



# ChildFund New Zealand

## 2018-19 Report to Accountable Now

Submitted March 2020

## 2018-19 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](mailto:shona@childfund.org.nz)) with any comments or suggestions you may have.

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Cover photograph: Children washing their hands in Kiribati.  
Photograph by Blair Millar.

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## Message from the CEO

I am pleased to submit ChildFund New Zealand's second report to Accountable Now, covering the 2018-2019 financial year. Our inaugural report was submitted less than a year ago, but in line with Accountable Now requirements, this report brings us closer on track with AN's requested submission dates (within twelve months of the end of the financial year), which ChildFund New Zealand commits to, going forward.

The words 'consolidation' and 'preparation' sum up our year. Not particularly exciting words, but absolutely essential as we look to our future: they are the runway from which we can take-off. Our Finance and Donor Services Team have continued to master our new data management system – not always successfully, as some glitches in the build of it have led to instances of donor double-charging. When this happens, our supporters are unfairly impacted and ChildFund's reputation suffers. Every occurrence helps us iron out the chinks, but we regret there are any incidents at all. The good news is we are seeing returns as well from the new data management system. For instance, our Arrears team report that a job that took almost a month previously is now taking just a few hours to complete, due to automation. The hours won-back allow the team to focus on more positive supporter services.

Our Programmes team has manoeuvred their way through an intensive ten-month process with the New Zealand Government's Ministry of Foreign Affairs and Trade (MFAT). As one of three pilot organisations applying for MFAT's new funding mechanism, ChildFund had to pass through several intensive steps to demonstrate sound programming, alignment with MFAT, and commitment to shared partnership principles. Also included was a rigorous due-diligence process. The advantage of the new partnership is that MFAT and ChildFund will enter a five-year funding arrangement, so that rather than apply for contestable grants at six-monthly intervals over this time, funds are secured for an agreed programme of work until 2025.

Our staff has reduced from 22 in the last report to 20 now, with some short-term contracts coming to an end. With a smaller staff, we have committed to an office move and are seeking a co-working space with diverse businesses which will help generate the dynamism for the high-performing and entrepreneurial culture we have been building within ChildFund. The way we work has changed considerably in the past four years – the traditional phone-based sales and service function is significantly reduced, and we are experiencing (and encouraging) a more flexible work force. This results in fewer face-to-face meetings, which are usually shorter in length and involve smaller groups, along with more of the team working remotely during the week. Along with this, we have been working with an HR consultant to consider the skills we want to help build in staff, such as critical thinking, strong relationship management, and business accumen, and how we adjust our training and processes.

ChildFund New Zealand has also engaged more deeply with our main Alliance partner across the Tasman Sea, ChildFund Australia. January 2019 started with an external review and recommendations of how we build our work together in the Pacific. We met to form a plan, which we were able to consolidate further through the programme design process for the MFAT grant. The different structures of our two teams (their team comprising technical experts; our team more community development-focussed) makes for a symbiotic relationship – and one we wish to cement further as the MFAT grant commences in July 2020. Adoption of a shared monitoring, evaluation and learning framework also helps bring our two Antipodean agencies closer together, making our work more aligned, coordinated and efficient.

At the Board level, we have appointed three new members. From very diverse backgrounds – technically, and culturally – they will add new thinking to the governance of ChildFund New Zealand.

With all of these changes, ChildFund New Zealand is ready to soar.



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 20, 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 2017. 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 and submitted its first report in April 2019. This report follows closely on the heels of that report, to bring the organisation closer in line with Accountable Now annual requirements. Financial and other audited documents present information between 1 July 2018 and 30 June 2019, however the narrative incorporates how we function currently as of March 2020, when this report was submitted.

As agreed with Accountable Now concerning the scope of individual ChildFund Alliance members’ reporting requirements, where the reporting questions refer to programmes, ChildFund New Zealand’s external

stakeholders, and partnerships, the focus should be on ChildFund New Zealand's efforts in Kiribati and the Solomon Islands (plus any other countries in which they led programmes in the reporting period).

Under question K3, ChildFund New Zealand is involved in implementing programmes under ChildFund International's lead, in Kenya, Sri Lanka and Zambia, and under ChildFund Australia's lead in Timor-Leste and Vietnam (further explained, below). ChildFund New Zealand also facilitates sponsorship in 13 other countries managed by these two Alliance partners. This scope can extend further at times of humanitarian crisis, when we will work with Alliance (and occasionally other) partners to support urgent needs. All programming follows shared standards which are regularly reviewed by the ChildFund Alliance Programme Committee. In 2020, we will be moving New Zealand sponsorship to only the five countries mentioned above, where we can exert a greater level of accountability for donor funds. Readers should refer to ChildFund International and ChildFund Australia's reports concerning details around external stakeholders in those programme countries.

Partnership questions consider how ChildFund New Zealand works with ChildFund International and ChildFund Australia, and where we work directly with local partners.

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

## The focus of this report

In Kiribati, ChildFund New Zealand oversees operations and funds the work of our locally-formed subsidiary, ChildFund Kiribati. ChildFund Kiribati was established in January 2017 and is largely funded through a grant from the New Zealand government. During this reporting period, ChildFund has extended its work with 460 households to over 1,000 households in the geographic area of Betio. 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 9,000 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'<sup>1</sup>. 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.

In another two countries – Papua New Guinea and Timor-Leste – ChildFund New Zealand is a significant grant funder and project partner. We currently have 932 sponsored children in Timor-Leste, but will shortly be moving to a Community Sponsorship model and funding will be project-focussed. In both instances, we work mainly with the Country Office to support their plans.

ChildFund has an accountability relationship with the 8,525 generous sponsors who support our work and a further 2,978 people who give to a regular-giving programme called Child Essentials.

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<sup>1</sup> 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 4

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. ChildFund's work directly 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.

The **theory of change** presented in our 2019 report (with its headline focus on Assets, Participation and Agency and Voice)<sup>2</sup> continues to guide our work, but its implementation has been further enhanced by the adoption of an accompanying Monitoring, Evaluation, Research and Learning (MERL) Framework. This framework was adapted from that of our ChildFund Alliance partner, ChildFund Australia, with whom we have continued to work collaboratively – particularly as we expand our work together in the Pacific. As a shared framework, we will now have a common understanding about 'pathways to change' across several themes, including health, education, child protection, social and emotional wellbeing and disaster risk reduction. ChildFund New Zealand's framework contains an additional pathway to ChildFund Australia's: livelihoods.

#### Theory of change

- **The basic needs of children are met:** Building human, capital, natural and social assets around the child and their caregivers;
- **Children and youth participate for change:** Building the confidence, sense of self-worth and resilience of children and youth (power within), the voice, agency and ability of people to bring about the changes they want in their lives (power to); and in some cases, promoting collective action (power with);
- **Children and youth are protected and have a sense of wellbeing:** Ensuring that people are protected from risks in their physical and social environment; and
- **Micro, meso, macro:** From households to communities to formal, national support structures, strengthening the accessibility, quality and responsiveness of systems through which social services are delivered.

The MERL framework is presented overleaf. Supporting this framework is a methodology which enables ChildFund to generate discussion, learning and decision-making to improve the effectiveness of ChildFund New Zealand's projects and development approaches, and bring about better outcomes for people in poverty. It articulates the types of information required by ChildFund to understand the extent to which its activities bring results and deliver impact, captured using a headline data guide, supplemented by deep-divide research. From this we can learn to improve the effectiveness of our approaches.

The development of this framework has been particularly useful as we have embarked this year on designing a five-year, six-country programme of work (our IMPACT<sup>3</sup> programme) with our major funder, the New Zealand Government's Ministry of Foreign Affairs and Trade (MFAT), through their Negotiated Partnership Fund. As one of three pilot NGOs involved in this process, we worked closely with MFAT as they shifted from funding disparate projects to supporting a programme with focussed outcomes linking both of our theories of change.

