



**ChildFund Korea**

Accountability Report

November 2021

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## Opening Statement

I am very pleased that ChildFund Korea is submitting the Accountability Report as the representative of Korea.

In accordance with the spirit of the UN Convention on the Rights of the Child, it is the main objective of social welfare organization such as ChildFund Korea to transparently and responsibly help all children grow healthy with equal care and love without any discrimination.

ChildFund Korea exists under the motto 'Children are our future' to create a world where children are happy and to nurture children's dreams. Based on the trust of the sponsors, child rights advocacy projects, and a healthy organizational culture, ChildFund Korea supports the growth of children and creates a child-friendly environment with the vision of becoming the representative child advocacy institution so that we can create a world where children grow their dreams, grow upright, and enjoy their happy lives.

As the representative child advocacy organization, the responsibility of ChildFund Korea is to change the environment of children. In order to bring about change, NGOs should find out blind spots in children's welfare and inform the reality that the children are in, collect the required donations and transparently distribute them, faithfully implement projects in compliance with laws and procedures, and deliver an accurate result report to the sponsors. This is the essence of the accountability that NGOs must possess.

First of all, ChildFund Korea applies strict principles and standards to support one of the most important forms of accountability, financial transparency, to support children both at home and abroad.

ChildFund Korea raises funds in accordance with the 「Regulations on Financial Accounting for Social Welfare Corporations and Facilities」 and 「Act on collection and Use of donations」, and uses the accounting system to systematically and transparently manage and report donations. ChildFund Korea is acknowledged to ensure it is operated with accountability and transparency by receiving internal, external audits, as well as government operation audit from the city of Seoul, Ministry of Public Administration and Security, and Tax Agencies every year. Furthermore, in accordance with the 「Inheritance Tax and Gift Tax Act」, information on the institution and financial information related to donation income and expenditure are disclosed to the National Tax Service and posted on the website for transparent reporting.

In recognition of the transparency and efficiency of the child welfare project operations, ChildFund Korea won the grand prize in the non-profit public interest division at the 8th Samil Transparent Management Awards in 2016. In addition, at the Korea Guide Star, where information on non-profit organizations are fairly and transparently provided and evaluated, ChildFund Korea received the highest evaluation for 5 consecutive years since 2016 and has been recognized for its transparency and accountability.

Also, as a children's NGO, ChildFund Korea raises children's issues to society and focuses

on improving children's quality of life, environment, and systems. In particular, we take into consideration the impact of climate change and ultra-low birthrate on our children now and in the future, and we constantly try to think about what role ChildFund Korea must take and make efforts to reflect it in our projects.

When the issue of sexual violence against children had a large social impact back in 2011, ChildFund Korea conducted a child sexual violence prevention campaign called 'Na-Young's Request' for the whole nation. ChildFund Korea was able to deliver a petition with signatures from 350,000 people and was able to revise the [Act on Special Cases concerning the Punishment, etc. of Sexual Violence Crimes] which abolishes the statute of limitations for sexual offenses against children under the age of 13. Afterwards, a campaign to promote children's right to health, 'Any places with children are non-smoking areas', was conducted to improve public awareness. In December 2017, the [National Health Promotion Act] was amended, resulting in areas within 10 meters from daycare centers and kindergartens to become non-smoking areas.

Having carried out advocacy activities through the 'Respond to Children's Signals' campaign to prevent the ever-increasing number of child abuses, ChildFund Korea cooperated with 5 children's rights advocacy groups in 2020 to operate the campaign 'Change 915: No one deserves to be physically attacked' to remove the discipline-related clause. As a result, last January 8<sup>th</sup>, we were able to get the amendment to Article 915 of the Civil Act to delete the 'right to discipline' at the plenary session of the National Assembly.

Besides these examples, ChildFund Korea is taking the lead to improve the overall environment surrounding children by promoting awareness of the children's right to play, improving children's housing poverty and traffic safety, and preventing child abuse as ChildFund Korea's main projects.

ChildFund Korea will strengthen child welfare projects and advocacy activities, thinking about the future where the children will live 10~20 years later. To achieve this, ChildFund Korea has introduced a child safeguarding policy, and has placed the highest priority on children's rights in all areas of the organization, including organization operations, personnel management, and project implementation, and strives to protect children from all kind of harm. Changes and results from these projects will be reported annually through our Impact Report.

Finally, as we mark the start of the 'With Corona' age, we are working hard to create a smart work environment so that there are no blind spots in supporting children. In order to secure digital competitiveness in the social welfare field, we are building a big data projects and information security system using AI.

ChildFund Korea began in 1948 with the support of the US Christian Children's Fund (CCF) during the Korean War, through relief projects and domestic child support projects centered on shelters for war orphans. With the economic growth in Korea in the 1980's, ChildFund Korea became an independent civilian institution, and has grown by carrying out children's welfare projects such as affiliation with underprivileged children and operation of missing child centers, etc.

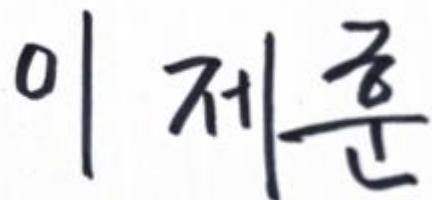
From the period of more than 70 years, Korea grew from a country receiving support to a

country giving support, and ChildFund Korea was able to become a representative NGO in Korea. Now, as a member of the ChildFund Alliance, an international children's organization made up of 12-member countries globally, we are actively carrying out many regional development projects, education projects, and relief projects for children in over 70 countries around the world.

2021 marks the 30th anniversary of the Korea's ratification of the UN Convention on the Rights of the Child and its promise to protect, promote and realize the human rights of children. It is an even more meaningful year as it coincides with the 10<sup>th</sup> anniversary since the full-scale start of ChildFund Korea's advocacy activities.

In the future, ChildFund Korea, together with Accountable Now, hopes to take a step higher for a happier world for children by being more accountable as a representative child advocacy institution.

Your Sincerely,

A handwritten signature in black ink, consisting of three vertical strokes followed by two horizontal strokes, representing the Korean name Je-Hoon.

Je-Hoon Lee  
CEO & President of ChildFund Korea

## Cluster A: What we have achieved

### A. The impact we achieve

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

Colour Codes Self-Assessment Level 4

#### **Our Vision**

Representative Child Advocacy Organization: ChildFund Korea seeks to create a child-friendly environment and supports child development based on children's rights.

#### **Our Mission**

ChildFund Korea seeks to create a world where children can grow up to be upright people and enjoy a happy life.

#### **Theory of Change**

Under our vision and mission, we reorganized the structure, program implementation method and performance management method for our domestic welfare programs. We focus on empowering the rights-holders (children) and facilitating duty-bearers to perform their duties. We seek to change the policy and system of children's rights.

In global programs, our theory of change (ToC) articulates the path we take to achieve the desired impact; for all girls and boys to enjoy their rights and fulfill their full potential. Our ToC is structured in four levels, consisting of interventions, intermediate change, long-term change, and impact. It outlines the changes that ChildFund Korea seeks to create for children and their environment, focusing on the three sectors of education, child protection and DRR.

