



ChildFund Australia Accountability Report

December 2019

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Opening Statement

On behalf of ChildFund Australia, I am pleased to submit our inaugural Accountability Report for 2018-19. Accountability is a vital part of the organisation's long-term mission: to work in partnership with children, their communities and local organisations to create lasting change, respond to humanitarian emergencies and promote children's rights.

ChildFund Australia can demonstrate its commitment to public accountability and transparency over many years. Annually, our accounts in Australia are audited by independent consultants KPMG, as are the financial arrangements of our country operations in Cambodia, Laos, Myanmar, Papua New Guinea, Timor-Leste and Vietnam.

As a member of the Australian Council for International Development (ACFID), and a signatory to the ACFID Code of Conduct and the ACFID Fundraising Charter, ChildFund Australia must demonstrate high standards of corporate governance, public accountability and financial management.

In addition, ChildFund Australia is fully accredited by the Department of Foreign Affairs and Trade which manages the Australian Government's overseas aid program. Accreditation is a stringent process in which all operational activities – financial, managerial, fundraising and program – are analysed. This not only requires that ChildFund Australia demonstrate funds are distributed to community projects, but that they are spent effectively in those communities for the benefit of children.

These have been important measures and have helped to establish a culture of transparency within the organisation. However, ChildFund Australia is committed to continuous adaption and evolution, and this must include the adoption of new measures to continue to strengthen our internal governance and accountability mechanisms across all functions of the organisation.

Why? Because as an international development organisation we are, and should be, accountable to many – to the children and communities we serve, to the individual and institutional donors who invest in us, and to the international development sector as a whole, to encourage trust and confidence in the life-saving programs we implement.

During the last year, ChildFund Australia has undertaken significant work in three key areas of accountability.

The first was the launch of a new Monitoring and Evaluation Learning Framework (MEL Framework), which replaced our existing Development Effectiveness Framework. The MEL Framework aims to generate credible evidence about if and how ChildFund Australia's projects contribute to change; what ChildFund Australia can learn about the quality and effectiveness of its approaches; and the reach and scale of ChildFund Australia's programs.

It allows the organisation to capture, analyse and document this information, while seeking to generate discussion, learning and decision-making to improve the effectiveness of ChildFund Australia's projects and development approaches and bring about better outcomes for people in poverty.

In response to allegations of sexual misconduct in the international aid sector, ChildFund Australia undertook an extensive review of its policy and guidance documents to not only ensure that risks to children and community members are minimised, but that there are practical and clear processes in place to report, and notify senior management of. potential risks or instances of abuse.

As a result of this review, ChildFund Australia has launched a new [Prevention of Sexual Exploitation, Abuse and Harassment Policy](#), and strengthened the ability of individuals to report wrongdoing and situations of abuse through a revised [Whistleblowing Policy](#).

For employees of the organisation, they have additional protections available through a new Workplace Discrimination and Harassment Policy. Additional refinements have also been made to the [ChildFund Australia Child Safeguarding Policy](#), and the [Code of Conduct](#).

The third focus area of accountability applies to the financial stewardship of the organisation. ChildFund Australia is committed to applying even greater rigour to our internal financial and accounting processes, both at head office, and within our country offices.

ChildFund has reviewed and upgraded its policies and procedures in the area of financial wrongdoing, including fraud and corruption, counter-terrorism and anti-money laundering. This reviewed ensured that ChildFund can apply good practice and meet the expectations of its supporters and grant funders.

In the past 18 months, ChildFund has also strengthened its internal audit processes and ensured a stronger risk-based approach is applied to its work. A greater focus on risk management analysis and monitoring will support these new systems and ensure that the organisation is aware in advance of any financial risks, as well as other potential threats to the success and effectiveness of our operations.

At ChildFund Australia, we are excited to work in partnership with Accountable Now as we continue to strengthen our transparency among our key stakeholders.

By incorporating the Accountable Now framework into our operations, we hope to build on our strengths and ensure that more children in developing communities can say: "I am safe. I am educated. I am heard. I have a future."

Your sincerely,



Margaret Sheehan
CEO, ChildFund Australia

Cluster A: What we have achieved

A. The impact we achieve

A1. What are your mission statement and your theory of change? Please provide a brief overview.

Colour Code Self-Assessment Level 4

Our vision

A global community, free from poverty, where children are protected and have the opportunity to reach their full potential.

Our mission

We work in partnership with children and their communities to create lasting and meaningful change by supporting long-term community development, responding to humanitarian emergencies and promoting children's rights.

Theory of change

ChildFund Australia has a Theory of Change which outlines four drivers of poverty the organisation works to address, as informed by experience, technical expertise and knowledge:

1. **Access to assets:** ChildFund Australia believes children, youth and adults are poor because they are deprived of key assets, including human, capital, environmental and social assets.
2. **Voice, agency and power:** ChildFund Australia believes children and youth are poor because they lack opportunities, experience discrimination or marginalisation in their societies and are prevented from contributing to decisions which affect their lives.
3. **Protection:** ChildFund Australia believes some people are more vulnerable due to their exposure to risk from economic shocks, environmental damage, lack of legal protection, civil and political unrest, armed conflict, corruption and displacement. Some children, youth and women are also more vulnerable to violence, neglect, abuse and exploitation because others hold more power over them.
4. **Formal systems:** ChildFund Australia believes children, youth and adults are poor because they lack access to formal systems through which social services are delivered. Services are often not accessible, lower quality and/or not responsive to needs.

A2. What are your key strategic indicators for success and how do you involve your stakeholders in developing them?

Colour Code Self-Assessment Level 3

[ChildFund Australia's Strategic Plan \(2015-2020\)](#) provides a clear overarching direction that advances ChildFund Australia's mission. Our key strategic indicators for success are derived from this Strategic Plan, which contains five strategic goals with measurable objectives and clearly defined Key Performance Indicators (KPIs.)

Strategic Goals 2015-2020

1. Refocus our programs to respond to children's changing needs;
2. Direct our efforts intensively to children in the Asia-Pacific region;
3. Help communities be prepared to address threats and risks; and protect children impacted by conflicts and disasters;
4. Diversify revenue to enable sustained, long-term organisational growth; and
5. Strengthen the organisation's agility and ability to respond to change and opportunity.

The ChildFund Australia Board is responsible for deciding the methodology to be used to develop the Strategy and participated in its development through scheduled workshops and discussion.

While the Board was responsible for leading and formally approving the Strategic Plan, it was a consultative and comprehensive process that engaged with a broad spectrum of internal and external stakeholders.

The process included review of performance and considered organisational strengths and weaknesses. ChildFund Australia sought feedback from a wide range of stakeholders including community members, partner organisations, industry leaders, supporters and staff from across the organisation.

The Board received feedback on the process as it unfolded, participated in key workshops, reviewed drafts and ultimately signed-off on the final Strategic Plan.

A3. What progress has been achieved and difficulties encountered against these indicators over the reporting period?

Colour Code Self-Assessment Level 3

Progress against the Strategic Plan is reported to the Board throughout the year by the CEO and other senior management at regular Board meetings and/or at Board Committee meetings.

A full review of progress on the Strategy including review of progress on all KPIs, is conducted annually by the Board. Strategy is adjusted accordingly to respond to changing conditions, trends and factors internal and external to the organisation.

The following provides a brief, high-level summary of ChildFund Australia's progress and setbacks in 2018-19 financial year in pursuit of our Strategic Goals and the targets contained in the KPIs.

1. Refocus our programs to respond to children's changing needs

ChildFund Australia's programs have evolved such that many of our programs today are dramatically different to those of five years ago. Narrowing the focus to five core sectors (education, health, child protection, social and emotional learning) and deepening our technical expertise has resulted in stronger program impact and greater relevance to children's needs today.

The data from our revised [Monitoring, Evaluation and Learning \(MEL\) Framework](#) indicates significant improvements for children in education, safety, health, social and emotional learning (resilience) and children's active participation.

2. Direct our efforts intensively to children in the Asia-Pacific region

ChildFund Australia's activity has increased markedly in our directly-managed countries, and projects in the Pacific have also expanded. We are now intensively focused on the Asia-Pacific region. This is shown by the substantial shift in resources. In FY15 6% of funds overseas went to the Pacific and 27% to our programs in Asia; in FY19 these figures will be 21% and 50% respectively.

The mode of program delivery has shifted with a small decrease in the number of projects directly delivered by ChildFund Australia and more projects implemented with civil society organisations and other INGOs.

