



ChildFund Australia **Accountability Report**

July 2019-June 2020

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Opening Statement

On behalf of ChildFund Australia, I am pleased to share our Accountability Report for 2019-20. Accountability is an essential component of our work with children, their families and communities and core to good development practice.

2020 has been a challenging and extraordinary year across the world. ChildFund Australia continues to be deeply concerned about the consequences of the COVID-19 pandemic and particularly its impact on the vulnerable communities with whom we work. Our programs reacted quickly to on-the-ground realities through awareness raising campaigns, provision of personal protective equipment (PPE) and hygiene materials and supporting relevant National Government Ministries through staff secondments and logistics. Whilst the threat of the pandemic and changing environment presents a host of new challenges for our work, ChildFund Australia's staff and partners remain committed to delivering for children.

Over the reporting period, colleagues across the organisation have also been heavily engaged in preparations for ChildFund Australia's re-accreditation with the Australian Government Department of Foreign Affairs and Trade (DFAT), our largest single donor. This is a rigorous process designed to ensure the Australian government is partnering with INGOs capable of delivering quality development outcomes and that are accountable to their stakeholders. The accreditation process has been a phenomenal opportunity for organisational learning and development. I firmly believe that ChildFund Australia has strengthened its professional practices through this process, particularly our accountability mechanisms linked to local partnerships.

During the last year ChildFund Australia has also undertaken significant work around strategy development. Work on a new Strategic Plan 2020-2024 began in late 2019, with extensive consultation undertaken with the Board, Country Office Leadership Team and Sydney staff through workshops and surveys. However, as the impact of the COVID-19 pandemic began to unfold worldwide and given the significant uncertainty and rapidly changing context, a decision was made to pause the development of the Strategic Plan 2020-2024 and instead a set of interim Strategic Directions 2020 – 2021 were developed and agreed, focussing heavily on our response to COVID-19. In the coming year we look forward to re-commencing the work on a longer-term strategic plan, recognising there will be a continued need to address the impact and repercussions of the pandemic.

At ChildFund Australia, we are excited to continue our partnership with Accountable Now as we continue to strengthen our transparency among our key stakeholders. By incorporating the Accountable Now framework into our operations, we hope to build on our strengths and ensure that more children in developing communities can say: "I am safe. I am educated. I am heard. I have a future."

Yours sincerely,



Margaret Sheehan
CEO, ChildFund Australia

Cluster A: Impact Achieved

A. The impact we achieve

A1: Mission Statement and Theory of Change

self-assessment level **4**

In June 2020, ChildFund Australia’s Board approved revisions to the vision and mission statements. The statements build on our history whilst recognising the changing nature of our work with children and communities. In particular, our vision recognises our child-centred approach to development, and the importance we place on children and young people having a voice on issues that impact their lives, and our mission increasingly recognises the growing portfolio of work undertaken to strengthen formal systems and inclusion.

Our Vision: A world without poverty where all children and young people can say: “I am safe. I am educated. I contribute. I have a future.”

Our Mission: We partner to create community and systems change which enables vulnerable children and young people, in all their diversity, to assert and realise their rights.

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

1. Access to Assets

ChildFund Australia believes children, youth and adults are poor because they are deprived of key assets, including human, capital, environmental and social assets.

2. Voice, Agency and Power

ChildFund Australia believes children and youth are poor because they lack opportunities, experience discrimination or marginalisation in their societies and are prevented from contributing to decisions which affect their lives.

3. Protection

ChildFund Australia believes some people are more vulnerable due to their exposure to risk from economic shocks, environmental damage, lack of legal protection, civil and political unrest, armed conflict, corruption and displacement. Some children, youth and women are also more vulnerable to violence, neglect, abuse, and exploitation because others hold more power over them.

4. Formal Systems

ChildFund Australia believes children, youth and adults are poor because they lack access to formal systems through which social services are delivered. Services are often not accessible, lower quality and/or not responsive to needs.

A2: Key strategic indicators for success

self-assessment level **3**

[ChildFund Australia’s Strategic Plan \(2015-2020\)](#) provided a clear overarching direction to advance ChildFund Australia’s mission between July 2015 – June 2020. Our key strategic indicators for success were derived from this Strategic Plan, which included five strategic goals.

Strategic Goals 2015 - 2020

1. Refocus our programs to respond to children’s changing needs;

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

The development of a proposed *Strategic Plan 2020-2024* began in late 2019, with a plan expected to be finalised by July 2020. However, given the ongoing impact and scale of the COVID-19 pandemic, ChildFund Australia's Executive Team (ET) proposed pausing the development of the Strategic Plan 2020-2024. Instead a set of interim [Strategic Directions 2020-2021](#) were developed and approved. Given the short timeframe for the development of the strategy, consultation primarily involved the Board, Executive Team and Country Office Leadership Team members. The priorities were also informed by sitreps and action research from Country Offices and engagement with Clusters and other coordinating bodies in-country.

ChildFund Australia's *Strategic Directions 2020-2021* identifies four priorities:

1. Protect, empower and educate children
2. Sustain and strengthen our organisation
3. Optimise fundraising
4. Innovate and change

A reporting framework was developed to measure, monitor and report progress against the priorities identified in the *Strategic Directions 2020-2021*. The framework outlines 12 key performance indicators aligned against the four priorities. ChildFund Australia reports against the framework to the Board on a quarterly basis.

A3: Progress and challenges over the reporting period

self-assessment level **3**

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

ChildFund Australia's programs have evolved such that many of our programs today are dramatically different to those of five years ago. Narrowing the focus to the core sectors (education, health, child protection, social and emotional learning) and deepening our technical expertise is resulting in stronger program impact and greater relevance to children's needs today. The data coming through from our Monitoring, Evaluation and Learning (MEL) framework indicates significant improvements for children in education, safety, health, social and emotional learning (resilience) and children's active participation. A key challenge remains in sustaining this progress given the impact of COVID-19 across all the communities where we work, and particularly the significant interruption to education with schools closed for many months across the Mekong region.

The mode of program delivery has shifted with a small decrease in the number of projects directly delivered by ChildFund and more projects implemented with civil society organisations and other INGOs. Localisation will be key focus of the new strategic plan, with concerted efforts required to engage and lobby donors to overcome the barriers to localisation that result from stringent donor compliance requirements.

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

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

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

ChildFund Australia is quickly responding with financial support to partners for major (Level 3) humanitarian emergencies around the world such as the Rohingya crisis, and our Country Offices have made rapid and valuable response to localised emergencies, e.g., PNG and Laos floods. The Australian Humanitarian Partnership (AHP) Consortium led by Plan has given opportunity to contribute to disaster risk reduction in the Pacific. Our work on emergency response and disaster risk reduction is growing steadily although our capacity is still behind the ambition contained in our Strategic Plan.

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

From FY18-19 to FY19-20 ChildFund Australia’s total revenue increased by 3.7% to \$54.8m. This is due to continued success with grants. Progress has been made to slow the decline in supporter numbers and public fundraising. The increased investment in fundraising expenditure in FY19-20 proved successful - particularly with acquisition, and the World Rugby partnership opened up significant corporate sponsorship opportunities for the first time. The revenue diversification strategy progressed with a wider range of fundraising products and increasing use of digital marketing channels. Nevertheless, total public fundraising is still in a downward trend year-on-year and the return on fundraising investment continues to reduce – for ChildFund Australia and the wider sector.

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

ChildFund Australia’s traditionally strong organisational culture was reinforced with a new Code of Conduct, new organisational values, strengthened HR policies and leadership development initiatives. Data analytics, IT infrastructure and systems support have strengthened.

A4: Significant events or changes regarding governance and accountability

self-assessment level

4

During the reporting period, ChildFund Australia Board Chair, Mary Latham, announced the appointment of Margaret Sheehan as the organisation’s new Chief Executive Officer. Margaret commenced in the role in December 2019, having previously served as the ChildFund Australia International Programs Director for four years.

ChildFund Australia’s full Board met seven times between July 2019 and June 2020, including two extraordinary meetings in April and May in response to the COVID-19 pandemic. A number of additional ad-hoc Board sub-committee meetings also took place from April to June 2020, including regular meetings of the Audit, Risk and Nominations sub-committee. Two new Directors were appointed to the Board, Micaela Cronin and Annabelle Williams, while David Bolton resigned during the reporting period.

The [Strategic Directions 2020-2021](#) were introduced and a number of organisational policies underwent revision, including the [Child Safeguarding Policy](#) and [Gender and Inclusion Policy](#).

The challenges associated with the COVID-19 pandemic have also had significant implications for ChildFund Australia's work, with travel restrictions impacting program delivery, technical support and oversight from Sydney-based colleagues. This has been addressed, for example, through increased frequency of formal communication between Country Office and Sydney Office and the delivery of training online. A continued focus on e-programming and remote learning will be key to ensuring support and oversight can continue from Sydney despite travel restrictions.

