



# **ChildFund New Zealand**

## **2019-2020 Accountability Report**

**Submitted: February 2021**

## 2019-2020 Accountability Report

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

ChildFund New Zealand Limited is a registered New Zealand charity,  
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**[www.childfund.org.nz](http://www.childfund.org.nz)**



**Cover photograph:**

Children going fishing in Kiribati.  
Photograph by Blair Millar.

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## Message from the CEO

It gives me great pleasure to submit ChildFund New Zealand's third report to Accountable Now, covering the 2019-2020 financial year. We continue to learn much from the Accountable Now framework and its submission process – both learning about ourselves and from others.

We believe continuous learning is integral to our success. We are all experiencing one of the most critical times in our lifetimes, adapting rapidly as we grapple with the turmoil and uncertainty arising from the Covid-19 pandemic. Against this backdrop the last year has forced us to focus on the clarity of our purpose; in other words, we need to remain absolutely tight as to why we exist. In doing so, this tightness requires transparency and ensuring we live by our values. We see participating with Accountable Now as a strong enabler and checkpoint in this process.

Throughout the past few years ChildFund New Zealand has deliberately sought to innovate, encouraging curiosity across our team. By challenging what things we do, and how we do things, we are pushing to improve impact. Accountable Now's 12 Commitments provide a useful compass on this journey.

Our approach to innovation was enhanced this year as part of relocating our Auckland-based team to a co-working space in the centre of what is described as New Zealand's largest city's innovation precinct. We believe this move has helped with our intentional collaboration – we are putting ourselves in the way of others, mixing in new ecosystems, including working alongside companies leading innovation such as technology start-ups. As we learn from these businesses, we are simultaneously nudging them, to celebrate when their strategies do less harm, or achieve more good. This is timely as we tune into the universal call to “Build Back Better” – and we believe civil society faces increased accountability to ensure that building back better translates to building back well.

Throughout this report we hope you will learn more about our Innovation – that is with a big “I” – as we explore new business models and value propositions to ensure we remain impactful, sustainable, and relevant. We also hope you will learn more about our innovation – that is with a little “i” – which includes iterating our current practices and applying the feedback from Accountable Now.

We look forward to the Panel (and Accountable Now family) providing recommendations and lessons, and therefore support ChildFund New Zealand's mission to help children and youth to thrive.



**Paul Brown**  
Chief Executive Officer  
ChildFund New Zealand

## Colour Code Self-Assessment

ChildFund New Zealand has self-assessed their performance against each of accountable now's reporting criteria, using the following colour code.

### Colour code self-assessment - Level 1

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

### Colour code self-assessment - Level 2

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

### Colour code self-assessment - Level 3

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

### Colour code self-assessment - Level 4

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

## An explanation of ChildFund New Zealand: Scope of coverage

### About ChildFund New Zealand

ChildFund New Zealand joined Accountable Now as an affiliate member in May 2018 and submitted its first report in April 2019. This report follows closely on the heels of that report, to bring the organisation closer in line with Accountable Now annual requirements. Financial and other audited documents present information between 1 July 2019 and 30 June 2020, however the narrative incorporates how we function currently as of February 2021, when this report was submitted.

As agreed with Accountable Now concerning the scope of individual ChildFund Alliance members' reporting requirements, where the reporting questions refer to programmes, ChildFund New Zealand's external stakeholders, and partnerships, the focus should be on ChildFund New Zealand's efforts in Kiribati and the Solomon Islands (plus any other countries in which they led programmes in the reporting period).

Under question K3, ChildFund New Zealand is involved in implementing programmes under ChildFund International's lead, in Kenya, Sri Lanka and Zambia, and under ChildFund Australia's lead in Timor-Leste and Vietnam (further explained, below). ChildFund New Zealand also facilitates sponsorship in 13 other countries managed by these two Alliance partners. This scope can extend further at times of humanitarian crisis, when we will work with Alliance (and occasionally other) partners to support urgent needs. All programming follows shared standards which are regularly reviewed by the ChildFund Alliance Programme Committee.

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

## CLUSTER A: THE IMPACT WE ACHIEVE

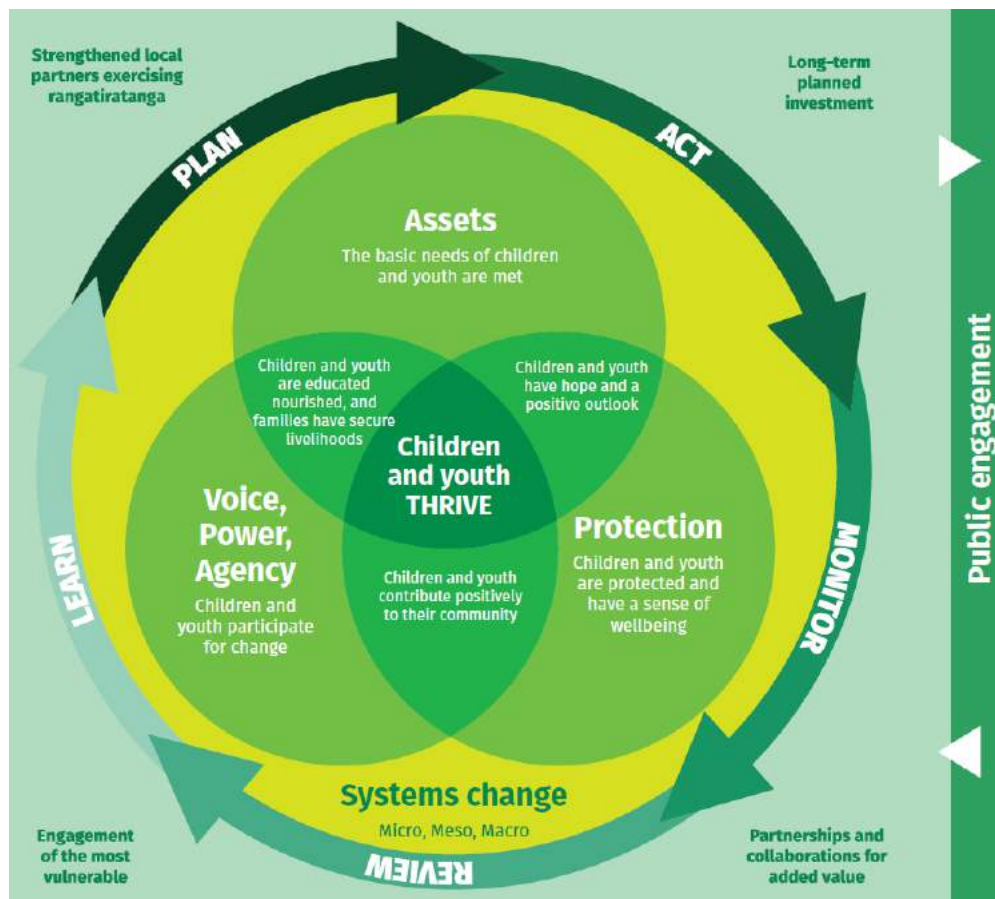
### A: The impact we achieve

## A1: Mission Statement and Theory of Change

### Colour Code Self-Assessment Level 4

ChildFund New Zealand's vision is a world in which all children and youth thrive, and in which all children and youth enjoy their rights and achieve their full potential. ChildFund's work directly supports the United Nations' Sustainable Development Goals (particularly Goals 1, 3, 4, 5, 10, 11, 16) as well as SDG 17 as we seek value-adding collaborations.

In the reporting period, ChildFund New Zealand further developed our Theory of Change. Our Theory of Change is used to guide our work to address poverty and to achieve lasting change for children and youth.



### ChildFund's overarching Theory of Change is based on four interlinked pillars:

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

ChildFund New Zealand's revised Theory of Change also reflects the broader environment and systems that we interact with and influence. The above Theory of Change diagram demonstrates how our work should also aim to meaningfully strengthen local partners who exercise rangatiratanga (Maori term referring to leadership), long-term planned investment, engagement of the most vulnerable, and partnerships and collaborations for added value.

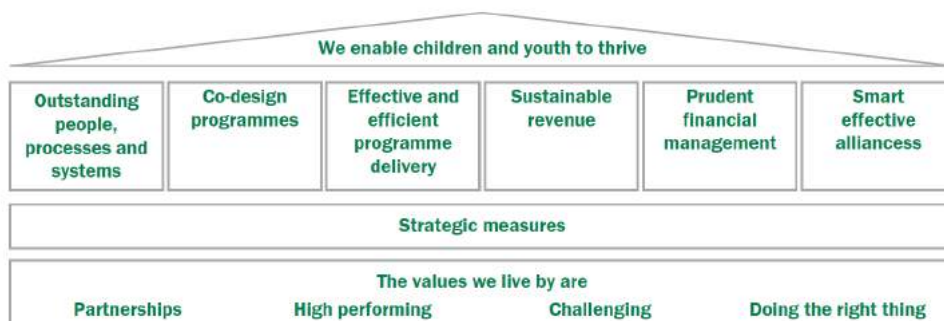
In addition, this updated Theory of Change recognises the significance of adaptive programming through a continual cycle of planning, acting, monitoring, reviewing, and learning. As an international NGO in New Zealand, ChildFund is also aware of our public engagement responsibilities and how we share stories in a powerful and meaningful way that promotes community empowerment. Most importantly, we look for ways that we can raise the voices of our partner communities so that they can tell their stories and advocate for themselves.



## A2: Key strategic indicators for success

### Colour Code Self-Assessment Level 3

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



ChildFund New Zealand's strategic plan measures our progress in supporting enabling children and youth to thrive. We do this through our Thrive survey in our Road Map countries, which we trialled with our local partners in 2019. These measures are designed to capture progress on Road Maps, which are plans set by the community through an intensive and documented participatory planning process.

Data is collected against six high-level 'Thrive' indicators in these countries, which is in addition to the measures undertaken by our Alliance partners who lead the programmes there, and in Category 3 countries. The first Thrive survey was performed in 2019 and the data for this will act as our baseline for the Road Maps. Through discussions with our Road Map countries, it was determined that the Thrive data collection and evaluation should only be performed every three years to see the high-level change. When measuring at this high-level we do not see change year-after-year. In the interim, ChildFund New Zealand tracks the activities and outputs that are delivered in our Road Map partner countries.