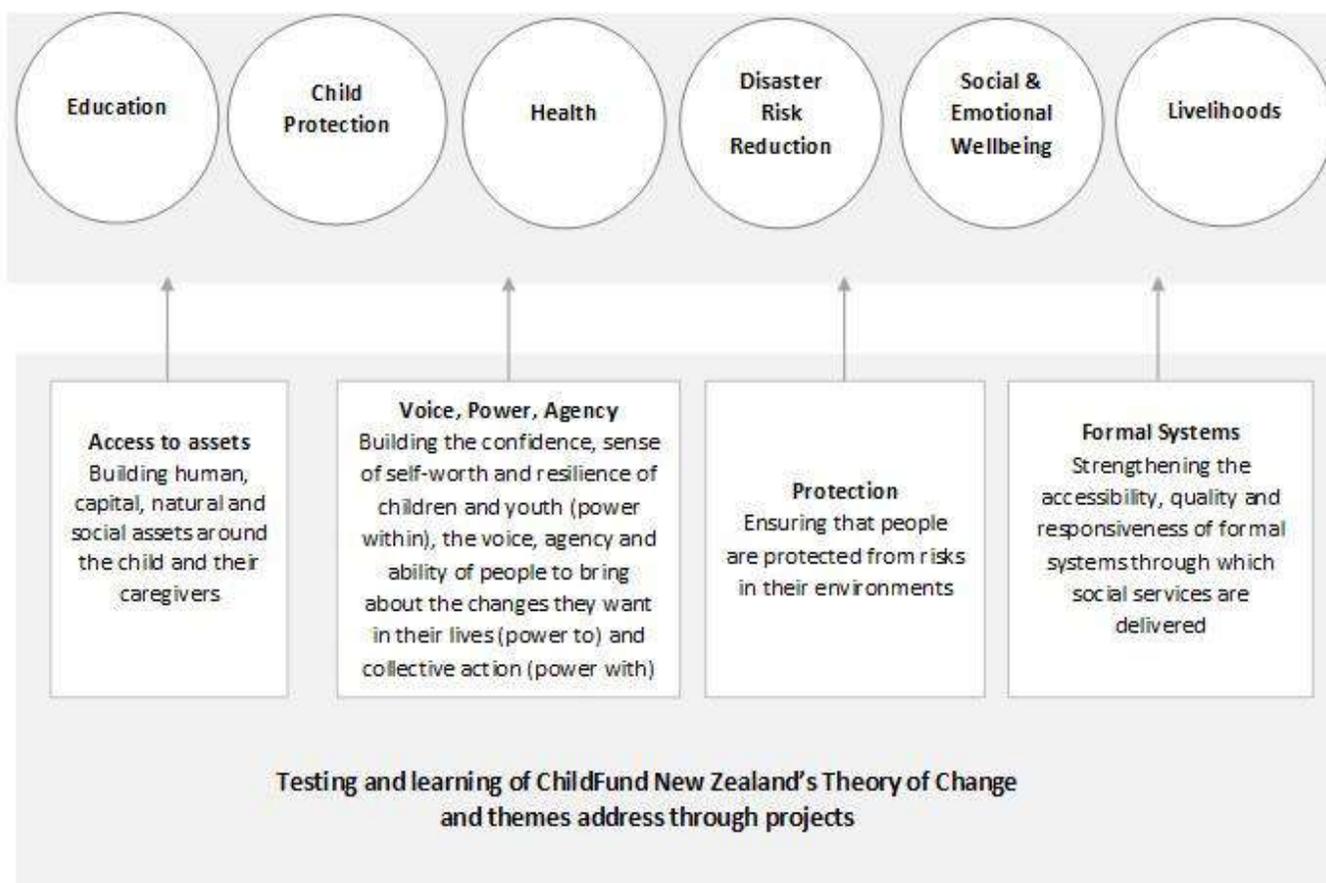
Over the course of 2020, ChildFund New Zealand will now establish a digital platform to record and help analyse the information we will capture through the MERL process. The anticipated start of our IMPACT programme is July 2020.

<sup>2</sup> <https://accountablenow.org/members/childfund-new-zealand/>

<sup>3</sup> IMPACT stands for 'Inspiring and Motivating Pacific and Asian Communities for Tomorrow'.

# ChildFund New Zealand MEL Framework

## Working to Sector outcomes



Partnership & collaboration with....

### Macro

International forums  
ChildFund Alliance

### Meso

Country offices, district and national level govt, coordinating groups, CSOs, NGOs, INGOs, Universities

### Micro

With families, community leaders, Councils and local govt, CBOs, and service providers

Common Approaches....

### Macro

Region to global advocacy; regional sector-based campaigns and programmes

### Meso

Capacity building of govt, System strengthening  
Contributing to national fora /policy, Advocating to govt

### Micro

Community-based infrastructure, Awareness raising and capacity building, Strengthening local networks, Organisational capacity, Capacity building of people & frontline services

## 2. Key strategic indicators and involvement of stakeholders

### Colour Code Self-Assessment Level 3

ChildFund developed its current Strategic Plan in 2017. We have six pillars, which guide our annual operational plans and measures around those plans, and link to the development of staff key performance indicators.



ChildFund New Zealand's strategic plan measures first and foremost the success of what we are trying to achieve: enabling children and youth to thrive. We do this through our *Thrive survey* in Road Map countries, which we trialled with our local partners in 2019. These measures were designed to capture progress on Road Maps, which are plans set by the community through an intensive and documented participatory-planning process. They are, therefore, the issues the community sees as important. Five 'thrive' measures are captured in these countries, in addition to the measures undertaken by our Alliance partners who lead the programmes there, and in Category 3 countries. The first baseline reports arrived in May 2019. (see below in *Progress Achieved* and *Difficulties Encountered* for more discussion on this).

We also track 'mean completion of Road Maps'. In 2019, we grew progress towards the completion of our Road Maps by 5% from a baseline in 2018 of 35%, achieving our target for the year. What this means is that, of all the plans we made with the community, 40% of the work we have determined to do together has been completed. One issue we have found with this as a measure is that our Adaptive Programme Approach is not linear. Therefore the Road Maps (and their budgets) shift as opportunities arise and community priorities realign. With a limited pool of funding available, Local Partners need to determine whether the funding goes to 'this' or 'that' and discuss with us variations from Road Map plans.

We did not quite meet our *distribution percentage* goal (72%), achieving the result of 71.3% of every dollar raised being remitted to our programmes.

See also I2 for Scorecard reporting against Strategic Indicators.

A large body of work has been taking place across the ChildFund Alliance as we prepare for a new strategic plan from 2021. Members across the ChildFund Alliance (from country office to Alliance member and Secretariat staff) are participating in this strategic development, ensuring we are a relevant alliance for all – from country level to global. The ChildFund New Zealand team has been leading the Alliance value proposition component, with members of the team comprising representatives across the Alliance, as well as country offices. The new Alliance strategy will lead to an iterative review of the ChildFund New Zealand strategy in 2021.

### 3. Progress achieved and difficulties encountered against indicators

#### Colour Code Self-Assessment Level 3

As noted above, to assess ChildFund New Zealand’s progress against our strategic goals, we conduct a *Thrive* survey with our Road Map countries. Our in-country teams conducted the first surveys at the beginning of 2019. While the survey used was the same across all four countries, the information gathered was not consistently presented or analysed by each country. For instance, ChildFund Vietnam conducted a thorough proposal (guided by the ChildFund Australia lead office), but ChildFund Sri Lanka, Kenya and Zambia were impacted by a staff change at ChildFund International (their lead Alliance member) and did not receive the same level of support. Due to the intensive work commitments at ChildFund New Zealand over the past five months (the MFAT design work), we also didn’t have the staff capacity to provide the guidance required to ensure consistency. It is not too late to address this in the coming months, but it does mean the data is not available to share at this time (we had expected to share it by August 2019). The exercise did indicate a flaw in our plan to measure annually: some local partners invested considerable time and energy into gathering the information and preparing reports. We are currently reflecting on what value collecting this information annually adds – if it is viable or sustainable. For instance, three-yearly reporting may be more appropriate and likely to provide more reliable measurements.

ChildFund is not only interested in the progress in Road Map countries, but across all our work. However, most other analysis is completed at the project level. ChildFund New Zealand’s Adaptive Approach requires us to be agile – asking at regular check-in points: “What are we trying to do? How should we do it? and, How might we do it better?” Indicators determined during the project design set targets around the results we are seeking. Every new project has a baseline, which (depending on its duration and complexity), is followed by midline and endline surveys.

While baselines/midlines/endlines and other surveys – such as knowledge, attitude, practice (KAP) surveys – provide an insight into progress, in-depth research with project participants, government and other stakeholders rounds-out the story. It is here that we can also dig deeper to learn people’s thoughts and feelings about our work – of which a positive perception is critical. For example in Kiribati, *Positive Places to Live* is a two-phase project with each phase running for two years, designed to trial a multi-sectoral, holistic development model to bring about behaviour change through proactive household planning to improve physical, social and economic health at individual, household and community levels. After a period of 18 months, a midline KAP survey was conducted to indicate if the desired understanding and behaviour change the project aimed for was actually occurring.

The KAP survey revealed that aspects of ChildFund’s activities at community and household level were providing good results, particularly in relation to knowledge, attitudes and practice around disaster preparedness. In other areas (budgeting, food safety, handwashing after defecation, and rubbish disposal), results were also more positive at midline – however not positive enough for ChildFund to consider moving away from the households. While the thinking in the design phase was to replicate the lessons from Phase One in another location, the findings of the evaluation revealed that it was premature to move to another location.