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

Colour Codes Self-Assessment Level 4

#### **[Domestic Program]**

ChildFund Korea follows the principles of the UNCRC. With these principles, ChildFund Korea presents programs that focus on realizing children's rights. In addition, we determine core elements such as accountability and partnership to promote major stakeholders and duty-bearers (children's families, communities, governments, service agencies, sponsors, corporations, etc.), to do their duties, subsequently inviting them to share and discuss their roles in major programs. ChildFund Korea follows a number of core elements (indicators) as follows; child-centered, non-discriminatory, child development, child-friendly environment, accountability, the best interests of the child, participation, and partnership. (Attachment 1. Children's rights-based social welfare project guidelines)

#### **[Global Program]**

To achieve the desired impact, the global program sets five key strategic outcomes as follows:

-All girls and boys grow up strong and healthy.

- All girls and boys undergo cognitive development.
- All girls and boys enjoy psychosocial well-being.
- All girls and boys develop resilience to difficulties.
- The environment surrounding our children becomes an empowering environment to improve children's rights.

Each key outcome is attached to 1 or 2 indicators to measure and observe our programs' outcomes and impact. Refer to the attached long-term outcome indicators document for details. ([Attachment 2.Long-term outcome indicators](#))

In developing these key outcomes, ChildFund Korea has made particular efforts to make sure that various stakeholders' opinions and views are included, especially those of children and our local partners in our program areas. Through the local partners, ChildFund Korea gathered children's opinions about our projects and approaches, and used these as part of the core data to consider in developing key outcomes and indicators. Furthermore, a draft version of the outcomes and indicators are shared and discussed during the annual meeting with local partners in key program countries before they are finalized.

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

#### Colour Codes Self-Assessment Level 4

##### [Domestic Program]

We provided a checklist to review the application of the principles of the framework and core elements in the planning, implementation, monitoring and evaluation stages. In addition, we studied practical cases from 2018 to 2020, renewed the checklist and document forms for program planning and reports.

We occasionally face a variety of dilemmas in the process of carrying out programs based on the UNCRC and related principles. Below is an example of such difficulties;

*There were varying opinions on revising our child placement system. There was an opinion that the child should be sent to hospital in consideration of "the best interests of the child" instead of going to a foster family, since the child has experienced serious emotional and psychological suffering. On the other hand, there was another opinion that, since the child refused to go to the hospital, the child should be involved in the decision-making process for his/her placement as a rights-holder through a "child-centered" approach. Due to these conflicting opinions, we had to deliberate on which principle would be considered the most optimal in this case.*

With the various considerations that must be applied from a children's rights perspective, the headquarters provided a guideline and feedback from internal/external experts. Below is a part of the expert feedback;

*In Australia, the decision on child placement based on the best interests of the child relies on the principles of stability, safety and development. In this case, the stability of the child's family is very low, so the placement decision can be considered on the basis of the child's safety and development. When considering these factors, if hospitalization is deemed necessary, it should also be deemed necessary to persuade the child. If the child strongly refuses hospitalization, it may be meaningful to try processes to prevent the need for hospitalization, such as medication, medical treatment and counseling, then seek to*

*implement gradual changes.*

[Global Program]

The above indicators were fully developed and set as key outcome indicators during 2020-2021. During their development, there were a few concerns on how we can closely link these indicators to project implementation. It was found that our program approach, which mainly focuses on three sectors, might be too narrow to achieve the desired outcomes and see positive changes in these indicators. As such, ChildFund Korea has decided to revise our sectoral frameworks to make sure that each sector has a more holistic approach for children's wellbeing and rights. ([Attachment 6. ChildFund Korea Sector Framework](#)). In addition, due to the COVID-19 pandemic, all our planned activities linked to these indicators had to be revised. To make sure that children are safe and find normality in their everyday lives, ChildFund Korea came up with a few emergency measures by developing a COVID-19 response strategy package\* based on the above key outcomes/indicators.

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

Colour Codes Self-Assessment Level 4

[Domestic Program]

The government announced its national inclusive child policy in 2019, followed by the 2<sup>nd</sup> master plan of the child policy in 2020. Through these two documents, the government emphasized children's rights and the publicization of service delivery. ChildFund Korea became the first organization in Korea to start children's rights training for its staff in 2014, and published the Children's Rights Advocacy Activity Guidebook in 2016 ([Children's Rights Advocacy Activity Guidebook](#)) and children's rights-based social welfare project guidelines in 2017. In addition, by adopting the child safeguarding policy ([Child Safeguarding Policy](#)), we committed ourselves to fulfilling our social responsibility and duty to prevent harm against any child and consider children's rights as the first priority throughout the entire process of the program.

[Global Program]

The Korean government set a financial accounting standard for non-profit organisations in 2017 to increase accountability for the public and donors, and it has been applied since 2018 to all non-profit organisations in Korea. The key concept of the standard is that expenditure should be aligned with revenue, which means that, for example, if a fund is raised by a campaign on education for girls, it should be spent on education projects for girls. It requires highly transparent disclosures of cash routes from donors to implementation partners. To effectively respond to changing contexts and requirements, our Global Program has developed a Financial Guideline and enhanced financial accountability by applying it to each project.

In 2019, we initiated "2019-2022 Pathways for Children's rights Based Programming," under the newly-adopted organizational vision and the mainstreaming direction of the Korea International Cooperation Agency's pursuit of human rights as one of the most important government stakeholders. ([Attachment 11. Pathways for Children's rights Based Programming](#))

ChildFund Korea's overseas programs fundamentally work with partners through the

ChildFund Alliance, but we have expanded our partnerships with non-alliance partners over the past 4-5 years. Our previous strategic direction was to directly run our own country offices, but the direction has been changed in 2018 to not to directly operate country offices but to expand partnerships with local NGOs in a more localisation-focused direction. At present, we work with more than 10 non-alliance partners along with steady partnership with alliance members. ([Attachment 12. Capacity Building Roadmap and Plans](#))

With the unprecedented crisis caused by COVID-19, the usual face-to-face monitoring visits were restricted. In response, our global department swiftly developed and applied a Non-Contact Mid-term Review Guidance and Tool in the context of COVID-19, promoting working country offices to take an agile approach and uphold accountability in project implementation. ([Attachment 13. Non-contact Midterm Review Guidance in the context of COVID-19](#))

## B. Positive results are sustained

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

Colour Codes Self-Assessment Level 4

#### [Domestic Program]

We prepared a guideline on children's rights-based programs to help us uphold general principles in planning, implementation and evaluation. To continue to adhere to these principles, ChildFund Korea prepared a standard for evaluation and began collecting annual reports on cases for evaluation purposes. Furthermore, by sharing the best practices and feedback on the limitations of applying a children's rights perspective, we expect to further advance our children's rights-based programs. ([Attachment 1. Children's rights based social welfare project guidelines](#))

#### [Global Program]

In terms of Global Programs, ChildFund Korea thoroughly assesses the sustainability of the program at the beginning and the phasing-out stage. Sustainability is also an aspect that we review when partnerships are concluded, especially with non-alliance partners.

Currently, we operate based on the "ChildFund Korea Advocacy Framework," which enables the countries we work with not only to drive systemic changes in responding to relevant children's issues, but to sustain positive change in our programs. ([Attachment 14. ChildFund Korea Advocacy Framework](#))

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

Colour Codes Self-Assessment Level 4

#### [Domestic Program]

To declare our vision towards becoming a child advocacy organization and seek to provide services not on the basis of charity and needs, but instead with a focus on children's rights,

duty-bearers should be consistently included in this process. We share any lessons learnt with duty-bearers through annual reports and impact reports through online/offline channels.