- Indicator 1:** Percent of households with an adequate income
- Indicator 2:** Percent of children and youth under 24 years of age participating in age-appropriate education or training
- Indicator 3:** Percent of households with access to essential healthcare services
- Indicator 4:** Percent of households who are food secure
- Indicator 5:** Percent of households with year-round access to a drinking water source
- Indicator 6:** Percent of households with year-round access to a latrine and handwashing facilities

By the end of June 2020, ChildFund New Zealand completed the design of a new five-year development assistance programme, named IMPACT (inspiring and motivating Pacific and Asian communities for tomorrow), which is funded by the New Zealand government. This new programme supports our strategic goal of enabling children and youth to thrive in our partner communities in Kiribati, Papua New Guinea, Solomon Islands, Timor-Leste, and Vietnam.

#### **Designed in partnership with communities, this programme has five clear long-term development goals:**

- Youth and children are agents for positive change in their lives and in their communities.
- Children and youth live in a protective environment.
- Communities have enhanced resilience to natural hazards and climatic risk.
- Partnership outcomes
- Public Diplomacy outcomes

Each community's unique context was a key consideration in the design process. Led by our partner communities, the design included an investigation of the root causes of poverty, vulnerability, and marginalization as it affects the communities and their children and youth. This process also involved identifying barriers to opportunities through contextual and gender analyses. By understanding barriers experienced by women, girls, LGBTQI communities, and ethnic minorities, our development assistance programming can begin to address these inequalities.

Environmental sustainability is another key consideration of all ChildFund New Zealand's programming. First and foremost, ChildFund New Zealand seeks to ensure that we 'do no harm' in all aspects of our work, including how our initiatives may impact the environment. When designing, and through any adaptations of our work, a SAFE (Sustainable, Appropriate, Feasible, and Empowering) analysis is used to confirm that our work is addressing the needs of the most vulnerable, in a meaningful way, for the long-term.

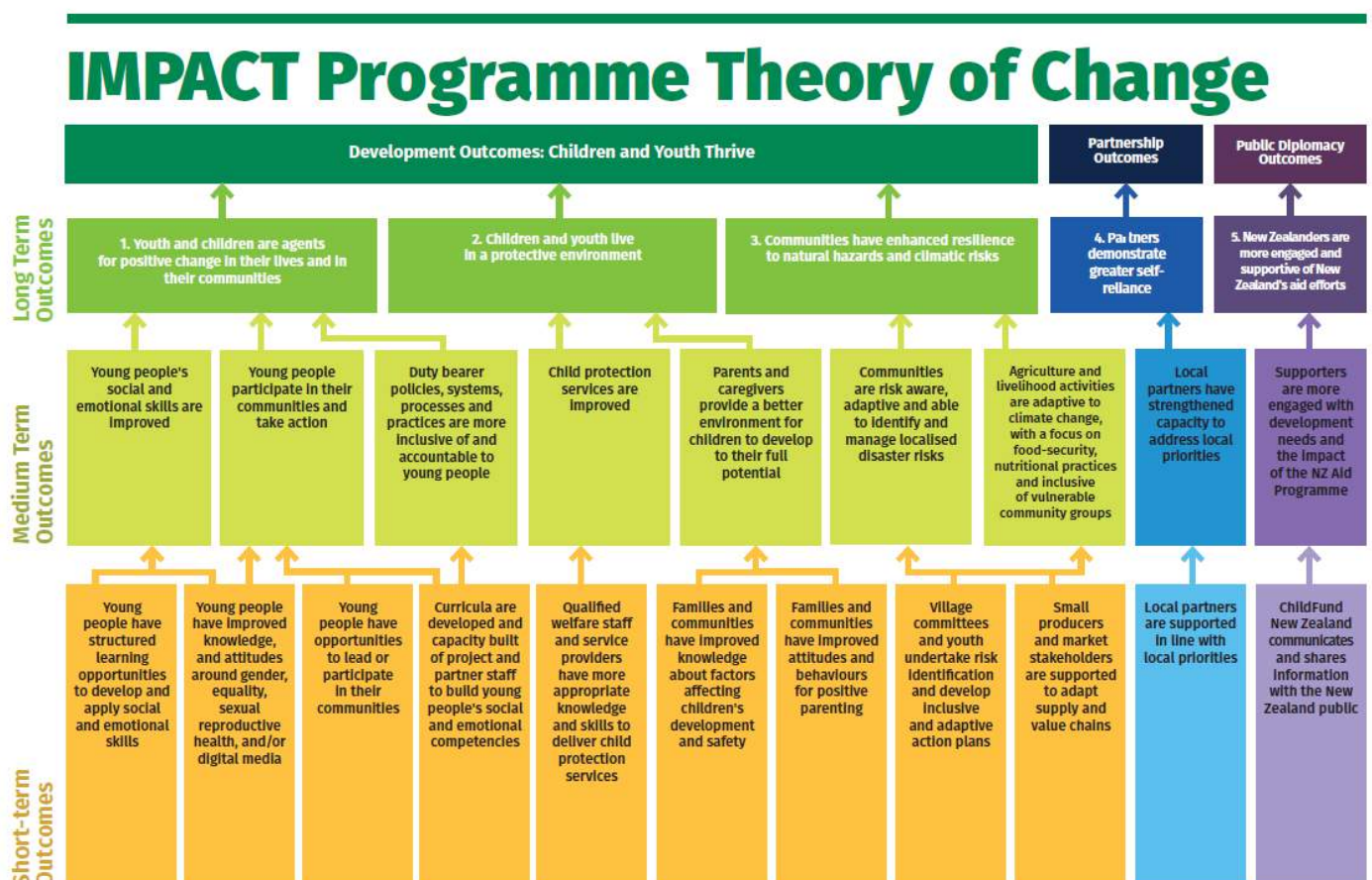
## A3: What progress has been achieved and difficulties encountered against these indicators over the reporting period?

### Colour Code Self-Assessment Level 3

Over the reporting period, significant progress was made on how we track impact across our two programmes, the Road Map Programme, and the IMPACT Programme. With ChildFund's Monitoring and Evaluation Advisor, structured plans were developed on how we collect data, monitor programmes, and perform high-level evaluations for both programmes. These plans were subsequently shared with, and agreed to, by ChildFund's Board of Directors.

Setting up the IMPACT Programme with appropriate measures had some challenges as ChildFund New Zealand was one of the pilot organisations for the New Zealand Government's new funding mechanism, the Negotiated Partnerships. Through this new funding mechanism, the New Zealand Government required a full five-year programme design that brings together projects from our five partner communities under five long-term goals. This new approach to funding is a departure from simply providing project designs for approval and, therefore, required us to develop our tools and processes. It was agreed, however, that designing a broader body of work, based on delivery outcomes instead of outputs, is an important development in aid funding.

Working with our Monitoring and Evaluation Advisor, we were able to develop a programme that is measurable through clear goals and objectives. To achieve this, a detailed Monitoring, Evaluation, Research, and Learning (MERL) programme plan has been developed with a result measurement table and indicators. A youth survey has also been developed to evaluate the contribution the IMPACT Programme is making at a high level in the Asia and Pacific regions. This survey will be performed at the baseline, midline, and endline. With this detailed MERL plan that ChildFund New Zealand and our communities created in the reporting period, we are in a strong position to track the progress of the IMPACT Programme for the next five years.





For the Road Map Programme, ChildFund New Zealand tracks progress through ‘the thrive indicators’, which are a set of indicators that seek to evaluate high-level change. These indicators look at change across six key areas (education, health, water and sanitation, livelihoods, and food security) that our Road Map partner communities have identified as fundamental to supporting children and youth to thrive.

There were some delays in the data collection of the thrive indicators in 2019 and analysis has yet to be performed, as a result. ChildFund New Zealand is continuing to work with our Road Map partners and ChildFund Alliance partners to ensure that we can work together to collect data, in a way that is not burdensome to communities, and which complements and builds upon work, rather than creating duplications. ChildFund New Zealand, however, also tracks the activities that are implemented through the Road Map plans. For instance, in the reporting period, through our work we supported the construction of six teacher staff houses, distributed goats to 70 youth groups, and trained 21 water and sanitation committees in Zambia. Also, we identified that our IMPACT Programme which started in July 2020 and includes projects in the Solomon Islands, Papua New Guinea, Timor-Leste, Kiribati, and Vietnam, will support over 100,000 people approximately.

## **A4: Have there been significant events or changes in your organisation or your sector over the reporting period of relevance to governance and accountability?**

### **Colour Code Self-Assessment Level 4**

In the reporting period, three new Board members were recruited: Dr Janet O'Connor, Anushiya Ponniah, and Binu Paul. In response to Covid-19, the Board met more regularly, including fortnightly meetings to assess the impact on predicted sudden drops in revenue, which did not eventuate. These regular meetings continued through the end of the reporting period, and the meetings also assisted by providing support for the management team.

### **B: Positive results are sustained**

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

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

Sustainability is a fundamental component of our programme work. ChildFund New Zealand understands that for change to be meaningful and long-term, development must be driven by communities and not outside actors. This means that the communities must determine their plans and goal, as well as lead and implement activities. Ownership of projects is vital to the sustainability of community development because it ensures that project work is maintained and enhanced well after the life of the project. This commitment is a part of ChildFund's development philosophy and is exemplified in our Road Map approach: <https://www.childfund.org.nz/pages/road-maps>

Evidence of the success of the Road Map Programme is seen in the continual uptake and buy-in of the plans. The end of the reporting period marked the fourth year of Road Map implementation. Partners and communities remain committed to realizing the goals of these plans. For instance, year after year, communities create annual plans based on their 10-year Road Maps, and our partners along with the stakeholders and community groups continue to work together to achieve their plans.

An outcome of our IMPACT Programme is to develop the capabilities of our partners so that when this work concludes in five years, the partners will have the skills, knowledge, and experience to sustain the results as well as take new initiatives forward. For each project in the IMPACT Programme, there is an opportunity to build knowledge and skills. For instance, in 2021 our partners in the Solomon Islands and Kiribati will be working with local disability organizations to build their capabilities around disability rights and inclusion.

## CLUSTER A: THE IMPACT WE ACHIEVE

Our focus on sustainability also recognises that all activities have environmental, economic, social, and cultural dimensions that must be considered when designing and implementing projects. For instance, any activity we support must consider the short-to-long term environmental, economic, social, or cultural impacts they may create, which we do through our SAFE (sustainable, appropriate, feasible, and empowering) analysis. This requires us to think innovatively to ensure that economies become stronger, inequality and poverty are alleviated, and vulnerable groups and cultures are supported, while also ensuring that we do no harm to our natural world.