ChildFund also wanted to learn people’s perception of the project, and so we engaged an i-Kiribati consultant to meet with the community to learn how they felt the project was performing. The researcher was able to draw out some important recommendations from people involved in the Positive Places to Live Project, and also from government and other stakeholders – for instance, increasing the involvement of local authorities in motivating communities to fully participate in ChildFund’s activities.

In other countries, ChildFund New Zealand measures against the results frameworks developed for individual projects. The completion report for one project – Resilient Livelihoods – working with 1,400 households in Vietnam, was completed in December 2019. On the outcome 1: *Food security is improved*, we reported that 76% of households now regularly eat three meals a day, and 24% have three meals a day with irregular

breakfast, against a baseline of 36%. On Outcome 2: *Household income is increased*, we were pleased to find 80% of households participating in the Activity increased their annual incomes.

#### 4. Significant events or changes relevant to governance and accountability

##### Colour Code Self-Assessment Level 3

New agreements were signed with our two main ChildFund Alliance partners, ChildFund Australia and ChildFund International, in 2019. In line with the Road Map approach, we are now striving to meet financial targets for partner communities, as opposed to 'number of sponsored children'. This allows the local partners (community-based organisations and country offices) to plan better and for there to be more transparency around how the funds are being spent towards Road Map delivery (and to track our Mean Completion of Road Maps strategic targets).

A major due diligence assessment was conducted on ChildFund New Zealand by BDO for New Zealand's Ministry of Foreign Affairs and Trade (MFAT) in May-July of 2019, including in-person document and system reviews. MFAT have changed their partnership model with New Zealand NGOs, opting for a model where they partner with just a few selected NGOs for five-year funding agreements. ChildFund was chosen as one of three pilot NGOs to be involved in this process. The pre-approval process (assessing whether a partnership would proceed) proved to be a time-consuming activity: 475 hours of staff time went into the Negotiated Partnerships process up until the end of August 2019 – and we added many more additional hours after we were accepted as partners, and went on to design the programme with our local partners.

BDO assessed ChildFund across 21 criteria, ChildFund received a 'low risk' rating in 14 categories, and 'minor risk' category in seven areas. The assessment scale included five risk levels: low, minor, moderate, high and very high. One outcome of the assessment was the development of a Humanitarian Policy.

ChildFund New Zealand's Board met nine times in 2019. Three new Board members and an Executive Committee member were recruited with a goal of introducing greater diversity to the Board structure. Our Board members' profiles can be read here <https://www.childfund.org.nz/board>.

### B. Positive results are sustained

#### 1. Sustainability of work beyond the project cycle

##### Colour Code Self-Assessment Level 3

In our Road Map countries where we have a long history with local partners and the community (often over 10 years), ChildFund New Zealand has developed 10-year plans that work towards easing ChildFund's support from the community. These programme plans incorporate multiple projects and are holistic and layered. The engagement of the local partner and community is key to developing and implementing the plans. These plans can be found here <https://www.childfund.org.nz/news-and-stories/mapping-the-road-ahead>

In Kiribati we have been building the foundation for a Road Map approach. This involves supporting ChildFund Kiribati to build the community's and local authority's trust in them. Our work in Kiribati is largely behaviour-change related, and involves a household approach and working with out-of-school youth, as well as with the local training institution and Council. We commissioned an external review of the programme this year, which indicated that we should continue and strengthen the path we're on and engage the Council more fully. This was followed by discussions at a full Council meeting, after which ChildFund was invited to become a standing member of the relevant coordination committees. This will lead to increased participation, coordination and sustainability.

Our work in Solomon Islands is still developing, and our approach there has been to say: what local organisations have a plan we can support that fits our ambition for children to thrive? We sought an organisation with their own passion and vision that we could reinforce. The Honiara City Council Youth division had, for nine years, harboured a plan to provide counselling services to youth. We linked them with

technical expertise, and built a project that is currently seeing ChildFund New Zealand support training for 18 youth workers and four counsellors, as well as two support staff to provide oversight and administration. Resources for the youth workers are being developed, a support structure is in place, the venue is being built, and a five year funding plan is underway. The development of a sustainability plan is part of the project.

Prior to the commitment of any project, ChildFund New Zealand's Programme Team use an assessment process to review the proposal. We use a format that assesses Sustainability, Appropriateness, Feasibility and Empowerment (see D2). Where projects intersect with ChildFund Australia's work or programme countries, we conduct a shared Programme Quality Review assessment where sustainability is always a primary review-point.

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.

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

### Colour Code Self-Assessment Level 3

This has been an important learning year for ChildFund New Zealand because of three key shifts in the way we operate and behave.

The first significant learning was with ChildFund Australia as we sought to grow our work in the Pacific. ChildFund New Zealand and ChildFund Australia have been strong Alliance partners for many years, with ChildFund New Zealand supporting work in Vietnam, Timor-Leste and Papua New Guinea. Four years ago, a decision was made to expand our reach in the Pacific. As a result, we signed a Pacific Collaboration agreement that gave ChildFund Australia oversight of Papua New Guinea, and ChildFund New Zealand oversight of Kiribati. We agreed that programmes in other Pacific islands would be developed collaboratively. Consultants were brought in initially to guide the relationship, and since then there has been a strong collegial desire to move forward together. To this end, we held a planning meeting in May in Sydney, and another in September. ChildFund New Zealand also attended their Partnership and Programme workshop in December. As noted previously, we adopted a common monitoring, evaluation, research and learning framework. We are now looking at ways to record data that can be aggregated across our work. In addition, as noted in B1, we agreed to peer review each other's project designs via a Project Quality Review Committee. The lesson: Draw on each other's strengths.

The second key learning in the past year has been our relationship with the Ministry of Foreign Affairs and Trade, MFAT. MFAT developed a new way of working with NGOs based on partnership and adaptive programming. To enter into this partnership, ChildFund had to prove capability of managing programmes. Capability mapping involved demonstrating: **a full design / appraisal cycle** – clearly demonstrating our approach to contextual analysis and how this informs design, and how appraisal systems are used to provide further quality assurance on areas of good development practice; **Working Programmatically** including how we think programmatically; **Partner Engagement**, particularly our approach and system for engagement with local partner NGOs/ CSOs; **Monitoring, Evaluation and Learning**: How we capture, institutionalise and share our learning; and **Humanitarian Response** highlighting how we respond to disaster and humanitarian emergencies. We were found to have particular strengths in the Working Programmatically and Partnerships domains. Particular strengths included our openness to adopting new approaches (e.g. Asset-Based Community Development approach); Demonstrated commitment to working 'programmatically', working within networks and alliances to influence decision makers, in alignment with the SDGs (e.g. Advocacy Strategy, Kiribati Country Strategy, Child Protection Approach); growing understanding of and commitment to localisation, feedback loops from partners and holistic and deep engagement with communities; and active engagement of partners in data collection toward higher level indicators and outcomes.

There were some areas where we were encouraged to learn more. These included in 'gender', ensuring our critical thinking tools allowed for programme thinking, and consideration for how we utilise and/or adapt existing processes for assessing partner and systems capacity to determine what might be required to transition to a programmatic approach. Other recommendations included ensuring clear process for ChildFund New Zealand to document and respond to assessed strengths and weaknesses of in-country partners, and utilising existing organisational capacity strengthening approaches in all contexts. We built on these recommendations as we developed our programme designs. For instance, all projects (six) as part of the IMPACT programme incorporated a full contextual and gender analysis. The lesson:

The third key area of learning was in establishing Impact Investment. ChildFund New Zealand is moving closer to implementing what we refer to internally as Mode Two: a focus on identifying and raising new forms of philanthropic funding, and the identification of new models of delivery of impact to our communities beyond our existing business mix. Mode Two is a continuum of change, from the identification of the future of philanthropy, devising plans to be relevant in this new world, and applying funds to existing and new forms of impact. Over the year, we formed an Impact Investment Working Group comprising Board Members, Management and Staff. The role of the Working Group is to consider, evaluate and provide input into the strategic and business plans developed by Management to progress an impact investing pilot (which is to support a moringa chain in Emali, Kenya). As we work through this first project, we are learning significantly from the advisors we have been privileged to access. This includes legal advisors, business advisors and potential investors.

## **2) How learning is systematised**

Learning at ChildFund New Zealand is systematised:

- Through the Project Quality Review Committee assessments, which include technical advisors who have the expertise and experience to quality-check projects, and the community development specialists who view projects through the lens of participation, protection and partnership. (This year: Timor-Leste, PNG, Solomon Islands, Vietnam)
- Through post-project reviews. We have formalised end-of-project reflections, but are introducing Adaptive Programme Reflection sessions as an annual activity with projects.
- Through baseline, midline and endline surveys and other, often qualitative research to investigate the perception of ChildFund's work and relationships. (This year: Kiribati, Papua New Guinea, Vietnam)
- Through field visits and the formal trip reports, which provide a critical analysis of lessons learned. (This year: Kiribati, Solomon Islands, PNG, Kenya, Zambia, Timor-Leste, Sri Lanka).

