



ChildFund International Accountability Report

December 2021

ChildFund[®]
International

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Opening Statement

I am excited to submit our Accountable Now report for 2020-21. This report further builds on our initial report of last year where we established our approach towards meeting the 12 Accountability Now commitments. Much of what we included in the initial report continues to be valid. We continue to strive to uphold the highest standards of accountability and transparency to the children and communities we serve, our donors and the public. The rigor and focus we dedicate to aligning our programming, policies and practices to the standards of the 12 Commitments sustains our mission "to help vulnerable children have the capacity to improve their lives and the opportunity to become young adults, parents and leaders who bring lasting and positive change in their communities; to promote societies whose individuals and institutions participate in valuing, protecting and advancing the worth and rights of children; and enrich supporters' lives through their support of our cause."

As a child-centered organization, we bring voices of children, youth, families and communities to inform caregivers, policymakers, programs, and the impact we aim to deliver. So important is accountability to us, we weave it into

- Our programming. Evidence, including input from program participants as well as external markers, drives us to design our programs around children's optimal development at three distinct stages of their lives to ensure achieving core outcomes, healthy and secure infants, educated and confident children, and skilled and involved youth.
- Our theory of change, supported by a global monitoring-and-evaluation framework that tracks effectiveness of these programs in basic accountability and core program standards, as well as program effectiveness.
- Our work to strengthen family and community structures while addressing policy issues to support child well-being.
- Our approach to partnering with local organizations, strengthening local civil societies and ensuring impact sustainability even after we leave.

The biggest challenge we faced during this reporting period (July 2020-June 2021) has been the impact of the COVID-19 pandemic on the children and families we serve, our partner organizations, our staff across the world and the general continuation of our operations. The pandemic impacted our ability to fully achieve our accountability commitments. For example, our partners' ability to implement programs according to plan and obtain feedback from children and their families was seriously hampered, we were limited in our capacity to conduct our annual Program Quality Review with local partners and program participants, we faced gaps in our M&E data collection and we were limited in expanding our coverage of community-based child protection mapping.

However, we were able to pivot to a strong COVID-19 response program in collaboration with our ChildFund Alliance members and give support to 4.8 million children and their families. We supported the awareness and adoption of COVID-19 prevention behaviors, ensured children obtained food they needed through cash transfers and distribution of food packages, activated previously established community-based child protection systems to respond to surging child protection issues and supported the continued education of children despite widespread school closures. With this response plan, we met our prime accountability to children and families despite the challenging circumstances.

We continued to make progress towards our fulfillment of the Accountability commitments through the creation of a diversity, equity and inclusion (DEI) task force to help leadership understand gaps and potential actions to take to assure our organizational culture reflects an understanding of, appreciation for, and focus on DEI. We also committed to work with our Alliance partners to create and deliver environmentally sustainable solutions, signing InterAction's NGO Climate Compact: Commitments toward Environmental Action and Sustainability pledge. Protecting the environment is also a top priority in our new strategy period and we plan to conduct a baseline and develop a plan for reducing carbon dioxide emissions as well as elevating child and youth advocacy at climate policy forums.

During this reporting period, we continued to hold ourselves to performance standards using a balanced scorecard (BSC) to clarify and measure progress toward our strategic objectives, grouped in four key areas: social impact, financial, internal operations, and learning and growth. Since 2017, we have set annual targets for each measure, then have established a set of strategic initiatives designed to achieve them. This continual tracking helps us learn and adjust to become more agile and responsive to changes in our environment and our performance.

Most importantly, during this reporting period, we concluded the execution of our Destination 2020 global strategy. Shortly, we will be publishing our 4th impact report which will show the results we obtained with this strategy. We are excited that we now have started the execution of new global strategy 'Growing Connections 2030' through which we target to reach by 2030 ~100 million vulnerable children and family members annually to help children grow up healthy, educated, skilled and safe. We have adopted a revised balanced scorecard to continue to measure our performance against strategy,

We truly believe that the systemic measuring, tracking, and regular dialogue with our key stakeholders that we already have in place, as well as our goals to continue to strengthen these in the areas we need, align perfectly with Accountable Now's values and 12 Commitments. We look forward to continuing to use Accountable Now's framework as our accountability North Star further advance children's rights, promote equitable and sustainable development, protect the environment, and deliver impact and value to our program participants and stakeholders.

Warm regards,



Anne Lynam Goddard

President and CEO

Introduction

ChildFund International, USA ("ChildFund International" going forward in this document) works throughout Asia, Africa and the Americas connecting children to people, resources and institutions they need to grow up healthy, educated, skilled and safe. Delivered through over 146 local implementing partner organizations, our programs address underlying conditions preventing children and youth from achieving their full potential. We emphasize child protection throughout our approach since violence, exploitation, abuse and neglect can quickly reverse developmental gains. In 2019, we helped 13.6 million children and family members in 24 countries improve their access to health care, nutrition, education, livelihoods and protection while strengthening local organizations to continue supporting services after we are gone. About 200,000 Americans support our work by sponsoring individual children or investing in ChildFund International programs.

Over the past period we adopted our new 2030 global strategy, Growing Connections. With this strategy we aspire to reach ~100 million vulnerable children and family members to help children grow up healthy, educated, skilled and safe (HESS). We will scale our impact and reach more children by adding new business models to our strong core model and by evolving our role in international development.

Color-Code Self-Assessment

We have assessed our performance with Accountable Now's reporting criteria, using the following color code:

Level 1	No policies, procedures, or other documents are provided to explain the member's approach. There is no improvement plan in place, or there is a plan, but no actions have been taken yet.
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.
Level 3	In addition to policies, procedures, or other documents explaining the member's approach, systematic evidence or examples have been provided to show how these work in practice. Results, progress, and ambitions for further improvement are documented.
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 organization's practice.

Covered in This Report

ChildFund International, headquartered in the United States of America, joined Accountable Now in 2019 with full membership in 2020. This is our second report to Accountable Now. Financial and other audited documents present information for fiscal year (FY) 2021, spanning from July 1, 2020, to June 30, 2021. During this FY, we directly operate in Bolivia, Brazil, Ecuador, Ethiopia, The Gambia, Guatemala, Guinea, Honduras, India, Indonesia, Kenya, Mexico, Mozambique, Philippines, Senegal, Sierra Leone, Sri Lanka, Uganda and Zambia. This report covers these countries, who are accountable to the 12 Accountability Commitments.

Not Covered in This Report

Our ability for developmental effectiveness and accountability relies on the quality of our programming interventions, strength and influence of our advocacy efforts, and our continued uniqueness in working with and through partners at all levels. We currently implement activities through and with 146 local, community-based partners. This report does not cover these partner organizations, other than saying they are held accountable to our program, operational and financial standards.

Through ChildFund Alliance members, ChildFund International also sponsors children and supports programming in countries such as Cambodia, Timor-Leste, and Vietnam, where we do not have legal presence. These countries are served by ChildFund Australia who is responsible for programming and meeting agreed ChildFund Alliance program standards, regularly reviewed by the ChildFund Alliance Programme Committee. ChildFund Australia presents its own Accountability Now report. This report does not cover these countries. We also maintain a small number of sponsored children in Thailand which are served by CCF Thailand with whom we maintain a cooperation agreement. As CCF Thailand sources over 95% of their revenue directly from within the country, they maintain their own policies and procedures and are also not covered by this report.

A. The Impact We Achieve

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

Self-Assessment: Level 4

Mission and Vision

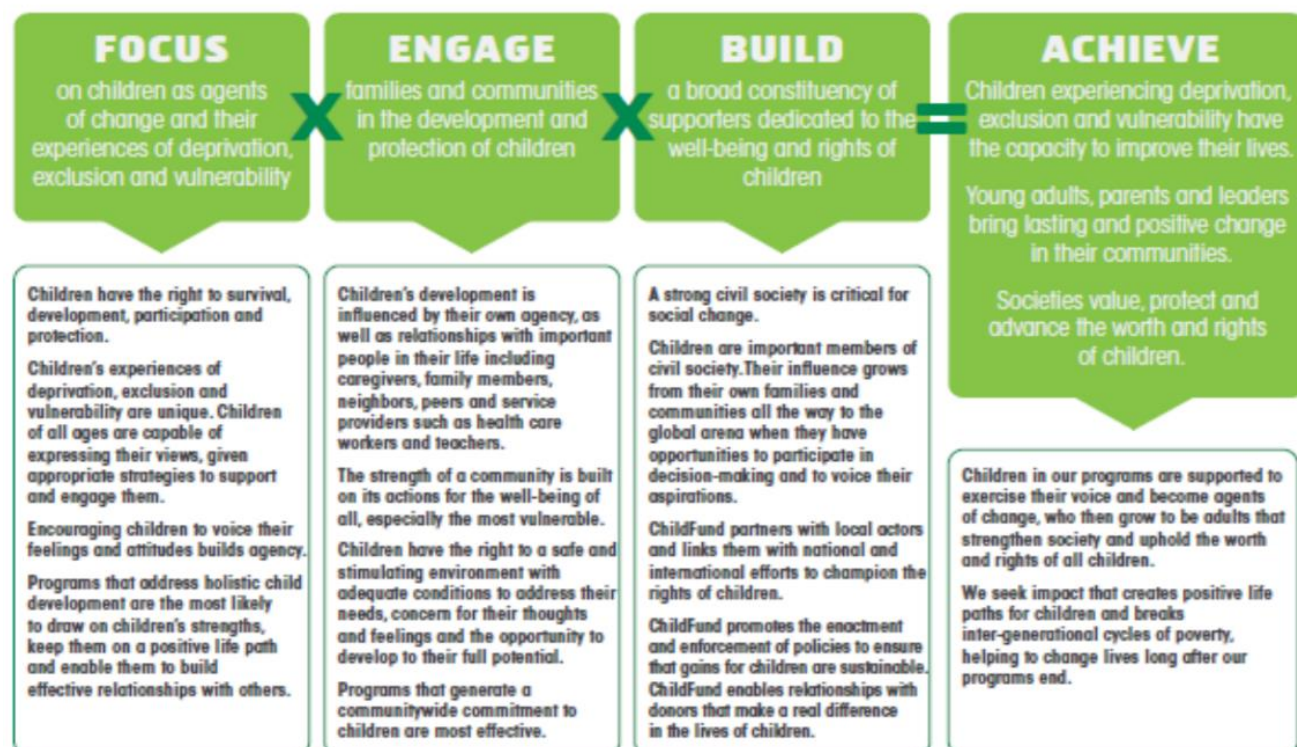
We envision a world in which children realize their rights and achieve their potential. Our mission is to build the capacity of vulnerable children to improve their lives and become leaders who bring lasting and positive change to their communities; promote societies whose individuals and institutions value, protect and advance the worth and rights of children; engage supporters in such a way that their support enhances children's lives and also enriches the supporters' lives.