A prime example of this is through the cleanup activity we support in Kiribati. In the densely populated community, Betio, ChildFund Kiribati leads a clean-up campaign where they work together with local actors and communities to clean up the rubbish in public areas. This activity not only supports the environment, but it is fundamental to improving people's hygiene and wellbeing, alleviating poverty, and by clearing space families can grow gardens for nutrition and income. Further, this activity helps to shift behaviours as people are improving their household waste management practices. This activity is therefore meeting short term objectives and creating the foundations for long term gains.

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

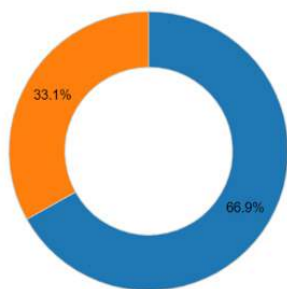
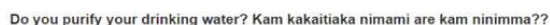
## Colour Code Self-Assessment Level 4

ChildFund New Zealand is committed to learning, adapting, and improving all aspects of our work. While we recognise that technology has been instrumental in generating significant progress towards global development outcomes, we also understand that climate change and global inequality fundamentally threatens these achievements. Through long-term partnerships, we have learned that communities know their challenges and the solutions required for sustainable and empowering change. Further, we have been tracking and analysing changes in our funding environment and are aware that institutional donors tend to be decreasing their aid budgets and looking for ways to fund locally. While at the same time our Kiwi supporter base is getting older and young people are not giving in the same way.

**By understanding our current operating environment in this way, ChildFund has identified the following lessons:**

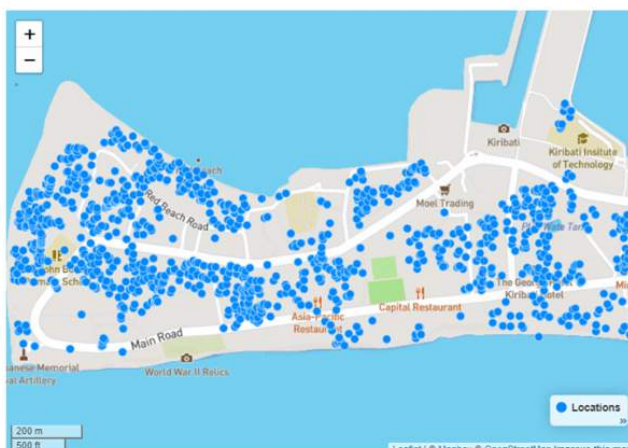
- **Demonstrating the impact of work is critical** to ensuring that we are delivering desired outcomes, as well as learning and improving our approaches along the way. Most importantly, we must work with our partners to demonstrate the impact of their community development work so they own the information about their achievements and can then make informed decisions for their futures. Demonstrating impact is also a significant way of maintaining accountability to our Kiwi donor and institutional donors as this shows how their funds were used.

For these reasons, then, we are investing in new technologies to clearly show the results of our work. Our team has started using the mWater app (see images below) to collect and display information and ChildFund New Zealand's Business Analyst prepares dashboards to show funding and activity data.



☒ Yes
 ☐ No

Answered: 1,827 Blank: 0



- **Diversifying funding is required** to be able to continue to support our partners with resources. As funding is become increasingly challenging to raise in the current environment, ChildFund has learned that we cannot rely on the same sources of funding to support our work. Therefore, we are looking into working with other institutional funders such as the Asia Development Bank (ADB) who we applied to last year.

Further, ChildFund New Zealand is exploring social impact investment mechanisms to support our partner's development assistance programming. In the reporting period, ChildFund invested resources into understanding the challenges and opportunities around social impact investing, including the legalities, donor interest, and the governance and operating requirements of providing social impact loans to offshore community groups.

Through our partnerships, ChildFund New Zealand has also learnt that providing social impact investment loans is of serious interest to the communities we support. Social impact loans are attractive to communities because instead of having to wait for funds to be made available by donors, with access to loans communities can have more power over, and control of, their development.

- **Partnerships and complementarity are necessary for ensuring development outcomes.** ChildFund is increasingly working with different partners to help create sustainable outcomes for children and youth. We are now working with different institutional donors, INGOs, regional and local actors to deliver our programmes. We have learned that to create change for young people we must work within the broader systems. For instance, in the Solomon Islands we are partnering with the Honiara City Council, CBM New Zealand, Pacific Disability Forum, ChildFund Australia, Plan International, Save the Children, and World Vision to deliver a youth wellbeing programme and a Joining Forces initiative.
- **Disability rights and inclusion** has been identified as a significant area for strengthening both in New Zealand and in the Pacific Region. ChildFund has now partnered with Christian Blind Mission (CBM) New Zealand who has demonstrated expertise in this area by working through regional forums and local partners in the region. Through this collaboration, we will improve our skills and knowledge in disability rights and inclusion internally and also support our partners to build their systems and processes for inclusion.

### C: We lead by example

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

### Colour Code Self-Assessment Level 4

ChildFund New Zealand demonstrates excellence at local, national, and international levels by collaborating with organisations, sharing knowledge and skills through forums and task forces, and by raising the voices of our communities. In the reporting period, this is demonstrated in the following activities:

- ChildFund New Zealand was selected as one of the pilot organisations for the New Zealand Government's new funding mechanism, the Negotiated Partnership
- ChildFund New Zealand collaborates with international humanitarian actors through the Council for International Development (CID) Humanitarian Network
- KPMG has performed successful financial audits on ChildFund New Zealand and ChildFund Kiribati showing that we have managed funds appropriately
- ChildFund New Zealand passed an BDO Due Diligence assessing us against international development best practices
- Through communications technical support from New Zealand, ChildFund Kiribati shares their success through video and photos on their website: <https://www.childfund.org.ki> and their social media site to supporters in Kiribati and globally: <https://www.facebook.com/Childfundkiribati>

Within the ChildFund Alliance, ChildFund New Zealand plays a leading role in the Alliance committees and task forces. ChildFund New Zealand has a permanent place on the Alliance Board and ChildFund New Zealand's Board Chairman is now also serving as the Board Chair for the Alliance.

## **CLUSTER A: THE IMPACT WE ACHIEVE**

**ChildFund New Zealand also actively contributes to the following ChildFund Alliance Taskforce's and Committees:**

- Advocacy Task Force
- Grants Support Committee
- Communications and Marketing Committee
- Alliance Program Committee
- Child Protection in Emergencies and DRR Task Force (Chaired by ChildFund New Zealand)
- Programme Choices Committee

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

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

**ChildFund New Zealand and ChildFund Kiribati's (a subsidiary of ChildFund New Zealand) expertise was recognized and welcomed by peers, partners, and stakeholders in the following way:**

- **Leadership in the programmatic design:** In the reporting period, ChildFund successfully contracted a five-year development assistance programme with the New Zealand Government. ChildFund New Zealand was one of three organisations that were selected to pilot the New Zealand Government's new international development assistance funding mechanism, the Negotiated Partnerships. This new funding mechanism requires a thorough due diligence process, capability mapping exercises, and the design of a full five-year programme across partner areas. This is a new way of working and required the development of new programmatic tools and processes. Since completion, ChildFund New Zealand's work has been requested by NGOs who are going through the Negotiated Partnership process and provided to them by the New Zealand Government as an example of a sound programmatic approach.
- **Local leadership:** When the pandemic became official in March 2020, ChildFund Kiribati immediately initiated an awareness-raising campaign. The team coordinated with other government ministries, NGOs, and community groups to deliver important health and preparedness messages. Through ChildFund's campaign at the household level, the team was able to reach the most vulnerable people and ensure their access to information and activities. During these household visits, the team discussed COVID-19 with families and gathered their thoughts and concerns. ChildFund Kiribati then used this information to develop the design for emergency response projects funded by the Australian and New Zealand Governments.



As a result of ChildFund Kiribati leadership in this pandemic, they were invited to participate in national and local task forces that focus on COVID19, emergency response, and health. The Office of the President also invited them to share their work during the national events for International Disaster Risk Reduction day and they were recognised by the Pacific Network, Work Humanitarian Day Real Life Heroes: [http://pacifichumanitarian.net/portfolio\\_page/childfund-kiribati](http://pacifichumanitarian.net/portfolio_page/childfund-kiribati)

### **Expertise in Kiribati development and humanitarian assistance programming:**

- ChildFund was recommended to apply for an ADB Water and Sanitation Grant in Kiribati
- ChildFund was approached by Plan International Australia to partner with them in an application for the Australian Humanitarian Partnership funding for a COVID-19 Emergency Response Project in Kiribati. The grant application was successful
- ChildFund entered into a NGO consortium with ChildFund Australia, Plan International Australia, and Arup to submit a proposal for the Kiribati Education Improvement Program

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

#### Colour Code Self-Assessment Level 3

ChildFund is committed to promoting gender equality, including women's and girl's participation in decision-making because the realization of their human rights is an important goal in itself.

ChildFund believes, however, that equal participation is not enough in itself. To attain the goal of equality, we must understand and address the multiple and complex issues related to gender, power, and discrimination.

The social, environmental, political, and economic contexts within communities constantly interact with and influence inequalities and power relations. Projects need to identify and plan around these influences. For instance, in 2020, to aid identification and planning, ChildFund conducted gender and disability analyses for all the projects in the IMPACT programme. Intersectional biases were also considered, such as ageism, ethnicity, caste, class, religion, colonial history, and sexual orientation.

As part of the Adaptive Programme Approach used by ChildFund, we regularly check-in on contextual and intersectional issues within projects, to shift and shape our work towards achieving more equitable outcomes. The Adaptive Programme template will be the tool we use to monitor, course-correct, and learn. This tool will be formally used in the annual Reflection Meetings with our Programme Quality Review Committee but can happen at any time during a project, such as during a monitoring visit.



#### **Some of the ways gender and disability considerations have been built into the projects include:**

- Supporting SDG 5: Achieve gender equality and empower all women and girls.
- Conducting a gender and disability analysis to guide design, delivery, and reflections.
- Developing performance measures that ensure disaggregated data is captured and gender and disability-sensitive targets are included.
- Committing to gender and disability training with staff and within projects.
- Ensuring the barriers to inclusion are monitored and responded to.
- Facilitating the equal (and in some cases weighted) engagement of women and girls in projects – including some gender-targeted actions to tackle disparities.
- Promoting the active involvement and leadership of women, girls, and people with disabilities.
- Influencing a shift in norms that perpetuate inequalities through the type of projects we are implementing.



## **C4. How do you minimise your organisation's negative impacts on your stakeholders, especially partners and the people you work for? How does your organisation protect those most susceptible to harassment, abuse, exploitation, or any other type of unacceptable conduct?**

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

ChildFund New Zealand is committed to 'doing no harm' and therefore seeks to minimise the negative impact on stakeholders – particularly children and the most vulnerable – is through our strong safeguarding processes. In New Zealand, we ensure all staff, volunteers, contractors, and visitors are police checked (staff are systematically re-vetted every two years).