#### [Global Program]

Our Global Programs have included yearly reflection workshops to exchange any achievements and lessons learnt in each sector or project among our internal staff. Before the COVID-19 pandemic, quarterly reporting sessions were also held after every field trip by sharing key learning points with relevant staff in the organization. Some of the key lessons learnt are recorded in document format and stored within the organization's systems, to enable our staff to refer to the findings and recommendations when designing and assessing a project.

For certain designated projects funded by specific donors, the achievement and ongoing progress of the project have been disclosed on a quarterly or ad hoc basis.

With the roll-out of the Organizational Midterm Business Strategy (2022-2024) and the Priority Country Strategic Plan, we plan to also prepare an Impact Report to outline indicators of long-term change based on the aforementioned materials.

### C. We lead by example

#### C1. How does your organization demonstrate excellence on your strategy priorities?

##### Colour Codes Self-Assessment Level 3

ChildFund Korea carries out open call projects to create social change and respond to social issues. This program aims to build a child-friendly environment, as opposed to addressing surface-level issues. To this end, ChildFund Korea provides implementation principles and criteria for participating organizations to ensure that programs operate while respecting children's rights. In the application stage, we present our child safeguarding policy and children's rights-based program through notices and program information sessions, and give out implementation principles and checklists for children's rights-based programs so they can review the program from the beginning. After the selection stage, we provide training on children's rights-based case management and the child safeguarding policy to enhance their understanding of the matter. By sharing difficulties and ideas through networking meetings among implementing organizations, we provide opportunities for growth. For evaluation, our program expert group reviews the program on three occasions each year to provide feedback based on indicators and support the implementing organizations to achieve their goals.

The global programs of ChildFund Korea also operate based on a strategic plan associated with the alliance and our organisation-wide strategic direction. The current strategic priorities include strengthening three core sectors (Education, Child Protection, and Disaster Risk Reduction) and preparing and advancing the children's rights-based approach and advocacy in our overseas programs.

We developed a framework for the three core sectors and guided our partners to understand and adopt the framework at the project level. As the sectoral framework is linked with the M&E framework, we are able to collect the output and outcome-level

achievements from each project.

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

### Colour Codes Self-Assessment Level 4

For open call projects, we work with many partners that demonstrate outstanding enthusiasm and experience, but are held back by a lack of administrative ability, human resources and program infrastructure, since we recognize the need to support neglected children. We select small-scale and various types of partners and support necessary programs for children's rights by offering training, regular feedback, resources including budgetary support. In this process, participating organizations gave the following feedback: "We feel that we are respected and able to grow together as ChildFund Korea builds cooperative partnerships with its participating organizations based on mutual respect and equal partnership." ([Attachment 16. 2021 Open Call Project Implementation Guide](#))

ChildFund Korea's overseas programs have developed a project management system over the years. We have our own ToC, core sector framework, M&E framework and advocacy framework which guide all partners and peers to strengthen project design and interventions. Also, ChildFund Korea maintains a strong safeguarding policy, through which we help partners that do not possess such a policy to develop their own safeguarding policy.

The data collected by field countries is managed through an IT system. In accordance with ChildFund Korea's strategic approach towards digital transformation, we systematically manage quantitative data such as the number of participants, output data, and sponsorship program data.

ChildFund Korea has three core sectors and emphasises its expertise in these sectors. We implement 39 education projects (ChildFund Korea 2020 Report) in various contexts across Asia and Africa, and also manage education projects at scales over 3 million dollars, which are funded by the Korea International Cooperation Agency (KOICA) in Cambodia and Laos with remarkable outcomes and evaluation results.

ChildFund Korea is also widely recognized for its networking method in terms of taking a child-focused approach and children's rights advocacy by engaging in several civil society coalitions or technical working groups as a steering member. ([CRWG 5<sup>TH</sup> & 6<sup>TH</sup> UN CRC NGO report](#))

### [Awards]

1970.05	A certificate of commendation for contributors to children's organizations
1997.05	Korea 5.5 Culture Award, Children's Welfare Award
2000.05	Best Recruitment Award, Volunteer Award
2011.10	Baek Nam International Human Rights Award
2013.01	Best Character Education Program Award
2014.07	Korea Win-Win Management Award
2014.11	Grand Prize for Fine Culture
2016.04	Epi Awards Korea Award
2016.09	Grand Prize for Transparent Management

2016.09	Smart App Awards 2016 Education/Culture Integration Grand Prize
2016.11	2016 Korea Advertising Awards, Gold Prize
2017.09	2017 Brand of the Year Grand Prize
2019.03	First Place in the NGO category of the Korea Brand Power Index
2019.09	Grand Prize in the children's environment category
2019.11	Grand Prize in the category of public foundation for advertisement
2020.04	Korea Guide Star Crown Certification

**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?**

Colour Codes Self-Assessment Level 3

**1. Training and Education:**

ChildFund Korea carries out several training programs to improve staff sensitivity towards human rights, including training on children's rights and mandatory training on the prevention of sexual harassment for an ombudsman who deals with sexual harassment and disability issues to improve awareness.

**2. Recruitment:**

ChildFund Korea does not discriminate in its recruitment process against anyone based on their gender, disability or age. Although there are set standards in terms of employment benefits, these are not based on gender, disability or age, and we also encourage male employees to utilize paternity leave.

When comparing the percentage of female employees in companies with more than 1,000 employees, the average proportion of women in companies with more than 1,000 employees was 27.69% in 2020, but the proportion of women in ChildFund Korea was 70.54%. The rate of female managers is also relatively higher in ChildFund Korea. While the ratio of female managers in companies with more than 1,000 employees was 20.92%, the ratio in ChildFund Korea was 42%.

**3. Child Safeguarding Policy ([Child Safeguarding Policy](#)):**

ChildFund Korea introduced a child safeguarding policy based on the guidelines of Keeping Children Safe. Under this policy, we make sure that our staff, operations, and programs do no harm to children. We employ child safeguarding staff at the headquarters and designate one person in each program area as a focal point for child safeguarding.

**4. Program**

ChildFund Korea has contributed to the protection of human rights, including promoting girls' rights and gender equality projects in Laos, Kenya, Tanzania, and Sierra Leone by mainstreaming gender equality in the sectors of education, health, and livelihood. Most of these project interventions include awareness training and advocacy activities for duty-bearers in the context of girls' rights, including parents, community members, government officers, staff members and associates. In accordance with the Gender Equality Position Paper prepared with alliance members, ChildFund Korea will enhance its evidence-based approach including analyzing gender dynamics at the project level, and continuously follow up on issues related to girls' rights through advocacy at the country and international level.

With respect to the empowerment of ethnic minority groups in remote areas, there are some leading project cases in Cambodia and Laos that seek to improve the right to access to education.

The below example describes a case of advocacy that eventually changed the relevant law and system for a child whose rights were violated.

