



ChildFund New Zealand

2017-18 Report to Accountable Now

Submitted 7 June 2019

2017-18 Accountability Report

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We welcome your feedback on the information contained in this annual Accountability Report. Please contact Shona Jennings (shona@childfund.org.nz) with any comments or suggestions you may have.

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On the cover: Robin (10) plays jump rope with her friends in Samburu County, Kenya.
Photo by Jake Lyell.

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Opening statement

Message from the CEO

It is with great excitement that we present ChildFund New Zealand's inaugural *Accountability Report* for the 2018-2019 period. Presenting this submission is another strong signal of the maturing of our organisation, and it reflects our commitment to attaining internationally recognized standards in transparency and accountability as part of our mission to enable children and youth to thrive.

Transparency and accountability are fundamentally integral to our work – and these elements are woven through all four of our organisational values; that is, in what we believe in and in the way we do things. ChildFund New Zealand believes in *partnerships*, and these equitable, lasting relationships will only endure if there is open sharing of information and ownership of results. Further to this, we are *high performing*, requiring us to not only be passionate, but to also be accountable and committed to doing what we say we will do. Our team also *challenge* our boundaries, supporting each other to grow and learn – which is contingent on clear, open and bold conversations. We also *do the right thing* which calls on us to have grit and integrity.

While these values are underpinned by transparency and accountability, as outlined above, we also appreciate that we will only achieve our mission if our culture encourages us to continue to learn. This is our first *Accountability Report* and we acknowledge that the preparation of this submission, and the ensuing response, will provide great learning for us.

Throughout the report we share how we are prioritizing aligning all of our work – from tasks, through to campaigns and projects, and then into programmes – with the 'why we do what we do' so that we can better understand and enable impact. An accountable and transparent framework is the cornerstone for achieving such alignment.

We view this alignment as ongoing, and not a finite exercise. The context of our work is ever-changing, and we are one player in a complex and dynamic system. Throughout this report you will read of the challenges we face in that with much of our work we act as influencers with (and not managers of) our partners, which in one aspect, provides a much more equitable status with the community-based organisations who lead our programming. Subsequently, accountability is indeed shared mutually, particularly as we (with our partners) co-design Road Maps towards outcomes for a specific community.

As an organisation we are in a period of significant change – evolving from our origins of being fundraising-focused to being impact-focused and therefore legitimate development agents. Consequently, the preparation of this submission comes at an opportune time as we are currently navigating how we add an investment approach to our current philanthropically-funded business model. As this new 'fuel' for driving impact evolves, we will need the highest levels of transparency and accountability if we are to meet the social and financial expectations of our funders and, more importantly, to meet the expectations of the children and families we serve.

All of the ChildFund New Zealand team look forward to incorporating the Accountable Now framework into our work and to creating greater impact for our stakeholders.



Paul Brown, CEO, ChildFund New Zealand

Introduction

ChildFund New Zealand commenced operations on 19 June, 1990, as Christian Children’s Fund of New Zealand Limited. On 1 July 2005, we changed our name to ChildFund New Zealand Limited. We are a non-political, secular organisation. ChildFund New Zealand fundraises (through sponsorship, appeals and grants) around NZ\$13 million each year, and remits at least 70 percent of these funds overseas to benefit children and their families. We have a staff of 22, operating from Auckland, New Zealand.

ChildFund New Zealand is also a member of the ChildFund Alliance – a cluster of 11 independent, child-rights and development organisations operating globally, who collectively achieve impact in over 60 countries for more than 12 million children and their families. ChildFund New Zealand supports the Country Programmes of other Alliance members in 22 countries, and we oversee our own Country Programme in Kiribati through ChildFund Kiribati, a locally-registered organisation formed in 2016. ChildFund Kiribati is a wholly-owned subsidiary of ChildFund New Zealand Limited, employing nine people in Tarawa, Kiribati.

Colour Code Self-Assessment

ChildFund New Zealand has self-assessed their performance against each of Accountable Now’s reporting criteria, using the following colour code.

Colour Code Self-Assessment Level 1

No policies, procedures, or other documents are provided to explain the member’s approach. There is no improvement plan in place, or there is a plan but no actions have been taken yet.

Colour Code Self-Assessment Level 2

Policies, procedures, or other documents explaining the member’s approach are provided, but no evidence or examples have been shared to show how these work in practice. A plan to address the commitment has been established and first steps have been taken to fulfil it.

Colour Code Self-Assessment Level 3

In addition to policies, procedures, or other documents explaining the member’s approach, systematic evidence or examples have been provided to show how these work in practice. Results, progress, and ambitions for further improvement are documented.

Colour Code Self-Assessment Level 4

The commitment is fully addressed and in addition to the above, there is evidence that the (approach to the) commitment has been fully embedded into the organisation’s practice.

An explanation of ChildFund New Zealand: Scope of coverage

About ChildFund New Zealand

ChildFund New Zealand joined Accountable Now as an affiliate member in May 2018. This report is ChildFund New Zealand’s first report to Accountable Now. Financial and other audited documents present information between 1 July 2017 and 30 June 2018, however the narrative incorporates how we function currently as of April 2019, when this report was submitted.

To align with Accountable Now requirements, the next report will be submitted within six months of the next financial year end (30 June 2019). We will endeavour to deliver and report on recommended follow-on actions generated from this report by this deadline.

This report demonstrates how ChildFund New Zealand performs against the 12 Accountability Commitments, relevant to our relationships and jurisdiction.

Not covered in this report

In 18 countries, ChildFund New Zealand links New Zealand sponsors and their donations to a small number of sponsored children in each country (3,677 children in total). This report does not cover these countries, other than to say we hold the Alliance member (ChildFund International) responsible for the Country Programme and meeting agreed ChildFund Alliance Programme Standards. These standards are regularly reviewed by the ChildFund Alliance Programme Committee. ChildFund International will be submitting its own accountability report to Accountable Now in the near future.

Covered in this report

In Kiribati, ChildFund New Zealand oversees operations and funds the work of our locally-formed subsidiary, ChildFund Kiribati. This is referred to throughout this document as a **Category 1** relationship. ChildFund Kiribati was established in September 2016 and is still in its formative years. Although ChildFund Kiribati works nationally, its main focus over the past two years has been on 430 households in the Betio community. Projects are funded mainly through grants and appeals. Finance, policies and systems are overseen by ChildFund New Zealand, ensuring a high level of direct accountability.

In specific communities in four countries (Kenya, Zambia, Sri Lanka and Vietnam), ChildFund supports 8,551 sponsored children and their families, as well as many more enrolled children who have been identified by the community as the most deprived, excluded and vulnerable. In these communities, we have a much closer relationship than in other areas where we have sponsored children, and much higher numbers of children. While the ChildFund Alliance member working with these countries implements the Country Plan and determines the focus and approach for sponsorship funds, ChildFund New Zealand has relationships with the Country Offices and their associated Community-Based Organisations (CBOs) in what we call a 'Dedicated Programme Area'¹. Significant supplementary funding over and above sponsorship is provided in these communities, and projects are implemented in close collaboration with ChildFund New Zealand. To help guide this relationship and funding needs, and to ensure we work towards the community's self-reliance or 'graduation' from ChildFund New Zealand support, we create plans with them called Road Maps. This relationship is referred to throughout this document as **Category 2**.

In another two countries – Papua New Guinea and Timor-Leste – ChildFund New Zealand is a significant grant funder and project partner. We currently have 1,470 sponsored children in Timor-Leste, but will shortly be moving to a Community Sponsorship model and funding will be more project-focussed. In both instances, we work mainly with the Country Office to support their plans. These countries are referred to as **Category 3**.

We consider ourselves to have a high level of accountability for our partnerships with these last seven countries. We also have an accountability relationship with the 10,192 generous sponsors who support our work and a further 3,100 who give to a non-sponsorship regular giving programme called Child Essentials, grant donors, major givers and legacy donors. This report demonstrates our engagement and accountability practices with these seven partner communities and our supporters.

A fourth category is funding for emergency response. When these situations arise, we assess our involvement in a response on a case-by-case basis. Typically, we support humanitarian operations launched by our Alliance partners through their Country Office. Occasionally, we fund other local partners who are in a better position to respond, and whose activities align with our mission.

¹ Note that throughout this document, the Country Office and CBO will be differentiated by the terms 'CBO Local Partner' or 'Country Office'. Where both are referred to, they will be called the 'local partners'.

Impact Achieved (Cluster A)

A. The impact we achieve

1. Mission statement and theory of change

Colour Code Self-Assessment Level 3

ChildFund New Zealand's vision is a world in which all children and youth thrive, and in which all children and youth enjoy their rights and achieve their full potential. Our **theory of change** is fundamentally grounded in the belief that the most appropriate way to help bring about change for the communities we serve is through meaningful partnership - *rangapū*². The community have the mandate; they bring the solutions.

Change begins when the basic needs of children and youth are met: they are educated; they are healthy, in healthy homes and communities; and their families have secure livelihoods. Programmes are holistic, meaning projects form part of an overall plan and are interlinked. Projects are typically a mix of water and sanitation, healthcare and nutrition improvements, education support (particularly early childhood education and development), child protection, resilience-building, livelihoods and advocacy (see Table 1, overleaf).