Theory of Change

The organizational theory of change (ToC) is our hypothesis on how we expect change will happen and through it, we join the core outcomes we seek with the core intent we aim for. It helps articulate what we believe makes a difference: that children are at the center of a web of individuals and institutions—parents, family, community, governmental and non-governmental actors—whose contributions we must leverage if children are to thrive. ChildFund engages young people, families and communities to achieve positive outcomes for children, and we contribute to shaping national and global practices promoting their well-being. To meet children's evolving needs as they develop from infancy through young adulthood, we work across three key life stages.

Organizational TOC

[See this larger.](#)



Approach: Three Life Stages

The outcomes we seek center upon children's development at each stage of their life. ChildFund International works with and for children across the first decades of their life and our life-stage approach helps us tailor our

interventions to their different developmental needs as they progress from infancy through young adulthood. In each of the three life stages, our programs aim for a child's a healthy, holistic development physically and socially while considering their needs, rights and capabilities.

Our ToC operates through a life stage approach that outlines the conditions that need to be met to support children's developmental outcomes including "healthy and secure infants" (life stage 1, ages 0 to 5), "educated and confident children" (life stage 2, ages 6 to 14), and "skilled and involved youth" (life stage 3, ages 15 to 24). This approach provides a framework addressing issues in the home, school and community that children face as they grow, including abuse, neglect, exploitation and violence. Additionally, this guides our evaluation efforts. When our global monitoring and evaluation (M&E) system captures data on outcome indicators from all enrolled children in the communities where we work, these are aligned with our ToC to measure our progress towards achieving our core outcomes for children.

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

Self-Assessment: Level 3

ChildFund's Life Stages and Core Outcomes

Life Stage	Age Range	The Core Outcomes We Seek
1	0 to 5 years	Healthy and Secure Infants
2	6 to 14 years	Educated and Confident Children
3	15 to 24 years	Skilled and Involved Youth

Our key programmatic strategic indicators are children and/or caregivers expressing knowledge of and intention to use locally available child protection mechanisms, other core program indicators aligned with our life stages theory of change, our working through strong partners, and our conducting policy advocacy on child protection issues as part of strong core programming.

Knowledge and Potential Use of Child Protection Mechanisms

We define child protection as the prevention of and response to all forms of violence, exploitation, abuse and neglect affecting children. Through our global M&E process, we monitor changes in awareness of child protection reporting systems, and the likelihood that children and caregivers in communities where we work will use these systems. Additionally, we utilize community-based child protection mapping activities conducted by community members, including children, to identify community child protection mechanisms and ways these can be strengthened.

Life Stage Core Program Indicators

We conduct an annual monitoring survey to collect data on a set of core program indicators aligned with our life stage ToC for a sample of enrolled children to monitor the progress and contribution of our programs. The data of these surveys is a prime source of information for our impact reports (4th impact report is forthcoming). During the 2020-2021 reporting period we experienced gaps in our data collection due to the COVID-19 pandemic, but we expect to fully reassume this in the 2021-2022 period.

Strong Partners

We annually assess all implementing partners to track those who meet a set of minimum standards and to inform local partner capacity-strengthening efforts. We measure "strong partners" along four areas of partner capacity: compliance, governance, strategy and programming. The first partner assessment in FY17 relied on several resources, including audit reports, country-office assessment of local partners and local partner self-reporting. Subsequent assessments have built on existing information and are more focused on how partners

rectify deficiencies. Ensuing surveys illustrate the partner portfolio's changing size as we evaluated and restructured partnership relationships based on communities' evolving needs. The last survey for this was conducted in FY21 as we now select partners based on survey criteria.

Advocacy

ChildFund International developed country office (CO) advocacy guidance to support our commitment to deepening child protection and advocacy work. In FY17, we added an advocacy measurement to our organizational [balanced scorecard](#) (BSC) to assess if country offices conduct child protection policy advocacy, and in FY21 we created a Power BI dashboard to assess individual CO advocacy issues and their alignment with the child protection issues raised in community-based child protection mapping exercises. We define "conducting advocacy" as having the necessary elements needed to create and implement an advocacy plan.

Stakeholder Involvement in M&E

Our M&E system has been operational in 23 countries and with up to 326 local partner organizations since 2013, collecting data on over half a million children annually. The system primarily helps us, and our partners make management and programmatic decisions to improve outcomes for children. The system captures data on a set of indicators tied to accountability and programmatic standards aligned to our ToC. While adoption of the monitoring function of the system is increasing, use of data for reflection and making decisions at the local levels remains a challenge.

Throughout the implementation of our global M&E system we have reflected on what we have learned and what we still do not know as an organization including ways to improve our M&E system. To leverage this learning across the organization and to make the global M&E system more responsive to different stakeholder needs, we engaged a multi-level organizational reference group of M&E specialists from each region, information technology (IT) and headquarters colleagues to think about the design and purpose of our M&E system and how to improve it. In addition to this cross-organizational reference group, we sought feedback from country directors and leadership about important M&E priorities for them.

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

Self-Assessment: Level 3

Progress

Over the reporting period we have made concrete progress against our indicators and lessons learned to help us adapt going forward. For example, from 2017 to 2021 the percentage of children and/or caregivers expressing knowledge of and intention to use locally available child protection mechanisms grew from 63% to 84%. Our forthcoming 4th impact report will also highlight increases in both reading fluency and basic math skills among school-aged children, increase of youth who graduated from basic business and technical skills training and other encouraging progress made. Our local partners show improving results in our strong partner survey (see section B1 below), and 100% of our country offices are now conducting policy advocacy, including on COVID-19 response, which we added in FY21.

Difficulties

Difficulties experienced this reporting period were due largely to the COVID-19 pandemic and its impact on our and our partners' abilities to do our work. As countries went into various stages of lockdowns, in some cases repeatedly, our staff and partners found it difficult to conduct face-to-face program implementation. For example, our work on mapping community-based child protection mechanisms came to a standstill. Pandemic protocol hampered our partners' ability to implement according to plan and visit sponsored children, and for our yearly data collection processes we relied more on sampling than full-fledged one-to-one meetings. Though these difficulties limited our work in many aspects, they expanded our abilities in others. We found ourselves using more virtual learning, staff members "visited" partners virtually, we had more online meetings, youth groups "met" via WhatsApp or SMS and other modes of communication, and we supported schools and students with electronic tools and resources.

Before COVID-19, the opportunity for colleagues across regions to collaborate and share data insights, formally or informally, was rare. These days, however, with the necessity for most staff to work virtually, we are more connected than ever. Even with the challenges of working online from home, we created a culture of sharing, exchanging and learning from one another. In an average morning meeting, a colleague from South America asks for advice from West Africa on adolescent girl programming. The same colleague from West Africa then

asks someone in Asia for their ideas on addressing online sexual abuse and exploitation of children and youth. Questions and advice volley back and forth, and excited conversations spill over into the chat box as we work to wrap up the meeting. At the heart of these exchanges is the realization of how important it is to consult and learn from the communities we seek to serve, and to share that learning among the diverse regions where we work leading to more efficient and rapid responses to children's most pressing needs, throughout our reach.

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

Self-Assessment: Level 3

Difficulties in FY21 were overwhelmingly related to the COVID-19 pandemic, such as our need to respond and support where we could, as well as its impact on the abilities of our staff and partners to carry out programmatic activities. Over the reporting period, this global change impacted our organization the most alongside our FY20 Organizational Effectiveness initiative allowing for fewer layers of staff and decision-making responsibility and a decentralized structure with more positions based globally allowed for more timely decision making, and quicker response to programmatic support needs in the field.