For the IMPACT Programme, this commitment was built into the risk matrix for each project (with strategies to minimise this), but safeguarding is also a key part of our Programme Start-up Workshops, our monitoring visit investigations, and the Adaptive Programme tool. Project activities need to be individually assessed to identify where harm might come, particularly to children and the most vulnerable.

Safeguarding strategies are developed ahead of time to avoid harm. Such strategies include working with our partners to raise the agency and voice of vulnerable people, but we also understand that when people speak out, they can sometimes put themselves at risk. For instance, Kiribati has some of the highest rates of intimate partner violence so we must ensure people are safe when advocating for change or when sharing their experiences.

In the Solomon Islands, we are working with youth and children on social and emotional wellbeing through peer-to-peer approaches, and our training programmes ensure that there are clear strategies and protocols around engagement and that youth workers are supervised even if engagement is preventative rather than response-based. Eventualities need to be considered, and any negative repercussions mitigated with strong safety plans.

All ChildFund staff and local partner staff receive regular Child Safeguarding and PSEAH training, sign a Code of Conduct, and follow protocols to ensure children, youth, and vulnerable people are kept safe within our projects. This includes ensuring we have child-friendly reporting mechanisms and systems to deal with complaints.

#### **Our policies and procedures to protect our stakeholders from any negative impacts include:**

- Organisational Code of Conduct
- Health and Safety Management Policy
- Prevention of Sexual Exploitation and Abuse (PSEA) policy
- Child Protection and Safeguarding policy
- Harassment and Complaints Policy
- Gender Policy
- Whistle-Blower Policy
- Bullying Policy
- Family Violence Policy



## C5. How do you demonstrate responsible stewardship for the environment?

### Colour Code Self-Assessment Level 4

ChildFund New Zealand has an Environmental Policy that places a focus on kaitiakitanga (environmental stewardship), maximising positive impacts and reducing negative impacts on the environment through the programmes and projects we support. Our SAFE approach and cross-cutting tool ensure all new projects are viewed through an environmental lens, which helps us to design, implement and monitor projects to avoid negative environmental impact.

**In the reporting period, ChildFund demonstrated responsible stewardship for the environment by:**

- Our CEO, Paul Brown, worked with the ChildFund Alliance to create an environmental standards paper for adoption by all ChildFund Alliance members
- The ChildFund New Zealand office moved into a shared space, The Grid, to improve the way we work and our carbon footprint. As pictured below, our new space has a 6 Star Green Rating, energy efficient air conditioning featuring increased outdoor air rates, CO2 control and mixed-mode climate control and environmentally sustainable LED lighting. Since the building's completion, The Grid has recorded an approximate 70% reduction in water and 35% power usage in comparison to a similar sized building, alongside an increase in productivity and reduction in absenteeism. The new space also supports people to cycle to work with end-of-journey facilities with ample cycle parks, shower and changing rooms, drying room, and lockers.
- One of the contracted outcomes of our IMPACT Programme is disaster risk reduction. This acknowledges that the environment and climate change are root causes of poverty, and can be the cause of a raft of other social problems such as human trafficking, early marriage, child labour, and conflict.
- ChildFund New Zealand projects in Kenya have continued to plant trees as both an income strategy, plus we use this as part of our carbon offsetting plan.



**Our analysis of ChildFund New Zealand's carbon emissions is as follows:**

### Carbon Emission (in tCO<sub>2</sub>) Report FY20 - July 2019 to June 2020

| CO <sub>2</sub> Source   | July 2017 – June 2018 | July 2018 – June 2019 | July 2019 – June 2020 |
|--|-----------------------|-----------------------|-----------------------|
| Electricity  | 2.35                  | 1.42                  | 1.22                  |
| Local Transport  | 6.54                  | 6.35                  | 5.72                  |
| Flights  | 80.23                 | 40.24                 | 29.82                 |
| Waste  | 0.62                  | 0.39                  | 0.33                  |
| <b>Total Emission</b><br>(includes others sources of transmission as well) | <b>90.03</b>          | <b>48.51</b>          | <b>37.21</b>          |

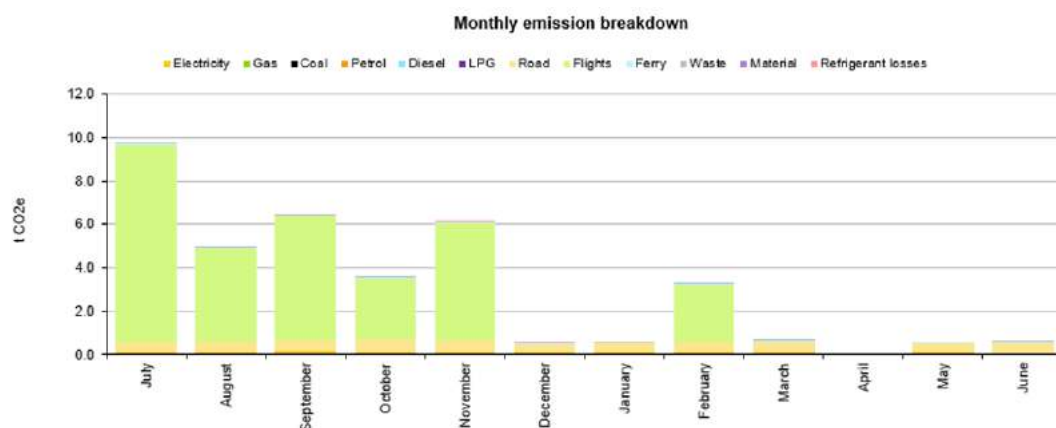
**Figure 1: FY18 vs FY19 vs FY20 Comparison (All units in tCO<sub>2</sub>)**

In FY18, we emitted a total of 90.03 tCO<sub>2</sub> and flights (80.23 tCO<sub>2</sub>) accounted for around 89% of the emission. In FY19, we were able to substantially reduce CO<sub>2</sub> emissions through flight by almost 50% (49.8 to 1.d.p), which comes to 40.24 tCO<sub>2</sub> only. Flight restrictions due to Covid-19 reduced this figure by another 25% in FY20 compared to FY19, where we emitted only 29.82 tCO<sub>2</sub>.

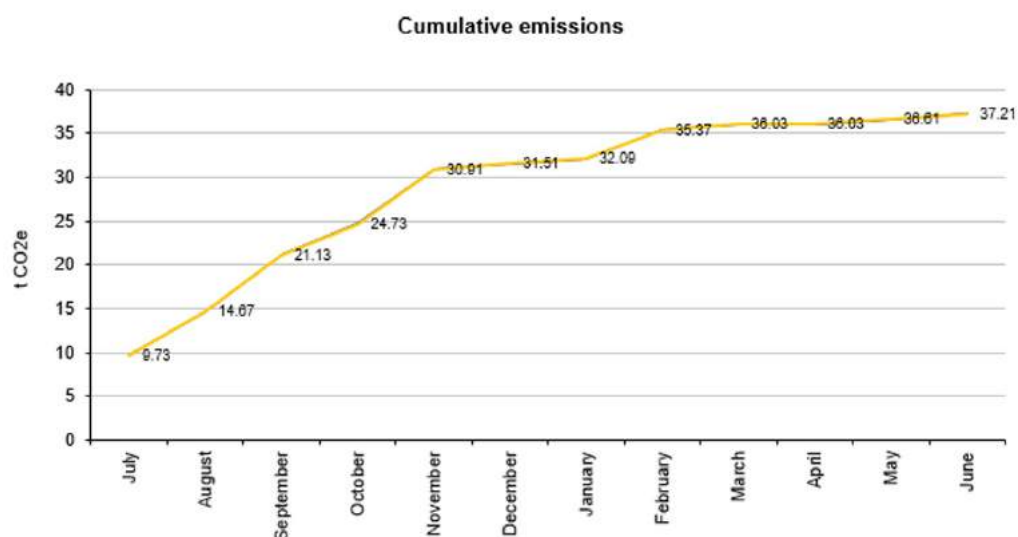
## CLUSTER A: THE IMPACT WE ACHIEVE

Since flights account for most CO<sub>2</sub> emission, a reduction in this number means a reduction in the overall tCO<sub>2</sub> produced for FY20, which is only 37.21 tCO<sub>2</sub> (~23% reduction compared to FY19).

Figure 2 below shows tCO<sub>2</sub> emission breakdown by month. Notice the significant drop in tCO<sub>2</sub> emission surrounding the months when New Zealand had travel restriction in place due to Covid-19, best described by Figure 3.



**Figure 2: FY20 Monthly Emissions Breakdown**



**Figure 3: FY20 Cumulative tCO<sub>2</sub> Emission**

We've already planted 516 moringa trees in FY19. We planted a further 2,650 moringa trees in FY20. Figure 4 shows the end result of a scenario based on the following assumptions:

- It takes 1 year for Moringa trees to mature and start absorbing CO<sub>2</sub>
- A mature Moringa tree (i.e. 1 year old tree) absorbs 0.08 tCO<sub>2</sub> in a year
- Our tCO<sub>2</sub> emission remains same in the following years

| Year | Cumulative CO <sub>2</sub> Emission (in tCO <sub>2</sub> ) | Trees Planted | Total Adult Trees | Cumulative Moringa Tree Absorption | Net tCO <sub>2</sub> Balance |
|------|--|---------------|-------------------|------------------------------------|------------------------------|
| FY19 | 48.51  | 516           | 0                 | 0                                  | -48.51                       |
| FY20 | 85.72  | 2650          | 516               | 41.28                              | -44.44                       |
| FY21 | 122.93   |               | 3166              | 253.28                             | +130.35                      |
| FY22 | 160.14   |               |                   | 253.28                             | +93.14                       |

**Figure 4: Effect of planting 1,000 Moringa Trees in FY20**

Figure 4 shows that by the end of FY21, we will have a positive tCO<sub>2</sub> balance, i.e., we'll have absorbed more CO<sub>2</sub> from the environment than we have emitted.

**D: Key stakeholders are identified with great care**

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

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

ChildFund New Zealand's priority stakeholders are the children and families we work for and with. We have a long-term relationship with them and the local partner, who is the on-the-ground and is the community connection and implementor. For most of our partnerships, identifying the community was done many years ago by ChildFund International and ChildFund Australia, where they sought to work with the most deprived, excluded, and vulnerable. Their Accountable Now reports will identify how this is achieved. Formal agreements guide our work with these ChildFund Alliance partners.

