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# **ChildFund New Zealand Independent Review Panel Feedback**

Accountability Report 2019-20

Review Round June 2021

Accountable Now · [www.accountablenow.org](http://www.accountablenow.org) ·

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# ChildFund New Zealand Feedback from the Independent Review Panel

Review Round June 2021

6th July 2021

Dear Paul Brown,

Thank you for submitting your accountability report. We, the Independent Review Panel of Accountable Now, appreciate your efforts to strengthen accountability to communities, local partners, supporters, staff, donors, or other key constituencies. Our key focus is on accountability to those you serve. It is against this background that we critically discussed your report and came to the individual assessment below.

ChildFund New Zealand's third accountability report is comprehensive, and demonstrates commitment to accountability in a very challenging period of time for Civil Society Organisations.

The report refers to the COVID-19 and provides examples on how ChildFund New Zealand has quickly adapted programmatic work and focused on emergency response, and health. Peers have recognised the expertise gained from the early adaptation and ChildFund Kiribati has been invited to provide leadership in different forums (C2). Further strengths in the report are: responsible stewardship of the environment (C5), and Minimising risk of corruption, bribery and misuse of funds (I3)

The panel appreciates the effort on providing information on the existing accountability policies and processes and encourages to provide evidence that these are achieving the desired outcomes. The panel has flagged the following specific areas for improvement in the report: Progress and challenges over the reporting period (A3), Stakeholders support your advocacy work and value changes achieved (F2), Pay scale, gender pay gap and top salaries (G2), Complaints handling mechanisms, and overview of external and internal complaints (J3 and J4).

Overall, the Panel remains satisfied with ChildFund New Zealand's commitment to dynamic accountability, and finds its accountability practices to be sound. As such, we are happy to move ChildFund New Zealand to the biennial reporting cycle. This means



that the next report should be a brief interim report on 2020/21, focusing on any major accountability related updates as well as the areas for improvement flagged above.

We look forward to discussing our feedback with you in a follow-up call, which the Secretariat will be in touch to schedule. This conversation will form the basis for your response letter, which will be made publicly available on the Accountable Now website along with your report and this feedback letter.

If you have any other feedback or comments on our work, please share them with us by sending them to the Accountable Now Secretariat.

Yours sincerely,

Accountable Now's Independent Review Panel





# ChildFund New Zealand's Accountability Report 2019-20

Review Round June 2021

## Opening Statement from the Head of Organisation

The opening statement by ChildFund New Zealand's CEO, Paul Brown, emphasises the value of the reporting process, which is used by the organisation as a continuous learning exercise. It is also highlighted that the Accountable Now's 12 Commitments provide direction on the ChildFund New Zealand's innovation journey, which has been initiated deliberately a few years ago. The reasons for the move to a co-working space, where the Auckland-based team has the opportunity to mix with other organisations leading invitations, are explained, including the ability to learn and exchange with others in building back well.

The statement also reflects on the challenges provoked by the Covid-19 pandemic, and how values and transparency are very important to remain 'tight' as to why ChildFund New Zealand exists. It is mentioned that Accountable Now's membership is a strong enabler in this process.

## Cluster A: Impact Achieved

### A. The impact we achieve

A1

#### ***Mission statement and theory of change***

ChildFund New Zealand's vision is outlined and also how it aligns with some of the Sustainable Development Goals (SDG). The Theory of Change (ToC) has been further developed during the reporting

4



	<p>period. Their interlinked pillars are described narratively and in a diagram. The revised ToC emphasises the importance of enabling local partners to take leadership, and the importance of engaging the most vulnerable groups.</p>	
A2	<p><b>Key strategic indicators for success</b></p> <p>The current Strategic Plan was developed in 2017 and it guides annual operations plans and its measures. It also links to the development of staff key performance indicators.</p> <p>In some countries, ChildFund New Zealand measures its impact by using what is named the 'Thrive survey', a survey that focuses on measuring success towards enabling children and youth to thrive. Road Map plans are described as documented participatory planning processes that allow to capture the issues that communities deem important. The 5 key strategic indicators are shared. The panel looks forward to seeing the results of the survey. In particular, the panel would appreciate the information on how the indicators will be measured, where the data will come from and how ChildFund New Zealand's contribution to them will be measured.</p> <p>The development of a new five-year development assistance programme (IMPACT) is described, including its long term goals, the involvement of partner communities, and consideration of inequalities and barriers experienced by vulnerable groups.</p>	3
A3	<p><b>Progress and challenges over the reporting period</b></p> <p>As described in A2, ChildFund New Zealand has two programmes, the RoadMap and the IMPACT, with different indicators.</p> <p>The set up of the IMPACT programme was developed as a pilot, as it was among the first programmes to be included in the New Zealand Government's new funding mechanism, which required a long-term plan across partner communities. How a MERL programme plan was</p>	2



