



# ChildFund International Accountability Report

FY22 Interim Update

**ChildFund**<sup>®</sup>  
International

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## Opening Statement

I am excited to submit our interim Accountable Now report for 2021-2022. Since I took up my role as CEO for ChildFund International, USA in March 2022, I have made our commitment to accountability and transparency a high priority. I introduced an organizational health and sustainability framework that guides the deliberations and actions of my executive team. This framework includes monitoring our compliance with the Accountable Now commitments in general as well as specific areas of accountability including program impact, child safeguarding and prevention of sexual exploitation and abuse, safety and security and workplace culture.

As agreed with the Accountable Now Secretariat, in this report we focus on progress in relation to the Accountability Commitments on which there has been significant change since the previous year's report and/or where the review committee made significant observations or recommendations. I am very glad to say that in each of those areas, we have made progress toward fully meeting our commitments.

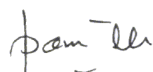
Our progress has led us to upgrade our self-assessment rating on three commitments. First, under our commitment to environmental sustainability, an increasing number of our offices have taken measures to reduce the carbon footprint and environmental impact of our programs and operations. Increasingly, our programs include support for families and communities in mitigating impacts of climate change, and for climate-related advocacy efforts of young people. In the coming year, we plan to further progress through an organization-wide approach under the leadership of a VERDE (Validating [ChildFund's] Environmental Roadmap for Development Engagement) team.

Second, regarding fair pay and transparency on remuneration, we produced and analyzed our first gender pay-gap report. As we make pay adjustments, we will be addressing gaps. We also updated and shared our standardized career progression model and salary structures with staff to better inform them of the requirements/expectations associated with each job grade, including how we create and update salary structures. We plan to conduct an annual compensation assessment after our FY23 merit recognition process.

Third, in staff development, we are now executing our formal succession plan with fifteen of our mid and senior levels who have demonstrated high potential. This program supports the development of each leader, based on their readiness level. To that end, we developed and began socializing a global competency framework that aligns with our new organizational strategy. These competencies, leadership and core, play an important role in not only our formal succession plan, but also our organization's overall performance management program.

We have advanced other Accountability Commitments as well. Our [fourth impact report](#) illustrates progress in our contributions to making children's worlds safer: More caregivers, children and youth perceive their communities to be safe, with an increased likelihood to report harms. We have over 50 programs across 18 countries showing at least preliminary evidence of positive change for child protection outcomes. During the year, we filled the new position of director for diversity, equity and inclusion (DEI), accelerating our commitment to DEI and resulting in the recent establishment of our DEI council, for which over 40 staff were nominated by their peers. To further enhance our accountability to key stakeholders -- children, their families and communities -- we started piloting our humanitarian accountability guidance in Guatemala, Kenya and Uganda. Based on results, we will soon introduce a standard process to collect and discuss stakeholder feedback in all our humanitarian interventions, then expand this to cover all our programmatic interventions.

We are now fully engaged in the execution of our 2030 global strategy, *Growing Connections*, through which we aim to reach and impact 100 million children and family members by scaling our child-centered programs, influencing the child development ecosystem and growing our capabilities to scale impact. Through this, we will continue to deliver on our Accountability Commitments, especially as we refine our ability to measure impact following an organizational results framework, respond to the growing debate on localization under our strategic objective of advancing local ownership, and continue to enhance our organizational culture of engagement and inclusion. I am looking forward to reporting our progress in the coming years.



Isam Ghanim  
CEO and President

## 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. During FY22 (July 2021-June 2022) we helped 21.2 million children and family members in 21 countries improve their access to health care, nutrition, education, livelihoods and protection while strengthening local organizations to continue supporting services after we are gone. In addition, we reached 40.6 million people through social and mass media campaigns. About 200,000 Americans support our work by sponsoring individual children or investing in ChildFund International programs.

We are now executing our 2030 global strategy, *Growing Connections*, through which we aspire to reach 100 million vulnerable children and family members to help children grow up healthy, educated, skilled and safe.

### Color-Code Self-Assessment

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

<b>Level 1</b>	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.
<b>Level 2</b>	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.
<b>Level 3</b>	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.
<b>Level 4</b>	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

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. ChildFund International, headquartered in the United States of America, joined Accountable Now in 2019 with full membership in 2020. This is our third report to Accountable Now.