As we carried out activities in line with our Alliance-wide \$56 million response plan aiming to reach 6.3 million children and family members, we had to do so within host country and WHO COVID-19 prevention protocols. We also needed to maintain the safety of our staff and partners, so in addition to adjusting work modes, we monitored cases in countries and communities, as well as among our staff and the children sponsored by us, while maintaining personal privacy and medical confidentiality.

These new ways of working, data collection methods and online programming also emphasized the need for more robust child safeguarding mechanisms, policies and procedures. We updated our policies and procedures in this reporting period and approved and began the hiring process for a child safeguarding-focused position within the organization.

As we shifted largely to virtually supporting program participants and communities, we also identified new programming areas and accountability needs for child protection that affected not only us but our peers in the sector: the need for psychological first aid, and the increased need for prevention of online sexual exploitation and abuse of children (OSEAC), which was exacerbated by the entry of millions of children around the globe into the online realm. We responded by working with existing materials (ours and our peers') and began to transform them into a community-based psychosocial support (CBPSS) resource hub for people, organizations and communities working to protect and foster the well-being of vulnerable children and youth. Because we designed the hub for our and others' virtual use, we also established in-house protocols and processes for standardization of training products based on standard adult learning methodologies. Pre-pandemic we were already working to address OSEAC in many of the countries in which we have a presence. For example, in 2019 and early 2020, our team in the Philippines, supported by the Out of the Shadows Index Advocacy Fund, launched the #ShutdownOSEAC campaign with our partners, and hosted an "OSEAC Summit" that brought together youth, policymakers, the media and technology companies to learn about and commit to tackling the issue. We also organized OSEAC training for media outlets to improve and increase their ethical coverage of the issue. As a result, congressional members in the Philippines submitted OSEAC-focused bills, technology companies reached out to partner with us, and the number of OSEAC-related media pickups nearly doubled over the previous year. Over the course of 2020 as the needs became more evident, we expanded our work, and we have prioritized OSEAC in our 2030 strategy.

B. Positive Results 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?

Self-Assessment: Level 3

Ensuring Long-Term Positive Results Through Strong Partnerships

ChildFund International's ability to be an international force for greater development effectiveness and accountability relies on the quality of our programming interventions, strength and influence of our advocacy efforts, and our continued uniqueness in working with and through partners at all levels. We believe that by

acting in partnership, we can achieve long-term sustainability of social impact and programs to have a multiplier effect on society—reaching marginalized and vulnerable children directly, but also involving parents and other civil-society actors and organizations who are responsible for child development and upholding child rights. As such, we currently implement our activities through and with 146 local partners.

Evidence of Success

In 2017 we initiated a yearly assessment for measuring partner strength across 14 measures, in four categories: compliance, governance, strategy and programming. We consider a partner "strong" if they meet 11 of the 14 indicators. While we realize that weighing them equally is not the best methodology, it still gives us a basic understanding of their foundational strength. The 14 measures are comprised of 32 indicators within the categories and identify the specific areas in which partners need support to strengthen their capacities. With 'strong' partners, we develop an action plan, help them implement strengthening activities for identified weaknesses, and support it within their yearly budget allocation. As we compared data from the 2019 to 2021 surveys, we see our efforts are paying off in key areas, or are holding steady in others, which indicates that we may have reached a peak. We see some backsliding, particularly in project implementation according to plan, but these appear to be performance measures affected by COVID-19 limitations in the country offices.

DOMAIN	MEASURES	PERCENT		
		FY19	FY20	FY21
		N: 202	N: 194	N: 146
COMPLIANCE	<ul style="list-style-type: none">Percentage of all correspondence that is “past range” 10% or less. *Percentage of “available children” 2% or higher of the total number of sponsored children. *Previous FY burn rate is above 85%.HR procedures include at least two of the following: job descriptions, competitive hiring and performance reviews.	N/A	65%	53%
		N/A	67%	82%
		93%	94%	93%
		90%	96%	88%
GOVERNANCE	<ul style="list-style-type: none">Board terms range from 0 to 6 years.Board terms are staggered.Board reviews and provides guidance on written reports.Board reviews and provides guidance on budgets and financials.	97%	91%	93%
		77%	84%	83%
		83%	91%	96%
		79%	77%	77%
STRATEGY	<ul style="list-style-type: none">Has a strategic plan.Implements based on strategy.Only 26-75% of funding comes from ChildFund.	66%	88%	95%
		66%	85%	97%
		17%	22%	11%
PROGRAMMING	<ul style="list-style-type: none">Partners track participation in ChildFund-sponsored activities individually for each child. *Over 91% of planned activities are implemented.Strong in at least one programming area (LS1, LS2, LS3 or CP). Strong in programming requires the following: LP has skilled staff, supervisory support, training manuals and programs, field guides and job aides in at least one area of programming.	N/A	96%	90%
		72%	80%	62%
		70%	86%	94%
* New measures				

As we look toward our internal-training and staff-development initiatives, we regularly search for ways to include local partner staff in training and capacity building activities.

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?

Self-Assessment: Level 3

Learning and Sharing Successes and Failures

Evaluating our progress against our indicators, we learned it is easier to make progress against lower baseline data over when significant progress has been made causing an increase in baseline data. Though our indicator of the percentage of children and/or caregivers expressing knowledge of and intention to use locally available child protection mechanisms grew from 63% to 84% between 2017 and 2021, there was no upward movement between 2019 and 2021 (2019 and 2021 coming in the same %). We believe part of that was the inability to increase mapping and action-planning exercises due to COVID-19 restrictions and the extra work needed to meet targets (10% increase/year) when baseline results are already high. Second, we learned that our partner portfolio shrinking from 202 partners in FY19 to 146 in FY21, was not taken into consideration and we did not measure the same cohort from one year to the next. We do, however, see improvement in areas we feel are most important: internal governance, strategy and programming, which we consider to be the building blocks to help them now and in the future. Third, we learned that though having an advocacy plan was a great first step in our abilities to achieve our objectives seen through 100% of our COs conducting policy advocacy, our next big challenge is to help our staff and partners understand how to coordinate these activities with their programming work.

C. We Lead by Example

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

Self-Assessment: Level 4

Key Voice in Advocacy

Throughout our previous five-year strategy, Destination 2020, we prioritized advocacy and child protection. To support those, we built a community-led process for mapping child-protection mechanisms (CBCPM) and creating action plans; developed evidence-based program models meeting needs of children, adolescents and youth; worked toward having a strong portfolio of partners; and took the first steps toward a robust M&E system.

Beginning our current strategy period, ChildFund International continues to demonstrate excellence in advocacy and child-protection programming by serving as a leading voice to shape U.S. government policy and funding decisions, providing leadership in key advocacy/partnering coalitions (task force on elimination of violence against children (EVAC), Thrive Coalition, Girls LEAD Act working group, Global Campaign for Education US), and working with the ChildFund Alliance to highlight the importance of the UN's Sustainable Development Goal (SDG) 16.2 on a global level. Additionally, at the country office (CO) level we create awareness of the issues among communities and equip children and community members to raise their voice on matters that affect them.

With policymakers, we reference most recent national statistics/research on child protection themes as well as our own recently conducted detailed policy analysis, comprehensive stakeholder analysis and risk assessment to understand the policy landscape of a country. These exercises helped us maximize opportunities and minimize any unforeseen risks as we embarked on implementing our plans, and the political commitment presidents and legislators have declared at the country level confirms their support. Two examples are:

- In collaboration with more than 12 community-level organizations and stakeholders, ChildFund Kenya's effort to ban child marriage and female genital mutilation (FGM) has led to the Kenyan president's commitment to end FGM in that country.
- ChildFund Philippines' #ShutdownOSAEC# campaign launched in partnership with the Child Rights Network (CRN), UNICEF and Plan International called legislators to start a Congressional oversight of laws related to OSAEC with 2 national legislators signifying their commitment and calling on fellow legislators and the public to join the fight against OSAEC.

Growing Child Protection in Communities

Through our CBCPM process we have worked with over 326 communities to map existing child-protection mechanisms, and with 212 of those communities we developed action plans to address identified gaps. Though the pandemic severely limited our ability to expand this work, as it relies on face-to-face meetings and discussions, previous work influenced our COVID-19 response. With the onset of the pandemic, insights generated from CBCP research allowed communities to quickly refocus their child protection programming. Before COVID-19, 326 areas had completed CBCP mapping, allowing local leaders to have their finger on the pulse of their communities, enabling them to quickly identify the most at-risk populations during the

pandemic. In fact, existing child protection groups at all levels were able to conduct rapid assessments and gather innovative ideas so that we could continue serving children and families. For example, in Brazil, hit particularly hard by COVID-19 with more than 21.6 million cases and 600,000 deaths to date*, child protection specialists have been using every possible opportunity to mainstream messages about child protection risks and ways of reporting into their programming, which has primed them to respond to the pandemic. Karla Correa, a child protection specialist with ChildFund Brazil, explains, “It is evident that in the communities where we have taken the time to develop child protection plans, there is fundamentally a better understanding of the risk and protective factors among the children in their communities.” Now during COVID-19, partners in these areas can make more targeted and impactful interventions for households most at risk.

