



## Revitalizing Newborn and Child Survival

**ANNUAL REPORT** | 2009





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COVER: Young Nadim is examined by a community health worker in Bangladesh.

THIS PAGE: A mother carries her newborn skin-to-skin to keep him warm, a lifesaving practice she learned from a community health worker trained and supported by Save the Children.



## Dear Friends and Colleagues



**Robert A. Daly**

Chairman of the Board of Trustees  
2005–2010

HURRICANE KATRINA in 2005 and the earthquake that struck Haiti in 2010 were the bookends to Bob Daly's years as Chairman of the Board of Trustees at Save the Children.

Over this critical period, Daly guided Save the Children's vision for children and balanced it with the strategic, down-to-earth thinking needed to carry out real and lasting change for children. Thanks to his sound management and leadership, Save the Children has experienced annual program growth averaging 13.5 percent, and operating revenue growth per year of 11 percent.

Daly's compassion and leadership set the tone for our emergency response for thousands of children and families. Significantly, he spearheaded the creation of Save the Children's first domestic emergency response unit in the United States, which has been so successful in responding to disasters, such as Hurricanes Katrina, Gustav and Ike—a legacy that will endure.

If someone decides to write a history of Save the Children in 20 to 30 years, 2009 will surely be singled out as a pivotal year for our organization. In an era defined by global economic uncertainty, Save the Children has reached some 64 million children, directly and indirectly, with life-changing programs in health and nutrition, education, emergency response, protection and livelihoods.

In 2009, we have redoubled our efforts to improve maternal, newborn and child health through community-based health care. The child mortality rate has declined 60 percent since global health agencies first launched efforts to improve child health in the 1970s. This success makes us confident that we can save even more of the nearly 9 million children under age 5 who die each year from preventable and treatable causes. In addition to Save the Children's cutting-edge programs in newborn and child health, we are partners in the United States Agency for International Development (USAID) initiative for maternal, newborn and child health, which aims to reduce annual deaths among children by 3 million by 2013. Our global campaign for *Newborn and Child Survival* and The Ad Council's public service advertising will support these efforts by raising public awareness, action and funds in the United States and overseas.



Save the Children's leadership: from left, Charles F. MacCormack, President and CEO; Anne Mulcahy, current Board Chair; Robert A. Daly, former Board Chair.



### **Anne Mulcahy**

Chair of the Board of Trustees  
2010–2015

SAVE THE CHILDREN is honored to welcome Anne Mulcahy as Chair of Save the Children's Board of Trustees. She is former president and chair of Xerox Corporation.

Ms. Mulcahy assumed her new role on March 2, 2010, but she lost no time getting to know Save the Children's staff and programs. Her first evaluation of our community-based programs in Guatemala was followed by an inspection of our emergency relief efforts in Haiti. Responding to the sight of children living in poverty during these two visits, Ms. Mulcahy said, "It is hard to believe that just next door to the United States, children are living in such difficult conditions, but I came away with a sense of the possibilities—the difference that Save the Children's programs can make to the lives of children and their families."

The strength of Save the Children's emergency response capacity was tested in October 2009, when we brought emergency assistance to thousands of children affected by natural disasters in American Samoa, India, Indonesia, Nepal, the Philippines and Vietnam. Our emergency response teams on the ground delivered immediate assistance to children and their families by protecting them from hunger, illness and homelessness. Since the earthquake that devastated Haiti in January 2010, Save the Children has been engaged in a major emergency relief effort on a par with the outpouring of support following the Asian tsunami in 2004. In Haiti, we are providing children with protection and education, as well as food, water and shelter to over 553,000 children and families, as we begin to help rebuild Haiti's communities.

Any change that strengthens Save the Children as an agency also strengthens the well-being of children. One far-reaching change in 2009 has impacted the organization itself, as the International Save the Children Alliance's 29 members have strengthened their bond, now to be simply "Save the Children." After 90 years, we have come into our role as a 21st century institution, better positioned to lead the global movement for children. Save the Children members now share vision, mission and goals, program strategy and governance.

This new institution we are forming will have greater capacity to create change in the lives of children, helping them to vault over the hurdle of poverty and want. And thanks to the continued commitment of our many loyal supporters, our joint efforts will enable ever-greater numbers of children to grow up safe, healthy, educated and secure in their rights.

Robert A. Daly  
CHAIRMAN OF THE BOARD  
OF TRUSTEES (2005–2010)

Charles F. MacCormack  
PRESIDENT AND CEO

# Top Achievements of 2009

## **Child and Newborn Survival**

Save the Children reached nearly 29 million newborns, children and families with health programs in 2009. Over 6 million newborns, children and families had access to our nutrition programs, many of whom also received health services. Save the Children delivered its health and nutrition programs in nearly 40 countries, at least 15 of which worked at national scale—influencing policies, systems and programs.

## **Child Hunger Crisis**

The food price and economic crises of the last three years have pushed the number of hungry people worldwide to over 1 billion, including about 400 million children. In 2009, Save the Children increased its child hunger program revenue by nearly 70 percent above 2008. In Bangladesh, Ethiopia, Mozambique and Guatemala, we reached thousands of children through programs to improve family livelihoods and farming practices and to educate families in serving nutritious meals to children.

## **Preventing HIV/AIDS**

Save the Children has increased its prevention and awareness programs for youth and care for HIV-positive children. In Bangladesh, our collaboration with the government provided messages and youth-friendly health services to 700,000 young people. In Africa, we have instituted rigorous standards for the communities we support for the care of orphans and vulnerable children. We now reach 37 million children in 14 countries with these and other services.



A health care worker checks 8-month-old Lopuke at the Save the Children-sponsored Riwoko Primary Health Care Center in South Sudan.



Miguel and his son, Alex, from Quiché, Guatemala, have a small house with a chicken coop, a goat shed and kitchen garden which were all built with the support of Save the Children. "My youngest children drink goat milk. It is good for them. I know this because I have seen how it made my children healthy."



These teenagers receive health care, emotional support, life skills and education from Save the Children's community program for orphans and vulnerable children in Awassa, Ethiopia.



Teaching disaster preparedness to children in at-risk communities and schools is critical, because natural disasters may occur when they are away from home. "I feel safe because I learned about my rights, about vulnerability and capacity and the meaning of disaster." — Marvin, the Philippines



Bolivian girls hold up the vitamins they receive at school through Save the Children's school health and nutrition program.