3. Help communities be prepared to address threats and risks; and protect children impacted by conflicts and disasters

ChildFund Australia is quickly responding with financial support to partners for major humanitarian emergencies around the world, such as the Rohingya crisis, while our Country Offices have made rapid and valuable responses to localised emergencies.

Our work on emergency response and disaster risk reduction is growing steadily although our capacity is still behind the ambition contained in our Strategic Plan.

4. Diversify revenue to enable sustained, long-term organisational growth.

From FY18 to FY19, ChildFund Australia's total revenue will increase by 3.7%. This is due to continued success with grants.

Progress has been made to slow the decline in public fundraising. The increased investment in fundraising expenditure in the current year is paying dividends - particularly with acquisition, and the World Rugby partnership is opening up significant corporate sponsorship opportunities for the first time.

The revenue diversification strategy is well underway with a wider range of fundraising products and increasing use of digital marketing channels. Nevertheless, total public fundraising is still in a downward trend year-on-year and the return on fundraising investment continues to reduce – for ChildFund Australia and the wider sector. This remains one of the biggest challenges for ChildFund Australia, and the industry generally.

5. Strengthen the organisation's agility and ability to respond to change and opportunity.

ChildFund Australia's traditionally strong organisational culture is being reinforced with a new [Code of Conduct](#), new organisational values, strengthened HR policies and leadership development initiatives. Data analytics, IT infrastructure and systems support have strengthened.

Governance processes are undergoing a transition as boards, including ChildFund Australia, experience added pressure arising from recent public inquiries and reports that have put more emphasis on risk management and compliance, and thereby put pressure on the balance between governance and management responsibilities.

A4. Have there been significant events or changes in your organisation or your sector over the reporting period of relevant to governance and accountability?

The Final Report of the Independent Review on Prevention of Sexual Misconduct in the Aid Sector was released by the Australian Council for International Development (ACFID) in November 2018. The independent review by the Victorian Institute of Forensic Medicine (VIFM) spent five months reviewing ACFID members' practice and culture through interviews, surveys, focus groups and a field trip to consult with members' partners and stakeholders. The recommendations have been incorporated into ACFID's Code of Conduct, which is binding on all member agencies, including ChildFund Australia.

External Conduct Standards have also been introduced by the Australian Charities and Not for Profit Commission (ACNC). The standards govern how an Australian registered charity must manage its activities and resources outside Australia; ChildFund Australia is compliant with these standards.

B. Positive results are sustained

B1. What have you done to ensure sustainability of your work beyond the project cycle, as per commitment 4? Is there evidence of success?

Colour Code Self-Assessment Level 3

ChildFund Australia's program approach, based on an in-depth understanding of the causes of child poverty, leads us to work to overcome child poverty in an enduring, sustainable way, with interventions targeted at both the community and systems level.

We understand that sustainable development encompasses social, economic, legal, political and environmental issues. Critically, ChildFund Australia understands that sustainability and local capacity are fundamentally linked. If programs are to be sustainable, there needs to be sufficient local capacity to manage them without being dependent on external assistance. More importantly, enduring impact depends on the strength of local government and civil society, as partners such as ChildFund Australia are transitory.

ChildFund Australia is committed to ensuring that programs focus on strengthening local individual and organisational capacity so that communities are better able to manage their own development when direct ChildFund Australia involvement with the community and local partners ceases.

Complementing this is a commitment to strengthen formal systems, reflected in the fourth pillar of ChildFund Australia's Theory of Change. This 'dual track' approach ensures that direct interventions with children, families and communities are supported by changes in policy, capacity and resourcing within formal systems: eg, child protection and education.

ChildFund does this by working with government, civil society organisations and, in some cases, the private sector, to ensure their services reach marginalised groups. ChildFund helps to improve formal systems by providing technical support to strengthen government policy, improve planning processes, and develop administrative and information management systems.

Sustainability issues are considered throughout the ChildFund Australia program and project cycle, from design and planning through to implementation, monitoring and evaluation. Local ownership is critical to achieving sustainable outcomes and the local community needs to be involved in all aspects of any program. This requires allowing sufficient time for stakeholders to participate in a meaningful way (particularly boys and girls and young people).

Considerations related to sustainability are incorporated into all ChildFund Australia program and project designs and community participation is encouraged and facilitated in planning, implementation and reviewing activities related to the sustainability of all projects. This commitment to sustainability is integrated into project documentation including our project proposal template, minimum standards for project cycle management and the ChildFund Australia Program Handbook.

B2. What lessons have been learned in this period? How have the lessons been transparently shared among internal and external stakeholders? How do you plan to use these lessons to improve your work in the future?

Colour Code Self-Assessment Level 3

ChildFund Australia's initial Development Effectiveness Framework (DEF) was in place from 2010 to 2018. The DEF was the framework under which ChildFund Australia measured its effectiveness, learned from its experiences, documented its learning and was accountable to partners and supporters.

External reviews of the Framework completed in July 2012, and again in 2014, confirmed that the framework compared favourably with the practice of other Australian INGOs and fit the purpose of the organisation.

In 2017, the need to re-examine the DEF became apparent, particularly in response to developments in country programs and ChildFund Australia's move to sectoral programming under the current Strategic Plan.

In September 2017, ChildFund Australia's Board endorsed the move to re-think and update the DEF to better represent the various country contexts, ensure credibility, reflect the organisation's commitment to program effectiveness and focus on addressing the causes of poverty. This was further discussed and agreed at ChildFund Australia's Program Summit, where key representatives of Country Offices and Sydney Office come together to reflect on programming and effectiveness issues and priorities.

The year 2018 to 2019 saw the revision of [ChildFund Australia’s Monitoring, Evaluation and Learning Framework \(MEL Framework\)](#) ensuring processes are fit for purpose and provide a clearly articulated framework to analyse qualitative and quantitative project data, support evidence-based practice and improve project effectiveness in ChildFund Australia key sectors: child protection, disaster risk reduction; education, health, and social emotional learning competencies of young people.

Sector models, outcome frameworks, sector MEL toolkits, and development effectiveness learning processes at country at organisational levels are major components of the Framework. The Framework had since been rolled-out through a series of training workshops in all ChildFund Australia Country Offices and has been applied to the project design, monitoring, reporting, evaluation, and reflection meetings with partners in country. The MEL Framework has fostered strong cross-sectoral collaboration both in Sydney and Country Offices.

C. We lead by example

C1. How does your organisation demonstrate excellence on your strategic priorities?

Colour Code Self-Assessment Level 4

ChildFund Australia plays a leading role in several national, regional and international networks and coalitions that demonstrate learning, impact and best practice around strategic priorities, especially those linked to education, child protection and child safeguarding.

Some specific examples include representation on the Executive Committee of the Asia-Pacific Regional Network for Early Childhood (ARNEC); being a pioneer organisation for the development and piloting of the [International Safeguards for Children in Sport](#); and, through the ChildFund Alliance, participation in the [Joining Forces coalition](#), an alliance of the six leading child-focused organisations that leads global advocacy around Child Rights and Ending Violence Against Children.

External project evaluations are also an important way to demonstrate programming excellence linked to Strategic Goal 1: Refocusing our Program Needs to Respond to Children’s Changing Needs.

For example, [an evaluation](#) of the ChildFund Pass It Back program identified that “the programme has a strong impact across a diverse range of ChildFund and partner strategic areas. The ChildFund Pass It Back product and processes are amongst some of the best in the world for connecting sport and development outcomes”.

The evaluation also found that “ChildFund Pass It Back’s commitment to gender equity was identified as being “one of the most authentic and far reaching in mixed gender sport for development activities”.

As part of the ChildFund Australia [Monitoring, Evaluation and Learning Framework](#), Learning Papers are generated on a bi-annual basis which provide an evidence-base for how projects have contributed to meeting key performance indicators linked to the ChildFund Australia [Strategic Plan](#).

For example, an [Education learning paper](#) examining student learning outcomes confirmed that in FY16 24% of students in the Easy2Learn project in Cambodia reported zero scores on reading assessment, in comparison to FY17, when this had fallen to 8% of students reporting zero scores.

C2. What evidence is there that your expertise is recognised and welcomed by your peers, partners and other stakeholders?

Colour Code Self-Assessment Level 4

ChildFund Australia is a leading organisation in child-programming with substantial experience and expertise. A few highlights of our collaboration and cooperation with peers and key sector stakeholders is included below.