## **3) Are there regular evaluations and reflections on learnings?**

There are regular sessions to gather Lessons Learned, as noted above. ChildFund New Zealand also participated in the ChildFund Alliance Programme Committee meeting and ChildFund Australia's Strategy, Program Development and Sport for Development Program Summit. This is an annual event and due to our strong connections with ChildFund Australia and many of their local partners, ChildFund New Zealand is invited as a participant. This year, ChildFund New Zealand presented on climate change and the impact of this issue on future strategy. During these meetings, the typical format is pre-reading, presentation, discussions and action-planning.

## 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 is well-embedded in the NGO sector in New Zealand. This includes having a Board member on the Council for International Development; staff involved in CID's Humanitarian Network; and a representative on the biennial NZ sector-wide DevNet Conference Committee. We are also actively involved in the Joining Forces advocacy initiative with other NGOs – the Pacific branch of which we helped establish in 2018.

ChildFund New Zealand staff also play an active role globally within the ChildFund Alliance. For instance, the ChildFund Alliance is in the process of developing a new Strategic Plan. ChildFund New Zealand's CEO has led the working group on the ChildFund Alliance Value Proposition which has involved coordinating across the world to elicit feedback from many different stakeholders, using tools like Survey Monkey to canvas opinions and feedback. There is broad recognition by member stakeholders that the strategic planning process has been inclusive and consultative.

ChildFund staff are also active participants in ChildFund Alliance task forces and working groups, including the Child Protection in Emergency and DRR Taskforce (which a ChildFund New Zealand representative chairs); the Advocacy Task Force, the Alliance Programme Committee and the Communications and Marketing Committee.

### 2. Evidence that expertise is recognised and welcomed by peers, partners and other stakeholders.

#### Colour Code Self-Assessment Level 3

Evidence that ChildFund New Zealand's expertise is valued includes being appointed as one of the three pilot agencies for the new MFAT Negotiated Partnership funding model. The ChildFund New Zealand application was hailed as being of good quality and we were asked by MFAT if we would mind sharing it with other NGOs to use as a guide. ChildFund willingly shared their application with other INGOs such as Save the Children, World Vision and Oxfam.

Within ChildFund New Zealand's own programmes, we have developed a Handbook on our *Road Mapping* approach. The Road Map Handbook, written by us but providing information contributed by our local partners, is available to give other community-based organisations, NGOs and iNGOs a methodology to strategise and plan projects together, over a long-term. See: <https://media.childfund.org.nz/files/Childfund-Road-Mapping-Handbook.pdf>

As noted in our last report, we have seen our local partners use the Road Maps we have created with them to strengthen their own organisations, leveraging the planning and documentation to seek grants from other donors. Our ChildFund Alliance partner Barnfonden has also used ChildFund New Zealand's Road Map Handbook to guide their work in two of their dedicated communities.

In May 2019 the ChildFund Alliance formally adopted a Gender Position Paper, which provided guidance to ChildFund Alliance members on gender. This paper specifies ChildFund's position on gender equality and defines how members' commitment to support gender equality will be put into action. It also promotes and supports the design and implementation of gender-specific and gender-integrated actions and learning. ChildFund New Zealand staff were key authors of this paper. The position statement can be found here: <https://childfundalliance.org/resources/publications/175-resources/3015-childfund-alliance-gender-equality-position-paper>

During the year, ChildFund New Zealand developed this into a Gender Process as part of the Cross Cutting Issues Reference Guide and our Adaptive Programme Approach. All the local partner offices we work closely with were asked to provide an update relating to Board, staff, policies and programming related to their approach to gender. This Cross Cutting issues paper also asks a range of questions to ensure participation of the most vulnerable and to assess the local partner's approach to child safeguarding issues, disability inclusion and protection of the environment.

An Adaptive Programme review tool will be used during programme visits to monitor, course-correct and learn. It will also be used in annual Reflection Meetings with our partners or with the Programme Quality Review Committee. As well, all new project designs (involving five countries) included a gender contextual analysis. This included using an external consultant in Kiribati. The findings from these gender contextual analyses (incorporating root causes and a deep contextual analysis, including with regard to culture, age, power relationships etc) guided project design and will be further used to guide implementation, monitoring and learning. 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.

Projects are monitored using gender disaggregated data and recording people with and without disability

### 3. Practising inclusiveness and protecting human rights, including women's rights and gender equality.

#### Colour Code Self-Assessment Level 3

Further to the descriptions above, 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 20 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. A staff training planned for this year in disability in the workforce was cancelled by the delivery organisation. It will be rescheduled for 2020.

ChildFund New Zealand's CEO also attended a Diversity Works Workshop on the Foundations of Bi-cultural Organisations, looking at how to create an environment that encourages all employees to explore the Māori world view. ChildFund has based its new partnership with the New Zealand government on the values that were negotiated together. These are stated, right.

#### ChildFund and MFAT shared values

**Aroha:** We commit to being kind and present with one another as partners; to being fully-engaged and understanding each other's perspective.

**Manaakitanga:** We recognise the value and importance of those we work with; respecting one another and behaving in ways that are mana-enhancing; respecting timelines and constraints. We are committed to 'no surprises'.

**Whakamatemate:** We are receptive to curiosity; are ready to ask and be asked questions without judgement; to make space for reflection where all can contribute; and ready to adopt a learning attitude.

**Rangatiratanga:** We commit to listening to local voices including children and youth; to respecting each partner's mandate; and respecting the rangatiratanga of each individual.

**Māia:** We will seek to be courageous; create a safe space for the provision of frank and constructive feedback where individuals will be willing and able to speak their truth. We commit to doing the right thing.

**Kaitiakitanga:** We will take a long-term view of the interests of future generations. We commit to ensuring our actions do no harm and to sustainable development.

**Whanaungatanga:** We commit to achieving shared goals, leveraging each other's diverse skills and resources and to a commitment to consultation and collaboration.

**Rangapū:** We commit to being honest and open; to ensure balance in the power dynamic; and commit to building trust.

**Kawakawe:** We aspire to have impact.

## 4. Minimising negative impacts on stakeholders

### Colour Code Self-Assessment Level 3

ChildFund mitigates negative impacts on stakeholders through analysis (good due diligence, contextual/risk analyses, careful design and SAFE questioning of projects); communication (which needs to be both formal and friendly at times); and strong monitoring and evaluation processes that include shared reflections.

We also have clear child safeguarding and PSEAH policies, processes and systems from within our New Zealand operations, through to local partner level. Child Safeguarding and PSEAH is a standing item in each Board report. Every set of Board Papers presents the training updates and onboardings given to all people in the previous month for scrutiny.

ChildFund New Zealand checks that our Alliance partners conduct regular safeguarding and PSEAH risk assessments and reviews (see, for instance, ChildFund Australia's Accountability Report). In Kiribati, the only country where ChildFund New Zealand oversees a country office, a risk analysis has been conducted, staff trained and processes put in place. ChildFund New Zealand and ChildFund Kiribati have a Child Safeguarding Policy and Procedures, Prevention of Sexual Exploitation and Harassment Policy and Procedures, and a Whistle-Blowing Policy and Complaints Handling Policy.

## 5. Protecting those susceptible to harassment, abuse, exploitation and unacceptable conduct.

### Colour Code Self-Assessment Level 3

Other ways in which ChildFund New Zealand minimises negative impact on stakeholders – particularly children and the most vulnerable – is through our strong process surrounding sponsor visits. At the New Zealand end, we ensure all staff, volunteers, contractors and visitors are safety checked (staff are systematically re-vetted every two years). This year, a change in police vetting authorisation occurred, and NGOs can only ask for Ministry of Justice checks on staff, volunteers, contractors and visitors. ChildFund New Zealand pushed back on this, took it to MFAT, and brought in the Council for International Development. It has now been escalated as a sector issue. The difference between a Ministry of Justice Criminal Record Check and Police Vetting is that the criminal record check only covers convictions. Police Vetting can also include information on any contact the person has had with police – meaning it also covers charges that haven't gone to court yet, overseas convictions, Police Diversions, or charges in the Youth Court. It is a concern to us, given our commitment to the children we work with, that we no longer have access to the more comprehensive Police Vetting Service.