In American Samoa, after the October 2009 tsunami, Elvan draws with materials supplied by a Save the Children child-friendly space.

### **Children in Emergencies**

In 2009, Save the Children provided emergency assistance in 24 countries, including responses to six near-simultaneous natural disasters that struck in American Samoa, India, Indonesia, Nepal, the Philippines and Vietnam in October 2009. And we launched a major humanitarian response in Haiti, reaching more than 553,000 children and others with basic services and protection for children in the wake of the January 2010 earthquake.

### **School Health and Nutrition**

Our school health and nutrition activities in 20 countries helped more than 2 million children grow healthier and better prepared to learn, because children who are undernourished or sick miss classes and fall behind in learning. Our school-based health and nutrition program provides a range of health measures, including vitamin supplements, de-worming, treatment for malaria and other illnesses, as well as education in hygiene and nutrition.

### **Child Protection**

As part of our emergency response to natural disasters in 2009, Save the Children established child-friendly spaces—where children displaced from their homes can play in safety—and other child protection responses, including reunification programs for children separated from their families. In the Southern Caucasus and in Indonesia, we are working with government agencies to expand programs that will enable families to bring their children out of institutions and off the streets.



## Education

Save the Children has reached nearly 8 million children in 33 countries in 2009 with programs for early childhood and preschool learning, basic education and literacy and school health and nutrition. As a result, children come to school ready and healthy to lay the foundations of their education and with enthusiasm for learning.

At the end of 2009, Save the Children's 4-year *Rewrite the Future* campaign had improved the quality of education for more than 10 million children in conflict-affected countries.

## Building Public Support for Children

To encourage greater support from the U.S. government in helping children worldwide, Save the Children advocates for improved policies and increased resources for global child survival and the child hunger crisis. Advocacy to promote our *State of the World's Mothers Report 2009* on early childhood education helped to win new commitments from the Obama Administration to provide learning opportunities for young children.

## Programs for Children in the United States

Our June 2009 *Disaster Decade: Lessons Unlearned* report revealed that most states were only minimally prepared to protect children during disasters, prompting action in key statehouses and a new Children's Working Group at the Federal Emergency Management Agency. Save the Children also launched k2kUSA—an online campaign for kids to be advocates for each other and ensure every child a fair chance in life.



Ngaima, age 9, uses counting sticks to practice arithmetic in her third grade class at the Mtimabi Primary School in Malawi.



At Save the Children's Advocacy Day, 230 volunteers spoke with lawmakers about support for child survival in developing countries and early childhood development in the United States. Volunteer 12-year-old Ayesha (left), gives an enthusiastic thumbs-up after Representative John Yarmouth (D-KY) agrees to sign onto The Newborn, Child and Mother Survival Act of 2009.



Devotay, age 9, looks through his evacuation backpack that Save the Children handed out at an emergency shelter in Louisiana during Hurricane Gustav.



# Where We Work

## **Save the Children USA**

Save the Children USA puts resources and expertise to work for children in more than 50 countries, including the United States, and served some 64 million children and many others, including parents, communities, local organizations and government agencies in 2009.





## Bringing Health Care to Remote Communities

If you've ever been in urgent need of health care for yourself or someone in your family, you know that every minute counts in reaching a doctor. But millions of families in developing countries have no local source of quality health care. This lack of access to basic care is one reason why nearly 9 million children under age 5 die every year, mostly from preventable or treatable causes. The anguish of parents who have lost young sons and daughters compels us to do everything we can to improve child survival.

For families who live beyond the reach of hospitals and doctors, it is often the frontline health worker who bridges the gap between lifesaving treatment and mothers, newborns and children in need. That's why Save the Children's health and nutrition programs often focus on proven community-based approaches.

The first moments and days of life are critical to a newborn's survival. Save the Children works to increase access to skilled attendants at birth, promotes home visits by health workers and mobilizes community

members to take an active role in helping to ensure that babies are delivered safely and that mothers have the knowledge and skills they need, such as proper breastfeeding practices and keeping babies warm.

The *Saving Newborn Lives* program, supported by the Bill & Melinda Gates Foundation, trained thousands of health workers in 18 countries on simple yet lifesaving newborn care in 2009. As a lead partner in ACCESS, USAID's flagship maternal and child health program, which concluded in 2009, Save the Children also significantly expanded the coverage of "kangaroo mother care"—a simple and proven technique for keeping preterm newborns warm by wrapping them against their mothers skin-to-skin. And through USAID's current *Maternal and Child Health Integrated Program*, Save the Children leads vital newborn health interventions in 10 countries.

Save the Children also relies on frontline health workers to reduce deaths among children under the age of 5, focusing on 18 high-mortality countries in 2009. This



AT 18 MONTHS OF AGE, Llilmer had already suffered from a series of health problems. Luckily, his family lives in the little community of Cacao Minitas in Nicaragua, where Yamilda Martinez and Marvin José Gaitan, a husband and wife team of *brigadistas*, or health workers, serve as the critical first line of defense against illnesses that threaten children's lives.

When Llilmer had severe diarrhea, Yamilda gave him oral rehydration solution and antibiotics. He got better in three days. A few months later, his mother brought him to Yamilda again because he was wheezing and his chest was heaving. Yamilda immediately recognized the signs of pneumonia and gave him antibiotics, which had him back on his feet in a week. "It was good that Yamilda was nearby so we didn't have to go to the health center in El Sauce," said Llilmer's mother, Sixta. It would have taken her three hours on horseback to get there, and with a sick baby in her arms, the journey would have been very difficult.

Sixta has noticed many positive changes in the community as a result of Yamilda's work. "People learn important things at the workshops she offers," said Sixta. "They learn how to take care of their children better and what to do when they're sick. And in an emergency, it's good to have Yamilda close by."



Ida with her 8-month-old baby, Andison, gets advice in preparing nutritional food from Ruth Tembo of Save the Children in Malawi.

“community case management” approach enables health workers to diagnose and treat the leading killers of children—diarrhea, pneumonia and malaria. Save the Children provides technical support, training packages and implementation guidelines to frontline health workers and their supervisors to reach poor and marginalized groups that might otherwise not have access to, or use, this lifesaving care.