	<p>developed using a youth survey is explained, which will enable to track the progress. The IMPACT programme ToC is shared in a diagram.</p> <p>For the Road Map Programme, the first baseline reports from the Thrive surveys mentioned in A2 are yet to be performed. ChildFund New Zealand is working with partners to ensure the data collection process is not burdensome to communities and, to make it more sustainable and viable.</p> <p>ChildFund New Zealand also tracks the activities that are implemented through the Road Map plans, and some examples of progress are shared.</p> <p>The panel looks forward to learning how the different monitoring and evaluation plans have been implemented in practice, whether any challenges were encountered and how these were overcome. The MERL programme plan comes across as complex and comprehensive. The panel would like to know how it will be measured and the data collected, beyond the youth survey.</p>	
A4	<p><b><i>Significant events or changes regarding governance and accountability</i></b></p> <p>The response lists new Board members recruits and explains that more frequent Board meetings were taking place in response to Covid-19.</p>	4
<p><b>B. Positive results are sustained</b></p>		
B1	<p><b><i>Sustainability of your work</i></b></p> <p>It is mentioned that commitment to sustainability is part of ChildFund's development philosophy and it is exemplified in the <a href="#">Road Map approach</a>, which is in its fourth year of implementation, with a</p>	3



	<p>continuous uptake and buy-in by partners and communities, who work together in achieving the 10-year Road map plans.</p> <p>One of the outcomes of the IMPACT programme is the development of capabilities of partners so that they will have the skills, knowledge, and experience to sustain the results as well as take new initiatives forward. A SAFE (sustainable, appropriate, feasible, and empowering) analysis ensures that environmental, economic and social impacts of programmes are considered. Examples are provided in the report to illustrate how these approaches work in practice.</p> <p>The panel is interested in ChildFund New Zealand's Road Map approach: it appreciates the duration of the commitment, the emphasis on co-design and consultation, and the consideration for the sustainability of the intervention. The panel suggests that a recent example is provided in future reports, what such a Road Map looks like, how the voice of CBOs comes through, and how the Road Map is adjusted every year to account for the change in circumstances.</p>	
B2	<p><b><i>Lessons learned in the reporting period</i></b></p> <p>Four key learnings based on ChildFund New Zealand's understanding of its operating environment are described and illustrated with examples. These are : using technology to demonstrate impact of work, diversifying funding, increasing focus on partnerships and complementarity, and disability rights and inclusion.</p>	<b>3</b>
<b>C. We lead by example</b>		
C1	<p><b><i>Leadership on strategic priorities</i></b></p> <p>Several activities in which ChildFund New Zealand has been involved and which demonstrate excellence or leadership, such as the</p>	<b>2</b>



	<p>participation in a New Zealand Government's new funding mechanism, are shared. Also the participation in ChildFund Alliance committees and task forces is explained.</p> <p>The panel is pleased to learn that ChildFund New Zealand collaborates with international humanitarian actors and that it provides technical support to ChildFund Kiribati to share their photos and videos on their website. The panel notes that the financial audits and due diligence have been successfully passed. The panel suggests that in future reports this response goes beyond and outlines how ChildFund New Zealand might reach out to the sector more broadly and provide leadership on its strategic priorities; and if possible provide more details on how the intervention look like, ie. how expertise was provided on a topic and what the outcomes were? The latest <a href="#">SOSCVI accountability report (pp. 7)</a> might serve as an example and provide some further indication on this suggestion.</p>	
C2	<p><b><i>Expertise is recognised and welcomed by peers and stakeholders</i></b></p> <p>ChildFund New Zealand's expertise on programmatic design within the New Zealand Government's funding mechanism mentioned above was sought by NGOs and recognised by the Government.</p> <p>ChildFund Kiribati (a subsidiary of ChildFund New Zealand) was invited to participate in several initiatives that focus on COVID19, emergency response, and health, as a result of the leadership demonstrated when the pandemic broke out. Some other examples of expertise in development and humanitarian assistance programming are shared.</p> <p>The panel appreciates the example of what seems to be sound engagement between ChildFund New Zealand and its subsidiary in Kiribati. It is pleased to learn about the proactive response to the pandemic and the coordination with a range of actors, including</p>	3