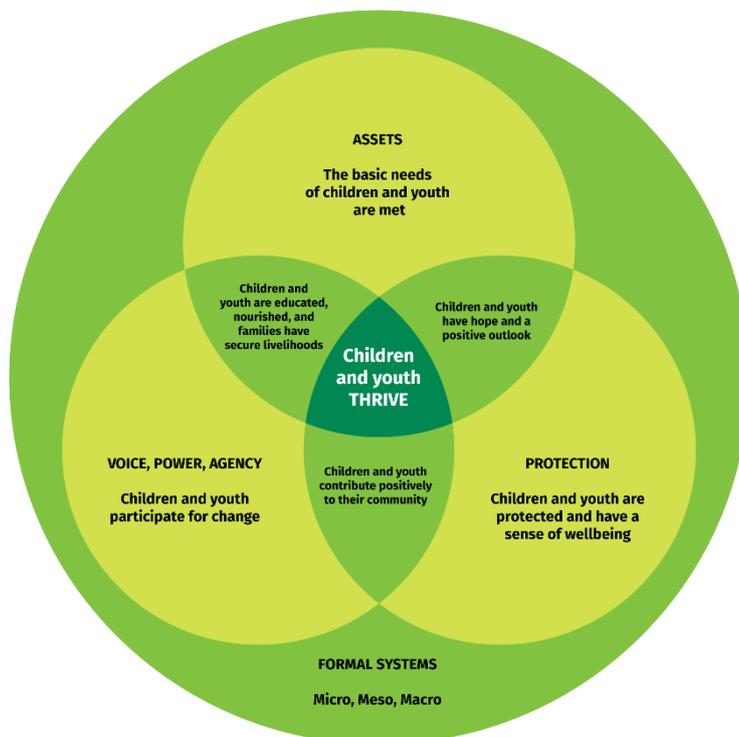
Children and youth will thrive when they are protected and have a sense of wellbeing, and they are active participants for the change they want to see in their world.

We work alongside, identify, and draw on the strengths of local community-based organisations, ChildFund Alliance partners, and others with expertise, and on policy, rights frameworks and guidelines. We connect people working in-country with others around the world to share ideas, experience and knowledge.

ChildFund New Zealand frequently collaborates with other agencies – drawing on each other's strengths to deliver coordinated programmes on the ground as well as through advocacy campaigns, as we know that together we can be more effective and efficient. Where other agencies are taking the lead delivering basic needs, rather than duplicate, we coordinate and focus on areas in which we have particular strengths that are commonly overlooked – particularly child protection and youth engagement.

Our work directly and deliberately supports the United Nations' Sustainable Development Goals (particularly Goals 1, 3, 4, 5, 10, 11, 16) as well as SDG 17 as we seek value-adding collaborations.

Diagram 1: ChildFund New Zealand's Theory of Change



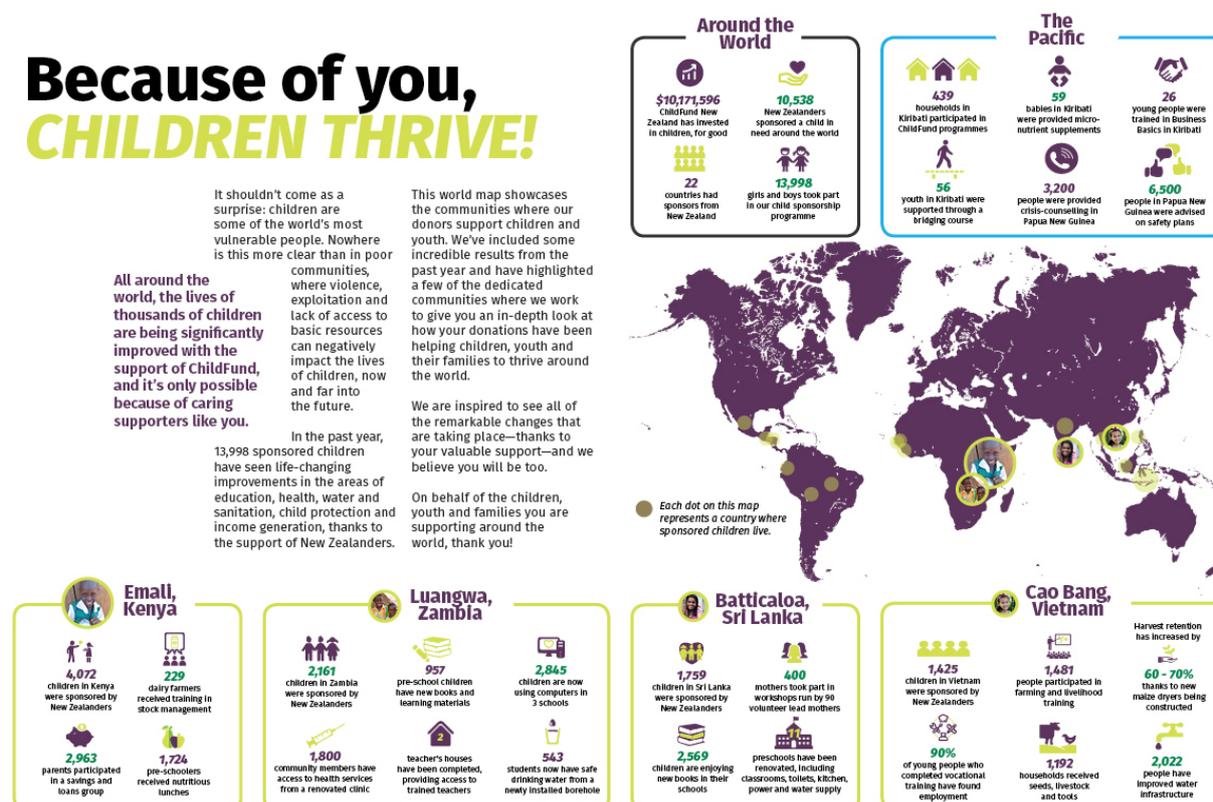
² Rangapū is the Māori word for partnership. Partnership and participation are two of the three main principles of Te Tiriti o Waitangi (New Zealand's founding document outlining the relationship between the New Zealand Government/Crown and Māori). These are concepts which ChildFund New Zealand believes are important to the way we work. Partnership includes participation, and means genuinely listening, respecting, being alert to power differentials, promoting mutual trust, and committing to a relationship over the long term where we are working towards a shared goal.

Table 1: Examples of activities contributing to Children and Youth Thriving

Country Office	Community- Based Organisation	ChildFund Alliance Affiliate	Types of Activities
Category 1: Overseen by ChildFund New Zealand			
ChildFund Kiribati	ChildFund Kiribati, Betio	ChildFund New Zealand	Nutrition, family strengthening, water, sanitation & hygiene, youth education, child protection
Category 2: Communities working to a 'Road Map'			
ChildFund Kenya	Emali Dedicated Child Agency, Emali	ChildFund International	Livelihood development, water, sanitation & hygiene, voluntary savings and loans, child protection, nutrition, youth
ChildFund Zambia	Luangwa Child Development Agency, Luangwa	ChildFund International	Livelihood development, water, sanitation & hygiene, child protection, nutrition, education, healthcare, youth
ChildFund Sri Lanka	Vavunathivu Development Organisation, Manmunai West	ChildFund International	Water, sanitation & hygiene, teacher capacity support, school infrastructure, early childhood development, nutrition
ChildFund Vietnam	ChildFund Vietnam, Cao Bang	ChildFund Australia	Water, sanitation & hygiene, livelihood development, disaster risk reduction, youth education, youth leadership, disability
Category 3: Largely project-focused relationship			
ChildFund Papua New Guinea	ChildFund Papua New Guinea, Port Moresby	ChildFund Australia	Gender-based violence, healthcare, nutrition, life skills development, youth leadership
ChildFund Timor-Leste	ChildFund Timor-Leste, Dili	ChildFund Australia	Youth leadership, life skills development, healthcare, ECD

ChildFund New Zealand is expanding within the Pacific, and is currently developing a programme in Solomon Islands. We strongly believe we should be helping facilitate greater support from New Zealanders to their closest neighbours, whose poverty statistics remain among the worst in the world.

Figure 1: Page from ChildFund New Zealand Annual Report, 2018, illustrating our global reach



2. Key strategic indicators and involvement of stakeholders

Colour Code Self-Assessment Level 2

ChildFund New Zealand does not set the strategy for **Category 2** and **3** countries and so these fall under our Alliance partners' measurement systems. If we have projects in these countries, each has its own results measurement table which is updated quarterly, often with baseline and end-line (and sometimes midline) surveys.

However, we do have [strategic indicators relating to our Road Map progress](#) and to assess how children are 'thriving' in those **Category 2** countries where local partners have adopted this approach (Kenya, Zambia, Sri Lanka and Vietnam). As mentioned previously, these Road Maps are plans set by the community through an intensive and documented participatory planning process. They are therefore the issues the community sees as important. ChildFund New Zealand has clustered these issues into five themes: Water, Sanitation and Hygiene (WASH), Nutrition and Health, Education, Child Protection and Livelihoods. Measurements were determined for 'thrive' covering these five themes (plus an additional positivity measure), and simplified so they could be easily incorporated into our ChildFund Alliance Partners' Monitoring and Evaluation (M&E) processes. This is because we did not want to overburden local partners and communities with a parallel M&E process. There is both value and compromise involved in working with Alliance members who have their own measurement systems in place. They cooperated in good spirit to accommodate our separate requirements into their systems. The first results will be seen in May 2019.

Table 2: Strategic indicators for measuring 'Thrive' and Road Map progress:

<p>Thrive is measured by an annual key stakeholder survey tracking the following <i>outcomes</i> from the Road Map:</p> <ul style="list-style-type: none"> • Livelihoods - means of making an adequate and regular income • Education - access to age appropriate quality education • Nutrition and Health - access to quality healthcare services, food security • WASH - access to safe drinking water, access to a latrine and handwashing facilities • Child Protection - access to child protection mechanisms, perception of a safe community • Overall - positive outlook for the future
<p>Road Map progress is measured by # of communities with Road Maps (Estimated # of children reached by ChildFund activities)</p>
<p>Road Map progress is also measured by mean completion of Road Maps (baseline of 4 communities) Note: Each 5% lift in completion requires approximately \$4-4.4m of funding. We will track funding received directly by communities</p>

In **Category 1: Kiribati**, our strategic goal is the improved physical, social and economic health of children and families in Kiribati. [We have a results framework against which we monitor progress](#), supplemented by regular evaluations tracked against a baseline *Knowledge Attitude Practice (KAP)* survey and focus group/stakeholder discussions. Again, this intervention was planned along with the community, government and civil society. The results framework responds to the interventions they identified as important.