To reach children and their families in nearly 40 countries and beyond, Save the Children also conducts research and advocates for the integration of proven community interventions into national strategies and delivery systems.

Save the Children is partnering with The Ad Council in launching an advertising campaign—GoodGoes.org—to highlight the work of frontline health workers. This public awareness effort supports Save the Children’s global *Newborn and Child Survival* campaign to engage people in every country in improving the lives of families and the well-being of children through increased use of lifesaving health and nutrition services.



## Combating Child Hunger



A community volunteer prepares plates of a freshly prepared rice and bean dish to feed to village children for lunch.

AFTER DECADES OF WAR, it is no surprise that more than half of Afghanistan's children under age 5 are malnourished and thousands die from preventable illnesses. But Save the Children's cooking classes for mothers are making a difference in children's health and nutrition.

Raheela, a Save the Children volunteer leader, invites mothers to attend a cooking session in her village. One mother, Aisha, comes with her daughter, Nooria—a bright, active girl of normal weight for her age. Another mother, Habiba, brings her daughter, 14-month-old Bibi. Malnourished and weighing only 16 pounds, Bibi is listless and cries frequently.

All the families in this village live in poverty, so why is Nooria healthy and Bibi malnourished? In a group discussion, Raheela discovers that Nooria is fed at family meals, and gets kitcheree—a dish of rice, onion, tomatoes and carrots. Following this example, the mothers learn to cook nutritious foods like kitcheree and feed their babies together. In just 11 days, Habiba's baby starts to gain weight, is livelier and has stopped crying. Habiba said, "Bibi's eyes have lit up and she is full of life again."

In 2009, the world broke a record that no one wanted to break: The number of people suffering from hunger around the globe hit the 1 billion mark, including more than 400 million children.

Reducing child hunger is one of Save the Children's top priorities—and a critical component in our campaign for *Newborn and Child Survival*—because malnutrition contributes to over one-third of the deaths in children under age 5 each year. Save the Children has a two-pronged strategy to protect young children from malnutrition.

During emergencies, Save the Children provides food aid while supporting families to rapidly recover their livelihoods. In 2009, Save the Children supplied food aid to hundreds of thousands of children and families in response to natural disasters and conflict. With the World Food Programme, Save the Children distributed food to more than 100,000 children and adults in Haiti following the earthquake in January 2010.

In countries facing chronic food shortages, we work to strengthen family livelihoods through improved agricultural practices and enterprise development for farmers. And we provide child nutrition training for families that need better strategies to feed their children.

To show the impact of programs to improve food security, consider these results from Bolivia, where Save the Children has just concluded a 5-year program with farmers. Child malnutrition rates declined significantly, with stunting (low height for age) reduced nearly 14 percent. And family incomes tripled between 2002 and 2008.

"I lost three brothers to pneumonia when I was a child," recalls a farmer from Antipampa, Bolivia. "Because of Save the Children's programs, I earn more money, and I can ensure that my children stay healthy."

## Extending Help to AIDS-Affected Children

When a parent or child is stricken with HIV, the illness dominates family life, and a death from AIDS can destroy it. Children feel the effects of discrimination and the emotional and physical burden of caring for sick parents. Often, older children must leave school to care for younger siblings and the loss of family livelihoods and household assets may leave children homeless and vulnerable. In 2009, Save the Children's programs in HIV/AIDS reached 37 million children and others in 14 countries.

In sub-Saharan Africa, a staggering 12 million children have lost one or both parents to AIDS. In better times, rural communities used to care for children who had lost their parents, but the sheer number of orphans from AIDS has overwhelmed their capacity. Save the Children now supports volunteer committees organized to meet the basic needs of orphans and vulnerable children for health care, education, psychosocial support and protection. In Mozambique, 35,000 children are being supported through these committees, while in Ethiopia, more than 147,000 children are getting the help they need.

Save the Children also works with pregnant women to prevent HIV infection of their newborns. We strongly advocate for the expansion of programs to prevent mother-to-child transmission of HIV (PMCT), and provide care for infected children.

In many countries, Save the Children's programs emphasize HIV prevention for youth and at-risk populations through education and awareness-raising. In Asia, Save the Children works with the governments of Bangladesh and Vietnam to increase the impact of education and awareness programs as well as programs supporting youth-friendly health services and clubs for young people. Our training programs are also reaching thousands of policymakers, religious and community leaders and workplace teams. Through these social networks, HIV information has reached more than 700,000 young people in Bangladesh alone.



Matilde checks with the children of a patient as part of a home visit.

AS A HOME-BASED care provider in Mozambique, Matilde Zenda used to focus all of her attention on the needs of her HIV-affected patients. But since she attended Save the Children's training on helping children through home-based care, she has a more holistic approach to helping families bearing the burden of long-term illness.

Two years ago, Save the Children conducted an evaluation of home-based care which revealed that children with ill parents are often neglected. When a patient dies, the orphaned children are left without any plans for their future care. Involving home-based caregivers with the children as well as the patient helps them all through the prolonged illness and death of a family member. Since this training program began, children are getting the emotional, educational and nutritional support they need and are more quickly integrated into the community. Matilde says, "I find my work more rewarding now that I see how it benefits the whole family, and a client who knows that the children are taken care of, can focus instead on getting better." And that, in turn, makes her work easier.

## Protecting Vulnerable Children

Over the years, Save the Children has found that the best possible way to protect children from abuse, exploitation, violence or neglect is to empower families, communities and governments to keep them safe. In 2009, we delivered protective and support services to thousands of vulnerable children and their families in 24 countries. 'Protection' covers a wide range of activities, from preventing child labor and sex trafficking to advocating for a national ban on physical punishment in schools.

In the region of the South Caucasus, Save the Children focuses on reducing the number of children living in institutions and on the streets by helping to reintegrate them into their families and equipping parents and other caregivers to provide better care.

Save the Children's Community and Family Support Centers in Azerbaijan have set the standard for community-based care for vulnerable children as

an alternative to institutional care. The government of Azerbaijan has adopted the model centers we first piloted, expanding from our four original centers to 13 nationwide. Save the Children also piloted a program to help children with disabilities make the transition out of government institutions through vocational training and community care.

In Georgia, Save the Children has provided care and support for street children affected by the recent conflict and has trained government staff in making sure these children have appropriate, longer-term care.