In terms of ChildFund Australia's accountability to staff, the organisation has been responsive to the impact of the pandemic on employee safety, security and wellbeing. Security Management Plans were updated across all Country Offices and scenario planning was undertaken. Where required, evacuation of staff and families took place and a number of other strategies have been implemented to monitor and mitigate risks to ChildFund Australia staff, our partners and the children and communities with whom we work.

B. Positive results are sustained

B1: Sustainability of our work

self-assessment level **3**

Sustainability is a key principle of our program approach, as documented in our Program Handbook. The Program Handbook and its accompanying documents includes minimum requirements to guide the consideration of sustainability throughout the project cycle, including consideration and planning in a dedicated section of our project proposal, end of year project reporting and evaluation terms of reference (ToR).

A key focus for ChildFund Australia's approach to sustainability relates to our understanding that sustainability and local capacity are fundamentally linked. If programs are to be sustainable, there needs to be sufficient local capacity to manage them without being dependent on external assistance; more importantly, enduring impact depends on the strength of local government and civil society. ChildFund Australia's increasing focus on strengthening formal systems was officially included in our Theory of Change in 2018.

ChildFund Australia works towards sustainable programs by integrating local, sub-national and national level systems-strengthening in its MEL Framework and sector approaches. This commitment is reflected in the sector change models, for example the Health Program Sector Change Model defines health system strengthening as one of its three key outcomes (all health projects must work towards at least one of these key outcomes). At a project level, for example, a nutrition focused health project in Laos worked to strengthen health care systems at a local level through training for staff and the provision of equipment to ante-natal care and post-natal care services. The project was designed and implemented in alignment with the Ministry of Health policy and approach to maternal and child health. Positive impacts have been reflected in quantitative data, with significant increases in the numbers of women accessing antenatal services at health centres. ChildFund Australia continues to support positive outcomes through the capacity building of stakeholders at the community and systems levels, including training of health workers, district level health office staff, and village health volunteer networks.

ChildFund Australia's Education Sector Change Model also identifies strengthening education systems as a key outcome. This is reflected in projects such as *Easy to Learn*. *Easy to Learn* is implemented in Cambodia and works to strengthen formal systems by working through local governments schools and in partnership with the Department for Education Provincial Office of

Education and Ministry of Youth and Sports. Government partners are actively engaged in the project's implementation, monitoring and reflection and training sessions with school teachers. The capacity of District Training Management teams has also been strengthened through the project, to support school leadership more effectively, facilitate trainings and monitor school progress. *Easy to Learn* projects from the outset have been implemented in partnership with the Kampuchean Action to Promote Education (KAPE), and in more recent years ChildFund Cambodia has supported other local CSOs in Cambodia to implement projects using the *Easy to Learn* model.

B2: Lessons learned in the reporting period

self-assessment level **4**

As part of our efforts to document organisational learning, ChildFund Australia shared its first Program Effectiveness report with the Board in 2020. The report focussed on 'formal systems', given this was only formally included in the ChildFund Australia's theory of change in 2018. The report demonstrates how ChildFund Australia's programs have increased the quality, accessibility, or responsibility of formal systems to the communities they serve. The report draws on project data from various year-end reports, end-of-project reports; case studies; and finding and learnings from the mid-term reviews, internal project reviews and external evaluations. Reflections of ChildFund Australia's Technical Advisors also informed the sectoral learning included in this report.

Key Learnings:

- **Sustained mutually-beneficial relationships** were instrumental in government adapting practices and processes. Our support helped raised NGO partners' profile, growth, and safeguarding practices. Additionally, it built capacity to recognise disaster risks, mainstream disaster risk reduction into projects, and develop preparedness plans.
- **Adding value and complementary interventions** strengthened the delivery of existing services such as National Helplines for children and gender-based violence (GBV) and case management services provided by the frontline agencies.
- **Multi-agency collaboration within bilateral partnerships or through consortia** facilitated the implementation of large-scale projects combining the technical expertise, skills, and relationships of each consortia member which added value to the quality and reach of the projects. Partnerships also facilitated cross-learning and built strong evidence-bases on various approaches and interventions.
- **Bringing international good practice approaches** into community-based services and Civil Society Organisation (CSO) partners improved child safeguarding, delivery of leadership and life skills curriculum to young people and health service for children and mothers.
- **Investment in hardware and software** increased access to health, education and child protection services for children, ethnic groups, remote communities, and vulnerable groups, and created opportunities for young people to build life skills.
- **Upskilling local partners and establishing local mechanisms together** improved health service delivery, disaster risk reduction and emergency response.
- **Mobilising community volunteers** enabled partners to better reach ethnic girls, women and people affected by communicable disease and other vulnerable children.

Challenges identified in each sector include:

- **Child protection mechanisms:** scaling-up use of online child protection reporting nationally and by other service providers requires continuous upskilling of counsellors and their service provider counterparts to ensure effective service provision and efficient referral pathways.

- **Disaster risk reduction (DRR):** to secure support and funding of DRR plans within the government investment plans we need to expand our and partners' repertoire of expertise to include psycho-social support and Child Protection in Emergencies and further develop skills in rapid assessment and coordination during emergencies.
- **Education system:** we need to more effectively influence government to continue implementing and supporting after-class language training and extra-curricular activities for ethnic minority girls; and continue to work closely with education officials as a way of building their confidence and skills in performing their roles, thus increasing the likelihood that interventions and practices will continue beyond the life of the project. Endorsement of education authorities will also create better engagement from school management and teachers involved in the projects.
- **Health care system:** we need to focus on improving health data collection; further contextualisation of village level curriculum to ensure it is more appropriate to ethnic context; maintaining appropriate personnel and patient ratio; and incentivising community volunteers and continuing up-skilling of health care workers.
- **Social and Emotional Learning of young people:** we need to continue investment in partners in all countries of operation to achieve growth technically and organisationally and increase our partners' profile and ability to raise funding independently of ChildFund and attain leadership in child safeguarding.

The report has been shared across the organisation and ChildFund Australia will develop a management response to the report and identify actions to address its findings. Whilst primarily intended as an internal learning document, ChildFund Australia is also exploring ways for key learning to be shared externally across the sector.

C. We lead by example

C1: Leadership on strategic priorities

self-assessment level **4**

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

A few examples of our collaboration and cooperation with peers and key sector stakeholders include:

- ChildFund Australia continues as co-convenor of the ACFID Education Community of Practice.
- ChildFund Australia was appointed co-convenor of the ACFID Child Rights Community of Practice.
- ChildFund Australia led the ACFID HR Community of Practice for 2 years (2018 –2020) and continues to be very actively engaged; spoke at Third Sector Conference in 2019.
- ChildFund Australia was appointed an Executive Steering Committee Member for the Asia-Pacific Regional Network for Early Childhood (ARNEC) to represent the ChildFund Alliance. ChildFund Australia has been asked to moderate numerous ARNEC webinars and asked to participate on the ARNEC Connections editorial committee.
- ChildFund Australia chairs the INGO Forum in Papua New Guinea.

Within the ChildFund Alliance, ChildFund Australia plays a leading role on Alliance bodies and committees. ChildFund Australia has a permanent place on the Alliance Board and the ChildFund Australia CEO is an influential member of the Alliance CEO Forum.

ChildFund Australia also actively contributes to the following ChildFund Alliance Taskforce's and Committees:

- Advocacy Taskforce
- Grants Support Committee (Co-chaired by ChildFund Australia)
- Alliance Program Committee
- ChildFund Alliance EU Office Steering Committee
- Child Protection in Emergencies and DRR Taskforce
- Child-Friendly Accountability Taskforce
- Strategic Implementation Taskforce.

C2: Expertise is recognised and welcomed by peers and stakeholders

self-assessment level **4**

ChildFund Australia is a leading Australian international development agency, fully accredited with the Department for Foreign Affairs and Trade (DFAT) and a member of the Australian Council for International Development.

Examples of where ChildFund Australia's expertise has been recognised and welcomed:

- ChildFund Australia was invited to be part of a consortium with Plan International and Western Sydney University, focussed on online safety projects with youth across the Pacific. The online launch event of a [publication](#) as part of this project was chaired by ChildFund Australia's CEO, Margaret Sheehan and was attended by over 80 participants, including representatives from DFAT, Pacific Island Forum Secretariat, the technology sector, MPs and parliamentary advisors.
- ChildFund Australia was invited to lead an NGO consortium for the project proposal, Kiribati Education Improvement Program. The Consortium includes ChildFund New Zealand, ChildFund Kiribati, Plan International Australia and Arup.
- ChildFund Australia was alerted by UNICEF to submit an Expression of Interest for the Education Emergency Response and Recovery Plan in Papua New Guinea, funded by the Global Partnership for Education (GPE), recognising our previous experience in psychosocial support and disaster risk management. ChildFund Australia's submission was successful, and we are now completing two components of the larger GPE project alongside peer NGOs.
- In recognition of ChildFund Australia's growing expertise in Sport for Development, the organisation was approached to partner on four funding proposals to DFAT's Australian Sport Partnership Program by three separate sporting bodies (Cricket Fiji, Oceania Rugby and Netball Australia).
- ChildFund Australia was invited to deliver child safeguarding training to ChildFund International (US) Country Office staff in West Africa in February 2019. Burnet Institute have likewise sought ChildFund Australia's child safeguarding expertise during the reporting period.
- Laureus contracted ChildFund Australia to provide child safeguarding in sport training to their other grantees.
- Nigel Spence (ChildFund Australia CEO 2006-2019) was the recipient of the Australian Council for International Development (ACFID) Outstanding Contribution to the Sector Award at the 2019 annual conference.