Due to issues such as insufficient attendance and problematic behavior, the child who was abused had to drop out of school. Although the child later expressed the desire to go back to school, 5 schools refused the child due to the history of problematic behavior, epilepsy, etc. ChildFund Korea commented that the existing laws and systems failed to remedy this situation and that a system was needed to guarantee the right to learn. To this end, we proposed the enactment of a relevant ordinance.

**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?**

#### Colour Codes Self-Assessment Level 3

ChildFund Korea dedicates its utmost efforts to adhere to the safeguarding policy. Not only do we emphasize the code of ethics internally, we introduce the policy to all partners and encourage them to comply with it. For example, we perform reference checks on our partners in the community when we conduct a preliminary screening for open call projects, regarding whether there were any cases that breached the policy. If we discover that a partner has breached the policy, we verify the response of the said partner and review whether the partner implemented the appropriate standard and procedure for prevention and response purposes. After the selection of partners, we clearly state the need to adhere to the policy in the written agreement and provide training for the partner to enhance their sensitivity towards the policy.

As well as introducing the safeguarding policy to stakeholders including sponsors and volunteers before launching any program, we provide an education program for children as rights-holders. In addition to children's rights training, we provide various programs such as protection against child violence, anti-child assault program, bullying prevention, environmental education in response to climate change, online child protection, etc.

ChildFund Korea has supported its partner organizations in Africa and Asia regions for the establishment and implementation of a safeguarding policy. ChildFund Korea has also provided safeguarding training and guided partners, staff members and associates to sign the code of conduct.

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

#### Colour Codes Self-Assessment Level 3

Overall, ChildFund Korea encourages an internal reporting system using digital devices instead of printed paper, which has significantly reduced its paper usage. In terms of overseas business trips for the purpose of project monitoring, there has been an

organizational effort to maximize the efficiency of scheduling and minimize the number of flights.

ChildFund Korea is also using 30% recycled paper for any publication, eco-friendly recycled paper for business cards and an umbrella rainwater remover as opposed to plastic bags to store umbrellas.

In addition, we advocate to the public about the need to protect the environment and operate a program for children to serve as "green campaigners." These green campaigners search for risk factors that contribute to the climate crisis and teach their peers about the climate crisis and the environment, in addition to independently planning and conducting their own advocacy campaign. We also recently developed a program for parents to realize the seriousness of the climate crisis as duty-bearers. Moreover, we support them to take an interest in the issue, as well as plan and implement practical measures for the environment at home with their children.

## Cluster B: Our approach to change

D. Key stakeholders are identified with great care

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

Colour Codes Self-Assessment Level 4

The stakeholders of ChildFund Korea include, but are not limited to;

- Children, families, and communities
- The central government, the National Assembly, and local governments
- Research institutes
- NGOs
- The press and the media
- Program partners
- Individual and corporate donors

The identification process for stakeholders involves in-depth situational analysis of children's rights, which maps a wide range of stakeholders and analyzes their role, capacity, authority, resource, etc.

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

Colour Codes Self-Assessment Level 4

[Domestic Program]

ChildFund Korea asks each program office to submit a plan and a report every year. We monitor each program from the planning stage to the end based on the perspective of children's rights. From 2020, ChildFund Korea has set the strategy of "solving the growth environment gap," set a number of sub-agendas and implemented the strategy by building a cooperative system. In this process, we reviewed the effectiveness of each program including its coalition and cooperation with key stakeholders, the positive changes

generated in the process of the program, and the positive changes in the child as the rights-holder. ChildFund Korea gathers children's opinions before planning each program and conducts research on partners and key stakeholders in order to verify the necessity of the program and clarify the issues faced by children. Furthermore, we provide training on child safeguarding for stakeholders to internalize the children's rights-based perspective and hold meetings with them to share ChildFund's values.

[Global Program]

Firstly, various stakeholders substantively contribute towards ChildFund Korea's mission as interactions with stakeholders are taken into account and lead to their direct participation in project activities.

Including a wide range of stakeholders in the project assessment and evaluation processes using organized tools also demonstrates ChildFund Korea's efforts towards maximizing inclusivity.

Moreover, ChildFund Korea's theory of change is primarily based on a socio-ecological approach and clearly outlines ways to ensure interactions with and among a wide range of concerned stakeholders in our work. The ultimate goal of ChildFund Korea's theory of change can only be achieved and attained by engaging not only with children in the center of its socio-ecological approach but also other stakeholders around children.

**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?**

Colour Codes Self-Assessment Level 4

During the development process of our 5-year Country Strategic Plan, we identified and mapped out organizations that operate in our project area, and sought out ways for us to collaborate to maximize the project impact.

We also hold an Annual Partnership Meeting with the multiple non-ChildFund Alliance partners that work with us in each program country with the aim to ensure that we all share a mutual understanding on the common program goal and work together by sharing each organization's strategy and learnings.

In humanitarian programs, particularly those for refugees, we have been participating in working agency meetings with other actors at the local level, as well as cluster meetings that coordinate sectoral and geographical programs with various humanitarian actors at the national level to share each organization's strategy and avoid overlaps.

Specifically, at the project level, we seek opportunities to collaborate with organizations that work in different sectors such as social enterprises. In Tanzania, we have been working with a tech startup that provides digital early-learning solutions to enable and empower children to develop basic learning skills.

## E. We listen to, involve and empower stakeholders

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

### Colour Codes Self-Assessment Level 4

#### [Internal]

To communicate with internal staff, we conduct surveys, hold meetings, etc., while a joint labor-management committee operates as a channel for collecting feedback and opinions. The members of this committee are selected by a staff vote. Regular meetings are held 4 times a year and extra sessions can be held on request. The committee gathers the opinions of staff members, and deliver them to the management. It then discusses the issues highlighted by such opinions and deliver the appropriate feedback back to the staff.

1. We conducted a survey on the whole staff about the evaluation and promotion system in 2017 and subsequently improved the system. Through the briefing session with the whole staff, we explained the background and direction of the improvement. In addition, we revised and supplemented an improvement proposal to reflect staff opinions. As a result, the promotion system, which had previously focused on verifying each promotion target, changed to focus on a self-directed approach in which the promotion target writes and presents a portfolio about their own performance. Moreover, the evaluation system was improved from a relative evaluation to a regular feedback system to enhance work immersion, cooperation and initiative among the staff.
2. At a meeting, a staff member from a program office requested the development of a training program for their assigned role and support for the training fee. Therefore, we developed a course for the relevant staff and provided support for the training fee.

#### [External]

### **Feedback from Program Participants**

- As a principle, we listen to a range of stakeholders' voices through initial community assessment, baseline study, mid-term review, and final evaluation, which involves individual or group interviews. For specific activities such as training in particular, we also collect the project participants' opinions through pre- and post-activity satisfaction surveys.
- Regular reflection meetings with program participants are also one of the key channels of communication and feedback. These meetings involve not only a community-based committee but also individual participants such as community volunteers and facilitators. In the meeting, we review the project's accomplishments and challenges in terms of participant experiences, and discuss a follow-up plan by reflecting their perspectives.
- In a humanitarian project funded by ChildFund Korea for South Sudanese refugees in Uganda, we established a Suggestion Box in the Child-Friendly Space to help camp refugees voice their opinions and provide official feedback to the programs.