Georgia, Armenia and Azerbaijan have held national-level workshops with governments and partners on new ways to identify vulnerable children and fill in gaps in the social welfare system. All three governments have worked closely with Save the Children to promote community-based care of children.



THE CHILDREN AND FAMILY SUPPORT CENTER in Azerbaijan, created by Save the Children, offers a range of protective child and family support services for vulnerable children and their families. One example of how effective these services can be is the story of Amid. Four years ago, Amid, then 7-years-old, was abandoned by his mother at an orphanage in Mingechevir, Azerbaijan. His grandmother, who took care of his two older sisters, wanted to take him in but she couldn't afford to care for one more child.

The staff at the Children and Family Support Center understood the risks to children raised in an orphanage, and they met with Amid's grandmother to work out a way for her to bring him into her home. With support from Save the Children, Amid's older sister now apprentices for a local hairdresser and his younger sister takes computer courses. Once the family was better off financially, Amid was able to come back home.



## Reaching Children in Emergencies

Save the Children provided humanitarian assistance in 24 emergencies in 2009, reaching 1.5 million children. Our emergency response teams provided assistance to children and families caught up in conflict in Ethiopia, Gaza, Pakistan and Sudan and natural disasters in El Salvador, Indonesia and the Philippines. We also supported emergencies managed by other Save the Children organizations in Chile, India, Kenya, Mongolia and Vietnam.

Save the Children has become a global leader in ensuring the well-being of children in times of crisis. In response to the January 2010 earthquake in Haiti, we provided food, shelter and medical care to more than 553,000 individuals and established 47 child-friendly spaces so children can play and learn in safety. We also work to reunify separated children with their families.

Over the years, Save the Children has fine-tuned the workings of effective disaster assistance. Thanks to the Halaby-Murphy Fund, Save the Children can respond

quickly and effectively to disasters anywhere. And by collaborating with all Save the Children organizations, we have a far greater impact for children than we could on our own.

Second, we invest in emergency preparedness. Each Save the Children office in high-risk areas has a contingency plan and pre-positions food and medical stocks for rapid emergency responses. Even during the cyclones and earthquake that rocked the Asia-Pacific region in October 2009, Save the Children's on-the-ground teams were prepared to meet virtually every contingency.

Third, we work with local communities to make sure that they have plans in place in the event of natural disasters. This training is especially important for children, who may have to make decisions away from home. After a training session for children in the Philippines, 11-year-old Ginky said, "I feel safe because I know what I will do when there is a disaster."

JUST AFTER 2009 CAME TO A CLOSE, Haiti was devastated by the most destructive earthquake to occur there in more than 200 years. More than 1 million children were affected, most lost their homes and many were separated from their families. Save the Children immediately established protection and support services for children in camps and shelters in Port-au-Prince, Jacmel and Léogâne.

Eleven-year-old Micheka has been living in a tent on the grounds of the Saint Louis Gonzague secondary school. She introduced us to her mother and showed us their tent, one of thousands side by side on this small plot. Every time there is an aftershock, Micheka feels like she will be "swallowed up by the ground."

But at the child-friendly space set up by Save the Children, Micheka and hundreds of other children can forget their fears and feel secure. "I like to come here to play and joke around with the other kids. I feel safe here and this is the only place I can play," Micheka said.



## Taking a Step Out of Poverty

The United States may be a land of plenty, but poverty still holds a firm grasp on 13 percent of the population, particularly in remote rural areas. In 2009, Save the Children launched a new online campaign—k2kUSA ([www.k2kUSA.org](http://www.k2kUSA.org))—that empowers all kids to be advocates for each other and to get a fair chance in life.

Children who start learning in their first years have the best chance of succeeding in school. In 2009, our early childhood development program reached children ages 0–5 in low-income families in 10 states. Artist Ambassador, Jennifer Garner, helped draw attention to the need for additional resources for early education.

Save the Children's literacy programs are reaching more children each year (nearly 15,000 during the 2008–2009 school year) and the percentage of children reading at or above grade level has nearly doubled.

With 52 percent of rural American children obese or overweight, a healthy lifestyle for children has become another Save the Children priority. In 2009,

Save the Children and the Robert Wood Johnson Foundation joined forces to fight the childhood obesity epidemic through the new *Campaign for Healthy Kids*.

Save the Children has a long track record of emergency assistance in the United States, most recently meeting children's needs following Hurricanes Katrina (2005) and Gustav and Ike (2007). Our 2009 report, *Disaster Decade: Lessons Unlearned for the United States* revealed that only seven states met crucial minimum standards to ensure that schools and child care centers were prepared to respond to the needs of children during a disaster. With the help of Artist Ambassador, Julianne Moore, the report drew significant attention in states like Louisiana and Washington, which are working with us to improve their standards.

In response to the report's recommendations, the Federal Emergency Management Agency (FEMA) has created a Children's Working Group, charged with developing and implementing disaster planning and management strategies for children.



ISAIAH IS A FOURTH GRADER who participates in his school's Reading Adventures program in California. When Isaiah first started, he had a tendency to rush through his books and the follow-up questions about what he read. He would choose the first answer he thought was right rather than consider all the options. As a result, he rarely got more than 60 percent right on any quiz. And he constantly got in trouble for talking in class.

But after several months, his teachers started to see the influence of the literacy program on his work habits. Now Isaiah takes his time reading his book and considers each option when answering quiz questions. He has received 100 percent on his last eight quizzes and pays attention in class. Keep up the great work, Isaiah! We are all thrilled with your achievements.

## From Early Learning to School Success

Two 5-year-old girls sit together in the shade of a mango tree outside their school in Mozambique's Gaza province. One of the girls holds a book. She has only been in school for a month and struggles to figure out how a book works. Do you read from left to right or right to left? Her classmate, who went to a Save the Children-supported preschool, confidently explains where the book begins and how to follow the story. She already has a love of books and curiosity about learning.

Studies have shown that introducing children to reading, math concepts and classroom skills when they are young makes it more likely that they will be successful — and less likely to drop out — in primary school and beyond.

In 2009, Save the Children has increased its investment in early childhood education, reaching more than 1 million children in 30 countries in 2009. The results are positive: Among children who participated in Save the Children's early childhood development programs in Mozambique, nearly 80 percent were promoted from grade 1 to 2.