C3: Inclusivity, human rights, women's rights and gender equality

self-assessment level **3**

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

- [Gender and Inclusion Policy](#)
- [Disability Inclusion Policy](#)
- [Gender Policy](#)
- Proselytism, Politics and Development Policy
- Program Handbook
- Gender Analysis Tool
- Disability Inclusion Analysis Tool

Over the reporting period, ChildFund Australia has made a concerted effort to assess and strengthen our disability inclusion work across our countries of operation. ChildFund Australia has had a [Disability Inclusion Policy](#) since 2007 and this policy was last updated in June 2020, to include a requirement to assess the ongoing quality of the policy and practices at least every three years.

From a programming perspective ChildFund Australia is committed to a twin-track approach and aims to implement concurrent activities that include specific initiatives targeted at people with disabilities, as well as disability mainstreaming initiatives ensuring that all development programs are inclusive of people with disabilities.

ChildFund Australia incorporates disability inclusive practices in its project proposal and project design, e.g. the design of a new sport for development project included consultation with Sport Matters (an NGO with expertise on disability programming in sport) to provide advice and insight as to how the project could be more inclusive of children and young people with a disability. This is supported by program design tools, including a new Disability Inclusion that includes a barriers assessment and guidance on the Washington Group Set of Disability questions. ChildFund Australia has also incorporated disability inclusion into its MEL Framework and has drawn on the expertise and resources of CBM and other disability focused organisations to strengthen our practices.

Whilst acknowledging that ChildFund Australia has some good examples of strong disability inclusive development programs (e.g. disability inclusive education initiatives in Cambodia and Vietnam), we recognise that other projects are at a more foundational level. In trying to strengthen our work in this area, we have: engaged CBM to provide training to Country Office and partner staff; have accessed disability inclusion expertise during project design processes; and are increasingly working with Disabled Persons Organisations (DPOs) to ensure representative organisations, run by and for people with disabilities, proactively participate and provide a way for the voices of people with disabilities to be heard and their perspectives included through the project cycle.

In May 2020 an external consultant conducted an assessment of ChildFund Australia's disability inclusion practices to help determine additional measures to ensure practices reflect the commitments in our Disability Inclusion Policy. An action plan was agreed based on the report's recommendations, progress against which is to be reported to the Board annually. Furthermore, in

June 2020, a short survey was developed for partners to self-assess their gender, disability inclusion and environmental management practices. This survey will be repeated annually and will inform partners capacity development plans.

In May 2019, an independent consultant had conducted an assessment of the integration of gender across ChildFund Australia's programs. The assessment enabled ChildFund Australia to identify an action plan to strengthen relevant gender inclusion policies, procedures and programming accordingly, which has been progressed over the reporting period. Within six months of the assessment, all Country Offices and International Program Team staff members had received gender technical training specifically designed to address challenges highlighted in the assessment. Policies were strengthened and program design guidance was updated to reflect gender dimensions. We are seeing a process of iterative improvement as staff become increasingly confident and build their expertise.

Actions are ongoing and there is still progress to be made, however ChildFund Australia has demonstrated its commitment to improving our technical capacity and has embedded process to ensure we continually monitor our capacity and capability in this area; including a commitment within our gender policy for periodic review and assessment and regular updates to the Board on progress against our action plan.

C4: Minimising negative impacts on stakeholders

self-assessment level **4**

ChildFund Australia has a zero-tolerance approach to harassment, abuse, exploitation and is committed to minimising negative impacts on stakeholders, achieved through a strong policy framework, supporting procedures, training and regular assessment of practice. The framework includes the following policies and procedures:

- [Organisational Code of Conduct](#)
- [Complaints Policy & Procedure](#)
- [Whistleblowing Policy & Procedure \(including an online anonymous reporting mechanism\)](#)
- [Child Safeguarding Policy](#)
- [Prevention of Sexual Exploitation Abuse and Harassment Policy](#)
- [Gender and Inclusion Policy](#)
- [Risk Management Policy](#)
- [Safety and Security Policy](#)

Training for all staff and partners on Child Safeguarding and PSEAH was run in all ChildFund Australia Country Offices (June 2019 - ongoing) and is an integral part of our on-boarding process.

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

Following an independent expert review related to the identification, prevention and response to staff misconduct, particularly sexual misconduct and child safeguarding risks overall was conducted in July 2019. In September 2020, ChildFund Australia reported to its Executive Team on progress against recommendations made in the independent review.

C5: Responsible stewardship for the environment

self-assessment level **2**

ChildFund Australia’s Board approved an updated [Environmental Sustainability Policy](#) in September 2020. The Policy commits the organisation to ‘monitor and manage the environmental impacts of its operations’. The policy includes a number of responsibilities for ChildFund Australia’s offices, such as reducing energy and paper consumption and assessing environmental impact. The Policy also considers environmental sustainability in projects.

Efforts over the past year have included:

- **Knowledge Promotion** - ChildFund Australia’s Sydney Office held sessions for staff to promote awareness and knowledge of responsible stewardship for the environment, including on topics such as recycling and a ‘Buy Nothing Swap’ initiative.
- **Assessment of Policy Implementation** – Prior to updating the Environmental Sustainability Policy, ChildFund Australia undertook an internal review of the policy and environmental management practices in our programmatic work. The review identified strengths, challenges, and recommendations which informed the revision of the policy.
- **Green Audit** – ChildFund Australia engaged 180 Degrees Consulting to conduct a green audit of the Sydney Office and provide recommendations to reduce carbon emissions. The audit provided a baseline of ChildFund Australia’s Sydney Office carbon emissions, identifying three key drivers: heating and cooling systems in the office, flights and paper usage. The report was shared with ChildFund Australia’s Executive Team in December 2020, and its recommendations and findings were adopted by the Executive Team and will inform future planning and action. With a similar exercise planned for next year, ChildFund Australia will be in a position to report against changes against the baseline data.

Over the reporting period, ChildFund Australia’s work in this area has largely focussed on assessment and analysis, in an effort to determine priorities, identify a baseline and promote a common understanding. ChildFund Australia has a longstanding ‘Green Team’ (composed of staff from across the Sydney Office) which works with Executive Team staff to progress key initiatives, such as the audits and knowledge promotion sessions. The Green Team will be responsible for leading our response to the green audit and overseeing the implementation of recommendations.

Cluster B: Stakeholder Involvement

D. Key stakeholders are identified with great care

D1: Key stakeholders and how they are identified

self-assessment level **3**

ChildFund Australia’s priority stakeholders are children and young people. Therefore, ChildFund Australia works primarily with these groups, their caregivers, the communities in which they live and the formal systems which impact them. Whilst always having been a child-focused organisation, over the past few years, ChildFund Australia has increasingly worked with young people (ages 15-24), now captured under our Social and Emotional Learning (SEL) sectoral work.

Our geographic areas of operation are driven by contextual factors. In Laos and Vietnam, ChildFund operates in locations where there is a high demographic of ethnic minorities and data demonstrates evidence of deprivation, exclusion and vulnerability. Whilst identifying new locations for project interventions in Cambodia for example, ChildFund conducted a Child Rights Situational Analysis

(CRSA) in September 2019 and based on its findings and the limited number of service providers, began implementation in Prey Veng province. A similar CRSA was conducted in Kratie Province in 2017.

Whilst gender is mainstreamed across projects, ChildFund Australia also has a number of flagship ‘gender’ programs with the specific aim of addressing gender inequality. This includes work in the Mekong under our sport for development platform, as well as work in PNG that addresses the high levels of gender-based violence. At a project level, depending on the intervention, community consultation forms part of a broader needs assessment to support project teams in identifying target beneficiaries.

D2: Reaching out to those impacted or concerned by your work

self-assessment level **4**

ChildFund Australia works in a participatory and inclusive approach, a commitment reflected in our Program Handbook. At a project level, this requires a participatory and consultative approach with a wide variety of stakeholders at each stage of the project cycle: project design, implementation and monitoring and evaluation. Tools and guidance to support effective consultation are available in the Program Handbook, such as the gender and disability analysis tools, guidance notes on project design workshops and the guidance notes on evaluation. ChildFund Australia employs a range of methods to reach out to those impacted or concerned by our work, including workshops, surveys, interviews and focus group discussions.