### **Feedback from Partners**

Considering that our partners are important stakeholders for each program, we conducted a pilot Partnership Review Survey in 2018. The purpose of the pilot survey was to

strengthen our accountability to partner organizations and to develop a feedback mechanism. The survey was adapted from the Keystone Partner Survey and is composed of 30 questions under 6 themes: Finalizing the agreement, Financial support, Non-financial support, Relationship and communications, Monitoring and reporting, and Overall relationship and support from ChildFund Korea. The survey was undertaken by 30 partner organizations that work with ChildFund Korea, and its results were subsequently reflected in our Partnership Guidelines. ([Attachment 21. Partnership Guideline](#))

For a one-year open call project, we collect the program progress and detailed feedback through the mid-term report. As we value mutual cooperation and exchange, we hold a network meeting once a year to exchange opinions and feedback. After each program ends, we share the lessons learnt and discuss the improvement plan through an evaluation meeting. During the COVID-19 pandemic, we held contact-free meetings with a small group to discuss changes in the program direction and extension of the program period.

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

### Colour Codes Self-Assessment Level 4

[Domestic Program]

ChildFund Korea works with various stakeholders to support lasting changes in the community and improve the rights of children. In addition, as we work with the government and the National Assembly to prevent the violation of children's rights and respond to salient problems, we carry out advocacy work to contribute to the implementation of lasting change.

We plan, implement, monitor and evaluate such advocacy based on 5 principles; 1) Our work starts from the voice of the child, 2) We work alongside children, 3) Children grow as rights-holders alongside us, 4) We urge every country and society to fulfil their duties, and 5) We cooperate with each other and stand in solidarity. According to these 5 principles, our advocacy is built on the basis of partnerships with communities, governments and local governments, as well as the National Assembly, local councils, and civil society organizations. Since this process is participatory and inclusive, related stakeholders have actively participated in the process, including vulnerable and neglected groups. The participation of children is key to all steps of advocacy and has been a top priority. Our goal is to ensure that children are able to freely express their opinions on matters that affect them directly and indirectly, and for key stakeholders such as communities, the National Assembly and the government to take their opinions seriously and apply them to policy. ([Children's rights Advocacy Activity Guidebook, page 40](#))

<Promotion of children's right to participation>

The child policy pledge was formulated by children based on discussions and delivered to the parties and candidates of the presidential election, the National Assembly election and local elections for their consideration, leading each party and candidate to review and reflect on the children's opinions. Furthermore, an official from each government department related to the child policy proposed by children attended the child policy meeting and exchanged their opinions with children. This project allowed the children themselves to engage in an issue that is directly connected to their lives and identify

solutions, while also negotiating with key decision-makers based on the information that they gathered.

<Promotion of children's right to play>

In order to improve playgrounds to be more child-friendly, schools, communities, NGOs, CSOs, the government and the National Assembly focused on children's needs and closely cooperated to revise the relevant laws and ordinances. Moreover, this advocacy brought about an increase in child-friendly playgrounds and improved their quality. We also expanded play spaces and times in schools and helped to create a play-friendly environment in schools by providing play kits. In addition, we organically created the culture of play by introducing pop-up playgrounds, etc. on a regular basis as we formed a play group in the community.

[Global Program]

Child participation is one of the core elements and most cross-cutting agenda of the entire project cycle and any activities we conduct in 21 countries. During interventions, children's voices are always promoted and delivered to the relevant communities and stakeholders. ChildFund Korea's global programs operate under a plan to monitor the status of child participation at each project level.

A project in Nepal demonstrated an example of good practice. Children in children's clubs that were set up by the project participated in training on children's rights and protection, organized role-playing sessions for community awareness raising, and developed a school safeguarding policy in their own language.

Children have also engaged in global advocacy activities, such as the UNCRC's periodic reports, the HLPF's side events, and the UNCRC's general consultations, by providing their own views and ideas through ChildFund Korea's coordinated efforts to keep their participation channels open.

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

Colour Codes Self-Assessment Level 4

1. As ChildFund Korea carries out its agenda program in 2020 with program offices and partners in communities, we are also seeking various ways to collect feedback from key stakeholders. In particular, internal stakeholders, who often communicate with external stakeholders in the field, presented general feedback that we collected through meetings. Furthermore, we actively listened as we held FGIs with internal key stakeholders after finishing the agenda program. Also, we made a detailed plan for improving upon aspects that stakeholders provided feedback on. The positive feedback on the agenda program highlighted that it was able to verify and measure positive changes in children as the program was operated and focused on an organization-wide level across ChildFund Korea. On the other hand, feedback also suggested the addition of more varied indicators to more broadly verify changes in children.

\*Agenda Program: ChildFund Korea has selected several focused programs that

concentrate our capability on various issues that children face today. We initiated this program to identify the impact of such issues on children and social values.

2. In the pilot Partnership Review Survey mentioned earlier, we received the feedback that ChildFund Korea always shows respect to partner organizations and is open to discussion in the project negotiation process. Also, partners stated that ChildFund Korea is flexible in applying regulations as it listens to partners' voices and reflects the local context. On the other hand, they also mentioned that reviewing project proposals requires a long time as the process involves significant back and forth, and that the reporting format provided by ChildFund Korea is not user-friendly. Based on the results of the survey, we revised our reporting format to add specific guidance notes and simplified our internal review process in order to provide compact and precise feedback to partner organizations.

3. July 2020: Survey on the evaluation and promotion systems. More than 90% of the staff were unsatisfied.

July-October 2020: Prepared an improvement of the evaluation and promotion system.  
Consulted experts.

October 2020: Held a briefing and Q&A session about the system.

November 2020: Finalized the improvement of the system with opinions from the briefing session.

December 2020: Implemented the improved system.

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

Colour Codes Self-Assessment Level 4

##### [Domestic Program]

In line with the theme of the agenda program, ChildFund Korea guarantees a maximum of three years for partners to implement stable and effective programs in their respective communities, subsequently reviewing the efforts and future plan of the program through annual reports. We also provide supervision through an advisory committee for partners to carry on the program after the expiration of ChildFund Korea's support. In the case of an agenda program under the topic of 'improve the play environment to ensure children's right to play', it was necessary to include a space for play, so we established a support system to provide technical advice about safety in the playground. After closing the program, partners could then monitor the safety status of the playground with the help of experts. In addition, we made an agreement with the Korea Institute of Amusement Safety and Technology in preparation to form a partnership to request safety training and safety check services.

##### [Global Program]

With regard to capacity building among non-ChildFund Alliance partners, we conduct bi-annual monitoring and annual meetings in order to ensure that all partners reflect the Capacity Building Action Plan into their actual project implementation and organizational operations. The Capacity Building Action Plan is drafted by each partner organization and reviewed by ChildFund Korea, based on the result of the Partner Assessment, which is composed of 7 components, such as Governance, Administration, Human Resources,

Financial Management, Organizational Management, and Program Management, which are then divided into 27 sub-elements.

For example, we identified that 4 out of 9 local partners have no organizational Child Safeguarding Policy, while the other 5 partners' existing policies had to be revised through the Partner Assessment. In response, we provided a comprehensive workshop and consultation for the 4 organizations to establish their own Child Safeguarding Policy and for the 5 organizations to review and revise their existing policies. After 6 months of the review process, all 9 organizations eventually established or reinforced their Child Safeguarding Policy.