Building Better M&E

The results from our strong-partner survey show that we are achieving the capacity we seek and identifies that to meet our programmatic objectives, we need a robust M&E system. In 2020 we designed the roadmap for our global M&E platform, with a goal of a piloting major components by the end of June 2022. Our process includes yearly M&E exercises in which we reach all enrolled children within our programming to assure presence, participation, access to health care, education and child-protection services. We randomly select program participants to delve deeper into the outcomes of our program model work, gathering more information about specific early childhood development (ECD), education- and youth-focused program interventions.

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

Self-Assessment: Level 3

Key Starters, Contributors, Leaders

ChildFund International staff play recognized roles in relevant external bodies, including the Alliance for Child Protection in Humanitarian Action, US & Canada Cash Working Group steering committee, Inter-Agency Standing Committee's Results Group 4 on Humanitarian-Development Collaboration, Disaster Ready advisory group, Inter-agency Network of Education in Emergencies (INEE), Global Campaign for Education (GCE), Asia-Pacific Regional Network for Early Childhood (ARNEC), Early Childhood Development Action Network (ECDAN), the Nurturing Care working group, a network to end school-related gender-based violence (SRGBV), the Global Alliance for Disaster Risk Reduction & Resilience in the Education Sector (GADRRRES), the Joining Forces alliance, and PQMD Disaster Relief and Humanitarian Assistance Committee. ChildFund International staff in these networks have made key contributions to the development of tools and publications, such as [“Protecting Children Online Through Policy,”](#) [“The Girls Lead Act Policy Brief,”](#) and [“Applying a Rights-Based Approach to Child and Adolescent Survivors with Disabilities,”](#) among many others, and chair or co-chair various committees within these groups.

We are also members of relevant early-childhood-development (ECD) and education working groups and committees at both national and international levels, e.g., the national ECD committee in Guatemala, an ECD working group in Siaya County in Kenya, and Education Cluster in Ecuador. As chairs and members of these different bodies, we support national and sub-national governments in their ECD and primary education work, providing evidence and recommending best practices.

In child protection and policy advocacy, ChildFund International continues to be a leading force for the well-being of children. We started the Ending Violence Against Children (EVAC) Taskforce with World Vision, Save the Children, UNICEF USA, Futures Without Violence and the American Academy of Pediatrics to influence U.S. Congress; shaped and drove the agenda on the new children-and-youth initiative alongside InterAction, World Vision and UNICEF USA; co-lead InterAction's Children and Youth Working Group; co-lead the Girls LEAD Working Group; co-lead the Big Ideas for Women and Girls Coalition; lead the development of a U.S.-based coalition dedicated to ending online sexual exploitation and abuse of children (OSEAC); and are regularly requested by strategic donors and technical leaders for consultations at various levels on advocacy, child labor and OSEAC, etc.

Notwithstanding ChildFund International's well-recognized influence within networks and coalitions, our overall level of recognition within the wider, international development and humanitarian community is lower than that of other U.S.-based international nonprofits. A survey carried out by Devex in November 2020 found that just 36% of respondents were familiar with the organization, with higher recognition found among those working in the child protection and social services areas. Respondents showed lower awareness levels of ChildFund International's disaster response, food security-livelihoods, youth empowerment and community

health work as compared to our work in child protection, education and early childhood development. ChildFund is using the survey results to increase awareness of the organization, particularly among those stakeholder groups showing less favorable results.

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

Self-Assessment: Level 3

Justice and Equality: Prerequisites to Goals

ChildFund International recognizes that children and youth are often harmed and marginalized by gender inequalities in the home, communities, and government structures that are there to serve children by ensuring their basic human rights but often impede them instead. Gender equality is an essential pre-condition to sustainable development and poverty reduction; these goals will only be reached if people of all genders have the opportunity and capacity to participate equitably. All actors must challenge existing systems and promote gender equality to achieve social justice, and to ensure all children and adults have equal rights and opportunities. This includes governments, corporations, civil society actors, educational and health systems. To that end, we've adopted an Alliance-supported [gender equality position paper](#) in which we commit to integrate numerous actions and practices across all of our work, including:

- Active support of country and international commitments to achieve gender equality and empower all women and girls.
- Facilitation of equal access and control over services and benefits and building agency in recognition that this may require a change of social norms.
- Promotion of the active involvement and leadership of women and girls across all levels of project cycles and decision-making, and in leadership structures of our own organizations and those with whom we partner.
- Interventions that shift the norms that perpetuate gender inequality, including the power dynamics and structures that reinforce inequalities (whether within homes, communities or at national levels).
- Analysis of the gender dynamics of every partner community and referencing these dynamics in relation to every project throughout the project cycle.
- Measurement of performance and progress, including gender outcomes. Where possible, this should include a baseline data parameter that ensures disaggregated data, gender-sensitive targets, etc. This measurement should combine quantitative and qualitative data.
- Development of a partnership strategy by discussing and agreeing with partners and stakeholders on the importance of gender.

We also realize that there is more to inclusiveness and protecting human rights than gender. In our new country strategic plan (CSP) cycle, we have requested that country offices consider other aspects such as disabilities, race, social and economic status, etc. as they conduct their contextual analyses and identify their target populations and location of interventions. We have included an analysis on social inclusiveness as part of our criteria for program model certification.

Additionally, we realized that we need to do more work internally as an organization. In this reporting period we created a diversity, equity and inclusion (DEI) task force to help leadership understand the gaps and potential actions to take to assure our organizational culture reflects an understanding of, appreciation for, and focus on DEI. The task force created a road map for leadership which included establishing a DEI committee, adding a DEI measure to our 2030 strategy and balanced scorecard, implementing strategies to increase diverse representation at the higher levels of the organization, demonstrating DEI through our work, and creating a new leadership role, director of DEI, who will be someone with experience and success to lead and implement our DEI road map.

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

Self-Assessment: Level 3

Working Group, Code of Ethics, Whistleblower Policy

ChildFund International is deeply committed to improving our policies and practices related to preventing sexual abuse and exploitation, and to safeguarding all children and adults connected to our programming. We have tasked an interdepartmental working group with strengthening our protection-against-sexual-exploitation-and-abuse (PSEA) policies and ensuring our practices are in line with Inter-Agency Standing Committee (IASC) standards and UNICEF's PSEA core values. Our [Code of Business Conduct and Ethics](#) includes specific references to PSEA and is complimented by our current [whistleblower policy](#), which details the process for safe and confidential reporting and follow-up procedures. A dedicated focal point in ChildFund International's Global HR department leads whistleblower investigations.

Additionally, a safeguarding focal point in each of our country offices is responsible for ensuring that any participant who has experienced a violation is safely and confidentially connected to professional support services. Country-level focal points are also tasked with mapping and maintaining a referral list for services in their communities. Stakeholders can report sexual-exploitation-and-abuse (SEA) incidents in a variety of ways:

- By using our reporting site, <http://speakup.childfund.org>, hosted by Ethics Point.
- By emailing our dedicated complaints address, complaints@childfund.org.
- By contacting the country-level or partner focal point.
- By using the dedicated hotline phone number for their country.

Socializing the Standards

All our employees receive training on the Code of Business Conduct and Ethics while onboarding. Hosted on our organizational SharePoint site, the Code of Business Conduct and Ethics, whistleblower policy and supporting standard operating procedures (SOPs) are available in each of our languages of operation. We will create a new global advisor position by January 2022 in relation to child safeguarding and PSEA. This person will develop comprehensive child safeguarding and PSEA training for all staff, local partners and third-party contractors. In the interim, we have actively integrated content on sexual abuse and exploitation risks associated with programming into our ongoing training activities with ChildFund International staff in all country offices.

We also engage in a detailed risk analysis and mitigation process during the initial planning phase for all newly developed projects. We explore SEA and other safeguarding risks in depth using a guided risk matrix tool. During this process, country staff, local partners and other key protection actors engage in developing risk-mitigation strategies to address SEA concerns.

Even at a Distance

In response to evolving ways of program delivery due to COVID-19 restrictions, we recently tasked all country safeguarding focal points with converting reporting posters into image files that can be shared via SMS, Facebook Messenger, or emailed directly to partners and program participants. Additionally, country offices are in the process of developing recorded voice messages on safeguarding, which they will circulate with safe reporting information.

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

Self-Assessment: Level 1

Committed to a Healthy Planet but Not There Yet

Though there is broad acknowledgement of the need to consider the effects of climate change and environmental degradation in our programs and their effects on our program participants, we are only beginning to demonstrate responsible stewardship of the environment in our programming. We hope to learn from two current climate smart agricultural projects in India and Kenya to identify where and how we can expand in this area. We also promote community-level disaster risk reduction (DRR) programs in several countries, including Ethiopia, Kenya, India, Indonesia, the Philippines and Sri Lanka. With particular focus on youth participation and engagement, these DRR initiatives build local capacity to identify and mitigate disaster risks, including those tied to environmental degradation.