	<p>government and community groups. This response is flagged as a strength in the report.</p>	
C3	<p><b><i>Inclusivity, human rights, women’s rights and gender equality</i></b></p> <p>The response recognises the complexity of attaining equality, and the need to understand social, environmental, political, and economic contexts within communities, which constantly interact with and influence inequalities and power relations. To that aim, ChildFund New Zealand conducted gender and disability analyses which also considered intersectional biases such as caste, religion, and colonial history. The use of a tool to monitor, course-correct, and learn in this context is also described.</p> <p>Gender and disability considerations that have been built into the projects are shared, including norms that perpetuate inequalities.</p> <p>The panel appreciates ChildFund New Zealand's approach to gender equality and intersectionality. It would, however, like to know how its work links to relevant policies (e.g. on inclusion and non-discrimination, in addition to the Gender Policy) and what a human rights based approach means for the organization and how it is applied in practice.</p>	2
C4	<p><b><i>Minimising negative impacts on stakeholders</i></b></p> <p>ChildFund New Zealand's commitment to 'doing no harm' and 'strong safeguarding processes' are highlighted. Relevant policies and procedures are listed (available on the <a href="#">website</a>).</p> <p>Safeguarding is integrated on the IMPACT programme as a key element of several project activities. Safeguarding strategies include partners in raising agency and voice of vulnerable groups. Examples to illustrate the approach and challenges are shared.</p>	3



	<p>The panel appreciates the explanation of ChildFund New Zealand's approach to safeguarding and information on the range of existing policies. The panel would like to see in future reports evidence of how they are implemented in practice and of their effectiveness.</p>	
C5	<p><b>Responsible stewardship for the environment</b></p> <p>The <a href="#">Environmental Policy</a> shared in the previous report is still in place and it focuses on maximising positive impacts and reducing negative impacts on the environment through the programmes and projects. The approach and tool -referred as SAFE (Sustainable, Appropriate, Feasible and Empowering)- is mentioned as a measure to ensure all new projects are analysed from an environmental point of view. The panel would like to see in the next full report an example on how the tool and approach is used in practice.</p> <p>Several relevant initiatives are shared such as the move to a new coworking space with lower environmental impact. An analysis of CO2 emissions is provided, including a table which allows for comparison of emissions from different sources in the past 3 years. A forecast is also provided, in which the carbon offsetting plan is factored and will allow the organisation to be carbon negative in FY21. The panel commends again ChildFund New Zealand for the carbon offsetting plan implementation.</p>	4
<p><b>Cluster B: Stakeholder Involvement</b></p>		
<p><b>D. Key stakeholders are identified with great care</b></p>		
D1	<p><b>Key stakeholders and how they are identified</b></p>	3



	<p>The report remarks that children and the families ChildFund New Zealand works for and with, are 'priority stakeholders'. They are identified with the community. The identification of most of these communities was done by ChildFund International and ChildFund Australia years ago.</p> <p>In the Pacific region, ChildFund New Zealand continued to work with other key actors such as local and central governments and other NGOs to confirm where, what, and who ChildFund New Zealand should support.</p> <p>The response to the pandemic in Kiribati is given as an example of the adaptive programming approach, in which involvement of stakeholders in the process is key. The panel appreciates in particular this example given the complexities and difficulties inherent to the Covid emergency response.</p>	
D2	<p><b><i>Reaching out to those impacted or concerned by your work</i></b></p> <p>It is stated that in programmes managed by other ChildFund Alliance members, robust engagement practices are in place. ChildFund New Zealand participates in joint M&amp;E activities and examples of visits to Kenya and Zambia are provided. Gender and inclusion are considered in community consultations, ensuring the voices of the most vulnerable and potentially excluded are heard. An example is Kenya is shared, which illustrates the approach.</p> <p>In the Pacific, a collaboration with CBM New Zealand, an organisation with expertise in disability rights and inclusion, has been established to ensure improved access to programmes.</p>	3
D3	<p><b><i>Maximising coordination with others operating in the same space</i></b></p>	2