For our Pacific Programmes, in the reporting period, ChildFund New Zealand continued to work collaboratively with Pacific consultants, ChildFund Australia, local and central governments, and other civil society actors to confirm where, what, and who ChildFund New Zealand should be supporting. We established our programmes in Kiribati and the Solomon Islands before this reporting period, and as such, our stakeholders were previously identified. In line with our Adaptive Management approach, however, we have regularly reviewed our programmes, re-examined the broader system, identifying any changes in the socio-economic environment, and continued to look for gaps or opportunities to collaborate and support existing work.

Our response to COVID-19 in Kiribati is an example of how we adapted our programmes because of a changing environment. When the Coronavirus began spreading globally, Kiribati was one of the first countries to shut its borders. As the team works in the densely populated communities of Betio, they were aware that the communities they serve would be at high risk if the virus enters the country. In an emergency, coordination is vital, so the team immediately reached out to government ministries and national emergency actors, including the Red Cross, WHO, and UNICEF, as well as local groups, such as the Catholic Women's group. These stakeholders shared information and ensured their efforts did not duplicate.

To prepare for the pandemic, ChildFund Kiribati identified that it was necessary to raise community awareness. To ensure that the most vulnerable, including children, women, girls, and people with disabilities, were reached, the team performed household visits to all the homes in Betio. Also, to strengthen their message, the team coordinated at the community level, which involved meeting at the maneabas (traditional meeting houses) with local leaders' engagement, such as the Catechists. Such local leadership supported their activities and gave legitimacy to their actions.

In this reporting period, ChildFund New Zealand confirmed our partnership with the New Zealand Government through the contracting of our IMPACT Programme, a five-year development assistance programme throughout the Asia and Pacific regions. This Partnering Arrangement is based upon the following shared vision: "Through leveraging our respective strengths and resources, and listening to local voices, we aspire to protect, empower and increase the resilience of children, youth and communities in the Pacific and South East Asia, better equipping them to shape safer and more prosperous futures."

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

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

We are confident that where our ChildFund Alliance partners are managing programmes, they have robust consultation, gender, and inclusion practices because we have often joined them in monitoring and evaluation activities.

In the reporting period, we participated in monitoring visits in Kenya and Zambia, countries managed by ChildFund International, where we saw a wide range of community members and stakeholders engaged and mobilized. ChildFund Alliance approaches to consulting with communities involve stakeholder workshops at the community level and meetings in the field with women's groups, farmers, youth, school children, and teachers. Such an approach ensures that all members, even the most remote and vulnerable, have a voice in their community activities.



## **CLUSTER B: OUR APPROACH TO CHANGE**

Further, there is a conscious practice around gender and inclusion in all community consultations – ensuring young women/men are consulted separately when needed, identifying minority communities, seeking their input, and consulting with disability organisations etc.

For example, in Kenya, ChildFund is seeking to empower women through an agricultural livelihood activity. ChildFund understands that when women's incomes grow, they can be put at risk of gender-based violence. Thus, ChildFund officers consult with husbands and wives together and also run activities for women and mothers. Through these consultations, the team discusses women's and men's shared roles and responsibilities while promoting equality and support for women's participation in decision-making. The team has also engaged community leaders, such as the county gender specialists, to support sustainability.



As discussed above, our teams work with high-level stakeholders, community groups, and households in our programs in Kiribati and the Solomon Islands to ensure we reach the most vulnerable and excluded. To further strengthen our inclusion approach, in the reporting period, we established a collaboration with CBM New Zealand, who has specific expertise in the Pacific in disability rights and inclusion. With their support, ChildFund will take all practical steps to ensure that marginalized or excluded people have improved access to our programmes.

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

### **Colour Code Self-Assessment Level 4**

As discussed above, ChildFund maximises coordination with other actors in the sector and geographic space by participating in various forums, task forces, and community activities. In Kiribati, the team represents ChildFund in a range of committees that engages government ministries, international and local NGOs, and community groups. These national and local actors include Red Cross Kiribati; Te Toa Matoi (Kiribati local disability organisation); Kiribati Family Health Organisation; Live and Learn; Kiribati Association of Non-Government Organisation (KANGO); UNICEF; Ministry of Women, Youth, and Social Services (MWYSSA); Ministry of Health Medical Services (MHMS); Betio Town Council; ADB; WHO, New Zealand High Commission, and the Australian High Commission.

#### **The forums in which they coordinate with these actors include:**

- Kiribati Local Government Association forums
- COVID Emergency Response Committee
- Communicable Disease Surveillance Response Committee
- Betio Town Council Full Committee
- Betio Solid Waste Committee
- Community Support and Development Committee
- Early Childhood Development Committee
- U-Report Committee, which focuses on youth affairs

#### **ChildFund New Zealand also maximises coordination through:**

- New Zealand Council for International Development (CID)
- Representation in the CID Humanitarian Network
- Collaboration with CBM New Zealand and their partner the Pacific Disability Forum
- Participation in Joining Forces
- Participating in forums and events with other umbrella bodies related to our work including the Fundraising Institute of New Zealand, Institute of Chartered Accountants of New Zealand & Australia, Institute of Directors



**E: We listen to, involve and empower stakeholders**

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

### **Colour Code Self-Assessment Level 4**

Listening to, involving, and empowering stakeholders is fundamental to our work at ChildFund. Consultation with stakeholders features in all aspects of our programming. As discussed above, we seek advice, inputs, and feedback from communities at each stage of a project's lifecycle and in the programmes we manage in Kiribati. For instance, through the team's connection with the families at the household level, we have developed a significant level of trust with communities through a systematic and consistent engagement and feedback process.

#### **ChildFund Kiribati invites feedback in the following ways:**

- When the team engages with community members, they make it clear that if they have any concerns that must let them know or go into the ChildFund office to inform the Program Manager or Chief Operating Manager.
- ChildFund Kiribati managers hold debrief sessions with staff after community activities to determine if there are any issues in the community.
- If the team does not have the answers to the questions people are seeking, they will go to the relevant government agency or organisation, such Ministry of Medical Health Services or WHO to find the answer and share this with the community.
- A notice board in the office advises staff that they must contact the Country Director or Chief Operating Manager if they have any concerns.
- There is information on ChildFund's Pacific site about making a complaint, safeguarding, prevention of sexual abuse and abuse (PSEA), and the Whistleblower policy.

ChildFund is also committed to finding avenues for feedback that is culturally appropriate to our partner communities. Through our work, we aim to decolonise our language, knowledge, and approaches. For instance, in Kiribati, it is culturally significant to meet and discuss community affairs through a maroro (community-led discussion) at the maneaba (community meeting house houses). In Kenya, when we meet community members, we sit on the mat with them and talk through translators, so they can tell their own stories in their own language. Dance is also a significant way that communities engage with one another and tell their stories, and therefore we support traditional dance through our youth activities in Kiribati. Through monitoring visits, we participate in dancing with our partner communities, in Zambia and Kenya, when invited to do so.

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

### **Colour Code Self-Assessment Level 4**

As discussed above, ChildFund is committed to engaging stakeholders in all aspects of the project cycle. As the length of our projects extend outside this reporting period, a prime and most recent example of engaging high-level stakeholders in the design and implementation phases of a project is the COVID-19 Emergency response projects in Kiribati. Our team in Kiribati, which is now made up of all national staff, naturally understands their country's social norms and, therefore, always engages the government in designing and implementing activities.

For their COVID-19 response projects, this meant bringing in government representatives from the Ministry of Health (MoH) and Ministry of Women, Youth, and Social Services (MWYSSA), as well as WHO, Red Cross, and other local actors, from the very beginning. To engage these high-level stakeholders, the team participated in coordination events and used their professional connections to organise meetings with government agencies to discuss their shared goals and activities. Through such engagement, ChildFund Kiribati ensured that their COVID-19 awareness-raising messages and activities were consistent with the government, and in turn, they were invited to participate in stakeholder working groups.

## **CLUSTER B: OUR APPROACH TO CHANGE**

Through this early engagement, these high-level stakeholders have continued to support ChildFund Kiribati's work by providing up-to-date and accurate information about the Pandemic, which has also given legitimacy to ChildFund's work. ChildFund Kiribati is continuing to work in partnership with these high-level stakeholders as they understand they must move with the Government of Kiribati and support their priorities while advocating for their communities at the same time.

In New Zealand, ChildFund maintains engagement with the New Zealand Government by keeping them well-informed of any changes in the region or communities and by updating them on the status of the activities they fund. This is done through individual professional relationships, as well as through CID's annual meetings, CID Humanitarian Network meetings, and New Zealand Government Hui (gatherings).

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

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

ChildFund takes feedback seriously from the communities we support, our partners, and donors. Over the last reporting period, the key likes and dislikes we have received are as follows.

**Feedback from communities:** As ChildFund New Zealand manages our programme in Kiribati, we often receive honest feedback from our team in Kiribati and also through partner organisations, such as KiLGA (Kiribati Local Government Association), whose members sit on the ChildFund Board. The positive feedback we receive about our work in Kiribati is:

- Communities appreciate our household visits because they have got to know the team and have developed strong and trusted relationships with them
- ChildFund Kiribati does not just talk about doing things, but actually 'walks the talk'
- The Kiribati programme addresses critical community issues. For instance, ChildFund Kiribati supported families with sandbags to prevent household fires - a key threat raised by the community. The team is also organising an activity to support families to grow native plants for nutrition because getting fresh, healthy food in Kiribati is challenging.

#### **The main criticisms the team has received are:**

- Families will report dissatisfaction to ChildFund if they have been missed in a household visit activity. When ChildFund Kiribati perform their household visits, which can include distribution of information, soap, or water testing, it is likely that some families will not be at home. After being notified by a family that they were missed, the team will update the family immediately or prioritise them in the next activity.
- On occasion, families have advised ChildFund that they are unhappy because their child was not selected to participate in one of the youth activities. ChildFund's youth programme is growing every quarter, and the team tries to accommodate all applicants who fit the criteria, namely out-of-school youth. ChildFund Kiribati regularly updates families and communities about the programmes and the constraints around numbers, and the team will always try to support the most vulnerable youth when possible.

#### **Feedback from partners:**

Partners have often shared that they appreciate the trusted and open relationship we have built together over time. Therefore, we aim to maintain these vital relationships through monthly Skype calls, sharing of impact reports, and monitoring visits.