Along with committing to work with our Alliance partners to create and deliver environmentally sustainable solutions, signing InterAction's NGO Climate Compact: Commitments toward Environmental Action and Sustainability pledge and committing to make positive change, we have set protecting the environment as a priority in our new strategy period. To that end, we have integrated it into our 2030 strategy, Growing Connections, and added "Responsible stewardship towards environment and climate change" as our balanced scorecard measure. To meet that measure, we have identified quarterly and end year targets. By the end of our

Cluster A – What We Have Achieved



current fiscal year, we plan to have conducted a baseline and developed a plan for reducing carbon dioxide emissions. We also plan to elevate child and youth advocacy at climate policy forums. The baseline for our US based headquarters use has been set to 2019 (pre-COVID) for comparison. All exterior lights were replaced with LED using government subsidy and language has also been incorporated into our purchase policy.

D. Key Stakeholders Are Identified with Great Care

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

Self-Assessment: Level 3

Who Stakeholders Are

We define stakeholders as individuals and organizations who receive services from ChildFund International. This could be a donor or participant. ChildFund International has stakeholders at all levels of the development and humanitarian continuum, including:

- Our direct and indirect program participants: children, adolescents, youth, their families, and communities.
- Local and national implementing partners and governments, including associations; community-based (CBOs), faith-based (FBOs) and nongovernmental organizations (NGOs); ministries.
- Our donors: institutions, foundations, corporations and individuals.
- Our peers and their networks: the global network of 12 child-focused development organizations that make up ChildFund Alliance, other INGOs and global like-minded networks.

How We Know

We identify the varying stakeholders in different ways. At the local and country-office level, we work directly with governments and local organizations to identify communities and people in the most need. Through our child sponsorship program, we match children with individuals around the world whose contributions support the children and communities in which they live. Complementary visions and principles found our local partnerships; our donors trust us and share our vision of potential outcomes; and common values, principles, and goals ground our global network and relationships.

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

Self-Assessment: Level 3

How We Communicate with Stakeholders

We communicate with different groups of stakeholders by different methods. At the field level, we conduct a yearly program quality review (PQR) process wherein we review the programs, assess attainment of goals, and identify challenges and needed changes. Our staff conduct this activity with our partners, and our partners conduct this with selected program participants.

Though we were limited by COVID-19 restrictions, four COs were able to complete PQR activities this reporting period. In Kenya, two notable recommendations were:

- Activities supporting child rights, root causes, change agents and sustainability should be intensified, broadened and deepened to achieve bigger impact in the lives of children.
- When identifying program models to be implemented at the local partner level, more consultations should be done bottom-up so that these models can relevantly address emerging community needs.

When responding to an emergency, ChildFund International first carries out a rapid assessment to determine the most critical needs of the affected people. We regularly consult relevant stakeholders - local and national authorities and community members - throughout the assessment, design, and implementation processes, to ensure the relevance and appropriateness of our response interventions by incorporating stakeholder feedback into response program designs. This also allows us to quickly adapt to changing circumstances on the ground. For example, after the January 2021 earthquake in West Sulawesi, Indonesia, we designed an initial response program based on consultations with local authorities and community members, to focus on psycho-social support for children and distribution of kits containing recreational and educational items – since these were identified gaps in interventions implemented through other responding organizations. Once the response moved into the recovery phase under the government's leadership, we undertook further consultations with local stakeholders and reallocated the remaining funding towards purchasing facemasks for COVID-19 prevention, since it was seen as a greater need for the community.

Digital Outreach

On social media, we respond in a comment or message, in whichever format they contacted us. We engage and share additional resources if needed. When we cannot fully embrace their suggestions on how to improve, we express that we appreciate their thoughts and keep them in mind for future communications. If for any

reason their concerns or questions need to be escalated, we have a process in place to communicate their concerns and address them accordingly. This includes referring each complaint to relevant internal stakeholders for them to address directly. However, if the complaint contains an accusation or is a potentially harmful or safeguarding complaint, then it is referred to an internal crisis response decision tree to ensure that it goes through appropriate internal channels including the Global Assurance team, human resources, the legal team, etc.

Individual Donor Outreach

The Supporter Care team manages the relationship with the donor throughout the life cycle of their sponsored child, from onboarding and welcoming new donors to communicating with them when their child graduates or departs our programs. Along with sending statements, we also reach out if we have had any challenges with processing their donations. We have staff dedicated to answering inbound calls and queries from sponsors.

Please refer to section E1, Donor Feedback for more information on protocols regarding donor complaints in sponsorship.

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

Self-Assessment: Level 3

Working with Governments, We Complement, Not Compete

ChildFund International works directly with national, provincial, district and local governments to decide in which geographic areas we will work and to discuss the type of program to be delivered. Our CO staff also participate in numerous networks, working groups, and other forums, where we share our intent and discuss plans with others, which steers our decision-making. Since we approach our programs in life stages, tailoring our interventions to children's different developmental needs as they progress from infancy to young adulthood, rather than to specific rigid sectoral areas, we are often able to complement, rather than compete, with other organizations in the same areas. For example, in Indonesia when we were developing a geographic transition plan, the government approved our geographic interest based on their development indicators. Then after we conducted assessments of needs based on vulnerability, they worked with us to ensure that we selected program participants that do not receive other support. In Ethiopia we work with local government offices, particularly with the Bureau of Women, Children and Youth Affairs during enrollment of eligible children as program participants for program delivery.

When responding to emergencies, ChildFund CO staff actively participate in established coordination bodies, under the UN-led cluster system (if activated) and/or national government-led structures at national and district levels. These bodies are designed to coordinate the work of different government departments, UN agencies, and national and international NGOs working in a particular context. Specific clusters or sectoral working groups in which ChildFund International participates in different countries may include those for child protection, food security, WASH (water, sanitation and hygiene), nutrition, and cash-based assistance. We also collaborate directly with individual NGOs on specific emergency responses, leveraging different technical capacities to increase impact. Besides our regular local implementing partner organizations, recent examples of these emergency response partnerships include that with Americares in Honduras, and with Project HOPE in both Honduras and India.

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 organization is good at listening and acting upon what you heard?

Self-Assessment: Level 3

How We Get Program Feedback

ChildFund International has a monitoring, evaluation and learning (MEL) unit but has not followed peers in establishing a MEAL unit—the A being "accountability"—or any other unit that systematically solicits, collects, or acts on feedback or complaints from the people we serve, although we have begun piloting ways to do so in

emergency situations, such as in the Philippines via a mobile application developed in collaboration with local government authorities. Our Emergency Management Unit's FY22 annual operating plan includes the development of a more systematic framework and mechanism for collecting and acting on feedback from emergency program participants and people affected by humanitarian crises.

For our non-emergency work, we attain feedback through the program quality review (PQR) process, in which country offices review the programs, assess attainment of goals, and identify challenges and needed changes. Our staff conduct this activity with our partners, and our partners conduct this with selected program participants. In some specific activities, such as a recent response to COVID-19, we have sought direct input from program participants via mobile surveys. All our country offices submit annual program reports to their host governments, while some countries, e.g., Brazil, India, Sri Lanka and Ecuador, receive government feedback on their activities, including program visits at various levels.

Donor Feedback

We have multiple ways for our donors to provide feedback: via our email address questions@childfund.org; written correspondence, including reply slips for communications we send to them (in reply envelopes); telephone inquiries; and social media, including via our new Facebook community group, the ChildFund Village. We collect and report this feedback, which service teams review and share with appropriate business units for questions or opportunities that may apply to them.

Common feedback includes, for instance, reactions to the general sponsorship experience, suggestions for improving our website, and commentary on the speed and reliability of communications with sponsored children. (It should be noted that we have noticed an uptick in this kind of feedback since the COVID-19 crisis began, causing multiple disruptions to international mail services.) We typically respond to individual feedback within a 48-hour period, as we consider these kinds of communications to be a critical part of building trust among our donor base. We continue to explore new ways to respond to anticipated feedback, including video-based answers to common donor questions.

Public Feedback

Additionally, we review comments made on public social sites such as Google reviews, Glassdoor, Charity Navigator and other watchdog organizations. We are a member of the Better Business Bureau and may receive and resolve feedback and reported issues through this organization as well. We also maintain a regular market-research panel, our ChildFund Advisory Network, that proactively solicits feedback on key topics on a regular basis throughout the year to influence fundraising and stewardship design.

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

Self-Assessment: Level 2

Local Partner Advisory Processes

Our local partners have processes to engage stakeholders in their work. For example, advisory councils organized by young representatives of the different community's review plans and strategies, providing direct feedback on activities. Board members, who themselves are community representatives, along with parents of sponsored and enrolled children provide governance support of the partners as well as approve their activities, plans and budgets. These activities provide regular feedback to our partners, advising their plans and activities. Additionally, through our M&E processes and regular programmatic interventions all sponsored children are visited at least once throughout the year by our partner staff and/or their volunteers. Through these visits we learn from the children what is going well with them, what they think of the programming, what they participate in, etc. It is not a formal process with an official feedback loop to the country office, as we feel getting truly accurate feedback would need to be from an outside evaluation to avoid bias, but broad summaries of these visits and child progress reports make it onto the programmatic discussions in the PQR process.

ChildFund Advisory Network

Our ChildFund Advisory Network (CAN) panel consists of a group of supporters—approximately 1,700 panelist volunteers across multiple tenure cohorts in their relationship and experience with ChildFund International—who have volunteered to provide us periodic feedback on several fundraising and stewardship issues. In about nine months of every year, we solicit specific feedback from the CAN. This panel has influenced the design and

implementation of multiple touchpoints and initiatives in the three years of its existence. Examples include the design and content of the annual Child Progress Report for sponsors, content and preferences for Sponsorship Statements of Giving, and preferences in sponsor advocacy communications and impact messaging.