	<p>National and local actors that ChildFund New Zealand coordinate with are listed along with forums where the interaction happens. A list of networks and associations at national and international levels, where ChildFund New Zealand maximises coordination, is also provided.</p> <p>The panel appreciates that ChildFund New Zealand takes part in various fora, taskforces and meetings, a critical precondition for coordination among the actors in the sector. In the future, the panel would like to learn how this coordination takes effect, what outcomes have been achieved and what duplication was avoided.</p>	
<p><b>E. We listen to, involve and empower stakeholders</b></p>		
<p>E1</p>	<p><b>Stakeholder feedback</b></p> <p>It is stated that stakeholders' feedback, specially from communities, is sought at each stage of a project's lifecycle. A list of ways in which ChildFund New Kiribati invites feedback is provided, which includes an escalation process when the team does not have the answers to community's questions or concerns.</p> <p>The response also reflects on cultural norms and how they might influence what avenues are most appropriate to seek feedback. Examples of cultural considerations in Kiribati and Kenya are shared.</p> <p>The panel notes ChildFund New Zealand's commitment to finding culturally appropriate avenues for the provision of stakeholder feedback.</p> <p>In the previous report it was noted that a stakeholder survey was due in April 2020, was it carried out?</p>	<p><b>2</b></p>



E2	<p><b>Stakeholder engagement</b></p> <p>The response describes the work of ChildFund Kiribati on the COVID-19 Emergency response, in which high-level stakeholders were engaged very early by the local team, which is made up of all national staff. Government agencies, WHO, Red Cross and other local actors continued to support ChildFund Kiribati's work by coordinating the dissemination of up to date and accurate information about the Pandemic and working in partnership.</p> <p>The panel appreciates ChildFund New Zealand's emergency response in Kiribati, as commented under D1. The panel would welcome in future reports, information on how people and communities ChildFund New Zealand works for and with are involved in programmatic work..</p>	2
E3	<p><b>Main likes/dislikes from stakeholders and organisation's response</b></p> <p>The response outlines feedback, positive and for improvement, received from communities in Kiribati, who appreciated that ChildFund addressed critical community issues and the investment in household visits which led to enhanced trust. Families reported dissatisfaction when a household visit is missed, or children are not selected for participation in youth activities.</p> <p>Feedback from partners and donors in the context of the application for the new funding mechanism by the New Zealand Government is also shared.</p>	3
E4	<p><b>People and partners have gained capacities that last beyond your immediate intervention</b></p> <p>The response emphasises the commitment to support partners “to grow their skills, knowledge, capabilities, and strengths”. It is acknowledged that rather than prescribing qualities, skills, or</p>	2



	<p>knowledge, partners must identify the capacities they want to build. To that aim a co-design process is being investigated.</p> <p>The panel appreciates the processes described, however, it would like to see evidence of their results. <a href="#">Accountability Lab report (pp. 24)</a> might provide guidance on how to approach this question.</p>	
<p><b>F. Our advocacy work addresses the root cause of problems</b></p>		
F1	<p><b><i>Evidence regarding the root causes of the problems you address</i></b></p> <p>The IMPACT Programme design, included an in-depth contextual analysis of root causes, which is regarded as fundamental to understanding partners' experience.</p> <p>Also as part of the IMPACT Programme design, in-depth gender analyses identified common themes across communities, such as poverty and limited employment and education opportunities. Throughout programme countries, emerging social issues were found, including violent behaviours.</p> <p>ChildFund New Zealand's theory of change identifies the necessity of empowering people they work for and with at three levels, micro, meso and macro, to use their agency and voice to advocate themselves for change. It is explained how root causes are identified at each level. The <a href="#">Unseen, Unsafe report</a> is shared as an example of work at meso level within the Ending Violence Against Children (EVAC) coalition.</p>	<b>3</b>
F2	<p><b><i>Stakeholders support your advocacy work and value changes achieved</i></b></p>	<b>1</b>