As an example of our approach during the project design phase, a needs assessment was conducted for a WASH project implemented in Vietnam. The needs assessment process included: interviews with representatives from the Departments of Health, Education and Agriculture; focus group discussions with Village Leaders, Women’s Union Members; and surveys of students and teachers.

A subsequent two-day design workshop was held to share the assessment findings and further consult government and project stakeholders on the project approach, including specific agenda items on gender, disability and social inclusion considerations.

Furthermore, in Vietnam, in response to challenges related to participation of children and people with disabilities in project activities, a consultation workshop was conducted with the local disabled people’s organisation (DPO), relevant ministries, school stakeholders and people with disabilities to give input into the design for the ‘My Right to Education’ disability inclusion project. Their input was integrated into the design of the project. Children with disabilities are also consulted during monitoring visits to provide their feedback on how the project is meeting their needs and to identify any areas of improvement.

D3: Maximising coordination with others operating in the same space

self-assessment level **3**

ChildFund Australia coordinates with national and local actors in geographic locations where it works. Typically, ChildFund Australia’s Country Office is responsible for engaging with government partners at the national and sub-national levels to gain approvals to work in a geographic area, coordinate, and/or implement project activities. For example in Vietnam, ChildFund Australia has an MoU with Cao Bang Provincial People’s Committee which notes, among other clauses on coordination and collaboration, the establishment of a project steering committee as well as the

roles and responsibilities of both parties, and the commitment to involve local stakeholders in the project.

ChildFund Australia also participates in relevant coordination and working groups to avoid duplication of activities, ensure we are working to identified gaps and are able to benefit from the expertise of our peers. Over the reporting period, these have included:

- Chairing the INGO Forum in Papua New Guinea;
- Participation in the Health Cluster in Papua New Guinea (linked to COVID-19 response);
- Secondment of staff from ChildFund Timor-Leste to the National Department of Health (linked to COVID-19 response);
- Participation in the INGO Forum in Myanmar;
- Participation in Health and Education Cluster in Laos; and
- Membership of Joining Forces and the Child Rights Network in Cambodia and coordinating closely with other child-focused agencies on initiatives to end violence against children (EVAC).

ChildFund Australia's *Partnership Agreement* makes reference to and includes obligations related to key policies and procedures in the areas of fraud prevention and anti-corruption, counterterrorism and anti-money laundering, risk management, PSEAH, child safeguarding and whistleblowing and complaints. Partners must commit to having the abovementioned policies and procedures in place and to comply with applicable laws and policies. Where partners do not have these policies, or their policies do not meet ChildFund Australia's required standard, a plan of support is put in place to remedy this.

ChildFund Australia's role in a specific partnership is driven by contextual factors (including the capacity of the ChildFund Country Office or partner organisation and project needs) and can include coordination, capacity building or providing technical expertise. For example, ChildFund Australia's role in a number of our partnerships with Sporting Bodies (such as Oceania Rugby and Cricket Australia) is explicitly to support and strengthen child safeguarding practices and expertise as requested by the partners. Whilst ChildFund Australia's partnerships with the Kampuchean Action to Promote Education (KAPE) has been one where they have strengthened our technical education capacity, and ChildFund Australia's role has been largely one of project cycle management and advocacy. ChildFund Australia reviews its role in a partnership periodically, recognising the increasing capacity of partners over time and the subsequent need for changing roles and responsibilities.

When engaging with local implementing partners with limited capacity, ChildFund Australia takes on a role of support and capacity building, in line with our commitment to localisation. This obligation is detailed in the [Program Partnership Engagement Policy](#), partnership agreement and Program Handbook, where ChildFund Australia commits to providing partners with policy development and training support. Beyond this, ChildFund Australia also builds the operational and programmatic capacities of partners, both within and outside the scope of specific projects.

E. We listen to, involve and empower stakeholders

E1: Stakeholder feedback

self-assessment level **3**

ChildFund Australia undergoes frequent dialogue with primary stakeholders and partners in planning, monitoring and evaluation. It is standard practice to engage with children, youth, women, local authorities and other development actors to seek their active engagement and encourage

them to express their views on the impact of ChildFund Australia programs, in turn helping to inform program priorities.

Due to the specific nature and geographical location of project activities, ChildFund Australia's Country Directors and Senior Managers are responsible for ensuring local communities and partners have an opportunity to provide feedback.

Community Level: community stakeholders are involved in day-to-day project monitoring, through online tools (i.e. Facebook and Zalo), regular in-depth interviews with individuals and focus groups. Community stakeholders also participate in workshops to validate the information that has been provided. Critical issues are shared with partners and Senior Management Teams in-country for discussion and action.

A specific example of a direct feedback mechanism is in Vietnam where ChildFund has a hotline mechanism that is advertised in all areas of operation for community members to provide ChildFund with feedback. Additionally, ChildFund Timor-Leste have also piloted adding stickers with ChildFund's contact details on distributed items, in addition to placing posters in key, visible areas in the community and displaying contact details on ChildFund vehicles.

Partner Level: feedback is usually provided in person, over phone or by email. Other opportunities to provide feedback include during monthly and/or quarterly coordination meetings; regular M&E visits and annual reflection and review meetings.

In 2020, an annual partnership effectiveness assessment survey was introduced for partners to complete across our Country Offices. This assessment is an opportunity for partners to provide feedback and evaluate ChildFund Australia's performance as a partner. The assessment complements discussions at the annual partnership workshops which are an additional opportunity for partners to provide feedback on the partnership.

In 2020, ChildFund Australia included annual training on both the Complaints and Whistleblowing policies as part of our commitment to partners. This will further support partners to understand the mechanisms through which they are able to provide feedback, raise complaints and receive a response.

Examples of how ChildFund Australia has responded to partner feedback includes: a partner in Myanmar emailed a member of the Sydney-based International Program Team to express their frustration around delays to the contracting process. A call was set up with ChildFund Myanmar, the local partner and Sydney staff to talk through the delays (largely impacted by COVID-19 and donor requirements) and next steps identified. Feedback from the partner was positive who indicated they appreciated the chance to discuss the challenges and hear the rationale for the delays.

Internally: within the organisation, ChildFund Australia is committed to providing opportunities for open dialogue and honest feedback. These opportunities most frequently take the form of meetings, such as regular one-to-one meetings between staff and their managers, as well as all-staff meetings which include opportunities for discussion of key issues and for staff to provide feedback to senior management.

As an example of our approach, a survey of Sydney-based staff was conducted by ChildFund's internal Space and Place Working Group in 2020, following discussions at an all-staff meeting. The survey was designed to ensure staff attitudes and feedback informed decision-making about working-from-home arrangements during the COVID-19 pandemic. Additionally, ChildFund Australia

holds an annual Program Summit, which is designed for in-country and Sydney-based program team members to engage in discussions regarding strategy, program quality and operational planning. In 2019, this summit included a participatory session on strengthening communication and relationships between Country Offices and the Sydney Office. Feedback from the session included the need for Sydney-based staff to be both 'frank' and 'friendly' in their communication with Country Office staff.

E2: Stakeholder engagement

self-assessment level **3**

ChildFund Australia engages in frequent and periodic dialogue with primary stakeholders and partners throughout the project cycle: design, implementation, and monitoring and evaluation. Our program management processes are participatory and inclusive, actively involving relevant stakeholders, including women and girls, persons with a disability and vulnerable and excluded groups. As a child-focussed organisation, children and youth are a key stakeholder and our approach to their participation is guided by our [Child and Youth Participation Policy](#).

In Timor-Leste, the project 'Inspiring Youth Changemakers' worked to create safe and empowering environments for young people to meaningful participate in youth-led activities and in the broader community. While young people were the project beneficiaries, they were also actively engaged in project activities and decision-making. Each year the intervention supported sixty 'Changemakers' through a comprehensive training program and their subsequent outreach activities in schools and communities. At the outreach events (designed by the 'Changemakers'), the 'Changemakers' surveyed audience members to measure the impact of their messaging. The end-of-project evaluation employed a range of mixed methods tools to understand the extent to which 'Changemakers' believed they were equipped with the knowledge and skills for raising their voices at community level. The evaluation found that while 'Changemakers' grew in self-confidence and personal motivation, the training they received provided limited opportunities for them to directly apply what they learnt in their communities. Therefore, the next phase of the project began with a comprehensive review of the existing training program with the active participation of graduate 'Changemakers'. Alongside this, ChildFund Australia and the local partner, Ba Futuru, consulted extensively with youth in the new project sites and locally based youth-focused civil society organisations to ensure the updated training program remains relevant and responsive to the needs of youth in Timor-Leste.

E3: Main likes/ dislikes from stakeholders and organisation's response

self-assessment level **3**

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

At community level: as reported last year, regular and positive feedback from children, their families and communities relates to the sustained and integrated presence of ChildFund Australia within the community – for instance, ChildFund Australia takes the time to understand and embed itself within the areas we work, in turn ensuring that the needs, priorities and views of local people inform our project interventions. However, changes to project activities as a result of mid-term reviews or other assessments can also be a cause of frustration within communities.