Financial and other audited documents present information for fiscal year (FY) 2022, spanning from July 1, 2021, to June 30, 2022. During this FY, we directly operated 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.

We are not reporting for the secretariat of the ChildFund Alliance, nor for other members of the ChildFund Alliance.

As agreed upon with Accountable Now, this is an interim report in which we are only addressing those areas in which there has been significant change in comparison to the previous year's report and/or on which there were significant observations or recommendations of the review committee.

### 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 Accountable Now report. This report does not cover these countries. We also maintain a small number of sponsored children in Thailand who 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

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

FY22 Self-Assessment: Level 3 (FY21: Level 3)

#### Progress

In FY22 we began executing our 10-year global strategy, *Growing Connections*, and produced an [impact report](#) for our previous interventions. Programming successes of our last strategy, *Destination 2020*, such as increased knowledge of community-based protection mechanisms, all country offices engaging in advocacy, and positive results in our strong partner survey, allowed us to build upon them to explore new opportunities to expand our reach. There is evidence of promise in our impact — and the potential for enhanced and new connections and impact.

Studying our contributions and learnings shared in the impact report, we see new areas to explore and develop as we move into *Growing Connections*. It is in response to the changing world — and with scaled impact in mind — that we set an ambitious goal for our new strategy period: By 2030, local partners and ChildFund will reach 100 million vulnerable children and family members annually to help children grow up healthy, educated, skilled and safe.

Over the next 10 years, we will reach more children by scaling our child-centered programs and influencing the child development ecosystem. Our key programmatic plans to support this transformation and journey include strengthening our collective, global evidence base for our programs; enhancing our early childhood development (ECD) programming and policy support; and digital delivery of programming. Additionally, we are expanding our global monitoring and evaluation (M&E) platform to create an organizational culture that is connected — and informed — by data, deepening our programmatic capacity to keep children and youth safe online, measuring our child protection advocacy results, and growing connections through new partnerships.

#### Difficulties

Transition is always difficult, and introducing a whole new strategy could have been more difficult than it was. We mitigated this threat by assuring an open and transparent process: crowdsourcing ideas; setting up work teams and task forces to prioritize ideas; introducing avenues and processes for experimentation, reflection, and redirection; and making efforts to get global buy-in to the new strategy.

We also facilitated transition by showing clear linkages of growth from our previous strategy; creating a multi-phase new strategy with clear milestones and reflection points; and aligning our global strategy with country strategic plans, with local partner activity proposals and performance goals to ensure everyone saw where they fit and how their individual roles contributed to achieving success of *Growing Connections*.

## B. Positive Results Sustained

### 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?

FY22 Self-Assessment: Level 3 (FY21: Level 3)

#### Impact Report Shares Successes and Failures

Our publicly published 2020 impact report illustrates progress in our contributions to making children's worlds safer — more caregivers, children and youth are perceiving their communities to be safe, with an increased likelihood to report harms. We have over 50 programs across 18 countries showing at least preliminary evidence of positive change for child protection outcomes in all three regions in which we work (Americas, Africa, Asia).

In education we have more than 35 programs across 12 countries showing at least preliminary evidence of positive change for education outcomes across all three regions for children and young adolescents ages 0 to 14. ChildFund is making a global impact in moving critical education outcomes forward, including improvements in caregiver knowledge and skills to support early learning and development, school enrollment and attendance, child developmental milestones, and school performance. We saw global increases from 2017 to 2019 in both reading fluency and basic math skills. A larger proportion of children in the Americas achieved reading (67%) and math (42%) competency compared to children in Asia and Africa. In Asia, 57% and 34% of children achieved sufficient reading and math skills, while in Africa, only 40% and 27% of children achieved the same.

In skills development we saw progress in our contributions to enhancing youth (ages 15 to 24) work readiness and critical life skills. As more adolescents and youth graduate from business and technical skills training, we can see that more than 35 programs across 13 countries show at least preliminary evidence of positive change for skills development outcomes across all three regions in which ChildFund works. Globally, around one-third of youth participated in skills training (28% in Africa, 21% in the Americas, and 34% in Asia), and from 2017 to 2019 we saw a 14% increase in youth who graduate from basic business and technical skills training (from 9% to 23%). Across all regions in 2019, we found that girls were slightly more likely to drop out of skills training programs than boys (51%, 53%, and 52% of those who dropped out in Africa, the Americas, and Asia, respectively), even in Asia where the majority (55%) of skills training program participants were girls.