As well as criminal vetting, ChildFund also ensures all who work for ChildFund – staff, volunteers, contractors, as well as the donors and supporters visiting children – sign our Code of Conduct. These Codes clearly set out the expectations of behaviour. Training is given to all staff at onboarding, and to all contractors and volunteers who are entering a community (we aim for at least two top-up trainings per year – July and April).

In addition to the above, all referees of employees are questioned concerning their knowledge of the candidate's suitability for positions, including any awareness of abuse

The other key way we minimise negative impact on stakeholders is through our localisation approach. For instance, 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. 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.

Our complaints mechanism is friendly and easy to access. See here for our [Child Safeguarding Policy](#), [Whistleblowing Policy](#) and [Complaints-Handling Process](#).

## 6. 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 *SAFE* approach *and* cross-cutting tool ensures all new projects are viewed through an environmental lens, which helps us to design, implement and monitor projects to avoid negative environmental impact.

One of the major focus areas of our work over the next five years under the MFAT Negotiated Partnership submission will be Disaster Risk Reduction. This acknowledges that environment and climate change are root causes of poverty, and can be a cause of a raft of other social problems such as human trafficking, early marriage, child labour and conflict. We have begun working with other ChildFund Alliance members to link these issues. ChildFund New Zealand has written a position paper and presented at a conference to other Alliance members on Climate Change and its link with child and gender-based violence, to grow understandings about the link between these issues.

ChildFund New Zealand projects in Kenya have continued to plant trees as both an income strategy, plus we use this as part of our carbon offsetting plan.

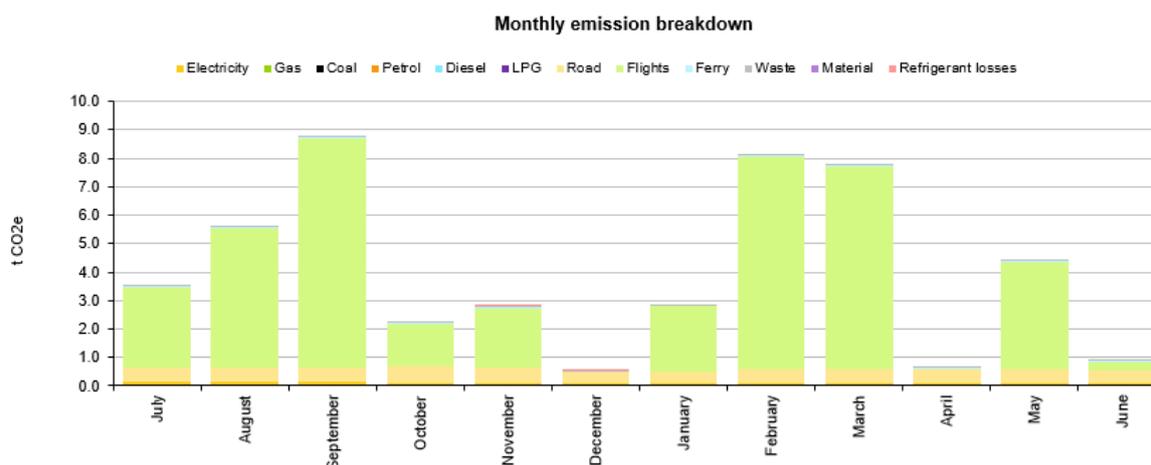
In addition, our funding helped a local partner to set up a Moringa nursery at a local primary school in Kenya with over 500 trees seedlings. These will be distributed to households in April 2020. ChildFund New Zealand will continue to plant trees, but as well as planting in our programme countries, we will also investigate a planting plan for within New Zealand.

In our office, we recycle, have a Bikashi bucket for all food waste, and replaced all heaters with more efficient heaters. In 2020 we will be moving to a shared office space where there is a strong environmental philosophy.

CO2 Source	FY18	FY19
Electricity	2.35	1.42
Local Transport	6.54	6.35
Flights	80.23	40.24
Waste	0.62	0.39
<b>Total Emission</b> ( <i>includes others sources of transmission as well</i> )	<b>90.03</b>	<b>48.51</b>

**Figure 1: FY18 vs FY19 Comparison (All units in tCO2)**

In FY18, we emitted a total of 90.03 tCO2 and flights (80.23 tCO2) accounted for around 89% of the emission. In FY19, we were able to substantially reduce CO2 emissions through flights by almost 50% (49.8 to 1.d.p), which comes to 40.24 tCO2 only. Also, in FY19 we emitted a total of 48.51 tCO2 which is a 46% reduction in total emission. **Figure 1** above shows the comparison of carbon emission sources between FY18 and FY19. You can also see the monthly emission breakdown in **Figure 2** below.



**Figure 2: FY19 Monthly Emission Breakdown**

We plan to compensate for our carbon emissions by planting 1,000 Moringa trees (over the reporting period, we planted 300 Moringa trees and 200 Leucaenae trees).

. **Figure 3**, below, shows the end result of a scenario based on the following assumptions:

- It takes 1 year for Moringa trees to mature and start absorbing CO2
- A mature Moringa tree (i.e. 1 year old tree) absorbs 0.08 tCO2 in a year
- Our tCO2 emission remains same for following years

Year	Cumulative CO2 Emission (In tCO2)	Cumulative Moringa Tree Absorption	Net tCO2 Balance
FY19	48.51	0	48.51
FY20	97.02	80	17.02
FY21	145.53	160	-14.47
FY22	194.04	240	-45.96

**Figure 3: Effect of planting 1000 Moringa Trees In FY19**

**Figure 3** shows that if we plant 1,000 Moringa Trees by FY19 (which we have already achieved in 2018-19), at the end of FY21, we will have a positive tCO2 balance, i.e. we'll have absorbed more CO2 from the environment than we generate.

## Stakeholder Involvement (Cluster B)

### D. Key stakeholders are identified with great care

#### 1. Stakeholders and how they are identified

Colour Code Self-Assessment Level 3

As explained in our 2018 report, our priority stakeholders are the children and families we work for and with. We have a long-term relationship with them and the local partner who is the on-the-ground community connection and implementor. For most of our partnerships, identifying the community was done many years ago by ChildFund International and ChildFund Australia, where they sought to work with the most deprived, excluded and vulnerable. Their Accountable Now reports will identify how they do/did this. Our work with these ChildFund Alliance partners is guided by formal agreements.

In the Pacific region, ChildFund New Zealand has worked collaboratively with Pacific consultants, ChildFund Australia, local and central governments, and other civil society actors working in the country to identify where, what and who ChildFund New Zealand should be supporting. This has included looking at the broader system, investigating gaps and identifying opportunities to collaborate and support existing work. For instance, our situational analysis in Solomon Islands identified that the Honiara City Council's Women, Youth and Sports Division had long-wanted to establish a counselling service. We were able to map out opportunities to bring that to fruition, including using two institutions to provide training to 22 youth worker/counselling students, linking with the New Zealand scholarships programme to train a further two, and supporting this with a culturally-sensitive clinical psychologist who had been involved in Council-run programmes in New Zealand to provide technical oversight. A due diligence process was conducted as part of this process. We identified some gaps and have allocated resources to allow the local partner to improve their systems and processes, with our support.

As we have progressed through the Negotiated Programme Partnership process with the New Zealand government, we have met to discuss partnership (facilitated by a Partnership specialist). We developed a Partnering Arrangement that articulates our shared vision and values, which is: "Through leveraging our respective strengths and resources, and listening to local voices, we aspire to protect, empower and increase the resilience of children, youth and communities in the Pacific and South East Asia, better equipping them to shape safer and more prosperous futures." We have also taken this vision to our work with other INGOs – particularly as we work together to design a programme approach. For instance, we have teamed with Save the Children and World Vision New Zealand to share a common outcome around child protection. This involved jointly commissioning a local consultant in Solomon Islands to recommend projects that each of us will manage independently, as well as where we can integrate to support and build each others' efforts.

## 2. Reaching out to those impacted

### Colour Code Self-Assessment Level 3

We are confident that where our ChildFund Alliance partners are managing programmes, they have strong consultation, gender and inclusion practices. We often participate in their outreach work. For instance, we have joined consultations with ChildFund Australia in Timor-Leste and Papua New Guinea this year. Both occasions were to design new projects, and there was broad consultation with youth (who they projects were aimed at), other NGOs and authorities. There was a conscious practice around gender and inclusion – ensuring young women/men could be consulted separately, identifying minority communities and seeking their input, consulting with disability services etc. In Timor-Leste, ChildFund also hosted a workshop inviting NGOs/CBOs and government working in the youth lifeskills space. This was a valuable sharing of what each other's organisation is doing. A discussion followed, the result of which were recommendations for increased collaboration on curriculum development. ChildFund was then able to build a curriculum review involving other stakeholders into the project design. The project design meeting included participants from youth groups, and their ideas and feedback led to some critical changes in the project design.