For example, in Vietnam ChildFund were supporting the development of a home-stay tourist site as one of a number of livelihood initiatives identified during the design process. However, during implementation, the mid-term review recommended that it was not feasible to continue the development of home stay tourist options and decision was subsequently made to halt this activity going forward.

In response, the Provincial Manager engaged a series of consultation processes with the community to share the finding and recommendations and explain the rationale behind the decision. to cancel this approach. Whilst the community were disappointed because they had already committed time and resources to the preparation, following open discussions they proved willing to continue with other livelihood options available through the project

At partner level: the growing number of donor-related compliance requirements continues to be a source of frustration for several partners who indicate that additional resourcing and support is needed in order for them to meet these.

In response, ChildFund Australia has revised and updated its Partnership Toolkit to assist Country Offices in their work with partners; has recruited a Partnership Advisor role who over the course of 2020 has supported Country Offices' work with partners to enable them to meet compliance requirements; continues to work with local partners to provide training on and the development of relevant policies (eg, child safeguarding); and – where possible – takes on some of the compliance requirements on behalf of the partner (e.g., counter-terrorism checking). More recently we have also reviewed our partnership categories and associated compliance requirements to ensure requirements are as commensurate as possible.

At donor level: feedback from DFAT and internal recognition of the need to enhance the integration of disability inclusion into effective development and program design led ChildFund Australia to commission an independent assessment of the implementation of ChildFund Australia's Disability Inclusion Policy across our Sydney and Country Offices and international programs.

In response, ChildFund Australia has developed an action plan to strengthen our disability inclusion policies, procedures and programming accordingly with the development of Disability Inclusion Action Plans at organisational and Country Office level a priority during the next reporting period. Progress against the action plan will be reported to Board annually.

E4: People and partners have gained capacities that last beyond your immediate intervention

self-assessment level **4**

ChildFund Australia implements a variety of projects in the countries where we work which focus increasing voice, agency and power of community members. Our Monitoring, Evaluation and Learning Framework and accompanying reporting processes seek to generate discussion, learning and decision-making to improve the effectiveness of ChildFund Australia's projects and development approaches and bring about better outcomes for children.

As an example, a three-year project (2017-2020) in Cambodia, Community Voices, supported marginal voices (children and youth, women, people with disabilities) to be active participants in their community and influence decision-making and service delivery. ChildFund Australia conducted training on child and youth participation and disability inclusion with two types of local level decision-making bodies, Commune Councils (CCs) and Commune Committees for Women and Children (CCWCs), to strengthen their capacity to meaningfully consult with marginal voices and

incorporate their priorities in annual commune investment planning (CIP) processes. Simultaneously, ChildFund Australia worked in partnership with CCs and CCWCs to form commune management teams with representatives of marginal groups, providing these teams trainings on proposal and report writing, project management and monitoring skills. The evaluation found that youth representatives on commune management teams reported meaningful leadership opportunities and increased levels of self-confidence as a result of participating in decision-making processes, however the project was less successful listening to and incorporating the priorities of women and people with disabilities.

ChildFund Australia also conducts and publishes longer-term impact reports, a recent examples is the [ChildFund Nonghet Program Operational and Impact Evaluation 2010-2020](#). The evaluation documents key findings from ChildFund’s work over a decade with a specific focus on program achievements, documenting changes and identifying lessons learned and good practices.

In terms of our approach to partners, ChildFund Australia’s Partnership Toolkit guides staff in their engagement with partners, and includes detailed guidance on assessing partner capacity, developing capacity-strengthening plans and monitoring progress against these plans. ChildFund Australia works with partners to improve institutional capacities, not only project-related capacities, this can take the form of improved accounting systems or drafting of new policies or strategy papers, all of which have a long-term impact on the partners operations. For example, the current capacity strengthening plan for KAFDOC, a Cambodian partner, includes review of their child protection policy, enhancement of their accounting system, review of their M&E system and processes, development of a PSEAH code of conduct, as well as addressing other capacity areas still in progress.

F. Our advocacy work addresses the root cause of problems

F1: Evidence regarding the root causes of the problems we address

self-assessment level **3**

In 2020 ChildFund Australia developed a new Advocacy Policy statement that sets out our core approach to all advocacy activities. In section four of the document, we state the following:

The ChildFund Alliance defines advocacy as “a series of planned and strategic actions to influence the formulation and implementation of public policies at the local, national, regional or global level.”¹ ChildFund has a focus on the drivers and root causes of disadvantage and exclusion for children and young people. In conducting research and planning advocacy activities, ChildFund aims to deeply understand the key structural barriers and defining social norms that have a practical impact on children’s lives e.g., discrimination, poverty and weak governance systems.

We further identify our core advocacy tools as including:

- contextual and situational analyses to identify the drivers and root causes of problems that impact children and their families;
- clear policy positions that are analytically sound and informed by contemporary evidence and insights;
- ethical empirical research that captures the lived experiences of children and young people;
- quality policy and technical advice based on current data;

¹ Advocacy. <https://childfundalliance.org/our-work/advocacy> Viewed on 6 May 2020.

- the scaling-up and replication of quality programs to address critical needs for children and young people; and
- strategic partnerships, including research partnerships and networks.

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

We have an evidence-based and participatory approach to research which informs both our program design and upstream advocacy activities. In 2019-20 ChildFund Australia, in partnership with the University of Western Sydney and Plan International Australia, conducted research regarding online safety in the Pacific. More specifically it considered the risks and opportunities that children’s use of digital technology presents in the Solomon Islands, Kiribati and Papua New Guinea.

This research was highly timely due to the roll out of fibre optic cable across the Pacific that will provide unprecedented opportunities for connectivity. This has significant implications for children and young people across the region which has a high number of first-time internet users. In addition to being timely, the research has contributed knowledge to a research gap. There was no current available data on this subject matter prior to this research being conducted.

The research aimed to understand and contextualise the barriers to children’s safe access of online technologies. We designed and deployed a Living Lab method to conduct qualitative data-gathering workshops with the three participant groups: children, parents and adults (including teachers, policing authorities and government decision makers). Participatory workshops were conducted across each of the three countries and data was collected through focus groups, written exercises and polling.

In 2020 ChildFund Australia has utilised the data from this research for the following advocacy activities:

- informed the design of ChildFund Australia’s online child safety programming in the Solomon Islands;
- liaised with government stakeholders in Kiribati, the Solomon Islands and PNG to share research findings and build a case for a social and ecological approach (and systems strengthening approach) to online child safety.
- shared good practice models for cyber safety with neighbours in the Pacific e.g. creation of the E-Safety Commissioner role in Australia.
- produced and launched an [Online Safety in the Pacific Report](#) with extensive recommendations which was shared with key Members of Parliament in Australia, civil servants, researchers and journalists.
- facilitated information sharing and a joined-up approach to online safety across the Pacific region with key stakeholders e.g. the Cyber Safety Unit, DFAT, the Australian Federal Police, the University of Western Sydney and INGOS.

F2: Stakeholders support our advocacy work and value changes achieved

self-assessment level **3**

As per the above, by utilising design processes that are participatory and inclusive, actively involving relevant stakeholders, including women and girls, persons with a disability, vulnerable and excluded

groups, helps ensure support for, and local participation in, our advocacy work and that changes achieved are valued.

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

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

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

At a sector level we work closely with peer agencies on priority issues on a routine basis. We seek feedback on standalone advocacy initiatives and plan joint activities through communities of practice and working groups linked to our industry peak body, the Australian Council for International Development.

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

G1: Availability of key policies and information on your website

self-assessment level **3**

ChildFund Australia’s [Transparency Statement](#) documents our commitment to being ‘open, honest and transparent’ in all activities.

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

The organisational website holds a variety of information about the organisation, including blog stories, annual reports, media releases, strategic plans, as well as a range of publications on development issues, including maternal and child health, education, and child protection. Visitors to the website can also find the audited annual reports for ChildFund Australia and its Country Offices, as well as the full financial statements. A range of organisational policies can also be downloaded for review, including the [Complaints Policy](#), [Privacy Policy](#), [Prevention of Sexual Abuse and Harassment Policy](#), [Whistleblowing Policy](#) and [Child Safeguarding Policy](#). ChildFund Australia has some documents that are available in child-friendly formats, however we recognise that further work is required in this area to ensure a consistent approach across our countries of operation.

Information on our Board composition and Executive Team is available in our [Annual Report](#) (see pages 36 - 37). The website also includes [information](#) on our membership of Accountable Now.

In ChildFund Australia’s Country Offices, digital platforms have been rolled out to enable communication in relevant languages to local stakeholders and other interest parties in those countries of operation. This includes the use of websites and social media channels, for example [ChildFund Vietnam’s Facebook page](#).