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

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

###### Colour Codes Self-Assessment Level 4

All processes of advocacy should be based on objective and trustworthy information. Therefore, advocacy starts as we collect objective evidence by gathering the opinions of children, conducting field and fact-finding research, situation analysis, etc. In addition, we collect further evidence by analyzing state party reports, conducting observations on children's rights, monitoring the implementation of existing laws, policies and programs, monitoring the legislative process, comparing and analyzing other countries, and checking budget allocations and systems. We identify the root causes of issues with the evidence collected from these materials, then plan, implement and monitor advocacy in order to ensure that other children will not have their rights violated due to similar issues, beyond simply resolving a problem faced by one child. Moreover, in order to collect the opinions of children, we conduct surveys and hold workshops, discussion sessions and FGIs. We also support children to participate in the decision-making process, which allows children to experience implementing changes in individuals, schools, communities and the government by participating and expressing their opinions.

As for global advocacy, we identify the root causes of child-related problems through project assessment, research, partnerships and workshops with children.

By building on background data from the grassroots, every possible approach has been considered and carefully designed including legislative changes, project interventions, awareness raising and communication.

The obtained evidence has also been disseminated within our coalition and network (SDG monitoring platform), particularly through awareness-raising sessions (UN HLPF side event), and used for the development of evidence-based pilot programs (Online Sexual Exploitation of Children) and campaigns for public awareness.

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

###### Colour Codes Self-Assessment Level 3

By participating actively in inclusive advocacy as described above, we continued to support the changes that we achieved through the advocacy, which also provides the means to meaningfully evaluate such changes. Policy-makers in communities, the government and the National Assembly who have experienced advocacy work with us often continue to request and support the participation of ChildFund Korea and children in future activities. Below are examples in which key stakeholders participated in ChildFund Korea's advocacy;

**Legislation prohibiting all corporal punishment of children:** We sought to ensure children's rights by revising the Civil Law to prohibit all violence against children in line with the implementation of SDG 16.2. Through advocacy, we induced the abolition of regulation permitting disciplinary authority to caregivers. We helped children to raise their voices about the prohibition of all corporal punishment in the National Assembly and the media, and we cooperated with children's organizations and pro bono lawyer groups to conduct an awareness campaign on the matter. In addition, we prepared a legislative bill as we discussed through meetings and discussion sessions with the government and the National Assembly.

**Construction of a safety net around school zones:** We worked closely with children, teachers, the police and NGOs to conduct regular safety checks on school commuting routes, and prepared safety improvements to be requested from decision-makers such as the local government. Through this advocacy, the request for improvements was reflected and implemented.

Pursuant to the UNCRC General Comment No. 25 on children's rights in relation to the digital environment (released on Mar 2021), the outcomes of children's consultations (Our Rights in a Digital World) were mostly cited and reflected.

From the post-event survey for the 2021 HLPF side event on ensuring children's equitable and safe access to the internet during the recovery from the COVID-19 pandemic, key participants responded that the event was informative and organized in a timely manner, with potential for deeper discussions that will help children's rights organizations to build their capacity. Some also stated there was positive external feedback on the event.

#### 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**

Colour Codes Self-Assessment Level 3

We renewed our English website in December as follows;

1. Updated information on Reports and Documents, organizational chart, etc.

2. Created an Accountability Tab and uploaded the Accountable Now logo and the annual report
3. Translated important policy and other documents to be uploaded
4. Displayed the Child Safeguarding Policy, Privacy Policy and Contact Us sections in the footer

**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.**

Colour Codes Self-Assessment Level 4

ChildFund Korea has 5 positions in its organizational hierarchy, and its president is a nominative position with an annual salary that is set separately. The annual salary of employees at ChildFund Korea is set according to the 5 positions. Vacation expenses for public holidays, transportation expenses and meal expenses outside of the basic salary are paid according to each employee's position and job title.

The ratio between the top and bottom salaries: About 3 times

ChildFund Korea applies a uniform salary table that divides employees by position. We have also faithfully implemented the government's affirmative action (AA) plan. The AA's main contents concern the ratio of women in management, average salary for men and women by position, etc. A violation of the AA is punishable by up to 5 years in prison or a fine up to 30 million won according to the Equal Employment Opportunity and Work-family Balance Assistance Act. Through these efforts, we are seeking to promote employment equity and resolve discrimination in employment.

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

Colour Codes Self-Assessment Level 4

([Privacy Notice](#); [Visual Data Processing Device Installation and Operation Policy](#))

Under the Personal Information Protection Act, ChildFund Korea takes technical, managerial and physical actions to protect the information of individuals.

1. Minimizing the number of people handling personal information and holding regular training.

2. Controlling access to personal information by granting, changing, and erasing access to database systems.

Controlling unauthorized access from the outside by using anti-intrusion systems and providing VPNs (virtual private networks) for persons in charge of personal information to use when accessing systems from the outside.

Also, maintaining records on granting, changing, and erasing personal information for at least 3 years.

3. Storing and maintaining records of access to systems for at least 6 months.

Currently preventing the forgery, falsification and loss of access logs.

4. Saving and managing personal information of users in encrypted formats.

Currently implementing and using secure systems to save or transfer data.

ChildFund Korea limits access to any personal data by requiring passwords or by authorizing necessary personnel only, using such data within a set data collection period and discarding it when the period or purpose of data collection ends.

ChildFund Korea also guides participants and beneficiaries of our projects to sign a data collection agreement.

For all marketing and fundraising activities, we follow the guidelines for the protection of children's rights in the media. ([Guidelines for the protection of children's rights in the media](#))

**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.**

#### Colour Codes Self-Assessment Level 4

(As of 2020, unit: won)

- 1.Samsung Group: \11,691,320,072
- 2.Sinsegae Group: \5,493,164,300
- 3.Hyundai Motor Group: \3,514,718,730
- 4.Woowahan Brothers: \3,000,000,000
- 5.Lotte Group: \2,218,731,032

### Cluster C: What we do internally

H. Staff and volunteers are empowered to do their best

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

#### Colour Codes Self-Assessment Level 4

ChildFund Korea adheres to the Labor Standards Act and the Fair Hiring Procedure Act. In addition, we hire workers according to the personnel guidelines and regulations of ChildFund Korea. Our basic hiring principles consist of open recruitment and competition without limitations based on gender, race, region of origin and others. We appoint evaluation committee members with the appropriate qualifications as stipulated in the guidelines and regulations to evaluate candidates based on the set evaluation criteria. The evaluation criteria explicitly prohibits discrimination against any candidates due to gender, race, age, region of origin and other backgrounds, and only collect limited information from candidates to the extent required for distinguishing them.

We also have separate guidelines for full-time and part-time employees with wages and working conditions determined by guidelines on the compilation of budgets to reflect yearly changes in the Labor Law. We prepare a standard for each process to calculate the score for job candidates according to consistent criteria and each committee member gives a

score according to the guidelines and an evaluation form. To respond to any suspicions that may emerge after the hiring process, all evaluation records are secured in electronic and paper documents for 5 years, with the electronic records encrypted and protected on a physical device.

The evaluation guidelines and the evaluation form are restricted documents, but we attached herein as evidence of fairness and transparency of the hiring process.

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

### Colour Codes Self-Assessment Level 4

ChildFund Korea operates a training system for the development of staff capacity.