Recognition by the Australian Department of Foreign Affairs and Trade (DFAT)

- ChildFund Australia sits on DFAT’s Australian NGO Cooperation Program (ANCP) Monitoring, Evaluation and Learning Reference Group and is a member of the Indicator Working Group.
- ChildFund Australia presented lessons learned and good practice from the Rights, Respect, Resilience: skills for safe, equitable and respectful relationships project in Papua New Guinea (funded under DFAT’s Gender Action Platform) at the 2018 Annual Reflections workshop in Sydney.
- ChildFund Australia co-sponsored the Australasian Conference and has been engaged with Aid Investment Consultations between NGOs and DFAT.

Recognition by the Australian Council for International Development (ACFID)

- Technical Advisors for health, education and child protection actively contributed to the Cambodia, Education and Child Protection ACFID Communities of Practice and co-chaired the Education Community of Practice.
- ChildFund Australia’s Health Program Manager in Papua New Guinea co-presented a session on ‘Women’s rights to health care access in PNG’ at the 2018 ACFID conference.
- ChildFund Australia’s CEO was awarded the ‘Outstanding Contribution to the Sector’ Award at the 2019 Annual Conference.

Recognition at a national, regional and global level

- Since 2018 ChildFund Australia has participated in the [Joining Forces](#) coalition through the ChildFund Alliance, a global initiative involving six global child rights NGOs which seeks to create synergies and unite forces internationally to accelerate compliance with the Convention on the Rights of the Child.
- Together with Plan, World Vision and Save the Children, ChildFund Australia contributed to the [Unseen, Unsafe report](#) and sits on the Technical Advisory Group responsible for advocacy towards increased funding to end violence against children in the region.
- ChildFund Australia is engaged in the scoping and ongoing development of the Joint Appeals Mechanism (JAM). JAM staff are hosted at ChildFund Australia, enabling them to facilitate and strengthen this collaborative cross-organisation sector-wide initiative.
- ChildFund Australia sits on the Executive Committee of the Asia-Pacific Regional Network for Early Childhood.
- ChildFund Australia was a pioneer organisation for the development and piloting of the International Safeguards for Children in Sport.
- ChildFund Pass It Back is represented on the UNICEF International Safeguards for Children in Sport Working Group 2 for Quality Assurance and Access to Training and Support.

- ChildFund Pass It Back is represented on the Asia Rugby safeguarding working group, supporting more than 30 countries in the Asia region to develop policy and improve safeguarding standards.
- ChildFund Pass It Back is represented in Barca Foundation Sport for Development initiatives.
- ChildFund Australia was the Asia-Pacific regional representative at a workshop hosted by the Global Partnership to End Violence Against Children to identify and agree global safeguarding standards applicable to all recipients of the End Violence Fund.

C3. How does your organisation practice being inclusive and protecting human rights, including promoting women's rights and gender equality, in accordance with commitments 1-2?

Colour Code Self-Assessment Level 3

ChildFund Australia recognises that poverty alleviation and the realisation of human rights are interdependent. For ChildFund Australia, the United Nations Convention on the Rights of the Child (UNCRC) is a basic reference point for all our work. The UNCRC details a set of child rights in four basic areas: survival, development, protection and participation. ChildFund Australia programs are designed to protect and advance these rights.

We use appropriate methods to advance the rights of children and ChildFund Australia programs strive to be inclusive of all children and supportive of their empowerment to become active participants in their own development. Connected with the importance of each individual's rights is the responsibility of all people to work to ensure those rights are upheld, particularly for those members of society who experience the greatest deprivation, exclusion and vulnerability.

ChildFund Australia's explicit commitments to support gender equality and our willingness to challenge inequitable gender norms and dynamics is captured in the ChildFund Australia [Gender Policy](#). ChildFund Australia recognises that it is women and girls who experience more disadvantage due to different socially constructed identities, cultural norms, roles and responsibilities.

Our programs work towards the 'twin-track' principles of inclusive programming; enabling both gender specific projects and mainstreaming gender perspective principles across all projects, with an aim to advance their rights and overcome deprivation, exclusion or vulnerability. The policy aims to provide a clear guidance for ensuring proactive and consistent integration of gender equality in all ChildFund Australia programs.

From a programming perspective, ChildFund Australia and its Country Offices are committed to a gender transformational approach. We recognise that efforts to address the results of gender inequality can only be sustainable and effective if they understand and respond to the underlying factors that drive them. These are the norms, beliefs and practices embedded through the values and behaviours of both women and men, that result in discrimination between boys and girls. A transformational approach to promoting gender equality is therefore a critical element of supporting all children to experience a safe and happy childhood.

ChildFund Australia incorporates gender equality practices in its project proposal and project design, which is also supported by program design tools including a gender analysis tool, and a checklist for a) including gender in program logic and b) in M&E project design. Contextual analysis of gender is a mandatory consideration within the project proposal.

ChildFund Australia has also incorporated gender into its [Monitoring Evaluation and Learning Framework](#), incorporating gender at the output, indicator and outcome level.

C4. How do you minimise your organisation's negative impacts on your stakeholders, especially partners and the people you work for?

Colour Code Self-Assessment Level 3

A human rights-based approach is integrated into programming through a commitment to the Convention on the Rights of the Child (evident in our [Child Safeguarding Policy](#) and Program Handbook, Chapter 1).

Regular risk assessments and reviews at Country Office operational and project level are carried out. This includes a contextual analysis of risk related to discrimination, violence, abuse, exploitation and neglect and identifies relevant mitigation measures. Risks associated with child safeguarding and the prevention of sexual exploitation, abuse and harassment (PSEAH) are considered as part of the design phase of project proposals. The risk table specifically asks these risks and associated mitigation measures to be identified.

An independent expert review related to the identification, prevention and response to staff misconduct, particularly sexual misconduct and child protection risks overall, identified ChildFund Australia approaches as being reasonably comprehensive and identified some areas for strengthening to be consistent with good practice standards.

The following ChildFund Australia policies & procedures were strengthened or newly developed:

- [Employee Code of Conduct](#)
- Grievance Policy & Procedure
- [Complaints Policy & Procedure](#)
- [Whistleblowing Policy & Procedure \(incl. anonymous reporting mechanism\)](#)
- [Prevention of Sexual Exploitation Abuse and Harassment Policy](#)
- Workplace Discrimination, Bullying & Harassment Policy
- Gender Equality and Diversity Policy (currently being developed)

ChildFund Australia has ensured that the allegations in the broader sector were discussed at all levels of the organisation, including ChildFund Alliance, Board, senior management and with all staff, in Australia and overseas. These discussions have identified appropriate responses and subsequent actions to be taken by ChildFund Australia to ensure the systems and procedures that protect stakeholders from discrimination, violence, abuse, exploitation or neglect are further strengthened.

Training for all staff and partners on Child Safeguarding and Protection, and on PSEAH was developed and run in all ChildFund Australia Country Offices (June 2019 ongoing). It is also part of our on-boarding process. A consolidated training approach is being discussed with other INGOs including online training.

C5. How does your organisation protect those most susceptible to harassment, abuse, exploitation, or any other type of unacceptable conduct?

Colour Code Self-Assessment Level 3

ChildFund Australia has a comprehensive suite of policies and procedures that communicate ChildFund Australia's commitment to integrity and safeguarding. ChildFund Australia's organisational values (respect, integrity, change, collaboration, excellence and empowerment) reflect our commitment to such principles and are embedded across the organisation and in the way we work.

ChildFund Australia's [Code of Conduct](#) and our additional Child Safeguarding Code of Conduct are signed by employees on commencement. The Codes clearly outline the behavioural expectations on staff. Appropriate action has been taken in instances where staff members have not met the behavioural expectations of either code. Employment contracts with staff members outline expectations around behaviour and the requirement for employees to adhere to organisational policies and procedures and the Code.

Recruitment and on-boarding processes include:

- Consideration of role requirements and qualifications prior to the advertisement and recruitment of any new role.
- Inclusion of organisational values and child safeguarding requirements within our recruitment advertisements which sets organisational expectations from the outset.
- Appropriate screening of staff prior to offering the role. Thorough reference checks are undertaken, and national police checks/ terrorism checks are conducted for all new employees and updated every second year.
- On-boarding and induction processes for all new staff including training on relevant policies, Codes of Conduct and Values.

Ongoing mechanisms:

- Regular team meetings, staff supervision and periodic in-service training are provided.
- Refresher training is provided on all significant policies and procedures to ensure staff are up to date on expectations.
- ChildFund Australia's performance management and development program which encourages regular catch-ups between managers and staff provides the opportunity to raise any concerns or issues around behaviour or conduct.
- Screening checks such as police checks and terrorism screening are refreshed on a regular basis in line with the respective procedure.