3. Progress achieved and difficulties encountered against indicators

Colour Code Self-Assessment Level 3

For **Category 1: Kiribati**, in February 2019 we completed a mid-line survey in the community we work most closely with. This constituted a repeat of a KAP baseline survey conducted 20 months ago, focus group discussions and key stakeholder interviews. Being relatively new to Kiribati, ChildFund New Zealand wanted to find out if our approach was effective (through shifts in baseline measures), how the community regarded our work, and what we could do to improve outcomes for children. While we received very favourable feedback, the lessons from this exercise led to us re-thinking some of the targets and delivery methods we had been using.

As an example, our plan was to work with a local partner, the Kiribati Local Government Association, to extend the holistic, household-level behaviour-change methodology promoted in the project to all Island

Councils for incorporation into their strategic plans (should they wish). After 20 months, only a quarter of Councils had made use of our tools. This indicated an over-ambitiousness on our part (especially given the access and communication difficulties to outer islands). We also realised that Council Elections in 2020 may lead the Councils we have been working with to change their Strategic Plans. [Our Adaptive Programme Approach](#) requires us to be agile – asking over the life of a project: “What are we trying to do? How should we do it? and, How might we do it better?” While we will continue to advocate with Councils for holistic, household-level behaviour change, we will also be considering other avenues to facilitate this.

Indicators to measure ‘children thriving’ were developed for the **Category 2: Road Map Countries** in 2018 and, to date, have only been deployed in three programme countries. We are awaiting baseline results.

These survey results will be:

- Analysed by local CBO partners and in-country office;
- Shared back with the community and stakeholders for verification;
- Reflected upon through a formal process led by ChildFund New Zealand with the local CBO partner and in-country office;
- Summarised and reported to the ChildFund New Zealand Board; and
- Used as information to help influence effective programming

It is unlikely that the measures we have developed for Thrive will show immediate effects in the short term, but they will provide information to help guide our work over the medium-to-long term.

In other **Category 2** and **3** countries, we measure against the results frameworks developed for individual projects.

Difficulties encountered in the timely delivery of results include such things as political context e.g. elections holding up project implementation (in Kenya); environmental challenges around droughts and flooding (in Zambia and Sri Lanka); and delays with government stakeholders caused by bureaucracy, such as land ownership holding up the building a youth learning centre (in Kiribati). The remoteness of our programme areas can also be a challenge (for instance, it can be difficult to find solutions for some of our water projects, given the poor road access to some communities).

4. Significant events or changes relevant to governance and accountability

Colour Code Self-Assessment Level 3

The key change in our relationship between impact, governance and accountability is in our signed partnership agreements with our ChildFund Alliance partners for our **Category 2** countries. In the past, these agreements were focussed on how many children ChildFund New Zealand could commit to sponsoring each year (e.g. from a baseline figure, an incremental increase of, say, 50 children per year). The new agreements specify an annual financial target based on what ChildFund New Zealand is likely to fundraise through regular giving and what we can contribute on top of that (through appeals and grants) for Road Map activities. This target commitment, which will be communicated to the Alliance member and Country Office each year, will be used by them to plan their workflow and budget activities. This will ensure greater transparency between the money remitted, and the funds available for use by the local Community-Based Organisation (CBO) partner and Country Office. We are now developing a visual way of showing how supporters’ money is steadily achieving change against the Road Map, using social media.

B. Positive results are sustained

1. Sustainability of work beyond the project cycle

Colour Code Self-Assessment Level 3

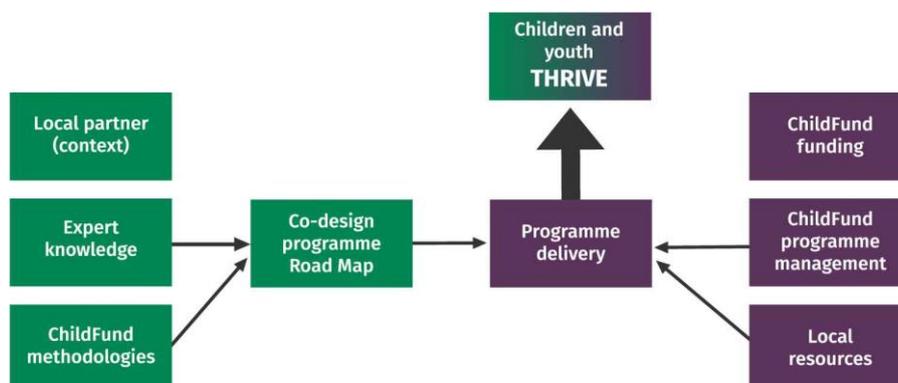
Across all ChildFund New Zealand's work, the key to sustaining positive results comes down to partnerships – ChildFund New Zealand's choice of local partners; but also the relationships they have in the community with families, leaders and institutions, and their ability to communicate well. By forming relationships that link in with existing organisations and their work, we can be more effective and efficient, and extend a project's reach. For instance, ChildFund Kiribati partners with the Kiribati Local Government Association (KiLGA), who works with 23 Island Councils. A ChildFund employee is placed within KiLGA, to ensure the Councils have access to resources, tools and support should they wish to adapt any element of the project in their municipalities. In Kiribati, we also work with Caritas Aotearoa New Zealand and UNICEF New Zealand to integrate their projects (Healthy Eating and Positive Parenting) with our activities there. We sit on a number of coordinating committees to ensure what we are doing fits into country-level plans.

ChildFund New Zealand's Road Map approach also supports sustainability by helping communities to become self-reliant. *Road Maps* are plans created by the community that look five to 10 years into the future – towards a point at which ChildFund New Zealand might be able to scale back their support to the local partners. This involves the community (the Country Office, local CBO partner, traditional leaders, government and community representatives – including children and youth) who, together, develop a long-term goal and plan activities to achieve that goal. The community provides a schedule of projects required within the plan under the five sectoral themes, and provides costs against these projects. ChildFund New Zealand funds and supports this process, and commits to assisting the community to secure resources for these projects. There is an expectation that funding will also be secured by the local CBO or Country Office from other sources (including community and government contributions). These plans are published, and it is for the country office to translate and print these plans for the community concerned. The community owns the plans, and they drive forward the fulfilment of the plans. ChildFund also supports local CBO partners to develop their capacity and connections towards increasing their self-reliance.

This process of creating a *Road Map* is documented in a step-by-step [Road Mapping Guidebook](#) (henceforth referred to as '*Guidebook*'), written by ChildFund New Zealand in collaboration with representatives from our Road Map in-country partners. This *Guidebook* will be published by the end of April 2019, and will be available to ChildFund Alliance members, partners and other development organisations to create *Road Maps* within their own programmes.

This level of integrated community engagement and ownership, published vision of the longer-term goal, and clear communication from the outset of ChildFund's exit (or scale-back) date, helps build sustainability across the entire plan, not just project by project.

Diagram 2: How ChildFund New Zealand's Road Map fits



2. Lessons learned in this period; how they have been shared and used to improve future work

Colour Code Self-Assessment Level 2

In October 2017, ChildFund New Zealand brought together representatives from the four countries who had been involved in the Road Mapping process. The main purpose of bringing them together was so they could help us to document lessons from their experience with the *Road Map* process. These lessons were captured in the Guidebook, through a series of break-out quotes called Tips from the Field.

We also learned that by publishing the *Road Map* (in a very eye-catching design), the document was given credibility which lent to it becoming widely used as a communication, coordination and fundraising tool by communities. In Luangwa, Zambia, for instance, it has been adopted as the community's *Strategic Plan* and is used by government and chiefs in the area, as much as it is by ChildFund's local CBO partner, Luangwa Child Development Agency. Similarly, in Sri Lanka, it is called the "*Mother Document*" by the Vavunathivu Development Organisation. We now understand that positive results are sustained when they are planned, sequenced, receive universal support and engagement of not just ChildFund, but the broader support system including traditional leaders and government.

The Road Map methodology has not been adopted across all of ChildFund New Zealand's partnerships. Some of our partnerships are not yet structured for this way of working. Our relationship in **Category 1: Kiribati**, and in **Category 3: Timor-Leste**, is building towards a Road Map approach. We also see scope for this approach being adopted across a thematic area and not just with communities. For instance, in a country, around work with and for 'youth'. This is something we will be exploring in the coming year, particularly as we continue to build our programme in the Pacific.

C. We lead by example

1. National and/or global leadership on strategic priorities and recognition by peers, stakeholders, and affected populations

Colour Code Self-Assessment Level 3

ChildFund New Zealand provides global leadership on our strategic priorities through our involvement in the ChildFund Alliance Advocacy Task Force, and the ChildFund Alliance Programme Committee. Our personnel have been key contributors to both of these forums. For instance, ChildFund New Zealand was a 'key writer' of the ChildFund Alliance Programme Standards and the Gender Position Paper, both of which have been developed in the past reporting year. ChildFund New Zealand is now on a working group to look at environmental improvements within Alliance members' programming.

Within New Zealand, ChildFund has been a champion for the formation of the Council for International Development *Code of Conduct* – a New Zealand mechanism similar to Accountable Now accountability commitments. We were one of the first NGOs in New Zealand to become accredited with them.

The *Road Mapping Guidebook* demonstrates where we have taken the lead at a practical level. While there has been some interest at the ChildFund Alliance level, most interest has come from local partners who wish to coordinate activities with other development stakeholders in their community. Some of ChildFund New Zealand's **Category 2** partners have already been showing other communities how to develop Road Maps. The published *Guidebook* will help them in the future.

In the advocacy sphere, ChildFund New Zealand has been motivating for increased activity and collaborations in ending violence against children (one of the ChildFund Alliance strategic commitments). ChildFund and World Vision are both members of the global, child-focussed 'Joining Forces' initiative, which led to ChildFund New Zealand and World Vision New Zealand working together on a campaign to end violence against children in the Pacific. We have now been joined by other New Zealand agencies within and outside the Joining Forces initiative to advocate to the New Zealand government for increased and more targeted aid towards this issue. This led to World Vision and ChildFund proposing and planning a joint

gathering of the 'Joining Forces' agencies with UNICEF, and as a result, a Pacific Regional Child Protection Stakeholders' Meeting took place during October 2018, in Suva, Fiji. A total of 26 participants attended from five global child-focused agencies operating in the region (ChildFund, Plan International, Save the Children, UNICEF and World Vision). The agencies are now collaborating on three strategies to end violence against children in the region via working groups, with a central coordinator whose role will be rotated amongst the agencies involved.

