fundraising operations</i>	845 965	17 186	59 254		922 405
<u><i>Distributed costs for support processes</i></u>					
Board, management	2 988	202	331	20 968	24 489
Communications	2 309		1 876	776	4 961
Staff, finances, IT, internal service & customer services	25 057	3 098	7 309	19 018	54 482
<i>Total distributed costs</i>	30 354	3 300	9 516	40 762	83 932
Total	876 319	20 486	68 770	40 762	1 006 337

NOTES ON INCOME STATEMENT AND BALANCE SHEET

Amounts in thousand SEK

Note 7	2013	2012
Income from financial investments		
<i>Income from Rädda Barnens Service AB</i>		
Depreciation	0	-2 200
	0	-2 200
<i>Income from securities and receivables that are fixed assets</i>		
Dividends	3 558	4 825
Interest	3 423	3 822
Capital gains from sales	6 289	4 613
	13 270	13 260
<i>Income from securities and receivables that are current assets</i>		
Dividends	142	125
Interest	771	1 185
Capital gains from sales	678	435
Depreciation	0	-36
Reversal of depreciation	114	80
	1 705	1 789
Interest expenses and other similar items	-8	-12
Management costs	-153	-146
Total	14 814	12 691
Note 8	2013-12-31	2012-12-31
Software		
Opening acquisition value	14 211	14 381
Year's purchases	208	0
Sales and disposals	0	-170
Closing accumulated acquisition value	14 419	14 211
Opening depreciation	-14 211	-14 353
Year's depreciation	0	-7
Sales and disposals	0	149
Closing accumulated depreciation	-14 211	-14 211
Closing residual value according to plan	208	0
Note 9	2013-12-31	2012-12-31
Buildings		
Opening acquisition value	3 786	3 786
Sales and disposals	-3 786	0
Closing accumulated acquisition value	0	3 786
Opening depreciation	-3 786	-3 786
Sales and disposals	3 786	0
Closing accumulated depreciation	0	-3 786
Closing residual value according to plan	0	0

The building has been disposed of and transferred as a donation to Save the Children International.

NOTES ON INCOME STATEMENT AND BALANCE SHEET

Amounts in thousand SEK

Note 10	2013-12-31	2012-12-31
Inventory and installations		
Opening acquisition value	16 448	20 650
Year's purchases	137	2 254
Sales and disposals	-1 883	-6 456
Closing accumulated acquisition value	14 702	16 448
Opening depreciation	-15 393	-16 747
Year's depreciation	-725	-2 275
Sales and disposals	1 883	3 629
Closing accumulated depreciation	-14 235	-15 393
Closing residual value according to plan	467	1 055

Inventory has been disposed of and transferred as a donation to Save the Children International.

Note 11	2013-12-31	2012-12-31
Rädda Barnens Service AB		
Opening book value	908	1 100
Acquisitions (shareholders' contribution)	0	2 008
Depreciation of interests	0	-2 200
Closing book value	908	908

Note 12	2013-12-31	2012-12-31
Long term securities holdings		
Opening book value	279 022	242 680
Acquisitions	85 692	187 863
Sales	-81 893	-151 521
Closing book value	282 821	279 022

	2013-12-31	2013-12-31	2012-12-31
	Book value	Market value	Book value
Handelsbanken Sverige Index Criteria	19 608	28 634	25 586
Handelsbanken Global Index Criteria	72 757	88 948	81 335
SEB Etisk Global Indexfond	19 316	24 055	21 548
<i>Total shares</i>	<i>111 681</i>	<i>141 637</i>	<i>128 469</i>
SEB Räntor Sverige	108 193	108 699	120 631
Sparinvest SICAV Ethical High Yield Value Bonds	8 001	8 444	0
SPP Företagsobligationsfond	39 825	40 853	0
<i>Total fixed-income securities</i>	<i>156 019</i>	<i>157 996</i>	<i>120 631</i>
Excalibur hedgefond	15 121	16 062	15 121
GMM Alpha hedgefond	0	0	14 801
<i>Total alternative investments</i>	<i>15 121</i>	<i>16 062</i>	<i>29 922</i>
Total	282 821	315 695	279 022

NOTES ON INCOME STATEMENT AND BALANCE SHEET

Amounts in thousand SEK

Note 13	2013-12-31	2012-12-31
Long-term receivables		
Opening nominal value	51 255	1 651
Additional receivables	23 434	49 604
Closing accumulated nominal value	74 689	51 255

Additional receivables consist of advances to Save the Children International for programme operations implemented by them and of a general liquidity reserve for Save the Children International.