A human rights-based approach is integrated into programming through a commitment to the Convention on the Rights of the Child (evident in our [Child Safeguarding Policy](#) and Program Handbook, Chapter 1). In recent years, ChildFund Australia has strengthened and added to the framework of systems, policies and procedures aimed at preventing and responding to risks for children and adults with whom the organisation works.

The ChildFund Australia [Child Safeguarding Policy](#) has been regularly reviewed and updated, including new procedures for reporting incidents.

A new policy was developed and implemented on the [Prevention of Sexual Exploitation Abuse and Harassment \(PSEAH\)](#). This considered the ACFID independent review of PSEAH, the ACFID Code of Conduct Review, the learnings from other INGOs and ChildFund Australia's own independent expert review. The policy includes a process for reporting and responding to incidents and allegations.

Regular risk assessments and reviews are carried out at Country Office operational and project level. These include a contextual analysis of risk related to discrimination, violence, abuse, exploitation and neglect and identifies relevant mitigation measures. Risks associated with child safeguarding and PSEAH are considered as part of the design phase of project proposals (the risk table specifically asks these risks and associated mitigation measures to be identified).

An independent expert review related to the identification, prevention and response to staff misconduct, particularly sexual misconduct and child protection risks overall identified ChildFund Australia approaches as being reasonably comprehensive and identified some areas for strengthening to be consistent with good practice standards.

In addition, the following ChildFund Australia policies & procedures were strengthened or newly developed:

- [Employee Code of Conduct](#)
- Grievance Policy & Procedure
- [Complaints Policy & Procedure](#)
- [Whistleblowing Policy & Procedure \(incl. anonymous reporting mechanism\)](#)
- [PSEAH policy](#)
- Workplace Discrimination, Bullying & Harassment Policy
- Gender Equality and Diversity Policy (currently being developed)
- [Child Safeguarding Policy & Procedure](#).

C6. How do you demonstrate responsible stewardship for the environment?

Colour Code Self-Assessment Level 3

The ChildFund Australia’s Environment Policy contains key actions that are required of Country Office senior management and program staff. We have Guidance Notes related to this policy, including suggestions regarding how the policy can be operationalised through each step of the project cycle, checklists to use during the project cycle, explanations of the types of environmental assessments (characteristics, purpose and requirements), practical examples, a comprehensive tool kit, and references to external resources.

All Project Proposals require the completion of a set of environmental markers. If any of the markers indicate that an environmental impact is anticipated, further analysis and action is required before the project can be submitted for approval.

This further action must be specified in the proposal and will contain: details of the initial environmental assessment; specification to undertake an environmental impact assessment (EIA) at the beginning of project/program implementation; and specification for an environmental management plan (EMP) to be developed and implemented during project/program implementation.

Cluster B: Our approach to change

D. Key stakeholders are identified with great care

D1. Please list your key stakeholders. What process do you use to identify them?

Colour Code Self-Assessment Level 3

ChildFund Australia and its Country Offices work with a range of stakeholders, both in Australia and overseas including but not limited to:

- Children, young people, their families and communities – our primary stakeholder group, reflected in our mission *to work in partnership with children and their communities to create lasting change by supporting long-term community development and promoting children’s rights;*
- Local, sub-national and national governments – important in every country in terms of both supporting the work of ChildFund Australia and in some cases responsible for project delivery;
- Implementing partners – includes a combination of CSOs, CBOs, sporting organisations and local government across Asia and the Pacific that support the implementation of project activities;
- Research institutions – including universities and other research organisations that support action research and the strengthening of ChildFund Australia technical capacity;
- INGOs – other international organisations that ChildFund Australia collaborates with both in-Australia and overseas on networking, advocacy, funding and project specific initiatives;

- ChildFund Australia supporters – including institutional donors (eg, DFAT), corporates, trusts, foundations and families & individuals from around the world who contribute to our regular and single-giving initiatives;
- Networks and peak bodies – including ACFID, Joining Forces, ReThink Orphanages and Campaign for Australian Aid; and
- ChildFund Alliance – a global network of 11 child-focused development organisations working to create opportunities for children and youth, their families and communities.

Different methods and tools are used to identify these stakeholders, including needs and situational analyses; membership; desk reviews; in-country and regional consultations; focus conferences and workshops; referrals; stakeholder mapping; organisational and country-level strategic planning.

D2. How do you ensure you reach out to those who are impacted or concerned by your work?

Colour Code Self-Assessment Level 4

At project design stage, consultation to inform project design is carried out with key stakeholders, including girls and boys, women and men, people with disability, ethnic minorities and partners. Gender and Disability is mainstreamed throughout the project cycle and this requires engaging with cross-section of the communities in order reach the most vulnerable individuals and groups.

The result of the analysis is integrated into the project logic, project M&E, and resources are allocated. Tools to support Country Office staff to do these are provided in Chapter 3 of the Program Handbook.

At implementation stage, primary stakeholders are not just recipients of goods and services but they also play a vital role – for example, as a facilitator, providers of outreach services, campaigners, practice models, monitors, and mentors and trainers of boys and girls – making them a vital source of feedback in project monitoring.

They provide feedback on the services and tangible and intangible outputs delivered by ChildFund Australia, Country Offices and their local partners. Their perceptions of what they have gained from participation in activities are vital in improving the way we work.

In evaluations, primary stakeholders are key sources of information on the changes brought about by projects. For example, the recent ChildFund Nonghet Program Operational and Impact Evaluation in Laos included consultation with adults, children and young people from 16 sample villages as well as teachers and students from the secondary schools and health centres and district and provincial government staff.

Additionally, the draft findings and recommendations are shared in an appropriate fashion with the program team and key stakeholders including, where relevant, girls, boys, female/male youth, women and men. Their input to the analysis is considered in the finalisation of the report.

Primary stakeholders are also vital sources of learning, through their voluntary participation in case studies. Case studies describe how individuals or groups of people directly experience ChildFund Australia programs and projects. Through their stories, ChildFund Australia and Country Offices reflect on what interventions and strategies are working and not working; and what and how changes are happening through the project.

D3. How, specifically, do you maximise coordination with others operating in the same sectoral and geographical space with special reference to national and local actors?

Colour Code Self-Assessment Level 4

At the strategic level, ChildFund's Country Strategy Papers (CSPs), identify other actors at local, sub-national and national level that are important in terms of coordination and collaboration. For example, the ChildFund Cambodia CSP identifies:

- national level actors (eg, Cambodian government, international child-focused organisations (UNICEF), local child-focused organisations (KAPE), government institutions (Cambodian National Council for Children) and ChildFund Alliance members); and
- project-level actors (eg, Governments (provincial, districts and communes), active citizens (commune councils, community-based organisations, children clubs, youth groups), civil society (NGOs, research institutes, academics, media) and market-based private sector organisations).

All these actors are engaged where relevant as part of any project design process in order to maximise coordination.

When moving into new geographical areas, stakeholder mapping is a key activity undertaken by ChildFund Australia Country Offices to help determine what actors are currently engaged in target areas (or plan to be) and how efforts can best be coordinated.

In some cases, this is formally captured in Memorandums of Understanding (MoUs) with relevant government departments. Stakeholder mapping also forms part of the contextual analysis in project level design, with the ChildFund Australia proposal template requiring consideration of the different actors involved in project management.

An example is the design for work with village courts in Papua New Guinea in April 2019, where numerous discussions were held with the Department for Justice and Attorney General (DJAG), UNICEF and the Justice Services and Stability for Development Program (JSS4D) as part of the design process in order to ensure complementarity and coordination of interventions.

Within Australia, ChildFund Australia is a member of ACFID and also one of 57 agencies accredited with DFAT, both of which allow for regular engagement and interaction with other INGOs, including efforts to coordinate interventions and promote best practice at sectoral level (both programmatic and advocacy related).

At the international level, ChildFund Australia is part of [Joining Forces](#), a collaboration between the six leading NGOs working with and for children under the age of 18 (ChildFund Alliance, Plan International, Save the Children International, SOS Children’s Villages International, Terre des Hommes International Federation, and World Vision International).

At the national level, ChildFund Australia works closely with Save the Children Australia, World Vision Australia, and Plan International Australia to coordinate advocacy and programming initiatives related to ending violence against children.