2. Inclusiveness and Human Rights; promotion of women's rights and gender equality

Colour Code Self-Assessment Level 2

The equal treatment of people of all genders is a fundamental human right, protected by the Universal Declaration of Human Rights (1948), the Elimination of All Forms of Discrimination against Women (1979), the United Nations Conventions on the Elimination of All Forms of Discrimination against Women (1979) (CEDAW), the Rights of the Child (1989) and the Sustainable Development Goals (2015). This is recognized in [ChildFund New Zealand's Gender Policy](#) which is committed to equitable access to people of all genders to participate in, and benefit from, the programmes and projects we support. However, there are times when specific gender-targeted interventions are appropriate to counter power imbalances.

We also work to [ChildFund Alliance Programme Standards](#) and the core values included in the [ChildFund Alliance Code of Conduct](#), both of which have a strong gender equality and human rights focus. As noted, ChildFund New Zealand was a key contributor to the ChildFund Alliance *Position Paper* on gender, which is being submitted to the ChildFund Alliance CEOs for endorsement at their next meeting in May.

In addition, ChildFund New Zealand has a *Cross-Cutting Issues Reference Tool* which stores information on the dedicated areas for each of the **Category 1** and **2** countries, to help us understand gender, inclusion, child protection/safeguarding and the environment as we plan, design, deliver and monitor our work. This is constantly being added to with formal, informal and perceptive insights and understandings learnt through the work we do. We reference this information as we assess whether or not our projects are SAFE (Sustainable, Appropriate, Feasible and Empowering) – a deliberation tool we use in assessing projects.

ChildFund New Zealand's commitment to gender equality extends to our own organisation and we are committed to implementing equal pay for the same work (equal pay) and equal pay for work of the same value (pay equity) ensuring there is no gender pay-gap present among employees, and supporting an environment free of discrimination.

ChildFund practices being an inclusive organisation by embracing diversity in the workforce, and by enabling individuals to reach their full potential through training. We are a small organisation of 22 employees/contractors, comprising nine different ethnic backgrounds, and a mix of ages from 20 to 65. We have seven male employees and 15 female employees. We are comfortable with gender diversity, and are a member of Diversity Works, a New Zealand organisation promoting diversity in the workforce. An internal diversity survey was conducted in October 2017 and recommendations were developed by staff. One issue was how to become better at supporting women in the workforce – especially for the working mothers we have on the team. We have since introduced more flexible hours and working from home. In **Category 1: Kiribati**, we have seven female and two male staff. A key learning from our work in Kiribati is that the mothers on the staff need to stay home with children, who are sick more often than we are used to in New Zealand. It is necessary to be flexible and, as a team, plan how to deal with such absences.

In terms of cultural diversity, ChildFund New Zealand recognises that it is a New Zealand organisation, and as such, we have a wonderful opportunity to learn from our own indigenous community. As a result, Māori principles have been incorporated into our work. These were first discussed with a *Kaumatuā* (Māori elder) so that non-Māori staff could gain a fuller understanding of their meaning and intent. A terms of reference has been written for a Māori trainer and over the next year, the organisation has committed to learning more *Te Reo Māori* (Māori language) and *tikanga* (customary practice); taking lessons from this into



our work overseas. When ChildFund New Zealand last held a local partners meeting in New Zealand in 2016 – which led to the development of the Road Map concept – partners and staff stayed together overnight on a Māori marae (meeting house), where we learnt the privilege of *manaakitanga* (hospitality) and *whanaungatanga* (kinship and belonging), which have been incorporated into the way we work with partners now.

Photographed: Doras Chirwa from ChildFund Zambia shares a hongi (traditional Māori greeting) with Thomas de Thierry from Te Hana Te Ao Marama marae.

3. Minimising negative impacts on stakeholders

Colour Code Self-Assessment Level 3

One of the most logical ways to reduce negative impact is to give power to local people. ChildFund New Zealand strongly supports localisation which, we believe, means ensuring decision-making rests with the people we work with and for. ChildFund New Zealand has effectively been supporting this interpretation of the localisation agenda for many years. Our Road Map approach reinforces this, mindful that our relationship is a long-term commitment, but with an endpoint to our engagement. We take great care not to lead our partners or communities into a dependency relationship. ChildFund New Zealand only seeks to assist development in a country after a thorough investigation into community needs, plans and priorities, and their expressed desire to work with us. The level of research we do helps us to minimise negative impacts. For instance, we are currently in the process of expanding our work in Solomon Islands. We researched the country and our potential contribution to children/youth and families for three years, spent a year understanding the local context, and have only recently begun a partnership at the invitation of a local partner. As we formalised our relationship, we invited our local partner to work with us on drafting the Memorandum of Understanding (MoU), which is typically a one-sided, donor-driven document. As we progress, we intend to develop monitoring, evaluation and reporting tools together.

Box 1: Adaptive Programming Approach

- Spending more time planning and analysing projects at the start;
- Setting a clear plan for how the chosen actions will lead to change;
- Developing the measures and tools to determine success;
- Being agile – able to flex and adapt as the project progresses to respond to changing priorities and contexts;
- Stimulating advocacy from within communities to promote change across systems;
- Ensuring staff are trained for the job at hand and have the right tools for the job; making sure systems and structures, policies and procedures are in place; resources are sufficient, and the work produced is of a high standard.

Our stated way of working is using an ‘Adaptive Programming’ approach. This is an example of how we are striving to be less prescriptive, and more accepting of the complexities our partners face. Development is not linear, and we recognise this. If something crops up that could affect the community – or groups within it – negatively, we can adapt. We do not penalise partners when things change.

4. Responsible stewardship for the environment

Colour Code Self-Assessment Level 3

[ChildFund New Zealand has an Environmental Policy](#) which places a focus on *kaitiakitanga* (environmental stewardship), maximising positive impacts and reducing negative impacts on the environment through the programmes and projects we support.

Our *Cross-Cutting Issues Reference Guide for Dedicated Programme Areas* documents an environmental overview of each of our project areas, and helps us to design, implement and monitor projects to avoid negative environmental impact. The *Reference Guide* is a learning tool that helps us to understand the key environmental challenges facing our partner communities (land, water, forests, food security, for instance); vulnerabilities and weaknesses (particularly associated with climate change), and how preparedness and mitigation is built into projects. It also looks at what we can do to enhance the community environment in

order to 'build better' so the children of today have an environment they can look forward to. ChildFund New Zealand has also been incorporating disaster risk reduction (DRR) and preparedness activities across all countries. For example, we have been training farmers in Zambia in agro-forestry, and we have funded seed banking and bulking projects in Kenya, alongside the introduction of drought-resistant crops. In Vietnam, six communes identified representative farmers to participate in training sessions to develop DRR plans, and the farmers subsequently cascaded their plans and knowledge amongst their villages.

For any projects where environmental impact is flagged, an environmental impact assessment (EIA) is conducted. Sometimes this is done by the local authority (for instance, most water points require local authority EIAs), however, some initiatives require more intensive assessments. During the reporting period, a project was initiated to plant moringa trees in Kenya. An environmental consultancy was commissioned to assess the impact on the environment and suggest mitigation measures before the project commenced.

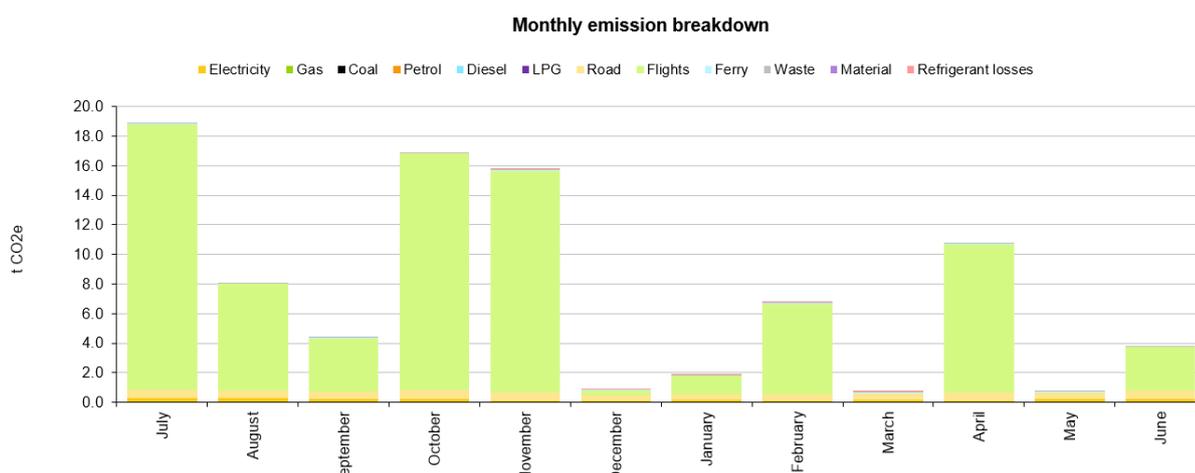
The tree planting programme had a dual purpose. To help offset ChildFund New Zealand's carbon footprint. ChildFund New Zealand needs to offset 90.03 tCO₂ each year. Usually one moringa tree will absorb 80 kg (0.08T) of CO₂ per year. Therefore 1,000 trees are needed to offset this level of emissions.

Moringa trees have other, indirect positive impacts on both animal health and climate change, and moringa is promoted as a stock feed to our farming communities in Kenya. According to studies, the emission of ruminal fermentation of animal feeding by moringa tree leaves is lower than traditional animal food. We utilised the support of our donors, other Alliance members, and donations from a gift catalogue to plant a large number of moringa trees in Kenya.