In Kiribati, we commissioned an external consultant to talk with project participants. Using our *SAFE* framework, we sought to understand:

- *Sustainability*: the likelihood of lasting benefits and outcomes from the programme;
- *Appropriateness*: is the programme tackling the problem(s) in the right way? Are we doing the right thing, for this place at this time?
- *Feasibility*: are we doing a good job with the resources available?
- *Empowering*: is the programme reaching the right people, and are we building their inclusion, voice and agency?

The consultant was i-Kiribati and could converse with people in their local language. She conducted focus groups with youth and community members, and had meetings with government departments and NGOs.

Recommendations were discussed and an action plan developed to address findings. In this way, we were able to triangulate messaging we had received through case studies and also via informal avenues, such as Facebook.

### **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 4**

This has been addressed in D2, above. A good example of how we maximise coordination with others in the same sectoral and geographic space is our work in Solomon Islands. In January to March, ChildFund and two other child-focussed agencies (Save the Children and World Vision New Zealand) commissioned a consultant to investigate Child Protection possibilities for ChildFund, Save the Children and World Vision was asked to align with the framework of the donor, INSPIRE strategies, Solomon Island Government priorities in this area, and an agreed ToC between Australia and New Zealand NGOs working on ending violence against children. Further, the consultant had to take into account the various technical approaches of the individual organisations and their in-country strengths. This research was then to be developed into a programme comprising complementary projects. All three agencies intended to collectively work with Solomon Islands stakeholders at a workshop to develop designs in March, but this has been disrupted by COVID-19.

Within New Zealand, ChildFund is a member of the CID Humanitarian Network. Within the Alliance ChildFund New Zealand is a member of the Child Protection in Emergencies/Disaster Risk Reduction Task Force. In Kiribati, ChildFund works in close collaboration with WHO, the Office of the President, Ministry of Health, UNICEF and Red Cross to coordinate activities during times of crisis. Weekly Sit Reps are a means of ensuring communication is consistent and clear.

## **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 4**

Because this report does not cover a full year, please refer to last year's response where the stakeholder survey was explained. The next stakeholder survey is due in April 2020.

ChildFund New Zealand takes the stakeholder voice very seriously. Consultation is key in our programmes and there is evidence throughout this report of us seeking advice from the community at each stage of a project's lifecycle, and in the programme we manage in Kiribati.

As noted in E2, we took recommendations from the consultant review in Kiribati, reflected on them in a formal meeting, and prepared an action plan in response. For instance, in Kiribati one of the findings relating to community trust in ChildFund recommended: To maintain community/household trust, ChildFund should be prepared to find the answers from the relevant institutions and follow-up and inform people who requested additional information. In response to this, it was acknowledged that ChildFund staff would not know the answers to all the queries coming from households. However, we should develop a systematic and consistent follow-up response process. This would include, for instance, include developing a referral register, so our community facilitators could tell people where they could go to get the information sought. Another recommendation was in relation to culture and identity, was: there is a strong interest amongst participants in the youth *maroro* for ChildFund future programme to include Kiribati dance and sport in its future programme. These cultural activities will contribute to capacity building amongst youth in their cultural identity and wellbeing. In response, ChildFund identified opportunities within the Youth Learning Programme to strengthen cultural awareness and understanding. They undertook to consult with the Cultural Division at the Ministry of Internal Affairs to progress a response.

Stakeholders includes our supporters. We have had a number of recent incidents in New Zealand that have shaken our supporters – many of whom are elderly. In the past year as a country we have been through a terrorist attack, a volcanic eruption and a pandemic (and consequent economic downturn). The country is in shock and sponsorship cancellation has been high – even outside of those issues caused by the change in our IT system. Throughout this we have been very conscious of the tone of our messaging and availability of staff. We have offered sponsors payment holidays rather than cancel sponsorship altogether – a situation that reduces some of our supporters to tears. Our donor care team has been fantastic in their caring of our supporters and this is clear in the positive feedback received and the lower rate of cancellations than we anticipated. We are often receiving messages from donors which are shared across the organisation, such as: “How kind of you to reach out”, and “Many thanks for the email, it is much appreciated. Let’s all be kind to each other and be strong and safe. Kia kaha.”

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

### Colour Code Self-Assessment Level 3

The last Accountable Now report (under E2) provides a thorough demonstration of how ChildFund New Zealand engages with stakeholders in activities and decisions from beginning to end. In the time period of this report, another good example of how stakeholders engage is the design of a new project in Timor-Leste.

ChildFund New Zealand programme staff, the Social and Emotional Technical Advisor from our ChildFund Alliance partner ChildFund Australia, the ChildFund Timor-Leste office, and staff from local delivery partner Ba Futuru all participated in consultations. One set of consultations was with current participants in a youth social and emotional wellbeing project to glean lessons learned. Another set of consultations was to scope a new area and was focussed on a mapping and contextual analysis, and engaging with youth around issues and opportunities in that community. When it came to discussing findings and designing the new project, youth representatives participated in the day. Prior to a project start-up, further consultations will be required.

This approach is common in ChildFund programmes, and is consistent with recommendations in the ChildFund Alliance Programme Standards. The Standards promote inclusion with the most vulnerable and excluded members of a community, such as women, children, and minority groups.

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

### Colour Code Self-Assessment Level 3

Knowing how an organisation, its people and its work is perceived is important to a programme’s success. Development organisations who are perceived to be genuinely working with the people and for the people are likely to have greater success because the people want to be associated with them and work together with them.

In Kiribati, as noted, an independent reviewer was commissioned to investigate ChildFund’s work in its dedicated programme area of Betio. Participants were asked to write their own views about what they know about ChildFund’s programme and the value of its approach in supporting the wellbeing of young people. There was a consensus amongst participants of both group *maroro* sessions that the ChildFund programme targets the main problems currently affecting children and youth in Betio. This is epitomised in this comment: *Eti, bwa ibukina te tabo ae mwaiti kaina ao riki ataein te roronrikirake ao eang aika akea te bwai ae a karaoia.* (English: The programme targets the right place with a high population density and especially with young people who have nothing to do.)

Community leaders in Kiribati told the ChildFund independent researcher investigating how programmes are perceived that “What ... makes ChildFund staff unique is that they do not only talk, but also walk the talk.”

At another level, some stakeholders claimed that ChildFund is duplicating other agencies’ roles. This contradicted what the researcher was being told by young people and community leaders/members (the

participants in the project). The Researcher's view was that these comments were more around territory than how the programme has impacted on the lives of the people in Betio and added that, in general there was strong interest from the present government and mayors to extend the programme. ChildFund did not take this message lightly, however, and resolved to investigate further. ChildFund Kiribati is a member of several sector-based advisory and coordination groups in Kiribati and actively strives for non-duplication.

At donor level, ChildFund underwent an extensive review by MFAT this past year. At many different junctures, MFAT provided feedback to ChildFund. This led us, for instance, to revise our system for reviewing local partners, to ensure that where we were not directly managing the country we were cross-checking our ChildFund Alliance partners' processes.

ChildFund New Zealand has a Complaints and Feedback Policy and directs people to our website to make complaints <https://www.childfund.org.nz/code-of-conduct>. This year we did not receive any complaints utilising this channel from the participants in our programmes, or our local partners.

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

Colour Code Self-Assessment Level 3

ChildFund had planned to hold a New Zealand Partner Workshop in 2020 involving all our Road Map countries' county office representatives and local partner staff, at which we had planned to develop a Capability Framework with these partners. A number of issues thwarted these plans, including the change of funding model which the government announced during the course of the year. This diverted all our attention to developing a multi-country, five-year funding approach. The good thing about this, is that MFAT's programme approach incorporates funding for capacity building and institutional strengthening. As ChildFund expands its work in the Pacific, we have made a choice to promote localisation. ChildFund New Zealand defines localisation as the *rangatiratanga* (self-determination) of local organisations and government: their plans; their way. In the same light we define capacity building as the continuous process required to foster pride and appropriate local leadership that allows communities, through their members, to take responsibility for their own development. Through our experience and that of others, we know that communities and the groups and institutions within them vary tremendously in capacity. Capacity is gained in degrees, sometimes slowly, other times rapidly. Over the next year, we have committed to basing our Pacific Programme Manager in Solomon Islands, hosted by a local partner, to support arrangements concerning due diligence policies and procedures necessary to meet due diligence requirements. This has been welcomed by our local partner: "It will be a huge bonus... having you with us for the start of the project."