In terms of dislikes, ChildFund New Zealand received feedback from our partners about our recent funding application for the IMPACT Programme. ChildFund New Zealand worked very closely with ChildFund Australia, ChildFund Timor-Leste, ChildFund PNG, Honiara City Council, and ChildFund Kiribati to design and contract our IMPACT Programme funded by the New Zealand Government's Negotiated Partnership. As this was a new funding mechanism and ChildFund New Zealand was a pilot organisation, some of the application and compliance requirements had not been tested, and so the tasks were not always straightforward. This meant that as we went through the New Zealand Government's accreditation process, there was an increased amount of back-and-forth on project design, budgeting, and compliance. At times this was burdensome and created some frustration among the teams.

**Feedback from donors:**

Being selected as one of three pilot organisations for the New Zealand Government's new funding mechanism, the Negotiated Partnerships, was a positive signal that ChildFund is a respected international NGO in New Zealand. Since signing the contract for our IMPACT Programme, in June 2020, our IMPACT Programme design has been used as an example of sound development-assistance work and shared with other international NGOs

Furthermore, ChildFund was shortlisted for a grant with the ADB in Kiribati and an Australian Government tender, the Kiribati Education Improvement Project. After just three years of our operations in Kiribati, this demonstrates that we have established a good reputation in-country and internationally.

## **E4. How do you know that people and partners you worked with have gained capacities, means, self-esteem or institutional strengths that last beyond your immediate intervention?**

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

ChildFund New Zealand is committed to supporting partners to grow their skills, knowledge, capabilities, and strengths. In the past, ChildFund has held partnership workshops where our partners from all over the globe come to New Zealand to participate in shared learning, training, donor engagements, and cultural events. The partner workshops support a more in-depth understanding of the New Zealand context, our donors, and the Kiwi public who supports them.

ChildFund intended to hold a partnership workshop in the reporting period. Unfortunately, due to competing organisational demands, the intensive design process of the IMPACT Programme, and then finally the COVID-19 Pandemic, this did not go ahead.



ChildFund New Zealand is currently working through ways that we can meaningfully support our partners to develop their skills and strengths. However, we recognise that partners must identify the capacities they want to build. For this reason, we are currently investigating a co-design process, which ensures that the power is shifted to the partner and their stakeholders to decide the necessary conditions and capabilities required for their growth. We believe this is a decolonizing approach as rather than prescribing qualities, skills, or knowledge that we think is important for our partner communities' futures, we want to support them to decide on what is most suitable and appropriate for their experiences, contexts, and culture.

### **F: Our advocacy work addresses the root causes of problems**

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

### **Colour Code Self-Assessment Level 4**

As discussed previously, in the reporting period, ChildFund New Zealand finalized our IMPACT Programme design, funded by the New Zealand Government, which included an in-depth contextual analysis of root causes. We prioritised this analysis because we consider such an exercise fundamental to understanding the challenges our partners' experience.

## **CLUSTER B: OUR APPROACH TO CHANGE**

To perform this analysis, we firstly reviewed each country's strategy and policy documents and examined research that highlights how the global challenges of "climate change, ecological degradation, migrating populations, conflict, pervasive inequalities, and predatory commercial practices."<sup>1</sup> are threatening the future of our children.

We also held consultations with youth, children, and community stakeholders to complete each country's in-depth gender analyses in the IMPACT Programme. Through this work, we identified common themes across the communities. We found that while the countries in this programme have differences in culture, tradition, environment, and histories, they also have a high degree of commonality. These include experiences with colonialism and conflict, poverty, gender inequity, high rates of malnutrition, poor educational outcomes, limited essential services, high youth populations with low employment and education opportunities. These communities' pressures are exacerbated by often poorly implemented government policies and laws and inadequate and insufficient support for the most vulnerable.

We also found emerging social issues throughout our programme countries, including drug and alcohol abuse and violent, dangerous, or unhealthy behaviours, which often stemming from youths' frustration as they look to a future and see little hope or opportunity.

Further, youth in these countries are often parents themselves. The daily stresses they experience, combined with the lack of relationship knowledge and limited ability to deal with problems or seek help, sometimes drive violent behavior towards others – including children. We know that violence against children begets further violence – and more than 1 billion children – half of all children – are exposed to violence every year.

ChildFund New Zealand's theory of change, therefore, recognises the necessity of empowering the people it works for and with, to use their agency and voice to advocate themselves for change. This is a micro (household and community), meso (national) and macro (global) levels. For instance, our programmes support activities at the micro-level where youth can raise their voices and tell their own stories. For instance, all ChildFund programmes support children and youth to participate in community settings and share their thoughts through speaking, song, dance, or drama.

At the meso level, root causes are identified firstly through research. For instance, in the reporting period, ChildFund New Zealand worked in an Ending Violence Against Children (EVAC) coalition of New Zealand NGOs, including UNICEF, Save the Children, and World Vision. This Coalition presented up-to-date research, including the Unseen, Unsafe report: <https://childfund.org.nz/blogs/publications/unseen-unsafe-the-underinvestment-in-ending-violence-against-children-in-the-pacific-and-timor-leste>.

### **The key points this Coalition advocated for the New Zealand Government to:**

1. Prioritise ending family and sexual violence in the Pacific and increase child-focused, EVAC-specific ODA allocations to at least 1.5% of total ODA budget by 2022.
2. Develop a specific policy marker within internal systems to track and report expenditure on children, including violence against children.
3. Focus any additional EVAC funding on interventions that are aligned with the INSPIRE-approach, a set of seven evidence-based strategies to combat violence against children effectively.
4. Join the Global Partnership to End Violence Against Children, a multilateral framework for collaboration and innovation, as a Pathfinding Country. Encourage and support Pacific governments to do the same.

The EVAC Coalition received positive feedback from the New Zealand Government who advised that they will continue to prioritize children's needs and continue to invest in inclusive development programming to protect children at risk. They also plan to monitor and analyse social inclusion in the Pacific region and strengthen social protection measures.

At the macro level, ChildFund New Zealand is active on the Advocacy Taskforce of the ChildFund Alliance, where we contribute to work that focuses mainly on SDG 16.2: Ending violence against children.

A key activity for the Alliance Taskforce is the Child-Friendly Accountability initiative, which 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. <https://childfundalliance.org/our-work/strategic-priorities/child-friendly-accountability>.

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

### Colour Code Self-Assessment Level 3

Covered in F1. Participation and inclusion of all community members, including women, girls, children, people with disabilities, the LGBTQI communities, and ethnic minorities, is key to ensuring that the people we work for support our advocacy work and value the changes. Change requires clear messaging, material (such as locally-led research), a mass swelling of support, grit, or the spirit and resilience to stand up for change (our four M's of advocacy). This cannot happen without the people we work for and with willingly and enthusiastically driving it.

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

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

### Colour Code Self-Assessment Level 4

ChildFund New Zealand publishes its policies and vital statistics about the organisation on its website: <https://childfund.org.nz/blogs/publications/our-operational-policies-and-guidelines>. For New Zealand, our publications are all in English. In Kiribati, we use a mix of i-Kiribati and English, as appropriate.

ChildFund New Zealand also publishes audited financial statements and statistics through our Annual Report <https://childfund.org.New Zealand/blogs/publications/tagged/annual-report>, which are available on our website. We do not publish salaries.

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

Furthermore, within our Thrive report, blogs, and evaluations, we demonstrate where supporters money goes and the impact that it has produced: <https://childfund.org.New Zealand/blogs/news-and-stories>

At the bottom of every page of our website, we also have links to our Annual Reports, Operational Policies and Guidelines, Privacy information, Child Safeguarding, Issues and Concerns (for complaints and feedback), PSEA, and the Whistleblower policies.





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

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

ChildFund management undertakes regular performance assessments and discusses personal development with team members throughout the year. This includes reviewing remuneration at least annually, based on an individual's performance. Salaries are benchmarked against an independent survey to help provide relativities across the not-for-profit sector, with roles compared using salary bands.

We do not measure a gender pay gap as we currently have 14 permanent staff, which is a sample size that is too small for analysis. At ChildFund New Zealand, we are however, conscious of the significance of ensuring that women have pathways to leadership positions. For this reason, we support staff training and career development and always promote recruitment opportunities internally before advertising on external sites. In recent years, ChildFund has seen several women employees move up positions, and two female staff members have been promoted to leadership positions.

Using the benchmarking data and assessment, however, based on each individual's performance, we believe our remuneration approach is fair and appropriate. While we do not disclose each person's remuneration, the framework and benchmarking data are fully transparent and the midpoint for each career band is shared. This policy strictly follows New Zealand's Privacy Act (2020), whereby we do not disclose personal information such as salary values and salary ratios.

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

#### **Colour Code Self-Assessment Level 4**

ChildFund applies privacy rights and data protection to all user types: Our Donors, our children, our staff and Trustee's, and our partners. We act directly under the New Zealand Privacy Act 2020 and apply 'in principle' the European GDPR privacy and SOC2 security audit frameworks for all of our system and process design decisions.

Our data management is further enhanced by our adherence to the PCI DSS security Framework, which enforces strenuous technology and policy controls over (all) data security.

Privacy and data protection depend on two principles: staff and user training and their actions, and the technology and information system strategies.

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

Most of our data is held 'in the cloud' with industry proven providers such as Microsoft. However, for all data providers, we apply the test of GDPR compliance and being SOC2 Audited before we consider using a new provider or system. Using Microsoft, we have access to a range of compliance and security portals that allow us to further enhance data protection, to audit and monitor data access at a user and file-level.

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

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

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

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

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

ChildFund New Zealand's largest donor is the New Zealand Aid Programme under the Ministry of Foreign Affairs and Trade (MFAT). In the reporting period, ChildFund New Zealand received NZ \$1.4m to deliver our New Zealand Government supported programmes. This amount of funds is the same amount that we received for programming in the previous reporting period.

At the end of the reporting period, ChildFund New Zealand received funding for two COVID-19 Emergency Response project in Kiribati. Through the New Zealand Government's New ZealandF Disaster Response Partnership funding mechanism, ChildFund New Zealand received \$205k (this is included in the \$1.4m). Through a collaboration with Plan International Australia, ChildFund New Zealand received Australian Humanitarian Partnership funds of AUD 70k.

Over the next five years (current year FY21 inclusive), ChildFund will be receiving up to NZ \$8.3 million for our IMPACT Program. Note the MFAT project requires ChildFund's co-investment (from an aggregated pool of ChildFund public donations) of \$2.6 million.



Beyond MFAT, ChildFund has received bequests and major gifts; however, due to the Privacy Act (2020), we cannot disclose the donor's details and the monetary value of their contribution. We elicit donations to support activities in our Road Maps – which are co-designed with the partner community, and therefore the donation is unable to influence our programming.