Whilst ChildFund Australia ensures key policies and procedures (i.e. Child Safeguarding and PSEAH) are available in local languages, ChildFund Australia also identified resourcing during the reporting period for the translation of additional documents and policies. The additional documentation for translation includes our Strategic Plan, Partnership Toolkit and Risk Management Policy, amongst others. The intention is to ensure our local partnerships have access to these papers to promote a greater understanding of ChildFund Australia and our ways of working.

G2: Pay scale, gender pay gap and top salaries

self-assessment level **3**

A gender pay analysis was implemented for Sydney and the six ChildFund Australia Country Offices. While there does not appear to be any systematic gender differences in pay in Sydney, Cambodia, Laos and Vietnam, there is a correlation between gender and pay in Papua New Guinea and Timor-Leste.

| Country | # staff | correlation, female =1 | average compa ratio | | gap |
|-------------|---------|-------------------------------|---------------------|------|-----|
| | | | female | male | |
| Cambodia | 70 | -0.10 | 86% | 88% | 2% |
| Laos | 56 | -0.11 | 90% | 93% | 3% |
| Myanmar | 16 | sample too small for analysis | | | |
| PNG | 59 | -0.72 | 89% | 106% | 17% |
| Timor-Leste | 29 | -0.85 | 86% | 94% | 8% |
| Vietnam | 63 | -0.09 | 93% | 96% | 3% |
| Sydney | 61 | 0.00 | 102% | 101% | -1% |

The new salary system with systematic pay points attached to grades replaced an individual benchmarking approach in 2018. Compa ratios were introduced to determine the pay position for each individual in their respective job grade. Ranges for compa ratios between 80% and 110% allow to recognise differences in experience and performance.

A correlation analysis helps to identify systematic gender differences in pay. Correlation values range between -1.0 and 1.0. In our analysis, the correlation factor is 1.0 if women are paid higher than man and -1.0 if men are paid systematically higher than women. A value of 0 shows that remuneration does not differ between the genders.

Whilst it is encouraging to see that we do not have systematic gender pay differences in most of our offices (correlation factor close to 0), we are aiming to decrease the gender gap in pay in Papua New Guinea and Timor-Leste through targeted recruitment and with every iteration of the annual remuneration reviews.

Out of the six Executive Team members in Sydney, five are female including the CEO. Their compa ratios are between 93% and 101%. Progression from one job grade to the next is around 17% and the ratio between lowest and highest salary in the organisation is 1:5.

G3: Ensuring privacy rights and protecting personal data

self-assessment level **4**

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

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

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

ChildFund Australia strives regularly to improve and strengthen our protection of personal data. We work in consultation with our IT service provider to plan and implement these improvements to ensure they reflect high security standards of the organisation. Improvements have included new spam and phishing filters on our emails to increase security and reduce the risk of unauthorised access or impersonation. Multifactor authentication has been implemented on several key systems, a practice which will continue to expand to more systems in 2021.

G4: Largest donors and their contributions

self-assessment level **4**

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

| Donor | Amount |
|--|---------------|
| Australia Government Department of Foreign Affairs and Trade | AUD 7,166,307 |
| ChildFund Korea | AUD 3,280,098 |
| ChildFund New Zealand | AUD 779,829 |
| European Union | AUD 640,939 |
| Barnfonden (ChildFund Sweden) | AUD 329,622 |

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

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

- Dedicated staff to manage relationships and the expectations of these donors in terms of how their funds are spent;
- Internal project development processes that require any project over AUD 150,000 to be reviewed by a Project Quality Committee to ensure appropriateness of proposed activities; and

- Key development policies that all projects must adhere to regardless of funding sources, e.g. Proselytism, Politics and Development Policy.

Cluster C: Organisational Effectiveness

H. Staff and volunteers are enabled to do their best

H1: Recruitment and employment is fair and transparent

self-assessment level **3**

With regards to fair recruitment and employment processes, the following steps were implemented during the reporting period:

Recruitment standards:

- Discovery meetings instituted with managers to ensure clarity about selection criteria and support the selection to be targeted and not driven by personal bias;
- Recruitment training for managers and recruiting staff to ensure familiarity with behavioural-based questioning and assessment as well as understanding of biases (scheduled for first January-March 2021);
- Recruitment questions library (with link to values) developed and shared to ensure selection criteria are reflected and consistent questioning for all candidates and in all our offices.

An **Organisational Diversity roadmap** was developed by an HR task force in 2020 with the following criteria being prioritised related to recruitment:

- Diverse candidate pool
- Diverse interview panel
- Systematic behavioural-based questions and scoring

Leadership training was developed for ChildFund Australia and run for all Sydney managers in 2019 and rolled out to Country Offices (PNG, Timor-Leste and Vietnam – other countries pending due to COVID-19 travel restrictions).

Exit interview analysis was conducted in June 2020 and will be monitored on an ongoing basis.

eNPS (employee Net Promoter Score) pulse checks were implemented and an **Employee Engagement Survey** is in preparation.

The **values system** mentioned in our previous report has been continued to be rolled out and all HR tools are linked to the values system (e.g. learning library with on the job learning measures, mentoring program, performance management, recruitment question library).



Other criteria involve systematic assessment of current state (see example below as well as gender pay gap analysis question G2) to inform areas where change is needed.

Staffing Figures as of 30 June 2020

| Country | # staff | % Female Staff | % Female Management | GEN Z (born after 1996) | # GEN Y (born 1977 - 1995) | # Gen X & older (born before 1976) | % not born in country | % with disability |
|--------------|------------|----------------|---------------------|-------------------------|----------------------------|------------------------------------|-----------------------|-------------------|
| Australia | 65 | 71% | 72% | 2% | 40% | 58% | 52% | 2% |
| Vietnam | 66 | 70% | 79% | 0% | 64% | 26% | 2% | 0% |
| Cambodia | 78 | 37% | 25% | 0% | 77% | 14% | 1% | 5% |
| Laos | 46 | 39% | 14% | 0% | 74% | 20% | 9% | 0% |
| Myanmar | 16 | 69% | 75% | 6% | 81% | 13% | 0% | 0% |
| PNG | 49 | 61% | 88% | 0% | 63% | 35% | 8% | 0% |
| Timor-Leste | 29 | 45% | 67% | 0% | 93% | 7% | 7% | 0% |
| Total | 349 | 55% | 48% | 0% | 67% | 28% | 13% | 1% |

26% of Sydney staff and 28% of management are working part time. There are no part time staff in any of the Country Offices.

H2: Staff development

self-assessment level **3**

Training

Training needs analysis is done with managers on the back of performance management discussions in July each year. On that basis, needs are consolidated and training identified which is relevant for a broader group of people vs. individual needs. For any individual needs, managers can discuss with HR if they need support or they organise training directly. For broader training needs, relevant training courses are developed and delivered where possible in-house. This helps to strengthen our common understanding (e.g. project management) and it allows us to tailor training interventions according to our internal needs.

Training offers for leaders include:

- Leadership training
- Recruitment training
- Remote management training (planned)

Training For staff (some are open for managers as well) include:

- Project Management
- Stakeholder Management (Problem solving, impactful collaboration, managing stakeholders, critical conversations)
- Presentations
- Time management

Diversity training is currently being explored.

A Learning Library was developed (linked to our values) with clear guidance and supporting resources (videos, books) to strengthen on the job learning and a mentoring program will be rolled out in 2021. Staff information sessions were held to ensure staff are aware of the offers.

We implemented a new pro-active employee assistance program (EAP), UPRISE, in March 2020. UPRISE is an online platform which offers short learning videos and exercises and supports managers and staff to actively work on wellbeing and stress management.

Performance Management

Performance management was revamped and rolled out to all offices with a focus on the link of goals and development actions. The system utilises excel and is supposed to be refreshed on an ongoing basis. We established a Performance & Development partnership between staff and managers with clear responsibilities and opportunities for regular and mutual feedback. The process should be ongoing and the goals and development areas discussed as part of the regular catch ups.

Feedback showed that the system works well for some managers and their teams, but is very dependent on managers to drive the process. Where this was not the case, it left staff frustrated and unclear about their work and responsibilities.

We are currently exploring options to implement an online tool which will allow to monitor progress more closely. It will also ensure visibility of what is working and what is not working and HR will be better equipped to support in areas of concern.

The current system as well as the new online system focuses on progress and development, rather than appraisals with scales. The online system will also allow systematic peer feedback.

H3: Safe working environment

self-assessment level **3**

Workplace Health and Safety (WHS) policy and focal points remain in place for all ChildFund Australia offices and a new Employee Assistance Program was introduced during the reporting period. ChildFund Australia ensures continued alignment of its HR policies and procedures with regulatory requirements, including the NES Standards, Privacy Act 1988, Fair Work Act 2009, Racial Discrimination Act 1984, Sex Discrimination Act 1992, Human Rights and Equal Opportunity Commission Act 1986, Disability Discrimination Act 1992.