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

#### **1. Identifying the root causes of problems**

Colour Code Self-Assessment Level 4

ChildFund New Zealand's theory of change recognises the necessity of empowering the people it works for and with to use their agency and voice to advocate themselves for change. This is at micro (household and community), meso (national) and macro (global) levels. A micro example is the work ChildFund New Zealand funds in Timor-Leste supporting Youth Changemakers. The Changemakers identify issues within their community (such as early marriage) and stage dramas within the community to advocate for change. In the words of one village chief interviewed by ChildFund: "They performed theatre to all the community and it reflected family life. After they watched the [community members] talked to each other. What they see and hear they take home. They say to their children at home, 'We have been watching a theatre and we witnessed men hitting women and children. We don't do this'." This gives them the opportunity to talk as a family about issues that normally don't get discussed. Supporting ChildFund Alliance Child Friendly Accountability work is another way we can support change at the micro level <https://childfundalliance.org/our-work/strategic-priorities/child-friendly-accountability>.

At meso level, root causes are identified firstly through research. For instance, ChildFund supported a major research project in the Pacific (led by several Australian agencies) to investigate the amount of money governments were investing in ODA, on the issue of ending violence against children. This information was produced as a report [Unseen, Unsafe: The Underinvestment in Ending Violence Against Children in the Pacific and Timor-Leste](#). ChildFund New Zealand joined with Save the Children and World Vision in New Zealand to advocate with the New Zealand Government through presentations to MFAT, visits to the relevant Minister and through the media. Meso level initiatives within a country include systems strengthening, and we support initiatives such as child protection systems strengthening through facilitating trainings (using technical expertise situated with our Alliance partner, ChildFund Australia). For instance, in Kiribati we supported training on child protection. Thirteen out of fourteen training participants reported a 2 to 6 times increase in Child Protection technical knowledge in the evaluation. While many countries have laws in place to protect children, these laws are not always implemented, or services are appropriately funded to give support to women and children. In Papua New Guinea, we are providing support to Provincial Gender-based Violence Secretariats who are monitoring and coordinating GBV activities within the province.

At macro level, ChildFund New Zealand is active on the Advocacy Taskforce of the ChildFund Alliance where we contribute to work that focuses mainly on SDG 16.2: Ending violence against children. Work here is largely focused at the UN and EU levels <https://childfundalliance.org/free-from-violence/advocacy>.

In addition to the work above, more than 5,000 children in the communities where ChildFund works participated in a survey which focused on the issue of preventing violence against children. This research informed a global report which was released in September, 2019, called *Small Voices Big Dreams*. This report provided a valuable tool for ChildFund to advocate for increased protection for children from violence and was disseminated in all countries where ChildFund works. The 2019 *Small Voices, Big Dreams* report can be viewed at [www.smallvoicesbigdreams.org](http://www.smallvoicesbigdreams.org).

ChildFund also collaborated with 12 New Zealand development agencies to participate in #NZisWatching, an advocacy campaign focused on the innocent victims of the Syrian conflict. It was about sending a message to the world: The people of Syria are NOT forgotten; New Zealand will NOT stand idly by as girls and boys, men and women, are deliberately targeted in this conflict; New Zealand will NOT neglect the most vulnerable refugees who have fled to Syria's neighbouring countries, and we WILL continue to provide the support and protection they desperately need. To learn more about the campaign, visit <https://www.cid.org.nz/connect/news/new-zealand-is-watching>.

ChildFund New Zealand has its own advocacy strategy to guide this work. We also participate in setting ChildFund Alliance strategy and annual operational plans.

## 2. How stakeholders support advocacy work and value changes

Colour Code Self-Assessment Level 3

Covered in F1. Participation is key to ensuring that the people we work for support our advocacy work and value the changes. Change requires clear **messaging**, **material** (such as locally-led research), a **mass** swelling of support, and **mettle**, or the spirit and resilience to stand up for change (our four M's of advocacy). This cannot happen without the people we work for and with willingly and enthusiastically driving it.

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

### 1. Availability of information and how transparency is promoted

Colour Code Self-Assessment Level 3

ChildFund New Zealand published its policies and vital statistics about the organisation on its website. Operational Policies [can be found here](#). For New Zealand, our publications are all in English. In Kiribati, we use a mix of i-Kiribati and English, as appropriate.

ChildFund New Zealand publishes audited financial statements and statistics through our [Annual Reports](#), which are available on our website. We do not publish salaries.

Our supporters are regularly updated about our work through *Thrive*, our monthly publication. <https://www.childfund.org.nz/thrive>. This provides people with an update on our work, but also on organisational changes, such as introducing new Board members – or describing Accountable Now.

We also have a section on our website entitled [Where Your Money Goes](#) that outlines what supporters' funds go towards.

Staff in key positions are profiled on the website: <https://www.childfund.org.nz/childfund-staff>

## 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 20 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

ChildFund applies privacy rights and data protection to all user types: Our Donors, our children, our staff, and our partners. We act directly under the NZ Privacy Act 1993, and apply 'in principle' the European GDPR privacy and SC02 security audit frameworks for all of our system and process design decisions. Privacy and data protection depend on two principles: staff and user training and their actions, and the technology and information system strategies.

Staff, contractors, and third-party personnel are vetted before access is granted to any sensitive data or systems. Regular training and reminders is provided to ensure our obligations are well understood. All our data is compartmentalised so people only access the areas that they need to, this is at file access levels, and at a user access level.

Most of our data is held 'in the cloud' with industry proven providers such as Microsoft. However, for all data providers, we apply the test of GDPR compliant and SOC 2 Audited before we consider using a new provider or system.

To ensure transparency and accountability we use a multi-level audit and review process, to ensure no one staff member nor any provider can self-assess.

Quarterly, a full security and Payment Card Industry Data Security Standard (PCI) audit is independently undertaken and the report presented to the ChildFund Board's Risk and Audit Committee for independent review. The Commercial and Information System Director is present to answer or address questions as they arise. This ensures fully transparent governance and oversight within ChildFund. Quarterly we run data audits, PCI scans, user credential reviews, etc. to do our best to ensure the integrity of our privacy and data management. We undertake typical and regular best practices such as regular patching that is required to maintain a PCI level of security compliance.

Annually we contract accredited third-party assessors to review our security, including undertaking penetration attacks, PCI compliance that includes the storage, retrieval and destruction of electronic and physical files.

We understand that security is only as good as our user management policies. All staff, contractors and third parties that may access our data undergo full vetting. All user access is reviewed and accounts/access granted on a need-to basis. We constantly review our cybersecurity policies and tools, with a continuous security upgrade programme in place, such as disabling USB ports, monitoring emails for sensitive data (e.g. credit card details).

#### **4. Largest donors and value of their contribution**

##### **Colour Code Self-Assessment Level 3**

ChildFund New Zealand's largest donor is the New Zealand Aid Programme under the Ministry of Foreign Affairs and Trade (MFAT). In FY2019, ChildFund New Zealand received NZ\$1.4m. This was down on previous years due to the timing of tranches received from MFAT, and also because their contestable funding system changed and much of the year was spent in preparation for the five-year, multi-country programme partnership, which is the new and preferred way of working.

ChildFund also received support from our ChildFund Alliance partners, Barnfonden (NZ\$30k for our agriculture project in Kenya) and ChildFund Australia, who provide both in-kind support and match funding support for projects we work on together in Papua New Guinea.

Over the course of FY19, a number of major donors showed enthusiastic support for projects delivered in partnership with ChildFund New Zealand. All projects were derived from ChildFund's Road Maps – a methodology that has resonated strongly with supporters for its emphasis on local expertise and community-led change. The Road Map approach has been key to reporting ChildFund's work accountably and clearly to stakeholders.

Collectively, five of ChildFund's largest donors sent NZ\$87,055 to fund improved conditions in a maternal clinic and health centre in Luangwa, computers and training for rural students to undertake national exams, and access to clean water via solar-powered reticulation systems. Note that this figure includes donations made through ChildFund's *Gifts that Grow* campaign. From this campaign alone, ChildFund's five largest donors funded NZ\$35,766 in Road Map outputs (e.g. the provision of moringa trees, the repair of an ECD centre) that were put forward by ChildFund's partners in Kenya, Kiribati, Papua New Guinea, Sri Lanka, Timor-Leste, Viet Nam and Zambia.

## **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**

<b>We believe in partnerships</b>	We know it takes a community (and working with others) to create solutions that help children and youth to thrive.
<b>We are high performing</b>	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.
<b>We challenge our boundaries</b>	We are curious and we learn, with an open mind to try bold new things that enhance outcomes for children and youth.
<b>We do the right thing, not the easy thing</b>	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 six people on the leadership team: The CEO, the Chief Financial Officer, Director of Engagement for Impact, Director of Impact for Programmes, Commercial and IS Director and HR Advisor.

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.