Note 14	2013-12-31	2012-12-31
Other receivables		
Partners, local and members of Save the Children International	87 504	156 767
Save the Children International	1 233	11 640
Employees	483	823
Donors	12 230	18 511
Other receivables	5 731	23 234
Total	107 181	210 975

Note 15	2013-12-31	2012-12-31
Prepaid expenses and accrued income		
Accrued grants	41 862	42 097
Accrued interest income	1 994	2 603
Other accrued income	6 406	4 134
Other items	10 590	7 371
Total	60 852	56 205

Note 16	2013-12-31		2012-12-31
Current investments	Book value	Market value	Book value
Shareholding and fund participations	1 591	870	1 682
Value adjustment	-721	-	-804
<i>Total shares and funds</i>	<i>870</i>	<i>870</i>	<i>878</i>
Fixed-income securities	0	0	25 189
<i>Total fixed-income securities</i>	<i>0</i>	<i>0</i>	<i>25 189</i>
Alternative investments	0	0	1 005
Value adjustments	0	-	-31
<i>Total alternative investments</i>	<i>0</i>	<i>0</i>	<i>974</i>
Total	870	870	27 041

NOTES ON INCOME STATEMENT AND BALANCE SHEET

Amounts in thousand SEK

Note 17

Equity	Managed funds	SCS Fund	Contingency fund	Restricted capital	Non-restricted capital	2013-12-31	2012-12-31
						Total	Total
Opening balance	12 807	110 000	18 500	192 017	135 721	469 045	448 673
Utilised from previous year	0	0	0	-80 814		-80 814	-39 244
Provision	1	0	0	73 475		73 476	73 626
Year's outcome after distribution					17 465	17 465	-14 010
Closing balance	12 808	110 000	18 500	184 678	153 186	479 172	469 045

Managed funds, specification

	2013-12-31	2012-12-31
Dr Torsten Arnéus Minne	12	12
Clara och Lilly Dahlströms Donationsfond	25	25
Greta Ehingers Minnesfond	518	518
Erna Ekelöfs Minnesfond	190	190
Mildred Ekmans Fond	27	27
Karl och Lilly Ericssons Minnesfond	941	941
Arthur Fischers Fond	1 828	1 828
Alfhild Frigård	317	317
Arvid Grundells Fond	16	16
Gurli Grundströms Minnesfond	2 165	2 165
Ingvar Hedströms Fond för verksamheten bland barn i nöd	250	250
Ture Håkansson's Minnesfond	200	200
Olga och Nils Johnsons Minnesfond	421	421
Inga C Kempes Fond	2 089	2 089
Kerstin Korning	100	100
Gunnar och Gretha Lindhs Minnesfond	122	122
Syskonen Karin och Sven Magnusons Fond	10	10
Mai Pehrsson	737	737
Kåre Pedersens Minnesfond	695	695
Herman och Sara Rydins Minnesfond	1 750	1 750
Laila Sandbergs Fond	75	75
Matilda och Per Wallbergs Donation	40	40
Other	280	279
Total	12 808	12 807

SCS Funds	110 000	110 000
Contingency Fund	18 500	18 500
Restricted funds	184 678	192 017
Non-restricted funds	153 186	135 721
Total equity	479 172	469 045

Note 18

Provisions

	2013-12-31	2012-12-31
Provisions for employees abroad	16 988	14 719
Total	16 988	14 719

Provisions include historical provisions for local employees which have been transferred to Save the Children International.

The provisions concerning these employees will be transferred in 2014 to Save the Children International.

NOTES ON INCOME STATEMENT AND BALANCE SHEET

Amounts in thousand SEK

Note 19	2013-12-31	2012-12-31
Other liabilities		
Of which debt to Sida	8 491	1 206
Note 20	2013-12-31	2012-12-31
Accrued expenses and prepaid income		
Membership fees following year	8 768	10 144
Accrued salaries and social insurance costs	13 589	13 083
Prepaid grants	207 984	211 846
Other	13 447	14 951
Total	243 788	250 024
Note 21	2013-12-31	2012-12-31
Contingent liabilities		
Liquidation guarantee Save the Children International	12 142	10 743
Note 22	2013	2012
Salaries, remuneration and social insurance costs		
Board and Secretary-General	1 598	1 695
Other employees	101 462	95 329
Total salaries and remuneration	103 060	97 024
Social insurance expenses	53 950	46 743
(of which pensions)	(17 852)	(12 889)
Total Sweden	157 010	143 767
Contract employees abroad (incl. Social insurance, accompanying family & supplementary expenses)	12 555	21 291
Local employees abroad	43 461	94 743

Refer to Administration Report Section 4.4 concerning Secretary-General's conditions of employment.