	<p>The response reinforces the need for inclusion of all community members described in F1, and briefly outlines the 4 Ms for change Messaging, Material, Mass swelling of support and Mettle.</p> <p>It, however, does not provide evidence that shows how stakeholders support ChildFund New Zealand's advocacy work. The panel would like to learn about that in the next report.</p>	
<p><b>G. We are transparent, invite dialogue and protect stakeholders' safety</b></p>		
G1	<p><b>Availability of key policies and information on your website</b></p> <p>A <a href="#">link</a> is provided to the ChildFund New Zealand Operational policies document, which is a 80 pages comprehensive document including policies and guidelines.</p> <p>A <a href="#">link</a> to the Annual Reports is also provided, where audited financial statements and statistics are published. Salaries are not published.</p> <p><a href="#">Thrive</a>, ChildFund New Zealand monthly publication provides people with an update on work, organisational changes.</p> <p>At the bottom of every web page in the website, there are links to several policies and documents including the feedback and complaints dedicated <a href="#">web page</a>.</p> <p>The panel invites to reflect whether the information in the website is accessible to most stakeholders and how specific audiences might be specifically considered (e.g. use of local languages, child-friendly language, etc.).</p>	3
G2	<p><b>Pay scale, gender pay gap and top salaries</b></p> <p>Remunerations are reviewed at least annually as part of the performance assessments carried out by the management. It is stated</p>	1



	<p>that the gender pay gap is not measured because the small size of the sample (14 permanent staff) won't produce a meaningful indicator. Salaries are confidential and the ratio between top and bottom salaries is not provided. It is stated that pathways for women to reach leadership positions are enabled.</p> <p>The panel would encourage to share the ratio between lowest and highest salary as an exercise of transparency while keeping individual salaries confidential. ChildFund New Zealand might find it helpful to see <a href="#">Terre des Hommes report (pp. 23)</a> as an example on how peers of similar size are approaching this question. Moreover, the panel would like to understand how staff salaries in countries where projects are implemented are set.</p>	
G3	<p><b><i>Ensuring privacy rights and protecting personal data</i></b></p> <p>ChildFund New Zealand acts directly under the New Zealand Privacy Act 2020, and applies "in principle" the European GDPR privacy and SOC2 security audit frameworks.</p> <p>It is noted that anyone granted access to sensitive data is vetted beforehand. In addition, staff and other data users are given training and reminders on a regular basis. Additional data security measures for card payments data are described. Frequent audits, scans and reviews ensure that the overall information system is updated, and thus prevent breaches.</p> <p>The panel appreciates all the efforts to ensure privacy rights of various ChildFund stakeholders, and would like to know whether a privacy policy is accessible online and how people can check, amend, or remove their personal information from the organisation's databases.</p>	3
G4	<p><b><i>Largest donors and their contributions</i></b></p>	2



	<p>ChildFund New Zealand's largest donor is the New Zealand Ministry of Foreign Affairs (MFAT) and the contribution provided in the reporting period is shared. Other donations in the context of the COVID-19 Emergency Response, ChildFund Alliance members' contributions and other donations are also shared.</p> <p>Mechanisms are in place to ensure that anonymous donations do not unfairly influence ChildFund New Zealand's work.</p> <p>The panel is not really clear on who the top five donors are. In future reports the panel recommends using a simple table depicting the donors names and amounts only. While the report indicates which donor has given how much, this information does not seem to be publicly available or included in the annual report.</p>	
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## Cluster C: Organisational Effectiveness

### H. Staff and volunteers are enabled to do their best

H1	<p><b><i>Recruitment and employment is fair and transparent</i></b></p> <p>ChildFund New Zealand's recruitment processes are based on determining whether candidates' values align with those of the organisation (shared in the report).</p> <p>It is noted that the Child Safeguarding and Human Resources Policies specify ChildFund New Zealand's commitment to equal employment opportunities, diversity and to promoting human rights in the workplace. Recruitment procedures including criminal record checks and verbal referee checks, are listed.</p>	<b>3</b>
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	<p>The Panel would welcome a more exhaustive description of the “transparent and contestable process for appointments” mentioned in the policy.</p>	
H2	<p><b>Staff development</b></p> <p>ChildFund New Zealand continues to use eNPS, a method of assessing employee satisfaction, which measures how likely staff are to recommend ChildFund New Zealand as a place to work. A chart is displayed on the report, which shows a steady exponential increase in the score. In the previous report it was shown a significant drop on the score in November 2019. The panel appreciates sharing this indicator and would appreciate a reflection on what might have caused the changes on the score and on how this assessment may inform decisions.</p> <p>A skill assessment was carried out and produced a gap analysis, which results are presented in a table. Development plans to bridge the identified gaps will take place informally at performance reviews by managers. There are also plans to start a development programme at a larger scale. All Directors have a training budget for their staff.</p> <p>The panel notes the interesting practice of using the eNPS to evaluate employees' views of the place of work and the skill mapping. It would like to learn about the staff participation rate in eNPS. The panel would also like to learn how ChildFund New Zealand staff located outside New Zealand benefit from such practices and staff development more generally.</p>	2
H3	<p><b>Safe working environment</b></p>	2