Save the Children provides quality basic education in formal schools and nonformal education programs for nearly 8 million children in 33 countries, including the United States. Our "literacy boost," program reinforces reading skills in primary school to keep children from slipping behind. And our school health and nutrition program ensures that children are healthy. In 2009, we reached over 2 million children in 20 countries with vitamins, de-worming treatments and education in hygiene, nutrition and HIV/AIDS prevention.

Four years ago, Save the Children launched *Rewrite the Future*, a campaign to provide learning for 8 million hard-to-reach children living in war or conflict. In just four years, we have surpassed that challenge, reaching more than 10 million children in conflict-affected countries, many of whom are attending school for the first time. And *Rewrite the Future* has proved to be more than an opportunity to learn; it protects vulnerable children from the dangers of war and allows them to imagine a future world at peace.

DERMI IS A 14-YEAR-OLD — the oldest of seven children, five of whom are in school, including Dermi. In Ethiopia, many families are reluctant to send their daughters to school and the schools are often not girl-friendly. Dermi's parents worry that she may elope with a boy from school. They have trouble meeting school expenses. But they encourage Dermi to stay in school.

Dermi has her worries too. She has to do house work in addition to her schoolwork. She feels bad about not having good clothes and the right school supplies. But Dermi keeps her morale up, because her parents support her education.

Parents, teachers and children all need to be convinced of the benefits of education to ensure that more girls go to, stay in and graduate from school at rates equal to those of boys. Asked why their children attend school, Dermi's mother says, "Because an educated person is always gaining, while an uneducated one is always losing."





## Advocating to Help Vulnerable Children

Governments make many key decisions affecting the future of millions of children by enacting policies and channeling resources to improve health care and nutrition, education and protection. In 2009, Save the Children worked with governments in many countries, global institutions and donors to influence policies and increase resources to support children worldwide—above all, advocating for children with the U.S. Congress and the Obama Administration.

From the outset, we have worked with the Obama Administration on increasing U.S. government leadership for improved child health and nutrition as a critical component of our *Newborn and Child Survival* campaign (see p.8). And we welcomed the U.S. government funding request of \$900 million for child health and nutrition programs in 2011.

Save the Children has also established itself as a leader in tackling global hunger (see p.10), calling on G-8 and G-20 leaders to mitigate the impact of the global economic crisis. As a member of the coalition, *Roadmap to End Global Hunger*, we urged the Administration to devote

increased attention to child malnutrition. Since then, U.S. government funding for food security programs increased to \$1.17 billion in 2009.

In 2009, we urged President Obama to make U.S. foreign assistance more effective—especially for children. Through a series of six carefully researched country case studies, we analyzed the strengths and weaknesses of U.S. foreign aid delivery and recommended improvements. As part of the bipartisan coalition, the Modernizing Foreign Assistance Network (MFAN), we contributed to government-wide reviews of development and foreign assistance, briefed Congress and encouraged legislative initiatives.

In April 2009, in our largest Advocacy Day program ever, 230 Save the Children supporters converged on Washington, DC, to promote our domestic and international policy priorities. They were briefed by Administration officials at the White House, and met with 130 Members of Congress. Their advocacy significantly boosted Congressional cosponsorship of a key child survival bill.



SAVE THE CHILDREN HAS A LONG TRACK record of emergency assistance in the United States, most recently meeting children's needs following Hurricanes Katrina, Gustav and Ike. In 2009, we published our report, *Disaster Decade: Lessons Unlearned for the United States* that revealed that only seven states met crucial minimum standards to ensure that schools and child care centers were prepared to respond to the needs of children during a disaster.

With the help of our Artist Ambassador, Julianne Moore, the report drew the attention of states like Louisiana and Washington, which are working to improve their standards. The Federal Emergency Management Agency (FEMA) has created a Children's Working Group, to meet the unique needs of children in a disaster. In addition, Senator Mary Landrieu (D-LA) introduced the Child Safety, Care, and Education Continuity Act of 2010 that would require child care facilities receiving federal funding to develop emergency plans for evacuation, reunification and other services for disaster-affected children.



Maria, 10 months, holds her vaccination records after a visit to a health care worker in San Pedro, Nicaragua.

# Financial Report for 2009

Save the Children completed 2009 in a strong financial position. We spent \$466 million to support children around the world, concluded our 5-year Southeast Asian Tsunami response and took action to protect the Agency's financial condition in response to the worldwide economic crisis. At the same time, we balanced our 2009 budget and continued to direct the vast majority of our funding to programs.

The Agency's operating revenue in 2009 totaled \$446 million, on a par with the prior 12-month financial year, which ended September 30, 2008. Private support (including gifts, grants, sponsorship and other income) accounted for 55 percent, or \$245 million, of our 2009 revenue. Support from the U.S. government covered 31 percent, or \$139 million. Commodities and freight, which is mostly in-kind food donations, covered 14 percent or \$62 million. Spending for the year totaled \$466 million. Approximately one-quarter was spent on emergency response activities and a like amount was spent on education. Food security and health programs each accounted for about 20 percent of spending.

Expenses in 2009 exceeded revenue by \$20 million. The year's unrestricted operations were balanced, with a small surplus of \$185,000, less than half a percent of spending. The overall difference between revenue and expense represented spending against revenue recognized in prior years for specific donor-restricted purposes. In 2009, \$15 million was spent to complete the Southeast Asian Tsunami emergency response, using funds raised in 2005 for this purpose. The remaining \$5 million reduction was similar spending of other donor-restricted funds raised in prior periods.

Non-operating activity totaled almost \$10 million in 2009. This represents the combined impact of new gifts to support the endowment, currency exchange rate gains, and appreciation on investments over and above the amount spent to support current operations. The combined operating and non-operating revenue of \$455.6 million represented an Agency historic high. The endowment ended the year at \$89 million, recovering from a market decline in 2008.

The Agency measures its financial health using several indicators. For the seventh straight year, the Agency directed at least 90 percent of its expenses to programs, and for the fifth straight year kept the private cost to raise a dollar below 10 cents. However, with the spend-down of temporarily restricted funds for program and a smaller investment portfolio, total net assets diminished from 40 percent of operating expenses in FY 2008 to 33 percent in FY 2009.