E. We listen to, involve and empower stakeholders

E1. What avenues do you provide your stakeholders to provide feedback to you? What evidence demonstrates that key stakeholder groups acknowledge your organisation is good at listening and acting upon what you heard?

Colour Code Self-Assessment Level 3

ChildFund Australia undergoes frequent dialog with primary stakeholders and partners in planning, monitoring and evaluation. It is standard practice to engage with children, youth, women, local authorities and other development actors to seek their active engagement and encourage them to express their views on the impact of ChildFund Australia programs, thereby producing evaluations that inform program priorities.

Consistent with the Program Approach and Principles outlined in ChildFund Australia’s Program Handbook, ChildFund Australia has put in place a range of policies, and procedures to ensure the participation of primary stakeholders, including the marginalised, vulnerable and less represented groups of people in the development process.

As stated in our Program Principles: “ChildFund Australia strives to design and deliver programs and projects that are inclusive of the most vulnerable members of the community, particularly children and young people, regardless of ethnicity, religion, gender, or physical or intellectual ability.

Participation in ChildFund Australia’s program model is an ongoing and evolving process that aims to progressively increase the degree of community involvement and influence in decision-making, particularly for less powerful members of a community, such as women, children and minority groups.

Through local partnerships, we are also able to harness existing knowledge and expertise, enhance capacity for community needs to be met locally, and promote transparency and accountability. We also see partnership as an opportunity to build the capacity of our local partners and primary stakeholders, to ensure their ongoing development and sustainability.

ChildFund Australia has a commitment to ensuring primary stakeholder’s participation in regular (annual) and project specific (2 – 3 years) monitoring and evaluations.

E2. What evidence confirms a high level of stakeholder engagement in your activities and decisions from beginning to end?

Colour Code Self-Assessment Level 4

ChildFund Australia works in partnership with children and their communities to create lasting and meaningful change by supporting long-term community development and promoting the rights of girls and boys, men and women. We aim to contribute to lasting changes by supporting communities and governments in their efforts to prevent and respond to violence, exploitation, abuse and neglect.

Our program design processes are participatory and inclusive, actively involving relevant stakeholders, including women and girls, persons with a disability and vulnerable and excluded groups. We seek to build local capacity and work towards principles of localisation. Our programs are built on a foundation of partnership with national and provincial governments, local communities and civil society organisations.

ChildFund Australia's [Child and Youth Participation Policy](#) commits the organisation to "support the participation of children and youth throughout all stages in the project cycle". Child and youth participation is a critical process of project design - where children and youth exercise agency over issues that affect them, either directly or indirectly. Participation includes children and youth expressing their views, having influence in decision-making including developing and implementing their own initiatives in a meaningful and ethical way. ChildFund Australia prioritises children and youth participation in key policies and strategies.

In ChildFund Australia's context, child and youth participation is supported through standalone programs and projects, mainstreaming, project areas and is incorporated in internal governance and decision-making processes in the ChildFund Australia Sydney Office and Country Offices. By including children and youth in planning, monitoring and evaluating its programs ChildFund Australia demonstrates that it listens to, and learns from boys and girls.

ChildFund Australia prioritises stakeholder engagement throughout the project management cycle. This can include focus group discussions and key informant interviews with a variety of stakeholders, including local partners, project beneficiaries and government representatives during monitoring and evaluation activities of several ChildFund projects.

Recent examples of stakeholder engagement in the project management cycle include:

- A project design workshop was held for a new Early Childhood Development (ECD) project in Timor-Leste, which was attended by staff from the Ministry of Education, Ministry of Health, Mary McKillop Today and our local partner Ba Futuru.
- ChildFund Cambodia staff conducted joint monitoring visits with Kampuchean Action for Primary Education, our local partner, of the Easy2Learn project.
- The recent ChildFund Nonghet Program Operational and Impact Evaluation in Laos included consultation with adults, children and young people from 16 sample villages, as well as teachers and students from secondary schools, health centre workers, and district and provincial government staff.

E3. What are the main likes/dislikes you have received from key stakeholders? How, specifically, have you reacted to their feedback?

Colour Code Self-Assessment Level 4

ChildFund Australia has a number of different systems and processes to respond to feedback from key stakeholders. Examples of the main types of feedback and associated reactions include:

At community level: Regular and positive feedback from children, their families and communities relates to the sustained and integrated presence of ChildFund Australia within the community – for instance, ChildFund Australia takes the time to understand and embed itself within the areas we work, in turn ensuring that the needs, priorities and views of local people inform our project interventions.

In response, where possible ChildFund Australia seeks to formally embed this into processes and systems to ensure this practice is applied across all countries and with all communities we work with (eg, community validations sessions form part of any project evaluation plan).

At partner level: With a growing number of donor-related compliance requirements, several partners have indicated that additional resourcing and support is needed in order for them to meet these.

In response, ChildFund Australia has developed a Partnership Toolkit to assist Country Offices in their work with partners; has created a Partnership Advisor role to support Country Offices' work with partners to enable them to meet compliance requirements; works with local partners to provide training on and the development of relevant policies (eg, child safeguarding); and – where possible – takes on some of the compliance requirements on behalf of the partner (eg, counter-terrorism checking).

At donor level: In response to DFAT feedback on our program plans in 2018 and in recognition of the need to provide support to enhance the integration of gender into effective development and program design, ChildFund Australia commissioned an independent assessment of the integration of gender across our international programs. The assessment enabled ChildFund Australia to identify an action plan to strengthen our relevant gender inclusion policies, procedures and programming accordingly.

Within six months of the assessment, all Country Offices and International Program Team staff members had received training on gender technical training specifically designed to address challenges highlighted in the assessment. Policies were strengthened and program design guidance was updated to reflect gender dimensions. Actions are ongoing, however ChildFund Australia has articulated and demonstrated a clear commitment to improving our technical capacity and knowledge to enable a gender transformative approach to programming.

E4. How do you know that people and partners you worked with have gained capacities, means, self-esteem or institutional strengths that last beyond your immediate intervention? (You may skip this question if you have addressed it in your response to B. 1)

Colour Code Self-Assessment Level 3

ChildFund Australia implements a variety of projects in the countries where we work which focus on increasing voice, agency and power of community members. This includes participation activities for adults, youth and children with a specific focus on empowering vulnerable populations to engage:

- building the confidence, self-worth and resilience of children and youth (power within);
- the voice, agency and ability of people to bring about the changes in their lives (power to); and
- collective action (power with).

This is a core component of our recently developed [Monitoring, Evaluation and Learning Framework \(MELF\)](#). ChildFund Australia has strengthened people’s inclusion and participation in decision-making and ability to speak out and act and regularly reviews how effective its approaches and what can be learned about this them.

Frequent dialog with primary stakeholders and partners is undertaken in planning, monitoring and evaluation. When designing interventions, children, youth, women, local authorities and other development actor’s needs and expectations are taken into account and the accountability to each other and expected outcomes are agreed.

F. Our advocacy work addresses the root causes of problems

F1. How do you identify and gather evidence regarding the root causes of the problems you address and use this to support your advocacy positions?

Colour Code Self-Assessment Level 3

As per ChildFund Australia’s [Theory of Change](#), we work across four themes: 1) Access to Assets; 2) Voice, Agency & Power; 3) Protection; and 4) Formal Systems, with advocacy efforts usually captured under themes 2 and 4.

In order to ensure advocacy initiatives address the root causes, our program design processes are participatory and inclusive, actively involving relevant stakeholders, including women and girls, persons with a disability, vulnerable and excluded groups.

We seek to build local capacity and work towards principles of localisation. Our programs are built on a foundation of partnership with national and provincial governments, local communities and civil society organisations.

Specifically, under our Voice, Agency and Power work, ChildFund Australia helps to build the confidence, sense of self-worth and resilience of children and youth (power within). It also sets up platforms that enable children and other community members to feed into decision-making processes and helps to provide children and youth with the information and skills they need to effectively express themselves and engage with others to bring about the changes they want to see in their lives (power to). In some cases, it also seeks to promote collective action (Power with).

Examples include children from Laos speaking in New York City as part of the CRC 30th anniversary celebrations; working with internet cafes in Vietnam to develop policies around safe internet usage; and working with parents and teachers in Papua New Guinea to bring an end to corporal punishment in schools.

As part of our systems strengthening work, ChildFund Australia also engages in advocacy work to maintain and strengthen existing formal systems. It increases access to formal systems by working with government, civil society organisations and in some cases the private sector to ensure their services reach marginalised groups. It helps to improve systems by providing technical support to strengthen government policy, improve planning processes, and develop administrative and information management systems.