	<p>Following the assessment by a Health and Safety (H&amp;S) consultant, a H&amp;S system document was developed. Also, a workshop to raise awareness and reinforce H&amp;S practices was delivered.</p> <p>The Safe365 online H&amp;S tool continues to be used. For travel safety, the services of International SOS are commissioned.</p> <p>As requested by the panel previously, a comprehensive description of policies, including a new Bullying Policy, that are in place and how these policies prevent harassment in the workplace was provided (some relevant information also in H2).</p> <p>The panel notes that relevant policies are in place, and would appreciate information on how a safe working environment is created where ChildFund New Zealand is implementing projects.</p>	
<p><b>I. Resources are handled effectively for the public good</b></p>		
<p>I1</p>	<p><b><i>Resources are acquired in line with your values, globally accepted standards and without compromising independence</i></b></p> <p>ChildFund New Zealand continues to adhere to several fundraising standards and principles. Additionally, it is noted that the <a href="#">Non-Development Activity Policy</a> commits ChildFund to its status as a non-political, non-religious organisation.</p>	<p><b>3</b></p>
<p>I2</p>	<p><b><i>Monitoring of progress and re-allocation of resources</i></b></p> <p>A major adjustment in the Strategic Plan 2017-2027 has been the emphasis placed on what is named 'the Mode 2 business models', which is a new initiative linking philanthropic funding and new areas of impact, which addresses changes on how public and donors distribute funds.</p>	<p><b>3</b></p>



	<p>It is noted that progress is continually measured against strategic objectives and Road Map achievements.</p> <p>Annual plans and budgets cascade out of the Strategic Plan. Staff KPIs are expected to be reported on to the Board each month through a written report.</p> <p>Budget is monitored quarterly against the five-year budget plan.</p>	
I3	<p><b>Minimising risk of corruption, bribery and misuse of funds</b></p> <p>ChildFund New Zealand has several policies addressing corruption and bribery, including a <a href="#">Whistle-Blower Policy</a>, which outlines the procedures once it is activated. The financial statements are audited by an external firm and presented annually to the relevant public administration in New Zealand, which publishes them <a href="#">online</a>.</p> <p>The response describes how ChildFund New Zealand has applied its anti-corruption policy in receiving allegations about misuse of funds. The panel flags this response as a strength in the report</p>	4
<b>J. Governance processes maximise accountability</b>		
J1	<p><b>Governance structure and recruitment of trustees/board members</b></p> <p>The Childfund New Zealand's Constitution governs the Board, which has currently 7 members (three have been recently recruited, and other three will be replaced in FY21). An external consultant has been engaged to support the recruiting process. Efforts have been made on building the diversity of the Board recently with the recruitment of the latest three members.</p> <p>It is noted that the Board's governance covers ChildFund New Zealand and ChildFund Kiribati. ChildFund Kiribati has its own</p>	2



	<p>Executive Committee, whose role and responsibilities are listed in the report. In K1 it is highlighted that the Executive Committee of ChildFund Kiribati is responsible for engaging with the ChildFund New Zealand Board.</p> <p>The ChildFund New Zealand Board is currently chairing the ChildFund Alliance Board.</p> <p>The panel would like to learn about the length of terms for board members, its composition in terms of diversity and required skills. The report makes many references to Maori traditions and values. Are any members of the board (and staff, for that matter) of Maori descent? The panel would also like to understand better the role of the oversight panel of the three independent members. How does chairman pay fit into the organizational pay scales?</p>	
J2	<p><b><i>Board oversight of adherence to policies, resource allocation, potential risks, and complaints processes</i></b></p> <p>A former governance manual is being revamped by an external consultant into a more practical guide. Other changes on the Board set up will take place, including the creation of three committees with specific responsibilities. Also, policies overseen by the Board will be separated from operational ones, responsibility of management.</p> <p>It is noted that during the reporting period “No Board-related complaints have been lodged, or any complaints that need escalating to Board level”, and the <i>Complaints Handling Process</i> is followed when a complaint is received. A risk register is developed by Management and approved by the Board.</p> <p>The panel notes that the governance manual is currently under review, however it would like to learn about how the board oversees organizational adherence to policies. While no complaints were made against the board and none were escalated to it, how is the</p>	2