ChildFund New Zealand's carbon footprint is summarised in the graphs that follow. Our first environmental audit was conducted by an external consultant, Greencap, covering 2018. Following this audit, ChildFund New Zealand has begun self-monitoring performance using the Annual Carbon Emissions (ACE) calculator, designed by CATALYST Ltd and promoted by the Sustainable Business Network of New Zealand.

The 2018 report found that 9.28 tCO₂ is emitted by the ChildFund New Zealand office (including staff getting to and from work). ChildFund emits 80.75 tCO₂ from travel related to programming. Our total carbon offset is therefore 90.03 tCO₂.

Figure 2: ChildFund's Carbon Footprint



A workshop was held by Greencap to train staff on environmental issues and how to minimise waste within the workplace and through making wise travel choices.

Table 4: Compensation effect with Moringa trees

FY	Business trip emission (tCO ₂ equi)	Trees planting* (tCO ₂)	New emission
FY19	80.23	0	80.23
FY20	160.46	80	80.46
FY21	240.69	160	80.69
FY22	320.92	240	161.15
FY28	802.3	720	82.3
FY33	1,203.45	1,120	83.45

*trees must be one year old before we can observe real effect on carbon absorption

By planting 1,000 trees, ChildFund needs two fiscal years to start compensating its CO₂ emissions; after 10 years the level of compensation reaches almost 90%.

ChildFund New Zealand has a Green Club whose role is to seek continuous improvement to our waste and carbon situation. For instance, we use a Bokashi compost bin in our office for food waste, to minimise our waste-to-landfill situation. We have also recently reviewed our photocopier contract, and have chosen a Canon copier because it has global ISO 14001 accreditation.

ChildFund New Zealand has also been active nationally to curb carbon emissions. During the reporting period (prior to the 2017 New Zealand Government elections), ChildFund New Zealand advocated strongly with a coalition of other New Zealand agencies for New Zealand to become carbon-neutral by 2050. We ran an online petition and ChildFund Ambassador, Danielle Cormack, spoke out about climate change in the media. ChildFund New Zealand feels strongly that our actions in New Zealand have an impact on our overseas partners. ChildFund staff member, Isaac Email Iriam, in Turkana, Kenya, was asked what message he would like to send to people about climate change. His community had had no rain for three years. He said, “I would tell people [to] ask themselves, ‘How are we going to affect other people?’ To not think about your impact on others is simply inhumane.”

Stakeholder Involvement (Cluster B)

D. Key stakeholders are identified with great care

1. Stakeholders and how identified

Colour Code Self-Assessment Level 3

ChildFund works to create environments where children and youth (particularly the vulnerable) can grow, develop and thrive; free from violence. They are our priority stakeholders.

In the Pacific region, ChildFund New Zealand has worked collaboratively with ChildFund Australia, local and central governments, and other civil society actors to identify needs in vulnerable communities and to ensure a coordinated response. This has included numerous desk reviews, in-country and regional consultations, focus group discussions and workshops.

Our work in other parts of the world has been guided by formal agreements with other ChildFund Alliance partners with well-established Country Offices. A list of these partners can be found in Table 1 on Page 8.

Our priority commitment to children and youth is grounded in collaborative efforts with local communities and local government bodies to support and guide them along the road to transformative and sustainable local development.

We prioritise alliances and joint efforts with civil-society organisations based on collaboration and mutual support. Our actions are consistent with the development strategies and public programmes of our programme countries. We pursue alliances with public institutions in the programme countries that contribute to achieving our objectives within a framework of promoting human rights.

We rely on the support of our donors and to strengthen this relationship, we work to establish closer ties and communication with our supporters, seeking to sustain their commitment. We regard child and community sponsorship as tools for linking people committed to providing opportunity and protection for children in vulnerable situations.

2. Reaching out to those impacted

Colour Code Self-Assessment Level 3

We reach out to those who are impacted or concerned by our work in different ways depending on the context of our partnership.

In **Category 1: Kiribati**, we reach out to people through household visits, maroro (workshops) and through the country-level advisory committees. Our project approach there is to work directly with individual households on nutrition, WASH, positive parenting, budgeting and disaster risk reduction. In the last year, 430 households were visited seven times. Each household has an individual plan which they have developed with a ChildFund Kiribati team member. Recently, we conducted a midline KAP survey, focus group discussions (particularly with youth who are central to ChildFund's work there) and key stakeholder interviews. This very direct approach is possible because of the size of Pacific Island populations. It is also very effective because, in these communities, trust and relationships count. To bring about behaviour change, this kind of relational approach works well.

In **Category 2 and 3** countries, our ChildFund Alliance colleagues have different systems. A typical structure is where the parents of sponsored children elect representatives onto a zonal committee, who elect a member to a Board, who works with the local CBO partner (or may even oversee the local CBO partner) and ChildFund. Children's Clubs – common across ChildFund's programme as a means of building children's agency and voice – are one way we hear directly from children.

ChildFund New Zealand representatives visit countries annually and meet with these groups. Our representatives always try to talk to people independently to triangulate information we receive through reports.

3. Maximising coordination with others operating in the same sectoral and geographic space with special reference to national and local actors

Colour Code Self-Assessment Level 3

The *Road Map* is our key coordination tool. In this document, we have a well-articulated plan all have contributed to. The booklet that is produced becomes a communication guide that unites the community, government, local leaders, the local CBO partner, ChildFund Country Office, ChildFund New Zealand and our donors and supporters. ChildFund representatives' regular Skype calls and annual visits become a regular check-in as to how things are going. The local CBO partner is the main driver of these *Road Maps*.

Maximising coordination with others in the same sectoral and geographic space requires both desire (on the part of the NGOs/Government) and good relationships. For instance, ChildFund and another New Zealand NGO teamed up to apply for funding for a humanitarian response. We were both working in the same geographic area and assumed our good relationship and intention to work together would be duplicated in the local environment. Funds were disbursed to local partners who committed to collaboration. It wasn't until a monitoring visit that we realised that, in that context, there was much less interest in collaboration beyond the Humanitarian Cluster groupings.

The New Zealand NGO sector is highly collaborative and two or three times a year we organise a Programme Directors' meeting. We have mapped out our work and sectors, and where we can collaborate on projects, we do. In Kiribati, as noted previously, we implement aspects of two projects run by other NGOs within our own programme to ensure their messaging and our messaging are mutually reinforcing. The Council for International Development also helps facilitate connections around common themes – for instance, advocacy around climate change.

The 'Joining Forces' collaboration, discussed on Page 12, is another example of how ChildFund New Zealand is coordinating with NGOs regionally.

In **Category 1: Kiribati**, ChildFund's engagement with local coordinating committees is a priority. There, ChildFund is a member of the following fora:

- The inter-ministerial Early Child Development Technical Working Group, chaired by the Ministry of Education, and including the Ministry of Health and Medical Services and the Ministry of Women, Youth, Sport and Social Affairs;
- the Ministry of Health and Medical Service's Reproductive Maternal, Neonatal, Child and Adolescent Health (RMNCAH) Committee and the National Nutrition Centre;
- the Education Partners in Kiribati (EPIK) forum;
- the KIRIWATSAN steering committee; and
- the Health Sector Coordinating Committee.

E. We listen to, involve and empower stakeholders

1. How stakeholders provide feedback, and evidence of listening and acting upon what is heard

Colour Code Self-Assessment Level 3

ChildFund New Zealand has an 'open door' policy and all our development partner stakeholders are informed that they can contact us, including the CEO, by phone or email at any time. Our donor stakeholders are also invited to provide feedback by contacting us directly, or to provide comment through an online Supporter Survey (last done March 2018). From this, we received a Supporter Commitment Score of 7.24.

ChildFund New Zealand's most significant institutional donor is the New Zealand Ministry of Foreign Affairs and Trade (MFAT). Over the past six years, we have received between NZ\$2 to \$3 million each year for development projects. These funds have been allocated through a contestable fund and ChildFund New Zealand has been successful in gaining between one and two grants per application year. This year, we have been invited as one of the first three New Zealand NGOs to enter into partnership discussions with MFAT as they change their funding model to a Negotiated Partnerships approach. This multi-year, multi-country and multi-sector partnership arrangement has been designed to better harness the particular strengths that different development partners can bring to achieve shared, sustained outcomes and impact.

Some other opportunities for stakeholders to provide feedback to ChildFund, outside of regular Skype calls and quarterly project reports, have included:

Category 1: Key stakeholder interviews and focus group discussions in Kiribati. Kiribati Board executive recorded message for ChildFund New Zealand Board.

Category 2: Bi-weekly / monthly phone calls with local partners. 1 x stakeholder visit per year at which key stakeholders (ministries and local government, local leaders etc) are invited to a workshop. Meeting the local CBO partner Board. Events in the community and opportunities for story-telling, one-on-one interviews. Visits to Child Clubs. Evaluations include child and youth participation.

Category 3: In Timor-Leste, a youth workshop inviting all other youth-focussed agencies to share their work and lessons learned. In PNG, GBV Helpline project counsellors visited NZ – interviews and discussions with staff; staff accompanied counsellors to peer-organisation meetings.

ChildFund New Zealand has instituted an annual survey with local Country offices. Offices are asked to fill in an anonymous Survey Monkey questionnaire, managed by an independent facilitator.

- All partners said they feel that they could be totally open and honest with ChildFund.
- All partners said they feel that they stand as equals with ChildFund.
- All partners are satisfied with how ChildFund communicates with them. One partner said regular Skype calls allow them to address any issues arising quickly.
- Four partners said that monitoring visits are mutually beneficial.
- Three partners said that the number of visits are just right.
- Three partners said that visits are important for building trust.
- One partner wrote that “visits strengthen the sense of partnership and give New Zealand staff first hand experience about the state of the children, community and their needs.”

Local partners want help with funding diversification and there is a desire for relationships not just at programme level, but at finance and CEO level. A suggestion was to build a common ChildFund New Zealand partner platform for partners to cross-share and learn. We will consider this in the forthcoming year.