1) Indicator: Educational System Chart

2) Indicator: Execution details for the one-year training fee (unit: 1,000 won)

<b>Year</b>	2018	2019	2020
<b>IDP (Individual Development Plan)</b>	161,549	148,213	134,560
<b>Organized by department</b>	117,544/12 cases	12,758/11 cases	0/0
<b>Organized by the Human Resource Development Team</b>	172,818/15 courses	222,770/16 courses	152,024/15 courses
<b>Total</b>	451,911	383,741	286,584

3) Indicator: Present condition of educational progress

: General information on the opportunities provided for staff capacity-building, the frequency of staff participation in such training and capacity-building sessions, and methods of identifying areas that require training

Explanation on performance reviews including the frequency and target participants

Type	Common Education	Leadership	Job Training	Misc.
<b>Components</b>	Common knowledge, common values, issues and trends	Management, position holders, fellowship, new staff, and OJT (on-the-job training)	Welfare, fundraising, management, etc.	IDP, and legally-mandated training
<b>Target</b>	All staff (mandatory)	Relevant staff (mandatory)	Relevant staff (mandatory or optional for each education program)	IDP and legally-mandated training
<b>Plan</b>	Competency model (common)	Competency model (leadership)	Job description (job)	Annual checks on operational issues

	capacity) + Check on annual management issues	capacity) + Requirement analysis for each target (interviews, surveys, etc.)	competency) + Requirement analysis for each department (interviews, collection of staff feedback)	
<b>Frequency</b>	Varies by curriculum	Varies by curriculum	Varies by curriculum	Varies by curriculum
<b>Review</b>	Varies by curriculum	Varies by curriculum	Varies by curriculum	Varies by curriculum

ChildFund Korea discontinued the relative evaluation and implemented a regular feedback system in 2021. Under the new system, staff members set goals once a year, provide regular feedback three times a year and a comprehensive review once a year. In addition, staff are able to engage in a feedback session with their managers when necessary. During a feedback session, staff members engage in a self-assessment on their work and capacity with a manager, and review their progress in terms of the set goal. During a regular feedback session, each staff member shares the progress of their goal and exchanges opinions for growth with their team or organization.

### 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?

#### Colour Codes Self-Assessment Level 4

ChildFund Korea prepares guidelines on the prohibition of sexual harassment and workplace harassment in compliance with the Labor Standards Act and the Equal Employment Opportunity and Work-family Balance Assistance Act to create a safe workplace. Each department and office has one designated male and female employee to serve as ombudsmen to prevent sexual harassment, monitor related activities, provide counsel and report to related bodies. In addition, we hold an annual training session on the prevention of sexual harassment for all staff.

Our procedure for dealing with such matters is as follows;

Receive grievances (direct report, call center, email, cyber audit) -> Confirm the victim's desired recourse through counseling -> Resolve the matter through mediation between the parties involved or conduct a formal investigation based on the victim's desired recourse -> Verify the act of sexual harassment and bullying based on the outcomes of the formal investigation -> Implement the disciplinary action for the perpetrator and the protective action for the victim

### I. Resources are handled effectively for the public good

#### I1. How do you acquire resources in line with your values and globally accepted

## standards and without compromising your independence?

### Colour Codes Self-Assessment Level 3

All of ChildFund Korea's fundraising activities are carried out according to the Act on the Collection and Use of Donations, as we adhere to all related laws and Acts. In addition, ChildFund Korea has a fundraising code that outlines the ethical values and principles to follow when fundraising. Through detailed guidelines, manuals and surveillance systems, we manage all aspects that are actually reflected in fundraising practice.

ChildFund Korea has developed a small number of regular sponsors and focused fundraising activities on raising the ratio of their regular donations over the last 10 years so that ChildFund Korea's operational direction would not be influenced by the excessive involvement of a specific sponsor, an organization or the government. At present, we have secured over 500,000 regular sponsors, who help to ensure our independent and stable operation. We have grown as a key fundraising channel that develops 30,000 sponsors every year, as a result of focusing our resources on online fundraising since 2014.

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

### Colour Codes Self-Assessment Level 4

#### [Program]

ChildFund Korea plans its annual goal and resource allocation ratios when planning for its programs for each coming year. Once a month, we manage the performance of each program goal. We can monitor the status of resource allocation in real time through this system and allocate extra resources after conducting resource demand surveys on our remaining resources on a quarterly or semiannual basis. Furthermore, we are consistently expanding the flexibility of our resource allocation based on the findings of rapid assessments in cases of an emergency such as a natural disaster, COVID-19, etc.

For global programs, the process is very similar. We monitor progress against strategic objectives and indicators, and report to leadership every year, and allocate financial resources according to the strategies established for each country and sector, while keeping the strategy plan up to date.

Under the COVID-19 pandemic, we carried out occasional monitoring for project progress and budget execution status, and provided partners with consistent guidance on the variation of project implementation and budget allocation in consideration of effective and efficient resource usage.

#### [Fundraising]

We provide seed money to achieve our strategic goals for each fundraising area and identify the results and performance in relation to the goals through semi-annual reviews. The entire process from fundraising to the entire process of resource allocation is systematized, which enables immediate monitoring and allows related departments and offices to identify the source of resources and the flow of distribution through monitoring

when necessary. The related departments and offices review and support the allocation plan for quarterly goals of each office that handles fundraising and resource allocation. We are also identifying missing and misallocated resources through monitoring of our monthly accounts.

ChildFund Korea also conducts audits on the fundraising and distribution status every year, which is why we try our best not to misuse or misallocate resources.

**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?**

#### Colour Codes Self-Assessment Level 4

1. By operating an internal audit organization, we conduct regular audits and special audits to prevent accounting irregularities, prevent various risks, evaluate the soundness of our organizational culture, and promote various related activities.

Regular inspections and special audits are based on field visits, and the personnel department requests corrective action or disciplinary action for matters that are deemed illegal or unjust as a result of the audit.

The various corrective items that are detected at each business organization through regular audits are not repeatedly notified to employees and only notified once a year.

2. ChildFund Korea also has a code/guideline of ethics ([Attachment 31. The Code of Ethics](#); [Attachment 32. Ethics Practical Guidelines](#)) and disciplinary policies and guidelines. When new staff members join ChildFund Korea, they are well informed of its policies, sign a compliance agreement and submit it to Human Resources. Disciplinary action is taken by the CEO through the approval of the disciplinary committee. When there is evidence that a staff member should be disciplined, the request for disciplinary action and evidence materials should be submitted to Human Resources or directly investigated by related departments and offices. The request for disciplinary action should then be submitted to the disciplinary committee, which will resolve the matter within 30 days.

3. ChildFund Korea receives and reviews the financial status of each project through regular and ad hoc reports from its partners. In compliance with the Project Agreement and Financial Guidelines, we control changes in budgets through the process of pre/post approval when a budget amendment is needed.

As for the Sponsorship Program, we have a highly sophisticated monitoring system to detect any cases where partner organizations fail to comply with the terms and conditions agreed between both parties. In the event of such violations, we call for an emergency meeting and develop a response plan including actions to be taken by partners.

[\(Attachment 33. Case in Sponsorship Program\)](#)

4. The settlement of accounts is reported to the board of directors through an audit by an external accounting firm. After it is pre-reviewed through a board subcommittee, it is approved by the board of directors. Moreover, the settlement of accounts is reported to the relevant government body every year and the information is uploaded in the system

of the relevant government body and our website.