ChildFund follows the Anti-Money Laundering policies actioned by legal and regulatory bodies and therefore understand contributions from our donors are sourced appropriately. Further to this, we emphasise (non-institutional) major donations and bequests are to be unrestricted donations and hence will not have an unfair influence on ChildFund organisational activities.

ChildFund also received support from our ChildFund Alliance partners, Barnfonden (NZ \$24k for our agriculture project in Kenya) and ChildFund Australia, who provide both in-kind support and match funding support for projects we work on together in Papua New Guinea.

## **CLUSTER C: WHAT WE DO INTERNALLY**

**H: Staff and volunteers are enabled to do their best**

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

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

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

**We believe in partnerships:** We know it takes a community (and working with others) to create solutions that help children and youth to thrive.

**We are high performing:** We strive for excellence in all that we do, and work as one team that is aligned and accountable: We do what we say we will do.

**We challenge our boundaries:** We are curious and we learn, with an open mind to try bold new things that enhance outcomes for children and youth.

**We do the right thing, not the easy thing:** We focus on doing the right thing today, and for generations to come. We have grit and courage in our approach to improving outcomes for children and youth. We advocate and act when things do not allow children and youth to thrive.

We have six people on the leadership team: The CEO, the Chief Financial Officer, Director of Marketing and Fundraising Optimisation, Director of Programmes, Commercial and IS Director, and HR Advisor.

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

All appointees engage in a fair and transparent contestable process, and when possible, we try to promote internally. All ChildFund New Zealand employees are expected to follow professional conduct and sign a Safeguarding Code of Conduct.

This code extends to volunteers, interns, and contractors. As outlined in detail in the Child Safeguarding Procedures, ChildFund New Zealand applies robust recruitment procedures, including:

- Ministry of Justice Criminal Record Check (replaces criminal record police check (or alternative in some country contexts);
- At least two verbal referee checks; and
- Behavioural-based interview questions.
- All ChildFund staff, interns, volunteers, and contractors receive safeguarding training.



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

#### **Colour Code Self-Assessment Level 4**

ChildFund New Zealand continues to use eNPS to assess employee satisfaction based on Net Promoter Score. This feedback analysis measures how likely staff is to recommend ChildFund New Zealand as a place to work. A score of 10-30 is considered good. We do this survey every three months.

## CLUSTER C: WHAT WE DO INTERNALLY

As a Leadership team last year (prior to COVID-19), we undertook a large-scale skill assessment project that ultimately produced a gap analysis of the entire team's current skill and passion level across what the leadership determined to be our future critical skills (image below). This analysis indicated areas of strength and opportunity across the entire team, specific departments and by tenure. The results were shared with the team and development has taken place informally through managers to employees in quarterly performance review sessions. We also plan to continue to develop a larger scale development programme across these skills to grow our overall team skill set and to encourage additional cross team collaboration.

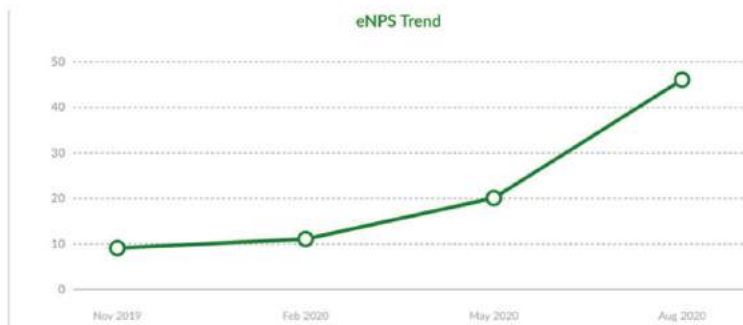
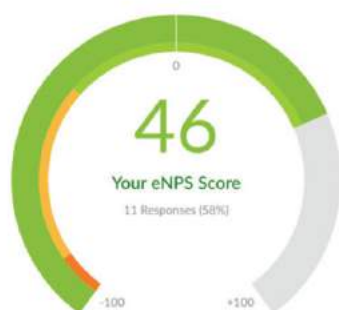


| Top skill                     |       | Top passion                   |       |
|-------------------------------|-------|-------------------------------|-------|
| Skill Area                    | Score | Skill                         | Score |
| Humanitarian                  | 1.43  | Project Management            | 1.83  |
| Customer Service              | 1.40  | Humanitarian                  | 1.79  |
| SMART Goal setting            | 1.33  | Critical Thinking & Curiosity | 1.71  |
| Critical Thinking & Curiosity | 1.27  | Design Thinking               | 1.71  |
| Time Mgt                      | 1.20  | Strategic Thinking            | 1.71  |
| Interpersonal Communication   | 1.13  | Time Mgt                      | 1.64  |
| Reflection                    | 1.13  | Interpersonal Communication   | 1.57  |
| Lowest skill                  |       | Lowest passion                |       |
| Skill Area                    | Score | Skill Area                    | Score |
| Impact / Investment           | 0.27  | Contract Mgt                  | 0.79  |
| M&E                           | 0.40  | Brand Mgt                     | 0.86  |
| Brand Mgt                     | 0.53  | Media Engagement              | 0.86  |
| Business Modeling             | 0.53  | Financial Mgt                 | 0.93  |
| Digital Marketing             | 0.53  | Digital Marketing             | 1.00  |
| Media Engagement              | 0.53  | Business Analysis             | 1.07  |
| Contract Mgt                  | 0.60  | Business Modeling             | 1.07  |



## CLUSTER C: WHAT WE DO INTERNALLY

ChildFund New Zealand continues to use eNPS, a method of assessing employee satisfaction based on Net Promoter Score – a feedback analysis that measure how likely staff are to recommend ChildFund New Zealand as a place to work. A score of 10-30 is considered good. We do this survey every three months and as you can see it is tracking upwards, which is a positive sign.



The Bamboo HR system we utilise allows us to create performance objectives and to track the status of the objectives, which are visible to the entire team. Performance assessments are conducted quarterly and are integrated with peer assessments. All Directors also have a training budget for staff for continuous professional development and ChildFund New Zealand pays for professional memberships to keep our staff informed of relevant sector expertise. We have also paid for University courses that we consider relevant to our business and for staff's personal development.

In the reporting period, the Board Appointees and HR Committee developed and approved ChildFund New Zealand's Operational Policies.

### The following documents were reviewed and approved:

- Harassment
- Bullying (new)
- Family violence
- Return to Work
- HR policy
- Health & safety management
- Whistleblower

The link to ChildFund's Operational Policies is on the bottom of every page of our website.

ChildFund New Zealand also provides all staff access to the Employee Assistant Programme (EAP) counselling services, which is confidential and help our staff with emotional/ mental wellbeing, mental fitness, and resiliency.

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

### Colour Code Self-Assessment Level 4

Health and Safety is taken very seriously at ChildFund New Zealand. To ensure our Health and Safety (H&S) process and procedures are up to date, in the reporting period we hired an H&S Consultant to perform an assessment of our work. The consultant's feedback was that there was 'a lack of fit for purpose health and safety management document'. Following this, our Chief Financial Officer then worked with this consultant create a new Health and Safety Management System document by reviewing and updating the policies and procedures. The consultant then held a workshop for all staff to raise awareness about the importance of H&S and reinforced the practices on how record hazards and report on near misses and set up a H&S Committee.



In the reporting period, we continued to use Safe365 – an online H&S tool. All staff downloaded the app, and as we had two periods of lockdown in New Zealand where we worked at home for several weeks, all staff checked and followed the steps to assess the H&S of their working from home environment.

ChildFund institutes a robust travel safety procedure. All staff must complete a travel safety briefing before departure and receive a travel briefing in-country. We commission the services of International SOS to provide 24/7 medical and travel security assistance. Although travel stopped in March 2020, this approach will be reinstituted once the COVID-19 pandemic is over.

During the reporting period, we also reviewed our Operational Policies and Procedures to ensure our Safeguarding, Gender Policy, Prevention of Sexual Abuse and Exploitation (PSEA), and Family Violence Policy were up-to-date and compliant. We also added:

- A Bullying Policy that states our commitment to maintaining a safe and respectful working environment for all staff, volunteers, and visitors, through a zero-tolerance approach. This policy stipulates that bullying in any form is deemed misconduct or serious misconduct, and disciplinary action may be taken (up to and including dismissal) if this policy is breached.

In New Zealand and Kiribati, all staff, including board members, volunteers, and contractors, must sign our Code of Conduct, which includes our Safeguarding and PSEA policies. Upon commencement of employment, staff receives induction training on all our policies and procedures. Then, every quarter, we perform refresher training with all staff on Safeguarding and PSEA.

As discussed previously, ChildFund has signed a collaboration agreement with CBM New Zealand, who will support us in building awareness around disability rights and inclusion. In the next reporting period, staff will be trained, in Kiribati and New Zealand to strengthen our organisation's procedures and processes to create greater access for people with disabilities.

## **I: Resources are handled effectively for the public good**

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

#### **Colour Code Self-Assessment Level 4**

ChildFund New Zealand continues to work to the ChildFund Alliance Corporate Relations Principles and Guidelines. For instance, it includes that ChildFund will not enter contractual or strategic relationships with tobacco, gambling, or firearms companies. We also have a Non-Development Activity Policy: <https://www.childfund.org.nz/blogs/publications/our-operational-policies-and-guidelines>, which commits ChildFund to its status as a non-political, non-religious organization.

ChildFund also adheres to the Fundraising Institute of New Zealand (FINZ) Code of Ethics and Professional Conduct, the ChildFund Alliance Fundraising Standards; and the Council of International Development's Public Engagement Principles. For instance, this includes a tool for explaining how ChildFund might use images and stories and a documented permission process. ChildFund adopts a respect and integrity approach in communicating with and about other non-governmental organisations and other actors in the international development sector.

All appeals are passed through several checks, including CEO sign-off, to ensure they are accurate and appropriate. Our well-planned Programmes, the Road Map and IMPACT Programmes, enable us to be clear about what we fundraise for. We communicate to our donors about how their contributions are part of a bigger plan we have set with the community. See our stories of impact here: <https://www.childfund.org.nz/blogs/news-and-stories>



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

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

ChildFund New Zealand has a Strategic Plan 2017-2027. This long-term plan acts as a guide, not a blueprint. Since creating this plan, some adjustments have been made along the way, emphasizing Mode 2 business models. At ChildFund New Zealand, we have recognised that the global environment is evolving rapidly in terms of funding and development assistance approaches. The public and institutional donors are changing the way they give and distribute funds.