Another partner would like ChildFund New Zealand to get better at sharing communication materials, especially as they relate to their work. ChildFund New Zealand will commit to this in the forthcoming year.

On project visits, ChildFund staff meet with project participants, including children and youth. This might be a more formalised visit to a Child Club to engage in discussions on a particular issue (e.g. on child rights learning, or food security), or it might be to see how youth who have participated in a past project (e.g. a youth boat initiative in Zambia) are being supported.

2. Stakeholder engagement in activities and decisions from beginning to end

Colour Code Self-Assessment Level 3

The following two examples give an indication of how stakeholders have been engaged in activities and decisions from beginning to end.

Example 1: Category 1: Kiribati

This example relates to a new programme development.

October 2016: Scoping Exercise

- NGOs and Government Departments interviewed (at least 22 meetings);
- Youth stakeholder groups visited – Kiribati Youth Association attendance;
- From this, ChildFund identified KiLGA as the local partner through whom to progress discussions.

January/Feb 2016: Stakeholder workshops

- Workshops with youth, children, parents, elders (segregated by age and gender);
- Partnership formalised with KiLGA;



- Meeting with Tarawa Mayors – agreement on collaboration and project area.

July 2016: Approved to prepare a design for a Project with New Zealand Partnerships for International Development Fund.

August 2016: Systems Thinking Analysis with the Institute of Environmental Science and Research. Government departments, Churches, Elders, Office of the President, Economic Planning Office, thematic workshops (physical health, social health, livelihoods, youth). Plans made to integrate UNICEF and Caritas projects into programme design.

August 2016: Commenced establishment of ChildFund Kiribati and appointed Country Director. Application prepared and developed in conjunction with KiLGA and Betio Town Council.

April 2017: Grant Approval to proceed to Project 1.

June 2017: Baseline Knowledge, Attitude, Practice survey with individual households.

August 2017: Youth participatory design process for a Youth Learning Centre (facilitated opportunity for youth to design their own purpose-built building, led by architect and participatory urban planner)

September 2017 to present: Monthly household visits. Member of stakeholder advisory groups relating to health and nutrition, positive parenting, livelihoods, education.

The following is an excerpt from an unsolicited letter from the local Council: “The outcome of the ChildFund had been discussed in the Betio Town Council during its Full Council meetings for many times with much appreciation and support. The Council had seen this one major positive move which has greatly impacted the issues of socio-economic problems within Betio.”[sic]

Example 2: Category 2: Kenya

This example relates to the design and roll-out of a new project in a Dedicated Programme Area (a community with whom we have a long-standing relationship).

February 2016: Concept design

- Proposal development workshop was held over three days with Emali Dedicated Children’s Agency (EDCA) and ChildFund Kenya
- Stakeholder representatives included Kenya Agriculture institutions, Ministry of Agriculture, University of Nairobi
- ChildFund New Zealand presented MFAT’s strategy
- Participants identified areas of need and opportunity.
- Stakeholder groups split to work on themes and developed activities with rough costings.
- By the end of the workshop participants had developed a concept outline and draft budget.



March 2016: ChildFund Kenya and ChildFund New Zealand prepared a concept note that was submitted to New Zealand Partnerships for International Development Fund.

July 2016: Approval was gained from the Partnership Fund to proceed to the Activity design phase.

July to December 2016: ChildFund Kenya, EDCA, and ChildFund New Zealand developed a detailed and comprehensive project and budget.

June 2017: A three-day project start-up workshop was held in Emali.

- A range of stakeholders attended from national and local government, agricultural institutions, schools, children, and community representatives
- **Day one** provided an overview of ChildFund, EDCA, and the project
- **Day two** Stakeholders analysed activities, provided recommendations, completed a RACA matrix, and advised activity costs
- **Day three** stakeholders presented their inputs and felt confident that the activities in this project could be achieved. For instance, they identified ways in which their organization/group would support the project



March 2018: Baseline survey conducted, which included:

- Household surveys of individual farmers
- Focus Group Discussion with farmer groups
- Key Informant Interview

April 2018: Environmental Impact Assessment performed, which involved interviewing a range of institutional and government stakeholders.

June 2018: A one day stakeholder workshop including stakeholder representatives from:

- Ministries of Agriculture
- Ministries of Education
- Makeni and Kajiado Counties
- Kenya Forestry Research Institute (KEFRI)
- Kenya Agricultural & Livestock Research Organization (KALRO)
- The Emali Dedicated Children's Agency (EDCA) Board
- Samli Dairy Cooperative members
- Euka Moringa Cooperative members
- Otusua Women's Dairy group
- Masimba Dairy cooperative

The workshop was facilitated by ChildFund Kenya Programme Manager, and the Project Manager. The meeting discussed the details of the project including funding, what has been achieved, key issues, and next steps.



3. Main likes/dislikes received from key stakeholders and how feedback has been responded to

Colour Code Self-Assessment Level 2

The main 'likes' of ChildFund New Zealand received from stakeholders is that we give credence to the opinions of our local partners. For instance, when we were making changes to the programmes team at ChildFund New Zealand, we asked our local partners to give us feedback on the team structure. Says one: "By entrusting me to contribute to the thinking ... You may not understand how it has built me." They also like

us because we contribute funding across a whole programme (the Road Map), and we invest in capacity building the team: “We thank you and your colleagues in New Zealand for making us a successful team. We really appreciate you for all the guidance and the resources that support us to give the community the best service.”

However, feedback from another partner suggests we could be more involved at project design stage. They would like to see “More frequent engagement focus on resource mobilisation [and] co-creation of project design. Regular follow-up group meetings with ChildFund New Zealand, consisting of programme team, resource development, finance and project implementing team.”

Except for very large projects involving external funders, ChildFund New Zealand does not participate in project design, except to ask questions and give feedback. There is a fine line between giving ‘power to’ and having ‘power over’. We always invite our partners to initiate such collaboration, giving them access to our full New Zealand team should they require it. Typically, the relationship is largely held with the Programme Manager.

4. Demonstration of partner growth in capacities, means, self-esteem and institutional strengths

Colour Code Self-Assessment Level 2

The Road Map process involves a commitment to assist communities and local partners to become self-reliant. In Sri Lanka (with whom we have a **Category 2** relationship), ChildFund New Zealand has contributed funding to our local CBO partner, Vavunathivu Development Organisation. All members of the Board of Directors, most staff, key stakeholders and randomly selected community members participated in an externally-facilitated capacity assessment of the organisation. This assessment identified organisational strengthening gaps. ChildFund New Zealand was approached to help fund the capacity-strengthening of this organisation, which is being managed by ChildFund Sri Lanka.

In 2020, ChildFund New Zealand has set aside budget to conduct a New Zealand Partner Workshop (last held in 2016). While Country Office partners tend to meet annually under their Alliance lead, a ChildFund New Zealand meeting brings both CBO and Country Office partners together. At our last gathering, we developed the Road Map concept. This next gathering will focus on organisational strengthening. The tool we intend to use for this is the Spider Chart. We would like to work with our partners to establish the Capability Framework against which they will assess themselves, to identify areas where we can further support their organisational strengthening. This workshop is planned for 2020.

F. Our advocacy work addresses the root causes of the problem

1. Identifying the root causes of problems

Colour Code Self-Assessment Level 3

ChildFund invests in research to understand development situations and to help shape interventions. The Adaptive Approach we use in programming supports the belief that an intervention that at first seems logical might not be the main or first issue in need of addressing. Assumptions can often prove incorrect, or there are associated causal reasons not easily spotted. For instance, 34% of young children in Kiribati are stunted, and this is an issue ChildFund wants to contribute to addressing. When ChildFund commenced the ‘Positive Places to Live’ project, we began with a KAP survey. From this, we learned that 95% of people purified their water, and that 19% of households eat no vegetables. We supported another two surveys, Perceptions in Healthy Eating and Reasoning in Food Choices Among Mothers in South Tarawa, Kiribati; and Nutritional Status and Household Water Quality Report. A significant finding was that it is not that families do not want to eat healthily, but there is such poor access to healthy food. Food policies need to be developed (such as promoting food markets or fortifying flour or rice), and therefore engagement in nutrition forums and influencing policy is an important part of ChildFund’s work in Kiribati. As well, it was identified that 95% of household drinking water was contaminated with e-coli, and that diarrhoea had affected nearly a third of children in the households interviewed in the two weeks prior to the survey. If we had simply listened to the Knowledge, Attitude, Practice survey where we learned 95% of households purified their water, we may not

have linked household drinking water to stunting. Now, we are focussing on how drinking water becomes contaminated after sterilisation.

2. How stakeholders support advocacy work and value changes

Colour Code Self-Assessment Level 3

In **Category 1: Kiribati**, advocacy is focussed on the working groups and committees coordinating activities in country – for instance, health, education and child protection. Our work with the Kiribati Local Government Association is also advocacy based, encouraging councils to use a more holistic approach to strategic planning. As our relationship with communities develops, we will be introducing more advocacy – including youth advocacy – into our programming.

An example of where ChildFund’s stakeholders get actively involved in advocacy is in the work being done across the ChildFund Alliance in the space of [Child-Friendly Accountability](#) – a mechanism enabling children to hold decision-makers accountable to their goal to eradicate all forms of violence against children (Sustainable Development Goal (SDG) target 16.2). Children learn (in an age-appropriate way) about child rights and child protection issues, and analyse gaps within their community. The children then put together a plan to advocate to government to remedy the problems. Child-friendly accountability is not only about giving children a voice; it also requires that children and youth are able to participate in identifying problems and solutions. It demands that children and youth are able to engage in an informed dialogue with decision-makers about issues of concern to them.

[ChildFund also engages our supporters in advocacy work](#). For instance, when ChildFund New Zealand promoted the Zero Carbon bill, we enlisted our donors’ support. We are now advocating for the New Zealand government to become a pathfinding country on SDG16.2, and in the forthcoming year, we will be seeking broad scale support from our stakeholders (in collaboration with other New Zealand NGOs). We have an Advocacy Strategy to guide this work.