F2. How do you ensure that the people you work for support your advocacy work and value the changes achieved by this advocacy?

Colour Code Self-Assessment Level 3

As per the above, by utilising design processes that are participatory and inclusive, actively involving relevant stakeholders, including women and girls, persons with a disability, vulnerable and excluded groups, helps ensure support for, and local participation in, our advocacy work and that changes achieved are valued.

An example of the participation of our key stakeholders in ChildFund Australia's advocacy activities is the [Child Friendly Accountability](#) initiative in which ChildFund Australia participates as a member of ChildFund Alliance. This initiative aims to support children in holding their governments and local authorities accountable for their commitments in SDG target 16.2, as well as to advocate for international, national and local systems and policies focused on eliminating violence against children.

The project uses methodology that allows children to get involved in identifying problems and solutions and participate in the informed negotiation between decision-makers about the issues that concern them. ChildFund Australia participates in this initiative from our country office in Vietnam, where the project began in 2018.

ChildFund Australia also engages our supporters in advocacy work. For example, as a member of the [ReThink Orphanages](#) network, ChildFund Australia called on its supporters to think twice about donating to overseas orphanages, and instead consider funding those programs which enable children to grow up in family environments.

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

G1. Are your annual budgets, policies (especially regarding complaints, governance, staffing/salaries and operations), evaluations, top executive remuneration and vital statistics about the organisation (including number of offices and number of staff/volunteers/partners) easily available on your website in languages accessible by your key stakeholders? Please provide links, highlight membership in initiatives such as IATI and outline offline efforts to promote transparency.

Colour Code Self-Assessment Level 3

ChildFund Australia shares detailed information on a regular basis with all stakeholders – including the general public, donors, corporates and other interested individuals and organisations. Information is distributed via the organisational website, publications, direct mail, social media channels, email updates, and direct dialogue.

The organisational website holds a variety of information about the organisation, including blog stories, annual reports, media releases, strategic plans, as well as a range of publications on development issues, including maternal and child health, education, and child protection.

Visitors to the website can also find the audited annual reports for ChildFund Australia and its Country Offices, as well as the full financial statements. A range of organisational policies can also be downloaded for review, including the [Complaints Policy](#), [Privacy Policy](#), [Prevention of Sexual Abuse and Harassment Policy](#), [Whistleblowing Policy](#) and [Child Safeguarding Policy](#).

Institutional donors, trusts and foundations, corporate partners and other major donors are provided with tailored updates on programs which they are funding, while child sponsors receive child progress updates annually, in addition to other correspondence from both the organisation and country office. Quarterly updates are providing to those supporting other regular giving programs, while appeal donors receive feedback on how their funds have been used.

Stories which focus on the children and communities with whom we work, the issues facing these families, and the impact of ChildFund Australia's programs are published on the website on at least a weekly basis, and then shared via our social media channels on [Facebook](#), [Twitter](#), [Instagram](#) and [LinkedIn](#). When ChildFund Australia is responding to a humanitarian emergency, additional updates are published to keep supporters and the general public abreast of the situation, and how ChildFund Australia is responding.

In ChildFund Australia's Country Offices, digital platforms are now being rolled out to enable communication in relevant languages to local stakeholders and other interest parties in those countries of operation. This includes the use of websites and social media channels.

G2. What policies do you have in place to ensure a fair pay scale? Do you measure the gender pay gap in your organisation, and if so what is it? What are the salaries of the five most senior positions in the organisation, and what is the ratio between the top and bottom salaries? If this information cannot be provided or is confidential, please explain why.

Colour Code Self-Assessment Level 4

ChildFund Australia aims at a fair and equal pay structure to ensure equitable internal and external levels of remuneration. All positions are graded within an organisation-wide, consistent job architecture.

ChildFund Australia uses a formal process of job classification to evaluate the relative size of each position, and its level of remuneration which allows to define position's internal relativity based on fair and consistent assessments. External benchmarks (AON Hewitt, Birches) ensure pay levels are competitive in the respective market. More detailed information is available to our staff through the Employee Handbook. The Workplace Discrimination, Bullying, Harassment and Gender Equality and Diversity Policy supports our fair practice in recruitment and remuneration.

Since 2018 we apply a compa-ratio approach, which delivers a percentage of where incumbents' salaries are positioned in the respective grade. Gender pay analysis show no systematic difference between our male and female staff (correlation -0.15) and salary ranges are similar for both genders.

Overall, we aim at a range of 80% to 110% for each band to reflect different levels of experience and performance. Remuneration analysis is currently only done for Sydney and will be extended to Country Offices. ChildFund Australia does not publish our pay scale and employees are expected to keep their salary confidential (please also check the financial statement).

The Board of Directors receives figures on male and female representation on different levels of the organisation to create organisational awareness in every board report. This will allow us to define diversity key performance indicators in the future. Female representation on board level is 60% with a female Chair, the executive team has 50% and the Sydney leadership team has 80% female representation.

Key management personnel compensation is disclosed in our annual audited financial statements.

G3. How do you ensure privacy rights and protect personal data?

Colour Code Self-Assessment Level 3

ChildFund Australia is governed by the Australian Privacy Act 1988 and by the thirteen Australian Privacy Principles (APPs) which are the cornerstone of this legislation. These principles were added to the Privacy Act in 2012. To further strengthen the regulatory landscape, mandatory reporting of notifiable breaches came into effect in 2018.

Our existing practices ensure that we meet the expectations of the APPs. We have a comprehensive, accessible and clear [Privacy Policy](#) which addresses the requirements of the APPs and provides clarity to supporters on how we manage their data, and their rights to access and control the data we hold. Key supporter rights outlined in the Privacy Policy are the right for pseudonymity, access and correction personal data. We also have a [Privacy Collection Notice](#) which describes the information we collect about supporters.

We have encrypted and password protected systems and processes, and strong controls on access. Hard copy files are minimised and stored in secured cabinets. Staff have access to data that relates to their work, but do not have access to data that does not.

ChildFund Australia strives regularly to improve and strengthen our protection of personal data. An example of a recent practical change is to move our file servers from in house servers to encrypted, cloud-based servers. This, combined with a new IT service provider, means that data have better security controls and management. A key area of opportunity is to introduce two-factor authentication. We will add this feature to key systems such as our supporter database in 2020.

G4. Who are the five largest single donors and what is the monetary value of their contribution? Where private individual donors cannot be named due to requested anonymity, please explain what safeguards are in place to ensure that anonymous contributions do not have unfair influence on organisational activities.

Below are details of the five largest donors in 2018 and the monetary value of their contributions:

Donor	Amount
Australian Government Department of Foreign Affairs and Trade	AUD 7,404,858
ChildFund Korea	AUD 3,527,355
ChildFund International	AUD 2,909,866
ChildFund New Zealand	AUD 2,103,032
Taiwan Fund for Children and Families	AUD 1,458,845

While the majority of ChildFund Australia’s donor funding sources are drawn from institutional donors or other Alliance members, we do have some anonymous, private donors that make financial contributions to our work.

These are usually under AUD 20,000 however certain safeguards are in place to ensure that anonymous contributions do not have undue influence on organisational activities including:

- a) dedicated staff to manage relationships and the expectations of these donors in terms of how their funds are spent;
- b) internal project development processes that require any project over AUD150,000 to be reviewed by a Project Quality Committee to ensure appropriateness of proposed activities; and
- c) key development policies that all projects must adhere to regardless of funding sources e.g. Proselytism, Politics and Development Policy.

Cluster C: What we do internally

H. Staff and volunteers are enabled to do their best

H1. Provide evidence that recruitment and employment is fair and transparent.

Colour Code Self-Assessment Level 3

ChildFund Australia reviewed its major Human Resource approaches in 2018. Best practice approaches were developed and rolled out for all ChildFund Australia offices, covering recruitment, performance management, remuneration and benefits, grading and on-boarding. We aim at providing clear standards and expectations for all staff and management and work on a culture which builds on ongoing and open feedback.

Our regional and local People and Organisational Development teams work closely together to support best practice throughout the region. Recruitment is one of our focus areas (discovery meeting, position descriptions, interviews, tests, case studies, consistent grading and benchmarking, police checks, terrorism checks).

All positions are advertised and managers conduct development discussions with their staff, which inform our development planning process. A Recruitment Handbook for Managers is in development and will be rolled out in conjunction with recruitment training for managers early 2020. We have a focus on behaviour-based questioning and want managers to understand bias. Also, a new recruitment question library is in development and will be aligned with our new values (see below).