Save the Children enters 2010 well prepared financially to serve the needs of children. The 2010 operating budget is balanced. Contributions for the Haiti earthquake emergency response have been robust in the first quarter of the year and other private giving has been strong. As the year continues, the Agency remains committed to running a fiscally accountable organization, growing revenue and reserves, and living within our means in order to serve children now and well into the future.

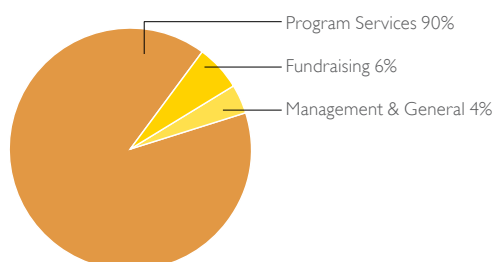


Sarah A. Gillman

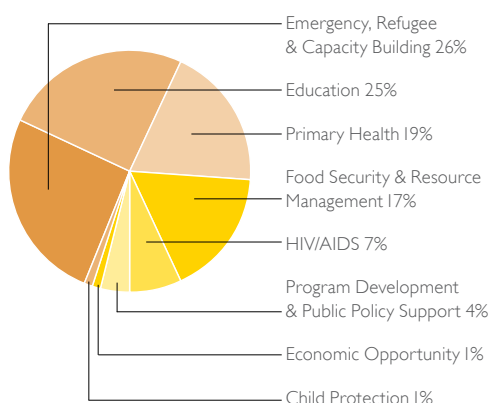
VICE PRESIDENT, FINANCE AND INFORMATION MANAGEMENT  
CHIEF FINANCIAL OFFICER AND TREASURER

## Condensed Audited Financial Information

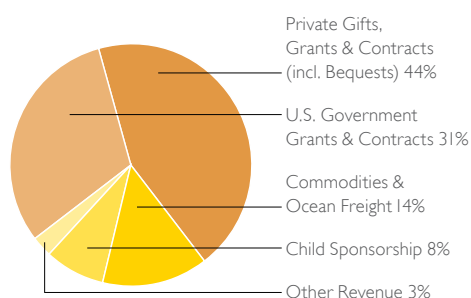
### HOW WE USE OUR FUNDS



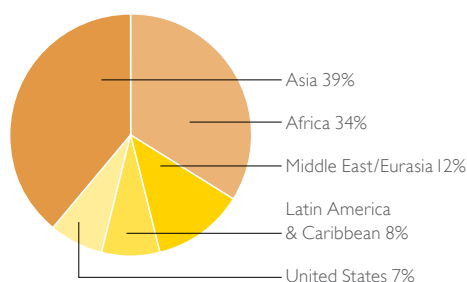
### NATURE OF OUR PROGRAMS



### SOURCES OF SUPPORT AND REVENUE



### WHERE WE WORK



**FY 2009**  
(JAN. – DEC. 2009)

### OPERATING REVENUE

Child Sponsorship	35,827,000
Private Gifts, Grants & Contracts (incl. Bequests)	197,116,000
U.S. Government Grants & Contracts	138,731,000
Commodities & Ocean Freight	61,724,000
Other Revenue	12,253,000
<b>Total Operating Revenue</b>	<b>445,651,000</b>

### OPERATING EXPENSES AND CHANGES IN NET ASSETS

#### Program Services

Education	103,908,000
Primary Health	77,550,000
HIV/AIDS	30,373,000
Economic Opportunity	6,083,000
Food Security & Resource Management	69,070,000
Emergency, Refugee & Capacity Building	107,614,000
Child Protection	6,346,000
Program Development & Public Policy Support	16,811,000

<b>Total Program Services</b>	<b>417,755,000</b>
Fundraising	26,319,000
Management & General	21,583,000

<b>Total Operating Expenses</b>	<b>465,657,000</b>
---------------------------------	--------------------

Excess/(Deficit) of Operating Revenue over Operating Expenses	(20,006,000)
Excess/(Deficit) Related to Unrestricted Funds	185,000
Deficit Related to Temporary Restricted Funds	(20,191,000)
<b>Non-Operating Activity</b>	<b>9,916,000</b>

*(Endowment gifts & pledges, investment earnings and exchange gain/loss)*

<b>Total Operating Revenue and Non-Operating Activity</b>	<b>455,567,000</b>
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<b>Total Operating Expenses</b>	<b>465,657,000</b>
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<b>Increase/(Decrease) in Net Assets</b>	<b>(10,090,000)</b>
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<b>Net Assets, Beginning of Fiscal Year</b>	<b>162,646,000</b>
---	--------------------

<b>Net Assets, End of Fiscal Year</b>	<b>152,556,000</b>
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The operating deficit of \$20 million represented the difference between spending against designated gifts received prior to 2009 compared to the volume of new gifts raised for those programs for future years. The majority of the deficit (\$15 million) supported the final year of the Southeast Asian Tsunami 5-year program. An additional \$1.5 million supported an acquisition program for sponsors and \$1.5 million related to pharmaceuticals distribution. The remainder was spread across many country programs. Unrestricted operating activities were balanced.

In fiscal year 2009, based on 2007 actual costs, Save the Children charged restricted gifts for current use 6 percent for fundraising, 4 percent for management and general, and 4 percent for program development and public policy support.

**A NEW FISCAL YEAR AT Save the Children**—Save the Children changed its fiscal year end to December 31st effective December 31, 2008. This change harmonized fiscal year ends across all Save the Children organizations. The change resulted in a transition 3-month period from October 1–December 31, 2008. Audited financial statements for that 3-month period are available upon request. As there is no comparative financial period, this report does not include comparative financial information for 2008.

See our complete, audited financial statements for 2008A, 2008B and 2009 at <http://www.savethechildren.org/about/financial.html>.