G. We are transparent, invite dialogue and protect stakeholders’ safety

1. Availability of information and how transparency is promoted

Colour Code Self-Assessment Level 1

ChildFund New Zealand publishes audited financial statements and statistics through our [Annual Report](#), which are available on our website. We do not currently publish policies or salaries, or details about staffing and resourcing.

2. Fair pay scale policies

Colour Code Self-Assessment Level 2

Positions within ChildFund New Zealand have been allocated to a broad-banding system known as CareerMap®, for the purposes of fostering learning and development and managing internal and external relativity of remuneration. As positions grow in breadth, accountability and experience, the higher the career level will be.

ChildFund’s CareerMap® system is based on competency-based descriptors that are articulated for each career level. These descriptors focus specifically on the current ‘size and scope’ of the position and not on the current incumbent in the job. This matrix is available to all staff, and at time of recruitment, the salary discussion includes a discussion on this methodology and the incumbent’s positioning.

Pay structures are determined by matching jobs in each career level against appropriate market data sources. Each career level is underpinned by a market-linked pay range of 80%-110%, which provides relevant market data for jobs of equivalent ‘size’ in your chosen market. This provides the flexibility to reward

individuals in line with their contribution and performance. The pay structure is reviewed each year to keep pace with movements in the market. We use Strategic Pay as our primary source of Not-For-Profit remuneration data.

With only 22 employees, ChildFund New Zealand does not publish pay rates. Under their Individual Employment Agreement, staff are expected to keep their salaries confidential.

3. Privacy rights and protection of personal data

Colour Code Self-Assessment Level 3

The New Zealand Privacy Act 1993 protects and promotes individual privacy within the workplace, preventing the collection of personal information in a way that intrudes on an individual to an unreasonable extent. Staff are employed under an Individual Employment Agreement. We also have some contractors working part time. All have access to a private folder in our IT system. This folder can only be accessed by the individual, and administrators can only enter this site with the staff member's permission (access is password protected). All formal, signed hard-copy documents are stored in a locked drawer. We have recently adopted Bamboo as an HR management tool, and this allows files to be stored relating to each employee in a secure part of the website. Home details (for next of kin and emergency contact details) are made available to all staff – published in our Emergency Handbook.

Supporters and donors are protected via a password-protected CMS system. ChildFund takes Payment Card Industry (PCI) compliance seriously and an external audit is performed annually, with a quarterly self-assessment. Cyber compliance processes include an audit and risk control, determination on system security, and ensuring defences are in place to stop an attack. ChildFund New Zealand works to Australian Cyber Security Council Standards.

For **Category 2** partnerships and Timor-Leste in **Category 3**: ChildFund stores data on sponsored children in a password-protected CMS system that links to the systems of our ChildFund Alliance partners, ChildFund International and ChildFund Australia. This includes a photograph, descriptor and common-code number. There are no address details given. The number links the child to the Alliance member, Country Office and the Community-based organisation. No person is able to access the CMS system without having first been cleared through a Police check. Strict safeguarding restrictions are upheld. ChildFund does not operate child sponsorship in the Pacific.

Those staff in a role or function that has exposure to data information are provided with specific information and training to ensure we maintain privacy and confidentiality. On joining ChildFund, staff are required to sign the Privacy Information and Data Policy, and to follow good practice as outlined in the policy document.

4. Five largest donors and value of their contribution

Colour Code Self-Assessment Level 2

ChildFund New Zealand's largest donor is the New Zealand Aid Programme. In the year 2017-18, ChildFund New Zealand received NZ\$2.023m.

They are followed by ChildFund Alliance members ChildFund Australia (NZ\$95,394) as a contribution to a joint project in Papua New Guinea, and Barnfonden, Sweden (NZ\$56,975) who contributed to moringa tree planting in Kenya.

ChildFund has also been generously supported by a number of major donors who contribute to Road Map projects. A NZ\$46,000 legacy gift was bequeathed to ChildFund by Eileen Reid. These funds went to a Road Map project in the area where her three sponsored children were based. Another NZ\$50,000 legacy gift was received by Brian Paradine. This was used towards a dairy project in Kenya.

We ensure supporters' funds do not have undue influence on projects because ChildFund prepares proposals in line with Road Map plans – we do not fund initiatives on demand. We have a policy called

“Spreading the Joy” which insists that any annual contribution made by a sponsor or donor over NZ\$150 goes to a community project that benefits all children in a community.

ChildFund New Zealand also works to Childfund Alliance *Corporate Relations Principles and Guidelines* which ensures we screen prospective corporate partners for appropriate brand, history of corporate social responsibility and philanthropy, financial health, public opinion, and any obvious violations of environmental, labour, human rights, anti-corruption, ethical and/or business practices.

Organisational effectiveness (Cluster C)

H. Staff and volunteers are enabled to do their best

1. Evidence that recruitment, employment and staff development is fair, transparent and in line with values

Colour Code Self-Assessment Level 3

ChildFund New Zealand’s values provide the foundation for our behaviour, decision-making and pursuit of performance goals. We have learned the importance of recruiting a team that live these values. The recruitment process always involves two senior staff on the recruitment panel, and questions help test alignment with ChildFund’s values.

Table 5: ChildFund New Zealand’s values

We believe in partnerships	We know it takes a community (and working with others) to create solutions that help children and youth to thrive.
We are high performing	We strive for excellence in all that we do, and work as one team that is aligned and accountable: we do what we say we will do.
We challenge our boundaries	We are curious and we learn, with an open mind to try bold new things that enhance outcomes for children and youth.
We do the right thing, not the easy thing	We focus on doing the right thing today, and for generations to come. We have grit and courage in our approach to improving outcomes for children and youth. We advocate and act when things do not allow children and youth to thrive.

We have a pathway to helping employees reach their full potential which includes personal and work goal setting, self-assessments and peer feedback. Managers are able to approve one-off courses and conferences for up to \$200 per team-member. Development needs beyond this are to be approved by the Chief Executive Officer. We an annual budget of \$60,000 across the team for training and development.

We have six people in the leadership team (three male, three female), three of whom have been promoted from within the organisation into leadership roles.

Figure 3: ChildFund New Zealand’s new approach to staff performance management



We promote human rights in the workplace through a range of policies and diversity is specifically mentioned within our *Child Safeguarding* and *Human Resources Policies*, where we specify our commitment to equal employment opportunities.

A fair and transparent contestable process is undertaken for appointments, and when possible, we will try to promote from within. All ChildFund New Zealand employees are expected to follow professional conduct, as befitting the workplace, including signing a *Safeguarding Code*. This Code extends to volunteers, interns and contractors. As outlined in detail in the *Child Safeguarding Procedures*, ChildFund New Zealand applies robust recruitment procedures including:

- Criminal record police check (or alternative in some country contexts);
- At least two verbal referee checks; and
- Behavioural-based interview questions.
- Safeguarding training is given to all ChildFund staff, interns, volunteers and contractors.

2. Investment in staff development and safe working environment

Colour Code Self-Assessment Level 3

In October 2017, we conducted our last Best Places to Work engagement survey (we are now moving to a new system administered through Bamboo). This survey showed a decline in indicators around workplace engagement, performance and satisfaction from previous years. Just prior to this, we had lost some key personnel due to a mix of strategy change, career progression and migration (three staff were expatriate and on short-term work visas and two programme staff left to work abroad). Exit interviews were carried out with all staff and findings discussed within the leadership team. A staff working group was formed to provide recommendations related to feedback from the engagement survey. It was clear that the high level of movement had created some angst and uncertainty, so we engaged a consultant from a change management agency to assist us through this phase. We conducted 360° reviews and coaching for the leadership team, and convened with staff to decide structural changes. As part of our new HR system, we have adopted the Bamboo HR Employment Satisfaction tool. This anonymous survey measures the happiness, satisfaction and engagement of employees using a Net Promoter Score survey, with the opportunity for commentary. This survey is bi-annual, with the first survey scheduled for August 2019.

Safety at work is a standing item at our staff meetings. This includes not only environmental safety of the workplace but policy training, delving into aspects of our [Child Protection and Safeguarding Policy](#), [Information Systems Policy](#), [Human Resources Policy](#), [Harassment and Complaints Policy](#), and [Whistle-Blower Policy](#). All staff have access to an Employee Assistance Programme, which provides free support for personal or work-related issues they may be experiencing, including offering counselling, career planning and legal advice should they need it. Five employees accessed this service during the reporting period.

ChildFund institutes a robust travel safety procedure. All staff are required to complete a travel safety briefing prior to departure, and receive a travel briefing in-country. We commission the services of [International SOS](#) to provide 24/7 medical and travel security assistance.

I. Resources are handled effectively for the public good

1. Acquisition of resources in line with values and globally-accepted standards

Colour Code Self-Assessment Level 4

ChildFund New Zealand is committed to ensuring responsible fundraising is demonstrated through all actions. ChildFund adheres to the Fundraising Institute of New Zealand's Code of Ethics and Professional Conduct, the ChildFund Alliance Fundraising Standards; and the Council of International Development's Public Engagement Principles. We also have a [Non-Development Activity Policy](#) which commits ChildFund to its status as a non-political, non-religious organization.

The Road Map approach enables us to be clear about what we fundraise for and through it, we communicate to our donors how their contributions are part of a bigger plan we have set with the community. For community development, the Programmes team works through a formatted decision-making process before committing to a project. For humanitarian responses, this decision is extended to the Fundraising and Communications team and CEO. ChildFund New Zealand commits to working with organisations who follow the Humanitarian Charter and Minimum Standards in Humanitarian Response.

Policy states that marketing materials must not exaggerate facts, use false images, photos or footage, or mislead donors, sponsors and other supporters with its depiction of beneficiaries of development activity. Donor requests for further information are enabled through appropriate communication channels. ChildFund adopts a position of respect and integrity in communicating with and about other non-governmental organisations and other actors in the international development sector.