Two separate independent reviews linked to safe working environments were also conducted during the reporting period, one on Child Safeguarding including PSEAH practices and another on ChildFund Australia's Gender & Inclusion policy.

From an organisational perspective recommendations from the Child Safeguarding and PSEAH review emphasised the importance of strong training to ensure staff is fully aware of potential risks in that area. Our PSEAH training has been strengthened was integrated into the child safeguarding training. The training was rolled out to all Country Offices and partners.

Recommendations from the Gender & Inclusion policy review included:

- Focus on increasing understanding and encouraging inclusion rather than on preventing discrimination.
- Ensure clarity on how practice will support the ambition (see Diversity task force, H1).
- Simplify the policy and move major part of definitions into a glossary.
- Ensure LGBTIQ+ people are explicitly mentioned.
- Ensure Aboriginal and Torres Strait Islander people are explicitly mentioned; develop Reconciliation Action Plan.

The policy was reviewed on the basis of the above and consolidated the respective Program policies. It is currently going through another iteration of review with the ChildFund Australia Board with the aim to be finalised in the first quarter of the 2021 calendar year.

I. Resources are handled effectively for the public good

I1. Resources are acquired in line with our values, globally accepted standards and without compromising independence

self-assessment level **4**

ChildFund Australia's [Corporate Engagement Policy](#) and Due Diligence Process sets out the process by which Child Fund determines whether or not to accept donations from organisations. For face-to-face street fundraising there is a contractual obligation placed on supplier partners that adequate policies and training is in place around fundraising and vulnerable people. This is also a requirement of the Public Fundraising Regulatory Association (PFRA) standards. ChildFund Australia regularly conducts training sessions for our own staff and the staff of suppliers. Training is conducted to ensure all relevant staff are aware of ChildFund Australia's obligations as articulated in the ACFID Fundraising Charter and the Fundraising Institute of Australia's Principles and Standards. ChildFund

Australia reports its compliance with the ACFID Fundraising Charter to the Communications and Marketing committee of the board on an annual basis.

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

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

The ChildFund [Consent Policy](#) requires all staff to obtain informed consent in a range of scenarios. This includes activities related to child sponsorship programs, when forming community partnerships, when implementing project activities, and when collecting stories and images.

In order to achieve informed consent in communications activities, the guidance document ‘Where Does My Story Go?’ has been developed. Translated into local languages and used by all staff in the process of collecting images and stories, this document provides visual examples of how an individual’s story might appear in public communications: for example, in ChildFund publications, newspaper articles, online via websites and social media, and on television.

This document also supports ChildFund’s efforts to give children, youth and adults greater skills in media literacy. During the process of obtaining informed consent, community members are also advised of a range of options which will allow them to share their story while protecting their identity, such as photos which do not show their face, or changing small details within a story to protect the privacy of those being interviewed.

As part of the Consent Policy, ChildFund staff also make it clear that community members are under no obligation to take part in the process of content collection.

Training materials have been developed to ensure that staff have an in-depth understanding of the concept of informed consent, and aware of the ethical principles which underpin all ChildFund communications activities. These are reinforced in ChildFund’s Communications Policy.

12. Monitoring of progress and re-allocation of resources

self-assessment level **4**

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

Strategy and resourcing are adjusted accordingly to respond to changing conditions, trends and factors internal and external to the organisation. A good example of this is the impact of COVID-19 global pandemic on the organisation.

ChildFund recently completed its 2015-2020 strategic plan. With the onset of the global pandemic in early 2020, and the high levels of uncertainty that came with it, the executive team and the board made the decision to introduce a shorter-term strategic directions document that set the key

strategic objectives of the organisation over the next 12 to 18 months. One of the primary strategic directives over this time was to pivot activities wherever possible to respond to COVID-19. The key strategic objectives include:

- Protect and empower children
- Sustain and strengthen our organisation
- Optimise fundraising
- Innovate and change

This pivot is a good example of resources being re-allocated to optimise impact.

I3: Minimising risk of corruption, bribery and misuse of funds self-assessment level **4**

ChildFund Australia operates in many challenging environments where fraud and corruption are significant risk factors. ChildFund Australia has a Fraud and Corruption Prevention and Awareness Policy and procedure in place across our Country Offices that outlines the responsibilities of staff in relation to fraud as well as those controls and procedures that are in place to mitigate the risk of fraud. Fraud risk is assessed at organisation level, partner level and project level before project commencement and regularly reviewed. We also have standardised financial management controls in place that mitigate such risk. These controls include but are not limited to segregation of duties, appropriate delegation of authority and payment controls, and rigorous financial acquittal processes. ChildFund Australia also undertakes a number of assurance activities to provide additional confidence that internal controls and processes are operating as expected. These include annual independent audits for each of our office locations and an internal audit review plan. Our Audit, Risk and Nominations sub-committee of the Board has oversight of findings and recommendations arising from these assurance activities. Regular anti-fraud and corruption awareness training to staff and partners is undertaken to remind and reinforce our policies and procedures. When incidents of suspected or detected fraud are reported, we investigate the matter in line with procedure and take actions such as reporting to donors, disciplinary action of involved staff and recovery of funds being taken appropriate to the incident. We also aim to learn from any such findings and put in place appropriate control measures to minimise the risk of such an event occurring again.

Four fraud cases were reported in the past two years. Total value of funds impacted by fraud was approx. AUD27k – of which the full amount will be recovered. Action was taken in line with policy and procedure and included appropriate investigation, recovery of funds and reporting to donors and authorities where required. Disciplinary action was also taken on staff involved. Corrective action taken by management included trying to take learnings from the fraud incidents, strengthening internal control system and process, and continuing to engage staff and partners with training.

In February 2019 fake receipts were submitted by local partner staff member in Laos totalling AUD812. The funds were recovered and identified through ChildFund review of financial acquittals and the staff member was terminated. Process improvement included strengthening cash advance and petty cash policy, increasing management oversight, minimise the use of cash, staff and partner training.

J. Governance processes maximise accountability

J1: Governance structure and recruitment of Board Members self-assessment level **4**

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

The Directors Handbook provides guidance to assist the Nominations Committee (part of the Audit, Risk and Nominations sub-committee) in the identification and recommendation of individuals suitable to join the Board. The guidance states "every effort should be made to ensure that the Board as a whole has the range of skills and experience necessary to adequately discharge its governance responsibilities and duties". The Board places appropriate consideration of gender, age and diversity in its composition and in the recruitment of new Board members. The Board maintains an up-to-date register of its current skillset, gender, age and diversity which it then uses as a reference point to inform and guide its recruitment process. Through its most recent assessment process, the Board identified a desire to expand the diversity indicia into the future – a separate working group of the Board has been set up and is considering further actions in this regard.

ChildFund Australia is one of 11 members of the ChildFund Alliance with members united by a shared strategy and supported by common standards. The ChildFund Alliance adopts a lead agency operational model whereby members are responsible for the administration and management of designated country programs; other members can choose to support, and partner with the lead agency. ChildFund Australia has lead responsibility for programs and has a Country Office presence in Vietnam, Cambodia, Lao PDR, Myanmar, Papua New Guinea (PNG) and Timor Leste. Each country office has a Country Director who reports to the Global Program Directors in Sydney and their own respective senior management teams and staff.

ChildFund Australia supports other network members either through child sponsorship programs (in 19 countries across Africa, Asia and the Americas) or in times of emergency response.

ChildFund Australia is represented on the Alliance Board and the Chief Executive Officer (CEO) Forum and further participates in the governance of the Alliance through participation on Alliance Standing Committees and Taskforces, including Alliance Program Committee, Grants Support Committee, Communications and Marketing Committee and Child Protection in Emergencies and Disaster Risk Reduction (DRR) Taskforce. This representation enables ChildFund Australia to monitor and contribute to the review of the ChildFund Alliance strategy and influence decisions of the Alliance.

J2: Board oversight of adherence to policies, resource allocation, potential risks, and complaints processes self-assessment level **4**

ChildFund Australia's delegation of authority schedule requires that any new organisation-wide policies, and substantive amendments to existing organisation-wide policies be reviewed and approved by the Board. These policies will often be reviewed and discussed at the relevant Board sub-committee meeting prior to going to the full board for approval. The Board then assesses compliance against organisational policies and procedures through review of assurance activities that are undertaken to ensure management and internal controls as defined in the policies are being complied with. Such assurance activities include, but are not limited to, annual independent audits at each Country Office, internal audit reviews undertaken at both Country Office and implementing partner level, as well as monitoring and evaluation activities that are undertaken at a program or

project level. From a resource allocation perspective, the Board approves the annual budget and monitors performance and use of resource against this budget at each sub-committee and board meeting. Detailed papers are provided to the Board to support this oversight. The Board also has exposure to a formal bi-annual review of organisational risks that are being managed by the organisation. The Board is presented with the organisational risk register and heat map that identifies the more significant organisational risks and the actions being taken to mitigate these. Complaints and grievances are reported to the Board through the People and Organisational Development Report as well as the consolidated incident report that is also provided at each board meeting. Any significant issues that may arise, whether it be risk related and or a complaint or grievance, can be communicated to the Board outside of the normal reporting timelines if the nature of the event requires it.