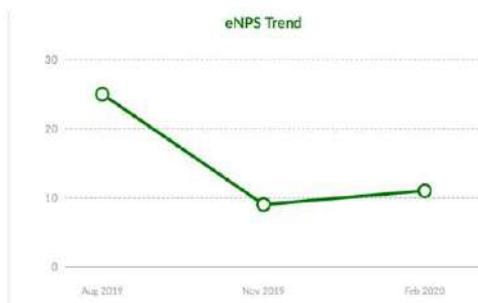
A fair and transparent contestable process is undertaken for appointments, and when possible, we will try to promote from within. All ChildFund New Zealand employees are expected to follow professional conduct, as befitting the workplace, including signing a *Safeguarding Code*. This Code extends to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

- Justice Department Check (replaces 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**

Over the past year, ChildFund New Zealand has adopted eNPS, a method of assessing employee satisfaction based on Net Promoter Score – a feedback analysis that measure how likely staff are to recommend ChildFund New Zealand as a place to work. A score of 10-30 is considered good. We do this survey every three months.



The Bamboo HR system we utilise allows us to create performance objectives and to track the status of the objectives, which are visible to the entire team. Performance assessments are conducted quarterly, and are integrated with peer assessments.

We have been working on a staff development system that identifies the current skill set across the team, including things that are utilized, hidden, or of interest. This will allow us to establish ways to measure particular skills relevant to ChildFund. From the initial assessment, we will create a developmental plan to enhance the team's skills. We'll then use this information to help shape the overall team for the future of how we work. This project will be completed in the forthcoming year. This will be supported by an annual budget allocation for staff training (around NZ\$60,000).

In November the ChildFund New Zealand Board engaged an external consultant to review our health and safety operational practices. Safe365 – an online Health and Safety tool – was used as a framework to conduct the review. The findings suggest that ChildFund New Zealand's strengths are in the level of reporting provided to the Board and positive workforce engagement (mainly for employees travelling overseas) and culture and behaviours. Two key areas for improvement were in the documentation of systems, and in developing a robust emergency response plan. As well as this work, all employees and managers, as well as the Board, will undergo an updated induction process as well as complete training on managing risk.

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. Covid-19 preparedness has tested this system.

See J2 for an update on HR policies.

## 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 works to the ChildFund Alliance Corporate Relations Principles and Guidelines. It includes, for instance, that Childfund will not enter into contractual or strategic relationships with tobacco, gambling or firearms companies. We also have a [Non-Development Activity Policy](#) which commits ChildFund to its status as a non-political, non-religious organization.

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. This includes, for instance, a tool for explaining how Childfund might use images and stories, and a documented permission process. 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.

All appeals are passed through a number of checks, including CEO sign-off, to ensure they are accurate and appropriate. 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.

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

#### Colour Code Self-Assessment Level 3

ChildFund New Zealand has a [Strategic Plan 2017-2027](#). Such a long-term plan acts as a guide, not a blueprint. Some adjustments include the emphasis we are placing on what we call Mode 2 business models. This includes finding new ways of funding and engaging with communities beyond traditional philanthropic

models and exploring new means of delivering impact. Impact Investing falls under Mode 2, and we have been seeking guidance from a raft of specialists experienced in this model to develop an initial pilot.

Progress is continually measured against strategic objectives, but also against Road Map achievements. A new Score-card Reporting System is currently being developed. It will look at how achievements and progress against the Strategic Plan can be better reported to the Board and stakeholders.

ChildFund New Zealand's annual plans and budgets cascade out of the Strategic Plan. 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 takes corruption, bribery and misuse of funds very seriously. We expect our ChildFund Alliance partner to also perform scrupulously in this regard. We have clear Whistleblower policies and when these are activated, the Assurance team of our Alliance partner will investigate in alignment with their policy and procedures. If, upon receiving their report, we require further investigation, we have the right to dig-deeper using external forensic auditors. This situation did come to pass in 2019 in one of our project areas. ChildFund New Zealand immediately notified the donor whose funds were affected, and engaged an external audit firm to conduct a forensic investigation with the full support of the ChildFund Country Office and local partner. As a result, three people were dismissed from their roles with the local partner, and financial processes were immediately reviewed and stepped-up. The donor was fully briefed throughout the process and the losses incurred were made-good. This was a valuable case to test the system, and we were appreciative of the way each partner upheld their role (according to the procedural guidelines) and followed due process.

ChildFund New Zealand has 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](#).

Internally, ChildFund New Zealand 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.

ChildFund's audited financial statements are audited by a reputable firm (KPMG) 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.

ChildFund Kiribati's accounts are prepared locally and reconciled monthly in New Zealand. Over the past year, two trainings have been given to key staff involved in financial control roles.

ChildFund New Zealand performs financial spot checks on our Road Map country partners following a documented process. Our ChildFund Alliance partners provide 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

The membership of ChildFund's Board is governed by the [Childfund New Zealand Constitution](#). Membership is by application.

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. This year, three new directors were recruited with an emphasis on building the diversity of the Board. Members' profiles are publicised on the website <https://www.childfund.org.nz/board>

ChildFund is not a fund-paying membership organisation. It has three members including former Board members 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. ChildFund Kiribati has its own Executive Committee comprising i-Kiribati representatives. The Executive Committee's role is spelt out in the [ChildFund Kiribati constitution](#) under Section 12, and is to:

- ensure integrity and governance of processes of the Executive
- maintain regular dialogue with programme manager (country director)
- advise the programme manager (country director) on future strategic direction
- maintain regular dialogue with programme manager on operational matters
- direct concerns to the Chair, CFNZ Board
- facilitate Executive Committee meetings in accordance with the Constitution
- facilitate communication with key stakeholders for the country director
- provide cultural references and cultural advice on appropriateness of programs
- provide policy advice.

The ChildFund New Zealand Board is represented on the ChildFund Alliance Board. The Chair of the ChildFund New Zealand Board is currently the Chair of ChildFund Alliance.

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

#### Colour Code Self-Assessment Level 2

The Board Appointments & HR Committee are currently working through a review of the following policies:

- Harassment - approved 2019
- Bullying (new) - approved 2019

- Family violence - approved 2019
- Return to Work
- HR policy
- Health & safety management
- Whistleblower

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: the Audit and Risk, and Appointments and HR Committees.

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 Kiribati, ChildFund ensures 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, or subsequently up until the time of publishing this submission.

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

#### Colour Code Self-Assessment Level 3

**EXTERNAL:** As noted above, ChildFund New Zealand's complaints processes can be found [on our website](#), and in our [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, 2018 to 30 June, 2019. In this period 195 complaints were registered, an increase of 85 over those registered in the previous year. On three occasions financial billing issues hit supporters through the year generating over 100 complaints. Almost across the board the number and percentage of complaints in each area have reduced relative to 2017-18 (110). These complaints were all individual donors. No complaints were received from our programmes.

Complaints are recorded in ChildFund's Customer Relationship Management (CRM) tool and reviewed monthly. The four main types of complaints in this period were:

1. Billing system issues contributed to the higher volume of complaints in the 2018-19 year with 107 being received, 55%.
2. Complaints regarding sponsorship, including Child Changes, Child Departures and Child Communications led to 28 complaints, 14%

3. Payment enquiries including incorrect payment set up and timing, 13%
4. Marketing communication dissatisfaction (e.g. number of appeals), 9%

Sponsor status	Billing Issue	Comms	Feedback	Payment Enquiry	Price Upgrade	Privacy	Sponsor ship	Tax cert	Web Order	Gift Cards	Total
Active	85	13	1	21	3	2	19	3	2	4	153
Inactive	22	4	0	4	1	0	9	0	2	0	42
<b>Total</b>	107	17	1	25	4	2	28	3	4	4	195

<b>% complaints</b>	55%	9%	1%	13%	2%	1%	14%	2%	2%	2%
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## 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.

The ChildFund New Zealand Board signs-off on the triennial Code of Conduct due diligence reviews with the New Zealand Council for International Development (CID). 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.

The Executive Committee of ChildFund Kiribati is responsible for engaging with the ChildFund New Zealand Board. The ChildFund New Zealand Board is also the Board for ChildFund Kiribati (see J1).

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

#### Colour Code Self-Assessment Level 3

This report has been compiled by at least seven of the twenty staff members. The others are all aware of the report, read it and provide feedback. The value of reporting is that it causes staff to reflect on their practice and consider it from a compliance and best-practice perspective. Several improvements have come out of this, including: Review of Health & Safety; Review of staff performance measures and staff satisfaction; Update of Constitution; Review of Operational Manual (particularly HR sections); greater emphasis on staff training on issues such as gender, disability and inclusion.

### 3. Accountability report's scope of coverage

#### Colour Code Self-Assessment Level 3

This report was prepared by Childfund New Zealand and reports on the policies, practices and experiences of Childfund New Zealand and Childfund Kiribati, whom we manage.

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