Over the next year, as we extend our fundraising to include Impact Investing, ChildFund New Zealand will work with appropriate organisations and authorities to ensure that we comply with globally acceptable standards and sound community development principles.

2. Monitoring progress against strategic objectives, and resources re-allocated to optimise impact

Colour Code Self-Assessment Level 2

ChildFund New Zealand's annual plans and budgets cascade out of the [Strategic Plan 2017-2027](#). Each Leadership Team member and staff member has a series of KPIs they are expected to report on and deliver to. These are reported to the Board each month through a written report. Any issues can be raised or discussed at the six-weekly Board Meeting.

A five-year budget is set by the organisation. This is approved by the Audit and Risk Committee of the Board. Quarterly rolling budgets allow us to adapt the budget to optimise impact, as opportunities arise.

Management software registers all transactions and compares against budget, enabling the issuing of budget monitoring reports and quantitative and qualitative management indicators.

3. Minimising the risk of corruption, bribery and misuse of funds

Colour Code Self-Assessment Level 3

ChildFund has a financial sign-off system whereby authorised budget-holders sign off on all invoices relevant to their department, which are counter-signed by the finance manager. All payments are lodged with the bank, and a further two-person sign-off system is applied. All incurred expenses are subject to strict budgetary control, with any deviations requiring prior approval of the amount incurred. ChildFund New Zealand uses NAV as a financial management tool.

We have a [Delegated Financial Authority statement](#), a [Misuse of Funds Policy](#), [Credit Card Policy](#), [Foreign Exchange Risk Management Policy](#), [Service Providers PCI DSS Compliance Policy](#), and a [Whistle-Blower Policy](#).

ChildFund's audited financial statements are audited by a reputable firm and are presented annually to Charities Services, Ngā Ratonga Kaupapa Atawhai, the part of the New Zealand Department of Internal Affairs which administers the Charities Act 2005.

The financial statements are [published on their website](#) and are summarised in our [Annual Reports](#).

Project funds transferred overseas to local CBO partners or Country Offices are made according to an established procedure that includes prior justification of the funds requested, a comparison with the approved budget, and any reporting stipulated as a prerequisite prior to further tranches being remitted.

Category 1: Kiribati accounts are prepared locally and reconciled monthly in New Zealand.

Category 2 and 3 countries: ChildFund New Zealand performs financial spot checks. Our ChildFund Alliance partners provided management oversight, and send us the audited accounts annually.

J. Governance processes maximise accountability

1. Governance structure and what policies/practices guide replacing and recruiting new trustees/board members

Colour Code Self-Assessment Level 2

Currently, the Board is appointed on a skills requirement basis. Board members can serve a maximum of two, four year terms. New Board members are recruited through advertising led by the Appointments and Human Resources Committee and are advertised through the Institute of Directors and other websites. ChildFund is not a fund-paying membership organisation. It has three founding members (former chairs) to whom the Board reports each AGM, and who hold the Board to account. The Board is responsible for receiving and considering the annual financial report, appointing auditors, approving the strategy, risk management, and appointing the office of Director and CEO. The Chair of the Board is currently a paid position but all other positions are voluntary. The CEO and Leadership Team join Board meetings as appropriate. No staff may be a member of the Board.

The Board's governance covers ChildFund New Zealand and ChildFund Kiribati. The ChildFund New Zealand Board is represented on the ChildFund Alliance Board.

2. Board oversight of policies, resource allocation, potential risks and processes for complaints and grievances

Colour Code Self-Assessment Level 2

There are clear lines of delineation between the governance (board) and operational (CEO) roles, outlined in the Delegated Financial Authorisation Policy. The Board, management and staff understand their roles and responsibilities, as communicated in the Board Charter, job descriptions, and orientation conducted to staff and Board by the CEO.

The Board oversees Governance Policies and ensures the CEO has appropriate Operational Policies, and that the review schedule (stated in the Policy Handbook) is followed.

The Board meets every six weeks and has two committees: Audit and Risk, and Appointments.

The Strategic Plan is the document that guides staff and has clear target deliverables. As noted previously, these cascade to an operational plan and individual performance and development plans for staff, which are reported on in the monthly Board Report.

ChildFund New Zealand publishes the contact details and process for issuing a complaint on the [ChildFund New Zealand website](#) and in the [Annual Report](#). People can also lodge a complaint through the Council for International Development. If a complaint is received, ChildFund New Zealand follows its Complaints Handling Process. No Board-related complaints have been lodged, or any complaints that need escalating to Board level.

Within **Category 1: Kiribati**, we ensure that stakeholders, such as youth attending our training programmes, know who they can go to with any concerns (e.g. notice on the board of the Youth Learning



Centre, pictured above). They are assured that complaints will be handled confidentially. No complaints have been received in 2017-18.

3. Processes and mechanisms to handle complaints (internal and external)

Colour Code Self-Assessment Level 3

As noted above, ChildFund New Zealand’s complaints processes can be found [on our website](#), and in our [2018 Annual Report](#). This includes email addresses and phone numbers for standard complaints, child safeguarding complaints, and Code of Conduct complaints. This is regularly reviewed to ensure complaints are appropriately addressed. ChildFund has a Whistle-blowing Policy, Harassment and Complaints Policy, Complaints Escalation Handling Policy, and a Child Safeguarding Policy. In-country complaints are handled through the ChildFund Alliance member’s Policy and Procedures. These are in place in all of the offices we work with.

For the purposes of this report, the period covered is 1 July, 2017 to 30 June, 2018. In this period 110 complaints were registered. These complaints were all individual donors. No complaints were received from our programmes.

Up until July 2018, complaints were recorded in a spreadsheet register. This was inconsistently maintained until late 2017. The four main types of complaints in this period were:

1. Issues with sponsorship, including child changes, child communication and payments, 32%
2. Non-compliance with the tax department requirements which required the CEO’s signature on the receipt, 24%
3. Marketing communication dissatisfaction (e.g. number of appeals), 14%
4. Communication issues (slow responses to in-bound calls), 12%

Table 6: Complaints Tracking, July 2017-June 2018

Sponsor status	Birth control	Climate change	Comms	Gifts that Grow cards	Marketing	Payment Query	Sponsor ship	Tax cert	Total
Active	1	1	8	2	8	6	18	22	66
Inactive	1		4	3	7	7	16	4	42
Unknown			1				1		2
Total	2	1	13	5	15	13	35	26	110
% complaints	2%	1%	12%	5%	14%	12%	32%	24%	

Complaints are now recorded in ChildFund’s new Customer Relationship Management (CRM) tool, operational since late July 2018. This will provide more accurate recording and analysis in future years.

K. Leadership is dedicated to fulfilling the 12 Commitments

1. Accountability of governing body and management for fulfilling their strategic promises including on accountability

Colour Code Self-Assessment Level 2

The ChildFund New Zealand Board is held accountable by the members, and the management is held accountable by the Board for delivering on strategic priorities. These priorities are reported on monthly. The Board requests various members of the Leadership team to present on aspects of their work. Board papers clearly state ‘for information’ or ‘for decision’ to ensure there is clarity around governance versus operational decision-making, and this is checked by the CEO and Board Chair. The Board Chair and CEO meet weekly.

2. Steps taken to ensure staff are included in discussing progress toward commitments to organisational accountability

Colour Code Self-Assessment Level 3

Staff have been involved in accountability processes for the past three years, since we became accredited with the New Zealand Council for International Development. We have developed a system to track information that is useful for accountability reports, and ChildFund's Data Analyst, managed by the Commercial and IS Director, oversees this information. All personnel have a role in providing this information – for instance, all travel must be recorded; all complaints must be tracked – including follow-up; training recorded etc. This Accountable Now report is shared with all staff. Now we have experience with the first report, aspects of the report will be allocated across the organisation. Conversations with the team on the Accountable Now process have generated interest and commitment, and recognition as to how each team (and individual) can contribute.

Full staff meetings occur fortnightly, and accountability issues (direct and indirect) are addressed at every meeting – for instance, environmental training, a child protection workshop, training on Te Tiriti o Waitangi, how to develop SMART KPIs etc. In the forthcoming year, we will investigate featuring one of the 12 Accountable Now commitments into each session so we can better understand how the entire ChildFund team can contribute to future reports.

In the forthcoming year, ChildFund New Zealand will also begin to track progress towards commitments in **Category 1: Kiribati**.

3. Accountability report's scope of coverage

Colour Code Self-Assessment Level 2

As noted at the beginning, ChildFund has three accountability tiers. This report attempts to demonstrate how accountability occurs, factoring in these various jurisdictions.

- **Category 1:** Fully accountable for developing policies, guidelines, good practice.
- **Category 2:** Accountable for ensuring ChildFund Alliance standards, policies and guidelines representing good practice are adhered to, conducting spot checks on such, and projects which are commissioned are delivered as contracted. Also responsible for ensuring partners are achieving their Road Maps and are supported by ChildFund organisationally.
- **Category 3:** Accountable for ensuring standards, policies and guidelines representing good practice are adhered to and projects which are commissioned are delivered as contracted. Organisational support is as negotiated.

ChildFund Alliance members work to agreed Programme, Fundraising and Marketing, Financial and Governance standards. These provide clear guidelines as to our expectations of one another. All ChildFund Alliance members will submit independent applications to Accountable Now. This will be a further tool by which we can verify each other's practices and learn from one another.

During the past year, ChildFund New Zealand renewed its Code of Conduct with the New Zealand Council for International Development (CID) and passed its triennial accreditation. The CID Code of Conduct (which is similar to Accountable Now), is a voluntary, self-regulatory sector code of good practice that aims to improve international development outcomes and increase stakeholder trust by enhancing the transparency and accountability of signatory organisations. It serves both as a guide to good practice and as a risk management document for New Zealand-based international NGOs.

ChildFund New Zealand wishes to acknowledge EDUCO, the first ChildFund Alliance member to receive Accountable Now accreditation. Their contribution to learning within the ChildFund Alliance has been a convincing factor in why it is important for ChildFund to engage more with Accountable Now.