Note 23	2013	2013	2012	2012
Average number of employees	No. Of employees	of whom men	o. Of employees	of whom men
Permanent employees, HQ	160	36	148	34
Permanent employees, regional offices in Sweden	43	11	43	13
Project employees, HQ	18	3	10	2
Project employees, regional offices in Sweden	27	5	25	3
Contract employees abroad	15	9	27	14
National places at Save the Children International	7	2	0	0
EU employees	2	1	0	0
	272	67	253	66

Number of local employees abroad at year end was 433 (545) of whom 310 (387) were men.

Board and management gender structure

Board 8 (8) women and 5 (5) men

Management Team 5 (4) women and 1 (2) man

Stockholm 25 April 2014

Inger Ashing
Chair

Kojo Ansah-Pewudie
Deputy Chair

Inga-Britt Ahlenius

Åsa Ekman

Åsa Jernberg

Martin Kvist

Bengt Lagerkvist

Birgitta Lahti-Nordström

Kari Lotsberg

Tomas Rydsmo

Anna Sivlér

Johan Sohlberg

Sara Thiringer

Elisabeth Dahlin
Secretary-General

Audit Report

To the Annual Membership Meeting of the Save the Children Sweden National Association

Org. Reg. No. 802002-8638

Report on the Annual Accounts

We have audited the Annual Accounts of the Save the Children Sweden National Association for 2013.

Responsibilities of the Board of Trustees and the Secretary-General

The Board of Trustees and the Secretary-General are responsible for the preparation of annual accounts that give an accurate report of the organisation's financial situation in accordance with the Annual Accounts Act, and for the internal controls deemed necessary by the Board of Trustees and the Secretary-General in preparing annual accounts that do not contain material misstatements, whether these are due to irregularities or to error.

Responsibilities of the Auditors

Our responsibility is to express an opinion on the annual accounts and the administration based on our audit. The audit was performed in accordance with generally-accepted auditing standards. For Authorised Public Accountants, this means that they have carried out the audit in accordance with International Standards on Auditing and with generally-accepted auditing standards in Sweden. These standards require that the Authorised Public Accountant complies with ethical requirements and plans, as well as performs, the audit in order to obtain reasonable assurance that the annual accounts are free of material misstatement.

An audit entails gathering, by various means, audit evidence supporting the amounts and disclosures in the annual accounts. The auditor selects the measures to be performed by assessing, among other aspects, the risk of material misstatements in the annual accounts, whether these are due to irregularities or error. In this risk assessment, the auditor takes into account the parts of the internal control processes that are relevant to how the National Association prepares its annual accounts in order to provide an accurate picture with the purpose of drawing up review measures that are appropriate to conditions, albeit not with the purpose of assessing any internal control processes. An audit also includes an assessment of the appropriateness of the accounting principles used and the reasonableness of the estimates made by the Board of Trustees and Secretary-General in the accounts, as well as the overall presentation of the annual accounts.

We believe that the audit evidence we have gathered is sufficient and appropriate as a basis for our statements.

Statements

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and provide, in all material regard, an accurate view of the financial position of the National Association as per 31 December 2013 and of its financial results and cash flow in accordance with the Annual Accounts Act. The statutory Administration Report is consistent with the other parts of the annual accounts.

Report on other legal, constitutional and statutory requirements

In addition to our audit of the Annual Accounts, we have also audited the management of the organisation by the Board of Trustees and the Secretary-General of the Save the Children Sweden National Association for 2013.

Responsibilities of the Board of Trustees and the Secretary General

The Board of Trustees and the Secretary-General are responsible for the management and administration of the organisation.

Responsibilities of the Auditors

Our responsibility is to express an opinion, with a reasonable degree of certainty, on the administration based on our audit. We have conducted our audit in accordance with generally-accepted auditing standards in Sweden.

As a basis for our statement regarding discharge from liability we have, in addition to our audit of the Annual Accounts, reviewed significant decisions, measures and conditions in the National Association to ascertain whether any members of the Board of Trustees or the Secretary-General have, due to action or neglect of duty, made themselves liable to pay compensation to the National Association.

We believe that the evidence we have gathered is appropriate and sufficient as a basis for our statement.

Statement

We recommend that the Annual Membership Meeting grant the members of the Board of Trustees and the Secretary-General discharge from liability for the 2013 financial year.

Stockholm, 13 June 2014

Anders Öberg

Jonas Grahn
Authorised Public Accountant PwC