Additionally, we implement larger-scale surveys through third-party market research partners to solicit general feedback and overall satisfaction of our supporters, usually once every one or two years.

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

Self-Assessment: Level 3

Beneficiary Dislikes

Money that some sponsors send directly to their sponsored child upsets program participants at times. Singling out individual children for gifts of money can cause jealousy and stress for the families who do not receive any. However, it is an individual donor's choice to do so. We have looked at the possibilities of other types of contributions, such as community donations, to alleviate these types of issues.

Sponsored children also have expressed dislike around the correspondence process, finding it difficult and tedious to write a letter to a sponsor to share happenings and updates. Even when there is already an active exchange of messages between a sponsor and a child, the act of facing the blank page to compose a message can be a difficult task. To improve this experience for children, we've piloted the use of a tablet-based app to assist children in composing their sponsor messages. The app allows for easy question-and-answer style updates, collecting photos and selfies with simple captions and even composing a finger or stylus-enabled drawing within the message collected. Our pilot received very positive feedback from both children and partner facilitators, and early indicators showed that even sponsors seemed to respond well to the receipt of these digitally captured messages. We've since grown our pilot to limited engagements in most of our operating countries and are currently in planning to expand the use of this tool with approximately 60,000 sponsored children over the course of this fiscal year.

Donor Likes and Dislikes

Our Supporter Care team reviews donor feedback daily and then looks weekly and monthly at trends, implementing process improvements along the way. We also share feedback with internal stakeholders to see if they can improve their operations based on the input from donors. Additionally, we have both scheduled and ad hoc meetings with leaders within our division to share learnings and explore possible improvements.

Donors generally like our mission, the work we do, the updates they receive on their child and child's community, and our customer service. Some donors do not like technical constraints of ChildFund International's website, such as usability or digital statements; we hope to correct these issues over the next year. Supporter Care also receives donor feedback on the communications and process when a child departs. Based on this feedback, we are currently testing a much more customer-friendly approach.

Public Dislikes and Our Response

Most criticism we receive through social media is that we are not helping enough in the United States. Other criticism is about our legitimacy, being discriminatory (e.g., carry on a legacy of "white savior mentality" in developing countries), and that executive staff (primarily the CEO) make too much money. These messages are generally not from stakeholders. This is how we respond:

Legitimacy

We use moments like these to talk to people on a personal level and show them that we understand their concern and acknowledge their concerns about trust. We will respond with something like, *Thanks, [name], for your comment. In today's day and age, sometimes it's hard to know what's real and what's not. As someone who has been to some of the communities where ChildFund works and has met the children we serve in person, I can reassure you that the impact we make on their lives is very real. Feel free to private message us sometime; I'd love to talk to you more about what we do and how it makes a difference.* We also sign the message from a ChildFund staff member so that they know they are speaking to an actual person. And then, if they message us, we continue the conversation until we have overcome the trust barrier.

Not Helping in U.S.

Thanks for your comment, [name]. Agreed that children in the U.S. also face many challenges. You may be interested to know that ChildFund does also work in the U.S. (specifically, in Texas, Mississippi and, most recently, Virginia). You can learn more at <https://www.childfund.org/United-States/> about our domestic response here in the United States.

Being Discriminatory

Thanks for reaching out, [name]. No matter what country a child lives in, we try to be conscious of what we're putting out there in terms of making sure that all photographs and videos we take are respectful of children and their families and uphold their dignity even though we are communicating about their needs. But we welcome your thoughts about how we can do better. If you have any more feedback or suggestions you'd like to share, we would love to dialogue with you more on this. Thanks again for expressing your concerns.

CEO Salary

Thanks for your comment, [name]. ChildFund's executive salaries are comparable to others in the nonprofit space and remain significantly lower than most for-profit salaries in similar positions. We pay our staff at competitive salaries to maintain top talent, as nonprofit leadership is hard work. We are happy to discuss nonprofit structure and salaries with you in more depth if you'd like. In the meantime, we invite you to check out our Accountability page at <https://www.childfund.org/about-us/accountability/> to learn more about how we stay accountable to our supporters.

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?

Self-Assessment: Level 4

To identify and gather evidence that supports our advocacy work, all country offices undertake these steps:

- Community-based child-protection mapping (CBCPM) identifies specific child-protection advocacy priorities. Through this community-led consultative process, communities identify their pressing child-protection needs and develop community action plans to address them.
- In developing a country strategic plan (CSP), all country offices (COs) identify significant evidence of the root causes of the problems they would like to address. COs gather this evidence during situational assessments, CBCPM, contextual analyses, in-house research, and literature reviews.
- Program model development, contextualization, and the implementation process include a study of the contextual analysis and problem statement, which helps us further define the advocacy priorities.

Combing national statistics, research findings from other like-minded organizations and actors, as well as ChildFund International global M&E findings to provide us evidence with internal assessment and policy analysis, we further analyze the combined identified issues and opportunities in child protection to clearly define our policy advocacy goals at the country level. Currently all our COs have developed and are implementing their policy advocacy country plan and are incorporating their advocacy issues into the programming work with local partners.

In the U.S. we go through a similar process of identifying policy gaps, identifying key influencers and stakeholders, and forging partnerships with like-minded organizations. This has led us to the following key advocacy priorities: ending violence against children, girls' civic and political leadership and participation, early childhood development, and foreign assistance funding for child-related programming.

From our perspective, two technical issues need improvement, both of which are new strategic priorities:

1. Strengthening the relationship between program model development and planning policy advocacy to assure that programmatic activities have an impact at both at programmatic and advocacy levels.
2. Improving ChildFund's ability to measure policy advocacy impact.

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

Self-Assessment: Level 3

Mapping

From the design stage of our country advocacy plans, ChildFund International ensures that its local implementing partners, community members, and children and youth are involved. The CBCPM process is one of the major contributors that informs our advocacy issues and goals, and is entirely a community-consultative process, thereby validating their support for our advocacy work.

Direct Participation

In country offices, we create awareness of the issues among communities, and equip children and community members to raise their voice on matters that affect them. Examples include:

- REJUEDES, a Brazilian network of community-based youth organizations that advocate for youth participation and engagement in local development and child protection.
- Legislative theatre in Ecuador.
- Alliance of Youth to End Violence Against Children (AYEVAC) in Sri Lanka.

In addition, we have incorporated children's participation and voices in advocacy efforts and events targeting the U.S. government, speaking directly to decision-makers. For example, we had Karen, a youth participation from Brazil, in our "Lead Like a Girl" event in March 2021, where she was able to speak directly to influential policymakers.

We are working on our internal monitoring-and-evaluation processes to improve our ability to capture and measure the contribution of our advocacy efforts, and to capture people's perception of our advocacy work.

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 organization (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.

Self-Assessment: Level 3

Our annual budgets, executive remuneration, staff head count and volunteer details are published online on our audited 990 forms, along with our annual reports, consolidated financial statements and impact reports, all of which are accessible on our [public website](#). Our website includes the address and phone number of ChildFund International headquarters in Richmond, Virginia, as well as an email address and contact form. It also provides information on the leadership team and board members associated with the organization.

All global organizational policies and procedures, including complaints, governance and operations, are published online in multiple languages internally on our SharePoint intranet for our staff to access.

Other Organizations' Ratings

ChildFund's legitimacy and accountability is recognized by top charity reviewers as follows:

1. [BBB Accredited Business](#)
2. [Charity Navigator](#)
3. [Charity Watch](#)
4. [InterAction](#)
5. [Charity Review Council](#)

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

Self-Assessment: Level 2

Pay

Based on our total-rewards-and-recognition philosophy and practice, we regularly update our salary scales to reflect annual market data based on a survey of INGOs by outside entity Birches Group. Currently, we have not been able to measure and monitor gender pay gaps nor top-bottom-salary ratios effectively. However, deployment of our new global human resources information system (HRIS) will allow us to start to review and monitor these areas on a regular basis in the upcoming reporting period. Salaries of our five most senior positions are shown on our Internal Revenue Service Form 990, published annually on our public website. The 990 is a commonly accepted and widely understood way of reporting within the U.S. context.

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

Self-Assessment: Level 3

Protecting Employees

We operate a Sage People cloud-based human-resources (HR) and people-management system, WeConnect. Each employee has an individual login to WeConnect, integrated with our single sign-on (SSO) federated identity management tool, Active Directory Federation Service (ADFS). Users must authenticate with both a password and with Duo for 2FA (2-factor authentication). Only a GHR (Global Human Resources) employee with administrative privileges has access to personally identifiable information (PII) for employees. The WeConnect application is hosted on a Salesforce, the world's leading enterprise cloud services provider, secure and trusted platform. During this reporting period we transferred our staff performance management process to this system, where all data regarding performance goals, quarterly reviews, 360 feedback and final assessment are maintained in a secure environment.