# Our Supporters

*Save the Children is honored by the extraordinary generosity of donors, including individuals, foundations and corporations contributing \$50,000 or more during the past the 15-month period of Oct. 1, 2008–Dec. 31, 2009. Donors who sponsored one or more children are designated with an asterisk (\*). Donors who gave \$10,000 to \$49,999 are posted on the Save the Children website at [savethechildren.org](http://savethechildren.org).*

## **\$1,000,000 and above**

The Atlantic Philanthropies  
Bulgari S.p.A.  
The ELMA Foundation  
Idol Gives Back Foundation & Idol Gives Back contributors  
IKEA  
Khalifa Bin Zayed Al Nahyan Foundation  
Kraft Foods, Inc. and its employees  
Thomas and the late Suzanne Murphy  
PepsiCo and its employees  
Procter & Gamble (P&G)  
Scholastic Corporation  
The Silver Fund  
City National Bank and its employees  
Creative Artists Agency  
Robert & Carole Daly Foundation  
Fox Group  
The Goldsmith Family Foundation  
The Samuel Goldwyn Foundation  
Bill and Carole Haber  
Donald & Marilyn Keough Foundation  
Ronald M. Meyer  
Susquehanna Foundation  
Bruce A. Vinokour

Starbucks Corporation and its employees  
The TJX Companies, Inc.\*  
Toys“R”Us Children’s Fund, Toys“R”Us and its employees  
Vitamin Angel Alliance  
Anonymous (4)

## **\$500,000–\$999,999**

Cornerstone OnDemand Foundation  
Dubai Cares  
Bill & Melinda Gates Foundation  
GE Foundation, General Electric and its employees  
Google Inc. Charitable Giving Fund of Tides Foundation, Google and its employees  
Green Mountain Coffee and its employees  
The William Randolph Hearst Foundation  
Conrad N. Hilton Foundation  
Mattel Children’s Foundation, Mattel, Inc. and its employees\*  
Samuel Simon  
Warnaco  
Winrock  
Anonymous (3)

## **\$200,000–\$499,999**

Bank of America Foundation, Bank of America and its employees  
Jutta and Hans Bertram-Nothnagel  
Cadbury Adams USA and its employees  
Chevron Corporation and its employees  
Citigroup Foundation, Citigroup and its employees  
The ELMA Relief Foundation  
The Charles Engelhard Foundation  
ExxonMobil Foundation, ExxonMobil and its employees  
Father’s Day / Mother’s Day Council  
HP Company Foundation, Hewlett Packard Company and its employees  
Johnson & Johnson and its employees  
Kwok Family Charitable Trust  
Microsoft Corporation and its employees  
Nike Foundation, Nike Inc. and its employees  
Phillips-Van Heusen Corporation  
Target Corporation  
Towers Perrin and its employees  
TripAdvisor  
Anonymous (3)



In Jhalari, Nepal, 8-year-old Santoshi writes on the blackboard in her classroom.

## **Legacy of Hope**

“Phyllis and I have supported Save the Children for 33 years. We wanted to help children and their families who, by accident of birth, have so much less than we have,” said Tony, who with his wife, Phyllis, named Save the Children the primary beneficiary of their retirement and other estate plans. Tony added, “We chose Save the Children partly because the percentage of revenue that directly benefits children is always very high.”

It was Tony’s visit to their sponsored child’s village in Nepal that paved the way to their lifelong commitment to children in need. Tony and Phyllis have been valued advocates for Save the Children programs. Through their estate planning, they are making their lifetime commitment to Save the Children a legacy of hope for the world’s underserved children.

## **\$100,000–\$199,999**

Alcatel Lucent\*  
American Express Charitable Fund, American Express and its employees  
Bridgewater Associates  
Build-A-Bear Workshop, Inc.  
Church Communities Foundation  
Citi Global Impact Funding Trust, Inc.  
CMGRP, Inc.  
Timothy and Andrea Collins\*  
Frigidaire Appliances  
Linda and Jon Gruber / Gruber Family Foundation  
H2O for Life  
The Hurford Foundation  
Intel Corporation  
Mr. and Mrs. Erland Karlsson  
David and Ruth Levine  
MacHeist LLC  
Thomas J. Miller and Terri Olson Miller\*  
Novo Nordisk of North America, Inc.  
William and Susan Oberndorf  
OdysseyRe Foundation  
Charles and Sheila Perrin  
PlayPumps International  
The Price Foundation  
Quiche Communities  
Carla Riffel\*  
Save the Children's Greenwich Leadership Council  
Save the Children's Leadership Council of Long Island  
Schwab Fund for Charitable Giving  
Silicon Valley Community Foundation  
Weil, Gotshal & Manges LLP  
Anonymous (12)

## **\$50,000–\$99,999**

The MCJ Amelior Foundation  
The James Annenberg La Vea Family Foundation  
Arpin Group, Inc. and its employees  
Austin Hearst Foundation  
The Ayco Charitable Foundation  
Becton, Dickinson and Company and its employees\*  
John and Sandy Beard, Jr.\*  
Margaret A. Cargill Foundation  
Marsden S. Cason and Roxanne Mankin Cason\*  
Cisco Systems, Inc. and its employees

CLAWS Foundation  
The Community Foundation for the National Capital Region  
eBay Foundation and its employees  
The Eccles Family Foundation  
Eli Lilly and Company Foundation  
Escambia County Board of Education  
Louis and Gertrude Feil Family  
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Carolyn and Brendan Miles\*  
Mrs. Albert J. Moorman  
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Mr. and Mrs. Luke Morrow  
Anne and Joseph Mulcahy  
Network for Good  
The New York Community Trust  
Eugenie (Mimi) O'Hagan and the Building Block Initiative Supporters  
Dr. Fred Orlando  
Points of Light Foundation  
Prudential Foundation, Prudential and its employees

B. Terry and Carol Reinhold / The Reinhold Foundation  
Ritz Carlton  
Rowe Family Foundation  
Save the Children's Leadership Council of New York  
Save the Children's Westchester Volunteer Council  
Doug Schofield  
Sesame Workshop  
Mr. and Mrs. Peter A. Sherk  
SIGHT AND LIFE  
Soccer Saves  
Sony Corporation of America  
Stemcor USA, Inc.  
Sybase  
Turnaround Management  
Vanguard Charitable Endowment Program  
Wellington Management Company and its employees  
Edward J. Wilson  
The Oprah Winfrey Foundation  
Carol and Bernard Winograd\*  
World Bank Community Connections  
Mr. and Mrs. Jeffrey Yass  
Anonymous (14)



Actor Ben Stiller visits a classroom in Karamoja, Uganda, where Save the Children supports education for children in this conflict-affected country through *Rewrite the Future*. "Even in the poorest, most remote communities, I saw children who were excited about learning and teachers who were helping their students to achieve," said Stiller.

## Corporate Highlights



While Rahman Matbor holds her 17-month-old son in front of their house in Chatibonia, Bangladesh, community health worker, Morshed Begum, gives him a quick check up.