Our partners are becoming increasingly sophisticated and no longer want to be confined to the old donor-recipient aid funding model. For ChildFund New Zealand, then, Mode 2 is about finding new ways of funding and engaging with communities beyond traditional philanthropic models and exploring new means of delivering impact in partnership with our communities. Impact Investing falls under Mode 2, and we have been seeking guidance from a raft of specialists experienced in this model to develop an initial pilot.



ChildFund New Zealand's annual plans and budgets cascade out of the Strategic Plan. Each Leadership Team member and staff member has a series of KPIs for which they are accountable. These are reported to the Board each month through a written report. Any issues can be raised or discussed at the six-weekly Board Meeting.

The organisation sets a five-year budget approved by the Audit and Risk Committee of the Board. Quarterly rolling budgets allow us to adapt the budget to optimise impact as opportunities arise.

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

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

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

ChildFund takes corruption, bribery, and misuse of funds very seriously. We expect our ChildFund Alliance partner to also perform scrupulously in this regard. We have clear Whistleblower policies, and when these are activated, the Assurance team of our Alliance partner will investigate in alignment with their policy and procedures. If we require further investigation upon receiving their report, we have the right to dig-deeper using external forensic auditors.

We activated this process in early 2019 when we were alerted to a misuse of funds in a programme area. As soon as we learned about the possible misuse of funds, we immediately notified donors and initiated an extensive and thorough review of our financial processes. The review was completed at the end of 2019, after engaging an external audit firm to conduct a thorough forensic investigation with the ChildFund Country Office and local partner's full support. As a result of this investigation, three staff members were dismissed.

This experience was valuable because it tested our procurement procedures, delegations, and approval processes. It also raised awareness about the possibility that such an event can occur and gave us a greater insight into our partners and donors practices. Also, being aware that clearly established process and procedures are significant, we have recently identified a new capacity assessment tool to ensure that any new partners can demonstrate that they also have rigorous financial systems. We are now using this for our new partner in the Solomon Islands.

ChildFund New Zealand has a Delegated Financial Authority statement, a Misuse of Funds Policy, Credit Card Policy, Foreign Exchange Risk Management Policy, Service Providers PCI DSS Compliance Policy, and a Whistle-Blower Policy: <https://childfund.org.nz/blogs/publications/our-operational-policies-and-guidelines>

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

ChildFund complies with New Zealand Generally Accepted Accounting Practice (NZ GAAP), and for financial reporting and control purpose, we comply with PBE Accounting Standards Not-For-Profit and Tier 2 procedures.

ChildFund has a Misuse of Funds policy framework, which we follow. We receive a thorough independent annual audit by KPMG, and part of this audit includes assessing and monitoring financial procedures. We submit these audits annually to Charities Services, Ngā Ratonga Kaupapa Atawhai, the part of the New Zealand Department of Internal Affairs which administers the Charities Act 2005.

Our financial statements are published on their website and are summarised in our Annual Reports: <https://www.childfund.org.nz/blogs/publications/tagged/annual-report>

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

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

ChildFund New Zealand performs financial spot checks on our Road Map country partners following a documented process. Our ChildFund Alliance partners provide management oversight and send us the audited accounts annually.

## **J: Governance processes maximise accountability**

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

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

In 2019, the Board recruited three new directors, and there are currently seven directors. The Board is governed by its constitution and receive oversight from a panel of three independent Members. These Members receive regular updates throughout the year and review the Board during each Annual General Meeting. The Chairman is a paid position while all other governance positions are voluntary.

No staff may serve on the Board, and the Board's governance extends to our subsidiary, ChildFund Kiribati. An Executive Committee of i-Kiribati informs the Board. Over and above this, one of the ChildFund New Zealand Board serves on the ChildFund Alliance. The ChildFund New Zealand Board is currently the Chair of ChildFund Alliance.

As part of fixed terms, the Board is due to replace at least three directors in FY21. The Board has engaged an external consultant to support this recruitment process (we engaged the same consultant in 2019) and will review its competency matrix to identify governance gaps (and strengths) and ensure there is a diversity of thought at the Board level. Advertising commences in early 2021, followed by a panel-based interview, with appointments expected to be in February/March.

ChildFund is not a fund-paying membership organisation. It has three members, including former Board members to whom the Board reports quarterly and at each AGM, and who hold the Board to account. The Board is responsible for receiving and considering the annual financial report, appointing auditors, approving the strategy, risk management, and appointing Directors and the CEO. The Board's governance covers ChildFund New Zealand and ChildFund Kiribati. ChildFund Kiribati has its own Executive Committee comprising i-Kiribati representatives.

The Executive Committee's role is spelled out in the ChildFund Kiribati constitution under Section 12, and is to:

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

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

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

The Board recently began a review of its governance manual, to reduce what had been a cumbersome document into a more fit-for-purpose and practical guide. An external consultant has been engaged for this assignment, who brings three key benefits. Firstly, they bring depth and expertise, along with sharing best practice. Secondly, this consultant brings objectivity and independence. Thirdly, as a consultant they offer the luxury of summary (and the ability to see areas for improvement clearly from a distance).

As well as condensing this manual, the new manual will outline the formation of three committees, (People, Appointments and Remuneration Committee; Finance, Audit and Risk Committee; and Social Impact Investment Committee). Each Committee will then work through finalizing its terms of reference, clarifying the policies it is responsible for, and determining its workplan for 2021.

The manual will separate policies overseen by the Board from operational policies that are the responsibility of management. These include delegations of financial authorization levels, and it will clearly describe the distinction between governance and management.

Our suite of policies clarifies the roles, responsibilities, and procedures for managing complaints, including how these can be lodged in confidence, and outlines the escalation processes. There were no complaints regarding Management or the Board in FY20.

While we have a Strategic Plan 2017-2027, the events of late 2019 and 2020 have led us to continually review our business plan and whether our strategy remains appropriate. This extends to risk management, including more regular reviews of our risk register and identification of emerging risks. Management develops this risk register, and mitigations that result in residual risk are then tested by the Finance, Audit and Risk Committee before approved by the full Board.

ChildFund New Zealand publishes the contact details and process for issuing a complaint on the ChildFund New Zealand website: <https://childfund.org.nz/pages/code-of-conduct>. Our Annual Report is also on the website: <https://www.childfund.org.nz/blogs/publications/tagged/annual-report>. People can also complain to the Council for International Development. If a complaint is received, ChildFund New Zealand follows its Complaints Handling Process. No Board-related complaints have been lodged, or any complaints that need escalating to the Board level.

Within Kiribati, ChildFund ensures that stakeholders, such as youth attending our training programmes, know who they can go to with any concerns. They are assured that complaints will be handled confidentially. No complaints of this nature have been received to date.



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

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

We regularly undertake training for all staff and Board members that incorporate our Code of Conduct, PSEA, and safeguarding procedures and accepted behaviours. There were no significant external complaints during the reporting period. Most external stakeholders' issues relate to misprocessing of regular payments or dissatisfaction with the frequency of our communications (i.e., fundraising requests). In 2019, we received more complaints due to the short-term errors in coding as part of introducing a new Customer Relationship Management system. The majority of private donors' complaints are addressed through one call / one email resolution by our Donor Care Team.

**Complaints Table (July 2019 to present)**

| Row Labels         | Billing Issue | Comms    | Gift Cards | Sponsorship | Grand Total |
|--------------------|---------------|----------|------------|-------------|-------------|
| Active             | 2             | 3        | 1          | 2           | 8           |
| Inactive           | 3             | 3        |            | 2           | 8           |
| <b>Grand Total</b> | <b>5</b>      | <b>6</b> | <b>1</b>   | <b>4</b>    | <b>16</b>   |

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

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

As discussed in J3, we regularly undertake training for all staff and Board members that incorporates our code of conduct, PSEA and safeguarding and accepted behaviours. During the year, with the assistance of the People, Appointments and Remuneration Committee, we reviewed and updated our Harassment Policy and Bullying Policy. There were no harassment or bullying complaints during the reporting period.

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

#### **Colour Code Self-Assessment Level 2**

ChildFund has a Whistleblowing Policy, and we also provide information about and contact details for the Council for International Development, which serves as an independent complaints mechanism. The Council uses a Code of Conduct Committee to address any complaints it receives.



**K: Leadership is dedicated to fulfilling the 12 commitments**

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

### **Colour Code Self-Assessment Level 2**

The ChildFund New Zealand Board is held accountable by the members, and the management is held accountable by the Board for delivering on strategic priorities. These priorities are reported on monthly. Throughout the reporting period, the Board requested various leadership team members to present on aspects of their work. Board papers clearly state 'for information' or 'for decision' to ensure clarity around governance versus operational decision-making, and the CEO and Board Chair check this. The Board Chair and CEO meet weekly.

The ChildFund New Zealand Board signs-off on the triennial Code of Conduct due diligence reviews with the New Zealand Council for International Development (CID). The CID Code of Conduct (which is like Accountable Now), is a voluntary, self-regulatory sector code of good practice that aims to improve international development outcomes and increase stakeholder trust by enhancing the transparency and accountability of signatory organisations. It serves as a guide to good practice and a risk management document for New Zealand-based international NGOs.

The Executive Committee of ChildFund Kiribati is responsible for engaging with the ChildFund New Zealand Board. The ChildFund New Zealand Board is also the Board for ChildFund Kiribati, as mentioned in J1.



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

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

All staff is aware of our participation in Accountable Now, and we take pride in circulating our annual submission and sharing the feedback from the panel with our team. (Note that preparing our submission involves collating contributions from more than half our team.) As part of moving to a smaller team, we have increased empowerment, and independent surveys confirm that our tighter team are more aligned with our mission and activities. In being the third year of applying the Accountable Now framework, we have introduced new practices (such as how we track our carbon emissions) that involves all staff. We note that Accountable Now is one element of our organizational accountability. It fits with other tools and reporting that we develop and share with the team (such as reporting to our Board, our largest donor (the New Zealand Government), and regular and annual reports we prepare for our donors).

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

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

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

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

We continue to advocate and promote Accountable Now to our colleagues in ChildFund Alliance. This year our team led an Alliance working group who was tasked to develop new sustainability standards. We drew heavily on the Accountable Now framework and appreciated consulting with the Accountable Now team during this assignment.

Over and above this, we recognise we are one of the first members of ChildFund Alliance to participate in Accountable Now. We share the panel's report and critical lessons learned, including informally updating colleagues at Alliance working groups and through bilateral discussions. Please also see information about our scope of coverage in the opening pages.





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