The internal audit process allows for the periodical checking of compliance against a broad range of organisational policies. Visits to Country Offices by technical experts or advisors also allows for review of compliance against specific organisational policies where required. Any instances of non-compliance are identified through either the internal audit review findings reports or reports from specific reviews and an action plan and timeline is developed and agreed with the relevant manager/Country Director.

J3: Complaints handling mechanisms and overview of complaints (external)

self-assessment level **3**

In all our project and program implementing locations, ChildFund Australia has a community validated reporting pathway that has been established in consultation with the beneficiaries and communities in which we work. This includes consultation with children. Using a community consultation and validation process ChildFund has created a reporting pathway that is community and child friendly, which is then further communicated and promoted more broadly in community using mixed mediums to ensure access to information for multiple ages, genders and abilities.

As noted above, in ChildFund Australia's project and program implementing locations, we have established a community and beneficiary validated and facing reporting and response mechanism. ChildFund Australia then promotes and explains its compliant policies to communities using mixed forms of communication including written, verbal and visual which are repeated in all implementing locations throughout the life of a project. The use of mixed methodologies for communication is aimed at ensuring access to information for multiple ages, genders and abilities.

For partners and staff internally, annual training and refresher trainings are used to communicate policy and procedures. Regular role specific refresher training on procedures for each specific role type and obligations to each policy follows up formal training. Furthermore, reporting pathways are reinforced on multiple forms of internal and external communication, for example, email signatures, posters, via organisational website and verbally during community meetings.

There are dedicated complaint/feedback email addresses established within the organisation for Child Safeguarding, PSEAH and whistleblowing as per good practice standards. General complaints however not of this nature are encouraged to be reported to the info@ address and can be appropriately triaged to the relevant reporting line should the complaint be child safeguarding, PSEAH or related to other matters to do with the conduct of our staff and associates.

| Office | Child Safeguarding | Community Child Protection | PSEAH | Fraud/ Misuse of funds | Others* | Total FY19/20 |
|-------------|--------------------|----------------------------|-------|------------------------|---------|---------------|
| Cambodia | | 2 | | | 3 | 5 |
| Laos | | 2 | | | 1 | 3 |
| Myanmar | | | | | | - |
| PNG | | | | | 3 | 3 |
| Timor-Leste | 1 | | | | | 1 |
| Sydney | | | | 1 | | 1 |
| Vietnam | | 3 | | | | 3 |

*issues: accidents, theft, misuse of company assets, e.g. car, or absence from work.

All cases were dealt with and closed and no unsubstantiated cases. For Community Child Protection cases, authorities were informed, cases closed and support for survivors facilitated. For Child Safeguarding cases, additional training was conducted with partners.

J4: Complaints handling mechanisms and overview of complaints (internal)

self-assessment level **3**

At ChildFund Australia we aim to provide staff and volunteers – regardless of their office location – with a safe, comfortable and motivating work environment that fosters good relations amongst Staff and Volunteers. We acknowledge that the satisfaction staff and volunteers experience in the workplace is reflected in their performance and in relationships with colleagues. ChildFund is committed to fostering a culture where staff and volunteers are encouraged to raise concerns if they have a legitimate grievance and can do so in a safe environment.

The Grievance Policy enables staff, interns and volunteers to lodge a claim with regard to any employment matter or if h/she feels adversity affected by the misinterpretation of misapplication of any of our ChildFund policies. It interacts with the [Whistleblowing Policy](#) which aims at encouraging employees and other who have serious concerns about any aspect of our work to come forward and voice those concerns where they feel other reporting mechanisms are not appropriate.

Depending on the severity of the issue and in the spirit of fostering an open feedback culture, we encourage our people to talk to the person causing the grievance first. If this is not an option or if the discussion does not help to resolve the issue, the case can be escalated to managers and or People and Organisational Development (POD) for support and to lodge a formal complaint.

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

Measures will vary depending on the outcome of a formal investigation and can range from changes in behaviour to termination of employment. The Grievance Policy & Procedures are available to all staff through our online HR Management system, Bamboo HR and in all respective languages. Translations of the anonymous Whistleblower mechanism, Whispli, are pending and scheduled 2021.

J5: Protecting confidentiality and anonymity of those involved in complaints

self-assessment level **3**

Confidentiality as well as the protection of the complainant and of affected victims/ survivors are guiding principles for all complaints raised through any of our complaints mechanisms. We also will take every effort to address any negative effects on the reputation and morale of staff members involved, should allegations be found to be unsubstantiated. If reportable conduct is raised under any ChildFund Australia policy, ChildFund Australia will endeavour to protect the complainant/whistleblower’s identity. In order not to jeopardise the investigation into the alleged wrongful act, the complainant/whistleblower is also expected to keep the fact they have raised a concern, the nature of the concern and the identity of those involved confidential.

ChildFund Australia will not disclose the identity unless the whistleblower consents to the disclosure; the disclosure is required or authorised by law, and/or the disclosure is necessary to further the investigation.

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

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

K. Leadership is dedicated to fulfilling the 12 Commitments

K1. The governing body and management are held accountable for fulfilling strategic promises

self-assessment level **3**

At a macro level, as a registered charity of the Australian Charities and Not for Profit commission (ACNC) and a legally incorporated company limited by guarantee, the individual directors that make up the governing body have a legal and fiduciary responsibility to ChildFund Australia which includes expectations of accountability and governance. ChildFund Australia is also an accredited agency under the DFAT Australian NGO Cooperation Program (ANCP) and is a signatory to the ACFID Code of Conduct. Both have accountability expectations that the governing body is held accountable to, signs off on and ensures management adheres to on an ongoing basis.

At an operational level, the ChildFund Australia Board conducts a formal review and assessment process every four to five years, the most recent undertaken in September 2019. This process included one on one interviews conducted by the Deputy Chair with Board members (and key staff, such as the CEO) and a survey completed by Board members; both included topics such as Board effectiveness, composition and culture. The findings were documented in a Board Memorandum and reflected on at the February 2020 Board meeting, with follow-up tasked to the Governance Working Group.

Management is held accountable by the Board for delivering on strategic priorities. The Board holds management to account by monitoring progress on the strategy and questioning the Executive Team on progress against strategic indicators. ChildFund Australia is governed by a Board of Directors that meets six times per year (including an AGM). The Board's responsibilities are facilitated by the work of three Board standing sub-committees: Audit, Risk and Nominations Committee, Program Review Committee and the Communications and Marketing Committee. Each Board committee has its own Charter, which is included in the Directors Handbook. The Committees meet quarterly in conjunction with the Board meetings and report to the Board on the outcomes of each committee meeting. The Board delegates responsibility to the CEO and senior management team according to a formal Delegation Schedule. The CEO undertakes a formal performance review process with the Chair on an annual basis with regular monthly check-ins.

K2. Inclusion of staff in discussing progress toward organisational accountability

self-assessment level **2**

The Independent Panel's feedback and the areas identified for improvement from 2019 were discussed with ChildFund Australia staff, including at a meeting of the International Programs Team, the Executive Team and Country Office Leadership Team. Additionally, the process of compiling this report included consultation with staff from across the Sydney and Country Offices, in particular seeking examples for inclusion in this report, and as an opportunity to foster discussion about accountability throughout the organisation.

ChildFund Australia seeks to empower staff and include them in key decision-making processes, including those related to accountability. Over the reporting period this has included:

- Ongoing regular Sydney Office Leadership Team (SOLT) meetings. A ToR documents responsibilities regarding the implementation and development of organisational systems, policies and procures, staff wellbeing and financial resource management and allocation.
- Ongoing regular Executive Team (ET) meetings. A ToR documents their responsibilities regarding the implementation of development of the organisation's strategy, reporting to the Board and external relations.
- Ongoing regular Country Office Leadership Team (COLT) meetings. A ToR documents their responsibilities regarding the operational effectiveness in ChildFund's offices of operation, the development philosophy, program policy development and implement and the development of staff program-related and leadership capacity.
- Ongoing or new working groups or taskforces, comprised of staff from across the Sydney Office, including the Green Team, Space and Place Working Group and Localisation Working Group. These groups have documented responsibilities and deliverables, and play a key role shaping ChildFund Australia's approaches and the upcoming strategic plan.

ChildFund Australia's submits reports to its Board prior to Board meetings. These include reports from the Country Offices and each Sydney Office department (CEO, Public Engagement, Operations, International Programs and People and Organisational Development (POD)). These reports provide updates on investment decisions, diversity indicators and inclusion (in terms of gender, disability, ethnic minority groups) in our programs.

K3. Scope of this accountability report and influence of national entities

self-assessment level **4**

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

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

**BECAUSE
EVERY CHILD
NEEDS A
CHILDHOOD**