#### J. Governance processes maximize accountability

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

Colour Codes Self-Assessment Level 4

The board of directors of ChildFund Korea consists of 11 members, 3 auditors, and a chairperson. It is mandatory to comprise at least 30% of its members based on recommendations from the Seoul Metropolitan Government, which thereby recommended 3 members and 1 auditor. The terms of office are 3 years for members and 2 years for auditors, and they can serve up to two consecutive terms. There are two ways for changing members; internal and external recommendations. For internal recommendations, a group of candidates are recommended by internal/external recommendation among those who do not have any reasons for disqualification based on the Social Welfare Services Act. Subsequently, one member is selected by the board's approval. For external recommendations, one member is selected by the board's approval from candidates three times the number of vacancies as recommended by the Seoul Metropolitan Government. The result of the appointment of a member should be registered on a certified copy of the corporate register and reported along with the relevant process to the relevant government body. When appointing board members, ChildFund Korea considers their expertise in social programs, knowledge and experiences in operating a non-profit foundation. For auditors, we consider their expertise in financial accounting.

ChildFund Korea also joined the ChildFund Alliance as a member organization in 2002. Each member organization retains its own distinct identity and governance by national boards, but ChildFund Alliance holds members accountable to global standards at the highest levels of quality and integrity in terms of programming, finances, fundraising and governance through its organized structures, such as its CEO Forum, Board of Directors, Committees, and Task Forces.

The members' collective resources, commitment, innovation, knowledge and expertise generate a powerful force to elevate the voices of children to transform their lives while uniting to speak out for, with and on behalf of children.

All committee and task force members are appointed by their job relevancy and serve a one-year term, while the CEO and board members serve ChildFund Korea in various capacities throughout their tenure.

For more details on our work through the Alliance, please see the attached ChildFund Alliance Handbook.

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

Colour Codes Self-Assessment Level 4

The regular board meeting is held twice a year and ad hoc meetings are held when needed. The regular meeting meets every February to approve the settlement of accounts for the

last year and the plan for the current year, as well as the budget for the following year. The agenda for deliberation by the board of directors include the election of board members or the CEO, modification of the articles of association, approval of plans, budgets and the settlement of accounts, acquisition and alteration of property, and other key operational aspects. Other important matters such as the operational status, changes on policy, risks, etc. are reported separately. The minutes of the board are reported to the relevant government body and posted our internal/external systems.

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

#### Colour Codes Self-Assessment Level 4

Methods and channels of reporting violations of our code of ethics are outlined in the code of ethics. (Attachment 31. The Code of Ethics)

We receive reports on unacceptable conduct by staff and other complaints through the cyber audit, the audit office and the email account of our human resources department, and ensure the personal safety of whistleblowers as an operational principle.

In addition, we provide online access for the general public on our website to the procedure for dealing with such complaints;

1) If a complaint concerns a program or an office:

First, the service team performs its duties to resolve the complaint. If the complaint is not solved this way, the service team delivers the complaint to the related department or office for them to review and solve.

2) If a complaint concerns misconduct and wrongdoings by staff members or partners:  
The service team reports to the relevant director and notifies the office concerned of the matter or transfers it to the relevant department.

3) If a complaint can affect the entirety of ChildFund Korea (Emergency)  
the relevant manager, director and the strategy and planning department are notified immediately and an organization-wide response is formulated depending on the matter at hand.

An overview of the number and nature of complaints (September 2020 - September 2021):

Nature of complaints	#	Memo
Complaint about staff (appearance, impoliteness, request not processed)	12	If to the relevant staff member's department is identified, deliver the complaint to the related manager to request correction
Volunteers	0	
Misconduct by partners	0	

Complaint about a program and marketing	10	If an immediate response is needed, deliver the complaint to the related department. Otherwise, share the response with all staff.
Complaint on website usage	3	Submit a suggestion to the IT department depending on the matter at hand
Etc. (opinions from sponsors, etc.)	149	Share the complaint and our response with all staff.
<b>Total received</b>	<b>178 cases (29 complaints)</b>	

What have we changed :

We listened to the complaints, applied changes and improved our current systems and operating methods as necessary. Below are some examples of the changes that we applied in our work;

- Asked for ChildFund Korea's position on the case of Jung-in (an abused child who was not our case, but later became a social issue) -> We posted our position paper about this issue on our website
- Provided feedback to sponsors about a sponsored child whose case was closed.
- Goods that were previously only provided to new sponsors are now given to existing sponsors in return for a one-time contribution.
- Complaints about a child used in fundraising media: Delivered the complaints to the marketing officer to revisit the site and investigate the situation again. The corrected program was broadcasted with the appropriate changes applied.

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

Colour Codes Self-Assessment Level 4

During regular audits, suggestions and complaints are prepared according to the inspection form distributed to offices and departments to collect their opinions.

As of 2020, each agency received 1.9 proposals on average (83 opinions submitted to 44 agencies).

The main contents of these proposals concern providing support for vehicles and education, recruiting more staff, improving working conditions, improving various policies, etc.

The requirements and opinions received from the offices and departments are then transferred to the relevant departments for their response, and the relevant departments review the contents and decide whether to reflect them in consideration of their importance and priority.

We also collect information from internal employees about misconduct and complaints through the cyber audit.

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

#### Colour Codes Self-Assessment Level 4

Confidentiality as well as the protection of the complainant, affected victims and survivors serve as our guiding principles for all complaints raised through any of our mechanisms for receiving complaints. If reportable conduct occurs under any ChildFund Korea policy, ChildFund Korea will endeavor to protect the complainant and the whistleblower's identities. In order to avoid jeopardizing any investigations into allegations of wrongful acts, the complainant and whistleblower is also expected to maintain confidentiality over the fact they have raised a concern, the nature of the concern and the identity of those involved.

#### K. Leadership is dedicated to fulfilling the 12 commitments

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

#### Colour Codes Self-Assessment Level 4

ChildFund Korea conducts a performance evaluation for its directors and management every year. The evaluation takes place on a relative basis across 6 levels reflecting various aspects as follows: 1) The outcomes of office or department evaluation based on the organizational performance, 2) competency evaluation and 360-degree feedback that assesses leadership capacity, and 3) self-evaluation and disciplinary matters.

Evaluations of the board of directors are not applicable.

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

#### Colour Codes Self-Assessment Level 4

When an issue regarding organizational accountability emerges, team members usually provide their initial opinions to leadership. After that, we discuss actions that we should and should not take. When setting up a long-term strategy and annual plan, team members fully engage in discussions on ensuring organizational accountability.

For developing the Accountable Now report, we organized a taskforce that consisted of one or two members from each department. The taskforce members answered relevant questions and provided feedback and explanations of their answers to the official in charge of the report. After the said official finished the report, all taskforce members reviewed and finalized the report. The report was then reported to decision-makers for a final review and then submitted to the Accountable Now secretary's office.

##### 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?

#### Colour Codes Self-Assessment Level 4

We distribute this report to all offices and departments. Although we operate in some of the same areas as other ChildFund Alliance members, the overall approach we take is not entirely different. Please see [Attachment 35](#) for the countries in which ChildFund Korea operates its programs.