Our flexible work arrangements are not limited to parents or carers but available for all staff (working from home, changed start/end hrs, weekly work hrs 35).

A new Value System was developed with strong engagement of all ChildFund Australia Country Offices and rolled out in March 2019. Actions to strengthen the implementation will extend into mid-2020 to ensure our values work for us within the HR value chain and beyond.

H2. What are you doing to invest in staff development? What indicators demonstrate your progress? What are your plans to improve?

Colour Code Self-Assessment Level 3

ChildFund Australia's professional development strategy was refreshed over the reporting period and a new framework developed. There is now a focus on the delivery of development actions, a combination of on the job training and external training. New management training was conducted in Sydney and roll out to Country Offices began in August 2019.

A Work Health and Safety (WHS) taskforce is in place. The taskforce develops ideas to support staff in areas like resilience and stress management. Concept to be finalised by December 2019 and rolled out in Sydney as a trial in the first half of 2020.

The performance management system was revamped over the reporting period. The new system places greater emphasis on linking individual performance to the organisational strategic plan, this connection provides greater clarity, empowerment and ownership for staff. Pulse checks have been conducted to gauge engagement with the new performance management approach and identify areas for further improvement.

Goal setting and capability/ learning needs discussions between managers and staff/ teams were aligned in the new performance management system. Cross departmental needs are discussed at the management team level to ensure all training opportunities target identified needs. In addition, we build on internal expertise to run Lunch 'n Learns and skill bite sessions, for example. for salesforce training, performance management etc.

Over the reporting period, significant work has been underway to roll-out the new organisational values and ensure a strong culture of respect, integrity, collaboration, change, empowerment and excellence.

Indicators to measure the progress in staff development:

- number of trainings and participants;
- pulse check surveys; and
- staff engagement survey planned for 2020.

H3. How does your organisation ensure a safe working environment for everybody, including one free of sexual harassment, abuse, exploitation or any other unacceptable conduct? What indicators demonstrate your progress? What are your plans to improve?

Colour Code Self-Assessment Level 3

A Workplace Health and Safety (WHS) policy and focal points are in place for all ChildFund Australia offices. An Employee Assistance Program is available to all staff in the Sydney Office and the organisation is currently exploring options to provide this service across all ChildFund Australia Country Offices. In the interim, the Sydney Employee Assistance Program is open for local staff in-country including options to translate.

ChildFund Australia has aligned its HR policies and procedures with regulatory requirements, including the NES Standards, Privacy Act 1988, Fair Work Act 2009, Racial Discrimination Act 1984, Sex Discrimination Act 1992, Human Rights and Equal Opportunity Commission Act 1986, Disability Discrimination Act 1992.

Following allegations of sexual misconduct in the international aid sector, the board and senior management of ChildFund participated in the review commissioned by ACFID and undertook a review of its own policies, systems and reporting mechanisms to ensure appropriate processes are in place to protect stakeholders from discrimination, violence, abuse, exploitation or neglect.

The independent expert review related to the identification, prevention and response to staff misconduct, particularly sexual misconduct and child protection risks overall identified ChildFund Australia approaches as being reasonably comprehensive and identified some areas for strengthening to be consistent with good practice standards.

The following ChildFund Australia policies and procedures were strengthened or newly developed: Employee Code of Conduct, Grievance, Complaints, Whistleblowing (including the implementation of an anonymous reporting mechanism), PSEAH, Workplace Discrimination, Bullying, Harassment and Gender Equality, and Diversity Policy.

Training for all staff and partners on Child Safeguarding and Protection, and PSEAH was developed and run in all ChildFund Australia offices (June 2019 ongoing). It is also part of our on-boarding process. A consolidated training approach is being discussed with other INGOs including online training.

ChildFund Australia's new values support clarity on behavioural standards and help to call out behaviour which does not meet expectations.

I. Resources are handled effectively for the public good

I1. How do you acquire resources in line with your values and globally-accepted standards and without compromising your independence?

Colour Code Self-Assessment Level 4

ChildFund Australia's [Corporate Engagement Policy](#) and Due Diligence Process sets out the process by which Child Fund determines whether or not to accept donations from organisations. For face-to-face street fundraising there is a contractual obligation placed on supplier partners that adequate policies and training is in place around fundraising and vulnerable people. This is also a requirement of the Public Fundraising Regulatory Association (PFRA) standards.

ChildFund Australia regularly conducts training sessions for our own staff and the staff of suppliers. Training is conducted to ensure all relevant staff are aware of ChildFund Australia's obligations as articulated in the ACFID Fundraising Charter and the Fundraising Institute of Australia's Principles and Standards. ChildFund Australia reports its compliance with the ACFID Fundraising Charter to the Communications and Marketing committee of the board on an annual basis.

ChildFund Australia has a procurement policy. From an ethical standpoint, the policy expects that procurement is always conducted in the best interests of ChildFund Australia in a transparent and accountable manner. Staff undertaking procurement must act ethically throughout the procurement. Ethical behaviour includes:

- recognising and dealing with actual, potential and any perceived conflict of interest;
- dealing with suppliers, potential suppliers and tenderers equitably by not accepting gifts and/or hospitality.
- not entering into contracts that may be dishonest, unethical or unsafe.

I2. How is progress continually monitored against strategic objectives, and resources re-allocated to optimise impact?

Colour Code Self-Assessment Level 3

Progress against the Strategic Plan is reported to the Board through the year by the CEO and other senior management at regular Board meetings and/or at Board Committee meetings. A full review of progress on the Strategy, including a review of progress on all key performance indicators (KPIs), is conducted annually by the Board.

Strategy and resourcing is adjusted accordingly to respond to changing conditions, trends and factors internal and external to the organisation. Some key examples of adjustments over the life of the plan include:

- i. the decision to take over management of the ChildFund Timor-Leste office from ChildFund International (Strategic Goal 2); and
- ii. formal incorporation of health as a sector focus (Strategic Goal 1).

I3. How do you minimise the risk of corruption, bribery or misuse of funds? Which financial controls do you have in place? What do you do when controls fail? Describe relevant situations that occurred in this reporting period. What are your plans to improve?

Colour Code Self-Assessment Level 4

ChildFund Australia operates in many challenging environments where fraud and corruption are significant risk factors. ChildFund Australia has a Fraud and Corruption Prevention and Awareness Policy and procedure in place across our Country Offices that outlines the responsibilities of staff in relation to fraud as well as those controls and procedures that are in place to mitigate the risk of fraud.

Fraud risk is assessed at organisation level, partner level and project level before start and regularly reviewed. We also have standardised financial management controls in place that mitigate such risk. These controls include but are not limited to segregation of duties, appropriate delegation of authority and payment controls, and rigorous financial acquittal processes.

ChildFund Australia also undertakes a number of assurance activities to provide additional confidence that internal controls and processes are operating as expected. These include annual independent audits for each of our office locations and an internal audit review plan. Our audit, risk and governance committee of the board has oversight of findings and recommendations arising from these assurance activities

Regular anti-fraud and corruption awareness training to staff and partners is undertaken to remind and reinforce our policies and procedures.

When incidents of suspected or detected fraud are reported, we investigate the matter in line with procedure and take actions such as reporting to donors, disciplinary action of involved staff and recovery of funds being taken appropriate to the incident. We also aim to learn from any such findings and put in place appropriate control measures to minimise the risk of such an event occurring again.

J. Governance processes maximise accountability

J1. What is your governance structure and what policies/practices guide replacing and recruiting new trustees/board members?

Colour Code Self-Assessment Level 4

The membership of the Board is governed by Article 12 of the [Constitution](#), it defines the processes around directors' appointments and terminations and Article 15.9 of the Constitution prescribes a Board appointed Nominations Committee.

The Directors Handbook provides guidance to assist the Nominations Committee in the identification and recommendation of individuals suitable to join the Board. The guidance states “every effort should be made to ensure that the Board as a whole has the range of skills and experience necessary to adequately discharge its governance responsibilities and duties.” A suggested list of skills and attributes is included to support the Board in recruitment and nomination of new Board members.

J2. How does your board oversee the adherence to policies, resource allocation, potential risks and processes for complaints and grievances?

Colour Code Self-Assessment Level 4

ChildFund Australia’s delegation of authority schedule requires that any new organisation-wide policies, and substantive amendments to existing organisation-wide policies be reviewed and approved by the Board.