ADP, LLC processes our U.S. payroll. The following is their statement on security and privacy - "In the ordinary course of its business, ADP processes sensitive personal data on behalf of your employer, such as social security numbers. ADP has implemented reasonable technical, physical and administrative safeguards to help protect the sensitive personal data from unlawful use and unauthorized disclosure. All ADP associates and contingent workers are required to follow these established procedures, both online and offline. Access to sensitive personal data is limited to those associates and contingent workers who have a need to access the information to perform tasks for ADP. ADP will only disclose sensitive personal data to those service providers, auditors, and/or advisors who are legally or contractually obligated to protect them or as required or permitted by law."

Protecting Donors and Children

Supporters and donors utilize our customer relationship management/content management system (CRM/CMS) platform, Salesforce. Like WeConnect, it is integrated with our SSO federated identity management tool, ADFS, for ChildFund International staff. Duo (our 2-factor authentication software) will be integrated with Salesforce by April 2022 with the migration to their latest platform for non-profits (NPSP). Many of the world's most security-conscious organizations have validated Salesforce policies, procedures and technologies, and the platform is certified as compliant with some of the most rigorous, industry-accepted security, privacy and reliability standards: ISO 27001, 27017 and 27018, SOC-1 Type II (SSAE 16/ISAE 3402), SOC 2 Type II (AT-101 Trust Principles Report), SOC 3 (SysTrust), Truste Privacy Seal, and PCI-DSS.

Only a Salesforce user with administrative privileges would have access to personally identifiable information for donors and/or program children in the system.

ChildFund International is subject to payment card industry (PCI) compliance for the secure storage of payment card information. A third party, Security Metrics, performs an external scan quarterly against our internally hosted cardholder data environment (CDE). Additionally, the chief information officer (CIO), information security manager, and business stakeholders perform an annual self-assessment questionnaire (SAQ). See parts 1, 2, 3, 4, and 5 of our SAQ as well as our [latest certificate of compliance](#). Our credit-card payment processor is Fiserv.

ChildFund International continues to consider recommendations of an external consultant on improving data security for global operations. While we currently have neither operations nor activities promoting commercial activities in Europe, we try to limit specific actions that create the risks of being subject to personal data laws.

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

Self-Assessment: Level 4

Our Largest Donors (From Form 990 (FY21))

MAP International	\$11,064,681
ChildFund Australia	\$6,627,457
ChildFund Taiwan	\$5,136,897
ChildFund Sweden	\$4,300,322
ChildFund Korea	\$4,210,418

All this information is published annually [here](#) on our website.

H. Staff and Volunteers Are Enabled to Do Their Best

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

Self-Assessment: Level 3

Equal Opportunity Employer

It is ChildFund International's policy to take affirmative action to ensure we hire and employ all staff equally, without regard to any characteristics or categories protected by applicable laws and ordinances. Our commitment to equal employment opportunity governs all aspects of employment at ChildFund International, including but not limited to recruitment, selection, job assignment, rates of pay or other forms of compensation, fringe benefits, promotion, transfer, demotion, career advancement, disciplinary actions, layoff and recall from layoff, termination, selection for training, use of facilities and participation in organization-sponsored employee activities, and general treatment during employment.

While in previous years, we have been required to submit reports on our affirmative action every year to the Office of Federal Contract Compliance Programs (OFCCP), we no longer are required to do so.

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

Self-Assessment: Level 2

LEaP

We are currently strengthening our global talent strategy, including learning, engagement and performance (LEaP). To that end, we provide staff development opportunities (formal and informal, internal and external) based on annual performance and development goals. Using our human resources system, WeConnect, we are assessing an earlier pilot to identify learning needs to assist in our review and prioritization of training. Based on results and available bandwidth, we plan to recommend a way forward for the entire organization. To date, we do not have a specific global staff development budget but ask each division or department, including country offices, to include staff development in their annual budgeting process. Our annual budgeting process, the completion of our annual operating plans, and our global staff engagement survey indicate our progress in this area. We also measure the completion of quarterly review sessions between managers and their direct reports.

H3. How does your organization 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?

Self-Assessment: Level 3

Risk Assessments, Formal Response

ChildFund International strives to create and maintain a work environment in which people are treated with dignity, decency and respect, and are able to work and learn in a safe, stimulating atmosphere. We believe that any form of discrimination or harassment is misconduct that undermines the integrity of the employment relationship and is detrimental to fulfilling its mission.

Through the leadership of our Director of Safety and Security alongside our regional safety and security specialists, we work diligently to ensure that we conduct regular risk assessments, and that each country office has an approved safety and security plan that aligns and supports the local context and specific needs of staff. We have finalized a road map to strengthen the organization's formal response to sexual exploitation and abuse, which is an important element of our Code of Business Conduct and Ethics and the new Advisor, Child Safeguarding and PSEA will lead this process. We are currently in the recruitment phase for this position.

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?

Self-Assessment: Level 3

Corporate Checks

ChildFund International's [corporate partnerships policy](#) and due diligence practice lay out the process by which we determine whether or not to accept donations from corporations and corporate foundations.

Face-to-Face Contracts

For face-to-face fundraising, ChildFund International contractually obligates suppliers to have adequate policies and training in place around fundraising and dignified, respectful treatment of all people. In addition, ChildFund International expects its partners to perform their obligations within the ethical and financial guidelines of the Association of Fundraising Professionals.

Foundation and Institutional Check

For foundations and institutional donors, we identify funding opportunities from public sources or through professional contacts. We also participate in critical technical leadership forums and hear directly from donors, which can lead us to put together unsolicited proposals. We screen all funding opportunities for their consistency with our program priorities, e.g., child protection, health and education, and with our geographical scope. Screened opportunities pass a second assessment on the consistency of the donor with the core values of ChildFund International. We do not accept funding from donors whose values are not consistent with ours. ChildFund International complies with all program and financial requirements of the donor and has a team of grants management specialists who focus on compliance during grant implementation.

Procurement Policy

The [Purchasing Policy](#) and the associated [Purchasing Procedure](#) establish minimum standards for purchasing activities at ChildFund International to ensure transparency, accountability, value for money, and efficiency; compliance with related corporate policies and procedures, donor requirements, and applicable laws and regulations; as well as to promote regard for the environment. Local laws or donor requirements may be stricter, and if so, will mandate additional requirements for purchasing as deemed appropriate by ChildFund International's local entities.

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

Self-Assessment: Level 3

Balanced Scorecard

ChildFund International uses a balanced scorecard as its performance management tool, which enables us to develop targets in our four focus areas: social impact, financials, internal process, and learning and growth. We follow an annual strategic planning and budgeting process to identify annual goals and targets for each strategic objective. Around the beginning of every fiscal year, we develop annual targets along with quarterly milestones, which the board approves, holding the management accountable for achieving those targets. Every quarter, staff and senior management review progress toward targets, subsequently reporting to the board of directors during their quarterly board meetings.

The following strategic objectives continued to guide us through financial year 2021:

AREA	OBJECTIVE
SOCIAL IMPACT	1) Deepen our child protection (CP) work to achieve core outcomes for children.
	2) Strengthen our partner portfolio.
	3) Deepen advocacy for child protection issues.
	4) Deepen and enrich donor experiences.
FINANCIAL	5) Increase financial health and sustainability.
INTERNAL PROCESS	6) Improve efficiency and effectiveness of key processes.
	7) Foster a workplace culture that emphasizes innovation to achieve our strategy.

LEARNING AND GROWTH

8) Ensure skilled and effective staff.

Note that as of this past July, FY22, we have adopted a new set of strategic objectives and related targets for our balanced scorecard, aligned with our recently adopted 2030 strategy, Growing Connections.

I3. How do you minimize 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?

Self-Assessment: Level 3

Minimizing Risk with Policies, Procedures, Attestations, Training, Hotline, Controls

We minimize the risk of corruption, bribery and misuse of funds by having policies and procedures in place, such as our Code of Business Conduct and Ethics, conflict of interest policy and procedures, fraud prevention and awareness policy and procedures, and whistleblower policy and procedures; by requiring employees attest to their compliance with these policies and procedures each year; and by providing training on these policies and procedures every two years. If fraudulent behavior or potential corruption is observed, we have a whistleblower hotline administered by a third party where anonymous reports can be made and will be investigated. Financial controls are in place that may prevent or detect fraud. We have a fully qualified global assurance department who periodically conducts reviews and verifies that the internal controls are properly designed and functioning to minimize the risk of loss.

Correcting Errors, Strengthening Controls

If errors occur when controls fail, we correct the errors and increase the controls over the areas where they failed. If fraud or misappropriation of assets occur, we may initiate an investigation into and take action against the person who committed it, if appropriate. As a result, we may put in place or increase controls, such as segregation of duties or review of reconciliations.

Relevant Situation

For example, during this reporting period, the purchasing officer of a country office did not conduct a proper vendor pre-qualification review, resulting in awarding borehole drilling projects to a vendor who was not properly qualified in these projects, culminating in an unsuccessful drilling project. Our ChildFund Purchasing Procedure and good business practices require that all purchases be made from vendors with a combination of demonstrated skills, delivery capacity, and past performance history with the company. The CO will help prevent these issues in the future by putting a stronger pre-qualification process in place and ensuring that the purchasing officer is properly trained to conduct it and properly supervised in the vendor qualification process.