	board kept informed of complaints raised within and against the organization and how does it take action on such information?	
J3	<p><b>Complaints handling mechanisms and overview of complaints (external)</b></p> <p>In J2, avenues available to raise complaints are listed, including the <a href="#">dedicated page</a> which points to relevant policies the organisation has agreed to abide by.</p> <p>Training that incorporates Code of Conduct, PSEA, and safeguarding procedures is undertaken by staff and Board members. A table showing complaints by category during the reporting period is provided. The grand total is 16 complaints, much lower than the previous year figure (195). Has any event or change been identified as the cause for the decrease in complaints?</p> <p>The panel notes that staff and board are regularly trained on the organizational code of conduct, PSEA and safeguarding procedures. What has been the outcome of this training? The panel would like to understand what constitutes 'significant' external complaint and how many categories of complaints there are. Given the work that ChildFund New Zealand does with vulnerable communities in complex and difficult geographies, the panel recommends to reflect in future reports whether not having received safeguarding complaints might be an indication of underreporting. The panel would like to learn how the safeguarding policies and mechanisms are promoted among people and communities ChildFund New Zealand works for and with, as well as whether it plans to make information more accessible, beyond the policy documents, on how the complaints mechanism works (protection for victims, confidentiality of the process, presumption of innocence, etc.) <a href="#">SOSCVI latest report (pp. 30)</a> might provide some practical examples on what the panel recommendations refer to.</p>	2



J4	<p><b>Complaints handling mechanisms and overview of complaints (internal)</b></p> <p>The Harassment Policy and Bullying Policy was reviewed. The Bullying Policy (<a href="#">here</a> in pp. 78) outlines informal and formal procedures to report. There were no harassment or bullying complaints.</p> <p>The panel notes that no harassment and bullying complaints were received during the reporting period. What about other types of complaints? What opportunities do staff have to raise concerns which may not always warrant the formality of a complaints procedure? How are these handled and resolved?</p>	2
J5	<p><b>Protecting confidentiality and anonymity of those involved in complaints</b></p> <p>In addition to the channels mentioned above, complaints can be raised anonymously through channels provided by the Council for International Development. A <a href="#">Whistleblowing Policy</a> is available online.</p> <p>It is not clear to the panel from available policies how a complainant can submit a complaint anonymously. In the <a href="#">webpage</a>, following contact information it is written "Where this issue is sensitive, we have policies to ensure the matter is dealt with appropriately and in confidence [...]". The panel recommends adding clear guidance there on how to raise a concern anonymously there.</p>	2
<p><b>K. Leadership is dedicated to fulfilling the 12 Commitments</b></p>		
K1	<p><b>The governing body and management are held accountable for fulfilling strategic promises</b></p> <p>It is stated that "the Board is held accountable by the members". Further information was provided in this <a href="#">response letter</a>. The Board</p>	2



	<p>requests the leadership team to report on specific pieces of work. The Board Chair and CEO have a weekly meeting.</p> <p>The ChildFund New Zealand Board is signatory of a voluntary, self-regulatory sector code of good practice, the New Zealand Council for International Development (CID).</p> <p>It appears that there are currently no mechanisms in place for the assessment of the performance of management. Is ChildFund New Zealand planning to introduce them as part of the governance policy review? The panel would appreciate being kept abreast of any developments.</p>	
K2	<p><b><i>Inclusion of staff in discussing progress toward organisational accountability</i></b></p> <p>More than half of the staff is involved in writing the accountability report, which is shared with all along the feedback by the panel. It is mentioned that Accountable Now, being one of several elements of ChildFund New Zealand's organisational accountability, fits well with other accountability and reporting tools.</p> <p>The panel is pleased to learn that Accountable Now reports and feedback, as well as other relevant reports are shared with staff. However, the panel would like to understand what kind of discussions with the team take place in this connection and what action, if any, is taken subsequently.</p>	2
K3	<p><b><i>Scope of this accountability report and influence over national entities</i></b></p> <p>The scope of the report is Childfund New Zealand and Childfund Kiribati, the latter being an organisation managed by the former.</p>	3



	<p>In the intro, a broader overview of the scope of reporting for ChildFund Alliance members, is outlined.</p> <p>ChildFund New Zealand continues to advocate and promote Accountable Now membership to the rest of ChildFund Alliance members.</p>	
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