A young student demonstrates his writing skills at a school in Karamajo, Uganda, through Bulgari's support for the *Rewrite the Future* campaign.



Two-year-old Saldayani eats rice provided by Save the Children in Indonesia.



She's only 7 months old, but baby Keiyira and her mother are enjoying early childhood development through the parent-child group at a school in Mississippi.

### *PepsiCo Foundation*

In 2009, PepsiCo Foundation granted Save the Children \$5 million over three years to reduce child mortality in India and Bangladesh. In India, Save the Children will increase newborn and child survival by improving health services and child nutrition and expanding access to clean water. Through frontline health workers in Bangladesh, we will expand treatment of the common causes of childhood mortality, address severe malnutrition and improve hygiene and sanitation practices to benefit children and adults.

### *Bulgari*

In celebration of its 125th anniversary in 2009, luxury brand Bulgari committed to support Save the Children's *Rewrite the Future* campaign. Bulgari raised \$8.5 million to provide quality education for children living in conflict-affected areas, through a series of high-profile events, celebrity involvement and a percentage donation from the sales of a specially created ring and pendant.

### *Kraft Foods*

Kraft Foods Foundation is partnering with Save the Children to help Filipino and Indonesian families suffering from malnutrition. The 3-year, \$3 million grant will support community-based programs that increase access to food while improving nutrition education. Families will learn to make healthier food choices, improve hygiene and offer better care for vulnerable children under age 5.

### *Toys“R”Us, Inc.*

The Toys“R”Us *Bundled in Hope* campaign raised over \$1 million to support Save the Children's efforts for babies in need and early childhood programs in the United States. Donations were accepted at Toys“R”Us and Babies“R”Us stores nationwide and through baby registries, and celebrity-designed baby blankets were auctioned online. Toys“R”Us, Inc. and the Toys“R”Us Children's Fund together have also provided donations to aid Save the Children's emergency response efforts during natural disasters.

## Thanks to Our Sponsors

Save the Children takes pride in bringing change and opportunity to hundreds of thousands of children, thanks to our loyal sponsors. Here are just a few examples of what a difference their generosity has meant to children in need.

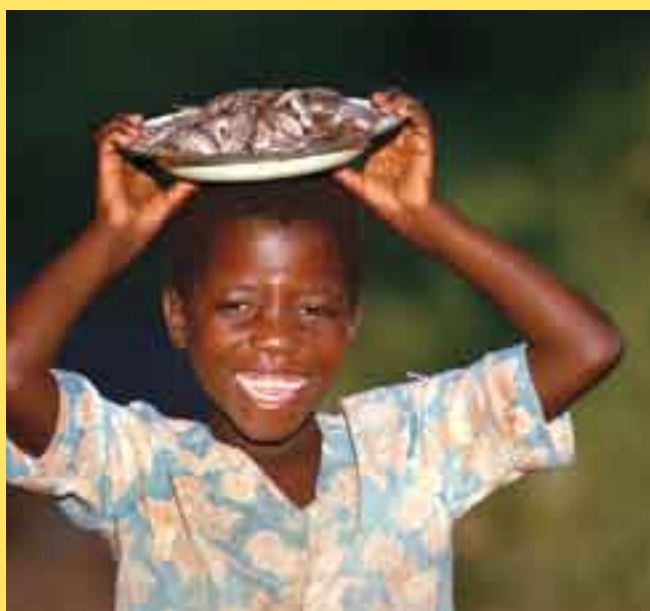
**AFGHANISTAN** Vitamin A tablets were distributed to more than 25,700 school-aged children.

**CENTRAL AMERICA** Sponsorship-supported early childhood development centers help thousands of children fulfill their potential.

**EGYPT** Save the Children helped young people build their financial and market-based practices, and provided micro-loans for 450 youth, who worked in groups to establish 107 small enterprises.

**ETHIOPIA** We trained 239 adolescents to provide counseling services in adolescent and reproductive health to more than 5,000 of their peers.

**UNITED STATES** We brought healthy lifestyles to 12,000 rural children through after-school programs in 136 schools, emphasizing daily physical activity and healthy eating habits.



A portrait of 8-year-old sponsored girl, Ngano, carrying home a plate of fish from the lake. She attends a Save the Children-sponsorship school in Malawi.

### **Robert Wood Johnson Foundation Awards Grant to Launch Save the Children's Campaign for Healthy Kids**



Save the Children's after-school program at this elementary school in Mississippi provides at least 30 minutes of physical activity, along with a healthy snack.

The Robert Wood Johnson Foundation has awarded Save the Children a 3-year, \$3.5 million grant to launch the *Campaign for Healthy Kids* in rural America. As part of the Foundation's strategy to reverse the childhood obesity epidemic, Save the Children will work to advance policies in 15 southern states where concentrations of rural poverty and childhood obesity are high. In these states, we will be a catalyst for action, convening local stakeholders, partners and existing coalitions and creating the political will to bring about positive changes in schools and communities.



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*All trustees who joined the Board in 2010 are so noted.*

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ASSISTANT CORPORATE SECRETARY

In 2009, Save the Children received word from Charity Navigator that for the eighth consecutive year, we're the recipient of the evaluator's coveted 4-star rating for fiscal management. Charity Navigator, a leading independent charity evaluator, works to advance a more efficient and responsive philanthropic marketplace by evaluating the financial health of over 5,400 of America's largest charities.



America Ferrera, star of ABC's hit show, *Ugly Betty*, and 8-year-old Maimouna practice their letters during class at the Diassadeni school in Mali. Thanks to Ferrera's fundraising efforts in 2009, a new school is being constructed in this village that meets government standards.

## Certified Public Accountants

**KPMG LLP**

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54 Wilton Road  
Westport, Connecticut 06880  
1-800-728-3843

**[savethechildren.org](https://www.savethechildren.org)**



Mother and child, Ethiopia

**Save the Children** is the leading independent organization for children in need, with programs in 120 countries, including the United States. We aim to inspire breakthroughs in the way the world treats children, and to achieve immediate and lasting change in their lives by improving their health, education and economic opportunities. In times of acute crisis, we mobilize rapid assistance to help children recover from the effects of war, conflict and natural disasters. Save the Children is made up of 29 member organizations working together worldwide.