J. Governance Processes Maximize Accountability

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

Self-Assessment: Level 3

Diverse Board of Directors

ChildFund International's board of directors meets four times per year and currently comprises 21 individuals. Its membership is diverse. In terms of origins and race, four people are of Asian origins, including two of Indian nationality; two people are of Latinx origins; one person is an African native; one person is a Turkish national; five people identify as either Black or African American; and ten people identify as white. Nine women and twelve men serve. While one individual resides outside the U.S., others have international personal or career experiences. Members hail from a variety of industries in for-profit, nonprofit, government, academic and commercial sectors. Individual professions include investments and financial management, law, research and development, business management, technology and entrepreneurship.

Executive and Other Committees

The bylaws establish an executive committee that includes the chair, vice chair, immediate past chair, secretary, chair of the audit committee, and three members at large. The committee

- Has the specific charge of overseeing and monitoring our participation in ChildFund Alliance.
- Is responsible for assessing and recommending changes for the effectiveness of ChildFund International.
- Serves on administrative matters, policies and procedures between regular meetings of the board.
- Recommends to the board changes to the articles of incorporation, bylaws, and formation or changes in committee structures.

Other board committees of ChildFund International include those for investment, programs, finance and audit, fundraising and development, and trusteeship. Between full-board meetings, the various committees conduct their business and advance information or recommendations to the board for adoption.

Trusteeship Committee

The bylaws establish a committee on trusteeship for cultivating and recommending new members for the board of directors. This committee meets regularly to ensure that we maintain a strong pipeline of member candidates who support the organization's commitment to diversity, e.g., race, gender, professional experience and expertise. The committee's adopted profile of a board member has:

- Commitment to the organization, demonstrated by attendance on board trips and at quarterly board meetings.
- Prior board experience.
- Integrity, openness and honesty.
- The ability to think critically with the future in mind.
- Respect and support of diversity of thought and experience.
- Superior interpersonal communication skills, as well as the ability to collaborate with others.
- Discretion with regard to the confidential nature of information shared with/by the board.
- A desire to share ChildFund International's message within one's sphere of influence and a willingness to be involved in supporting fundraising efforts.

Each year, committee members consider skills and experiences that would balance current board membership. For example, experience in one or more these substantive areas are currently criteria for 2022:

- Non-profit management and strategy in a changing environment.
- Creative thinking about framing, marketing and messaging in a primarily digital media world.
- Impact/social investing.
- Child development/ child protection, especially in an international context.
- Corporation representative interested in supporting the UN's Sustainable Development Goals.

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

Self-Assessment: Level 3

Audit Committee

One of the responsibilities listed in the formal charter of the audit committee of the board of the directors of ChildFund International is to provide oversight to the process for the submission, receipt, and handling of concerns and complaints regarding internal controls, auditing matters, code of ethical conduct, standard of conduct, child protection standards, retaliation, harassment, safety, and other workplace issues involving ChildFund International directors, officers or employees as outlined in the procedures and to annually review the procedures and process for appropriateness.

There are four members of the audit committee, all knowledgeable in financial and auditing matters. As the chief financial officer of the nation's largest used auto retailer, one member of the committee has extensive accounting and financial management expertise as well. All audit committee members are directors free of management or any relationship that would interfere with the exercise of independent judgment in their role.

Global Assurance Review and Reporting

The Senior Director of Global Assurance reviews and updates the whistleblower policies and procedures each year. The board's audit committee approves edits (other than minor ones). These policies and procedures detail the process and mechanisms for anonymously reporting concerns or complaints. Our Code of Business Conduct and Ethics (the Code) also includes a section explaining these reporting mechanisms. The whistleblower policy and procedure and the Code are available on our intranet (SharePoint), as well as through

our HRIS, WeConnect. All employees have access to SharePoint and WeConnect and are required to attest electronically each year that they have read and understand the whistleblower policy and procedure and the Code. Finally, the home page of SharePoint has a link to the third-party reporting website and to email complaints directly to assurance. At every audit committee meeting, the director of global assurance presents statistics about complaints received during the fiscal year. She also presents a list of all open allegations with a brief description of the allegation, its status and the ultimate resolution.

J3. What processes and mechanisms does your organization have in place to handle external complaints including those relating to unacceptable conduct of your staff, volunteers, or partner organizations? 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.

Self-Assessment: Level 3

External Complaints in FY21

At international headquarters, all country offices, and our local partners' locations, we display the various possible ways by which people may report complaints. For non-safeguarding complaints, if they are regarding employment issues, labor law violations or DEI related concerns, the ChildFund Country Director (CD) liaises with the local partner organization to make them aware of the complaint, so that they may resolve it according to their internal guidelines. For any safeguarding complaints that local partners (LPs) are investigating, we request that we are kept informed of each step and their results throughout the investigation. If the LPs are not aware of the complaint, then they are informed of this by the CD and provided any needed resources and expertise to aid in an investigation and the LP will keep the CD informed of all steps taken and their results until completion. If during any safeguarding situation, the actions being taken by LPs at the duration of an investigation do not comply with ChildFund International or Country Office standards, then the relationship with said LP will be reevaluated.

In fiscal year 2021, we received 15 external complaints regarding the staff of local partner organizations, all of which were properly handled and resolved. Three of the complaints were valid, seven were not valid, and five are in the process of being investigated. The nature of the complaints included twelve potential violations of financial and business integrity, two potential human resource issues, and one potential misuse or misappropriation of corporate assets.

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.

Self-Assessment: Level 3

Internal Complaints in FY21

At international headquarters, all country offices, and our local partners' locations, we display the various possible ways by which employees may lodge complaints. In fiscal year 2021, we received 26 internal complaints regarding the ChildFund staff, all of which were properly handled and resolved. Fourteen of the complaints were valid, nine were not valid, and three are in the process of being investigated. The nature of the complaints included five potential violations to our child safeguarding policy, seven human resource issues, two potential health and safety issues, two potential misuses or misappropriations of corporate assets, and ten potential violations of financial and business integrity.

Individuals can report concerns online at <http://speakup.childfund.org>, or call the hotline number provided for each country on the website. Both the hotline and website are outsourced to a third party, so all complaints remain confidential, and the reporter can remain anonymous if requested. The Global Assurance team may also be contacted directly at complaints@childfund.org, or they may be reached out to directly alongside human resources staff and ChildFund International's legal department. At both headquarters and in each country office, there posters explaining all ways to report complaints and links to the website and email for the Global Assurance team are shared internally on our intranet (SharePoint). Reporting options are also given in our Whistleblower Policy, our Fraud Prevention and Awareness Procedure and our Code of Business Conduct & Ethics, which all staff review and sign-off each fiscal year to show that they have read understood them. For

local partner organizations, each country office should ensure that each of their offices is supplied with a whistleblower poster in their local language.

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

Self-Assessment: Level 3

Protecting Anonymity

Those receiving the report must protect the confidentiality and anonymity (if requested) of the person making the report and safeguard all communications related to the report to the maximum extent possible. We do not disclose the submitter's identity without their permission, and only if it is necessary for administrative, disciplinary, or judicial action or to ensure due process in the investigation of the allegations made. Investigation reports are anonymized and not shared in full form with the investigated party to prevent identification of whistleblowers.

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?

Self-Assessment: Level 3

Board and Management Accountability

The CEO Management Team, led by the CEO and including vice presidents of all business units, is the governing body responsible for driving all operational aspects of the organization. The vice presidents work with board members in different committees, continually updating them on progress in the areas of programs, fundraising, investment, trusteeship and audit. These committees are led by board representatives who provide updates on these critical areas to the larger board every quarter. Each of these committees focuses on strategic priorities, which keeps the organization sustainable and enables growth.

In addition, the board approves the strategic priorities, milestones and targets every year and reviews progress every quarter.

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

Self-Assessment: Level 3

All Levels Feed Scorecard and Reviews

The global annual planning and budgeting process using the balanced scorecard allows development of functional/departmental and country-office plans and budgets to sync with the organizational annual plans and budgets. The process engages staff directly in the development of measures, targets, annual operating plans and budgets across the organization through the following activities:

- Finance department issues revenue projections
- Strategy team provides guidance on strategic initiatives, to Country Offices (COs) and global units
- COs and global teams prepare draft annual operating plans and budgets and submit for review. Planning template includes a section on "interdependency requests," for activities which require support or participation from other COs and/or global teams.
- Virtual meetings between each region's COs and relevant global teams take place to discuss the draft plans and specifically whether the interdependency requests can be met.
- COs and global teams finalize operating plans and budgets based on reviewed feedback and interdependency discussion.
- Cross-functional global teams assess and in the quarterly reviews, report progress toward annual targets as established in the balanced scorecard

K3. What is your accountability report's scope of coverage? Are you reporting for the whole organization 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?

Self-Assessment: Level 3

Scope of Report

We are reporting on behalf of ChildFund International, USA, member of the ChildFund Alliance, and all the country offices managed directly by ChildFund International, USA as subsidiaries. We are not reporting for the secretariat of the ChildFund Alliance, nor for other members of the ChildFund Alliance.

The annual planning and budgeting process highlighted in the question above ensures development of plans and reporting.

All the country offices abide by the global policies and regulations, such as Code of Business Conduct and Ethics, whistleblower and child safeguarding policies, which ensures organization-wide maintenance of standards around policies and processes. Any fraudulent activities are reported to the international office through established mechanisms.