These policies will often be reviewed and discussed at the relevant board sub-committee meeting prior it going to the full board for approval. The board then assesses compliance against organisational policies and procedures through review of assurance activities that are undertaken to ensure management and internal controls as defined in the policies are being complied with.

Such assurance activities include, but are not limited to, annual independent audits at each country office, internal audit reviews undertaken at both country offices and implementing partners, as well as monitoring and evaluation activities that are undertaken at a program or project level.

From a resource allocation perspective, the Board approves the annual budget and monitors performance and use of resource against this budget at each sub-committee and board meeting. Detailed papers are provided to the board to support this oversight.

The Board also has exposure to a formal bi-annual review of organisational risks that are being managed by the organisation. The Board is presented with the organisational risk register and heat map that identifies the more significant organisational risks and the actions being taken to mitigate these.

Complaints and grievances are reported to the board through the People and Organisational Development Report as well as the consolidated incident report that is also provided at each board meeting. Any significant issues that may arise, whether it be risk related and or a complaint or grievance, can be communicated to the Board outside of the normal reporting timelines if the nature of the event requires it.

J3. What processes and mechanisms does your organisation have in place to handle external complaints including those relating to unacceptable conduct of your staff, volunteers, or partner organisations? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.

Colour Code Self-Assessment Level 3

ChildFund Australia believes all people should be treated with respect, openness and fairness. The [Complaints Policy](#) aims to ensure that organisational values of accountability and transparency are maintained and improved.

This is achieved by ChildFund Australia staff recognising the importance of complaints to the organisation and regarding them as an opportunity to put things right, to improve supporter service and the relationship with our staff and all people we work with. The policy relates to any complaint made by a supporter, partner, member of the public or any other organisation.

The complaint can be made through a variety of channels including the [website](#), email, free call phone number, Facebook, Twitter, Instagram or in person. ChildFund Australia also [provides information](#) about how a complaint can be made to ACFID under the ACFID Code of Conduct (see Annual Reports; Complaints Policy).

The [Whistleblowing Policy & Procedure](#) offers an anonymous reporting mechanism (WHISPLI) for all people in and outside of ChildFund Australia (on ChildFund Australia website). The mechanism will be translated into the languages ChildFund Australia operates in. All Country Offices provide local reporting mechanisms as well.

All relevant ChildFund Australia policies and procedures are publicly available and can be downloaded from our website. WHS focal-points and an Employee Assistance Program (Sydney only) offer support to survivors. Each reported incident is recorded in our incident management system, accessible only to relevant staff. Relevant information is shared with the board and will inform our risk management process and approach.

In FY18/19, 34 incidents were reported: 26 related to child safeguarding and child protection; 1 related to sexual harassment; 3 related to fraud (misrepresentation of receipts); 1 accident; 1 attempted break in; 1 armed robbery; and an Employee Code of Conduct breach.

J4. How are internal complaints handled? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.

Colour Code Self-Assessment Level 3

Two internal complaints were raised during the reporting period. The complaints related to an allegation of favouritism during a recruitment and a breach of organisational values and the Employee Code of Conduct. Both cases were thoroughly investigated through the People and Organisational Development team (POD) in Sydney. One case was not substantiated and the other involved mediation by POD and senior management. All complaints were followed up and dealt with appropriately.

All child safeguarding related incidents are reported through our Child Safeguarding focal point. For all other incidents, managers are the first point of contact, but individuals can go through POD in country or in Sydney, Country Directors, COO or CEO as well. We now have an anonymous reporting mechanism in place to further strengthen the protections afforded to complainants.

ChildFund Australia aims to build a culture of open feedback, reinforced by our organisational values and training and support for all staff and managers. This is work in progress and continues to require POD to work with managers and staff and to ensure POD has the coaching skills to support in critical situations. Confidentiality is key in those situations to ensure our people have the trust in us to raise any complaint or problem.

J5. How do you make decisions about the need for confidentiality and protecting the anonymity of those involved?

Colour Code Self-Assessment Level 3

Confidentiality as well as the protection of the complainant and of affected victims/ survivors are guiding principles for all complaints raised through any of our complaints mechanisms. We also will take every effort to address any negative effects on the reputation and morale of staff members involved, should allegations be found to be unsubstantiated.

If reportable conduct is raised under any ChildFund Australia policy, ChildFund Australia will endeavour to protect the complainant/whistleblower's identity. In order not to jeopardise the investigation into the alleged wrongful act, the complainant/whistleblower is also expected to keep the fact they have raised a concern, the nature of the concern and the identity of those involved confidential.

ChildFund Australia will not disclose the identity unless:

- the whistleblower consents to the disclosure;
- the disclosure is required or authorised by law, and/or
- the disclosure is necessary to further the investigation.

ChildFund Australia will treat all complaints raised confidentially. However, when a matter is investigated it may be necessary to reveal its substance to people such as other ChildFund Australia personnel, external persons involved in the investigation process and, in appropriate circumstances, law enforcement agencies. For example, in cases of a suspicion of criminal offence and actions ChildFund Australia's actions will be guided by them. Our anonymous reporting mechanism (Whispli) allows the complainants to decide if they want to disclose their identity or not.

Any records or files relating to a matter of reportable conduct are securely stored and can be accessed by authorised people only.

Unauthorised disclosure of information relating to a matter, the identity of the whistleblower or information from which the identity of the whistleblower could be inferred will be taken seriously and may result in disciplinary action and may include dismissal.

K. Leadership is dedicated to fulfilling the 12 Commitments

K1. How is the governing body and management held accountable for fulfilling their strategic promises including on accountability?

Colour Code Self-Assessment Level 3

The ChildFund Australia Board is held accountable by the members, and management is held accountable by the Board for delivering on strategic priorities. The board holds management to account by monitoring progress on the strategy and questioning the Executive Team on progress against strategic indicators.

ChildFund Australia is governed by a Board of Directors that meets six times per year (including an AGM). The Board's responsibilities are set out in the Board Director's Handbook and include:

- setting strategy;
- review and oversight of finance;
- oversight of program operations;
- monitoring performance;
- approving policy;
- determining resource allocation;
- reviewing risk management;
- managing the CEO; and
- external representation.

The Board's responsibilities are facilitated by the work of three Board standing committees: Audit, Risk and Governance Committee, Program Review Committee and the Communications and Marketing Committee. Each Board committee has its own Charter, which is included in the Directors Handbook.

The Committees meet quarterly in conjunction with the Board meetings and report to the Board on the outcomes of each committee meeting. The Board delegates responsibility to the CEO and senior management team according to a formal Delegation Schedule. The CEO and Chair of the Board meet bi-monthly.

Operational responsibility is managed by the CEO and the Executive Team comprising the CEO, International Programs Director, the Chief Operations Officer and the Director of Public Engagement. There are also two senior leadership teams: the Sydney Office Leadership Team (SOLT) and the Country Office Leadership Team (COLT) that support the Executive Team in delivering the organisational strategy.

K2. What steps have you taken to ensure that staff are included in discussing progress toward commitments to organisational accountability?

Colour Code Self-Assessment Level 3

The commitments made in our Vision, Mission and Strategic Plan articulate the fundamental goals of our organisation and as such are the most basic statements of our accountability. ChildFund Australia's approach to organisational accountability is driven by our core values of respect, integrity, collaboration, change, empowerment and excellence.

ChildFund Australia is required to report progress against the Strategic Plan to the Board on an annual basis. ChildFund Australia Teams, the Sydney Office Leadership Team (SOLT), the Country Office Leadership Team (COLT) and the Executive Team are involved in these discussions. Likewise, staff across the organisation are involved in discussing and reporting against external standards, such as the ACFID Code of Conduct (annually) and [DFAT's ANGO Accreditation](#) process.

K3. What is your accountability report's scope of coverage? Are you reporting for the whole organisation or just the international secretariat? For secretariats of international federations, on which issues of accountability (or relating to Accountable Now's 12 commitments) do your members report to you on, and with what frequency? Where there is no routine reporting, how do you use your coordinating functions to elevate attention to accountability issues throughout your federation?

This report was prepared by ChildFund Australia and reports on the policies, practices and experience of ChildFund Australia and our directly managed Country Offices: Cambodia, Myanmar, Vietnam, Laos, Timor-Leste and Papua New Guinea.

While ChildFund Australia is a member of the ChildFund Alliance, this report has been submitted on behalf of ChildFund Australia alone and is not representative of the ChildFund Alliance or Secretariat.

**BECAUSE
EVERY CHILD
NEEDS A
CHILDHOOD**