Crossing program sectors (child protection, education, health, skills development) and life stages, we see progress in our contributions to help reduce the impacts of disasters, and help build child, family and community resiliency in emergencies. We have over 30 programs across 9 countries showing at least preliminary evidence of positive change for disaster risk reduction (DRR) and/or livelihood-strengthening outcomes in areas of the world where children and their families are experiencing humanitarian crises. We also see contributions and important cross-sector lessons learned of our COVID-19 response activities, which have reached over 4.8 million children across our response priority areas: health, livelihoods, safety, education).

Some examples of our positive change include: One of our DRR programs in Kenya helped to increase community knowledge of the main risks associated with floods by 44% (from 26% to 70%), and another program in Indonesia helped to increase the DRR knowledge of young children (ages 5-6) with 63% of the program children able to name at least one type of natural disaster and 43% able to identify a safe place to go in a disaster, compared to 9% and 6% among comparison group children.

Our COVID-19 response actions have included: More than 96,400 kits with essential hygiene supplies delivered to families and more than 1,500 handwashing stations built to protect children and their families from disease; \$6,099,820 in direct cash and voucher assistance provided to 176,958 families to help them fight hunger; over 7,050 adolescents and youth received text and voice messages with information on violence prevention, including where to report violence; over 93,300 students supported with at-home educational materials (learning kits) to continue learning at home.

Through our Novel Coronavirus (2019-nCov) CFK Integrated Response program in Indonesia (2020) that established community handwashing stations and delivered health communication materials, awareness messaging, and emergency cash assistance to families, we saw a decrease in household hunger: Moderate hunger decreased by 10% (24% to 14%) for a sample of 3,901 households.

## C. We Lead by Example

### 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?

FY22 Self-Assessment: Level 3 (FY21: Level 3)

#### Diversity, Equity and Inclusion

As announced in our previous report, we now have created and filled the position of director of diversity, equity and inclusion (DEI). We also made this position a participant of the Global Leadership Team, which has a specific focus on organizational culture and DEI. Based on the work done by the DEI Task Force, the incoming

director has identified gaps and potential actions to take to ensure our organizational culture reflects an understanding of, appreciation for, and focus on DEI. She has led the establishment of our DEI Council, for which more than 40 staff across the global were nominated. Country offices have started to identify specific issues in relation to DEI, relevant to their context and culture.

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

FY22 Self-Assessment: Level 2 (FY21: Level 1)

### **Committed to a Healthy Planet and Initiating Actions**

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 beneficiaries, we are only beginning to demonstrate responsible stewardship of the environment in our programming. 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 set protecting the environment as a priority in our new strategy period.

To address this commitment, ChildFund International's Executive Team requested formation of a "green team" dubbed VERDE, for "Validating [ChildFund's] Environmental Roadmap for Development Engagement". The purpose of VERDE is to serve to lead and unify the already ongoing efforts to green ChildFund, both programmatically and operationally. VERDE will report regularly to the Executive Team, including flagging time-sensitive information requests or other organizational needs requiring decision-making or executive coordination.

In terms of scope, VERDE will be guided by ChildFund's commitments under the signed compacts and Alliance standards, and will loosely follow the areas of change elaborated in the InterAction Climate Change Compact, as elaborated below. Across all areas, VERDE will first seek to support the ongoing efforts by headquarters and country-office teams in these three areas:

1. Programs
  - a. Stay current on efforts by ChildFund teams to mainstream climate and environmental considerations in our programs.
  - b. Support organization-wide efforts led by the Programs and Partnerships (P&P) team to ensure we have adequate technical expertise to run climate-aware programs.
  - c. Promote organizational and cross-learning.
2. Internal Operations
  - a. Based on efforts launched in 2021 by finance and administrative teams, assess the major categories and sources of greenhouse gas emissions, water usage, and waste at our offices and in our activities.
  - b. Create a harmonized plan to reduce, mitigate and/or offset emissions and waste based on ongoing efforts.
  - c. Implement and monitor plan.
3. Education and Advocacy
  - a. Oversee organization-wide efforts to educate staff, program participants, donors, and the public about the risks posed to children due to environmental degradation and climate change, highlighting how these are root causes of violence against children.
  - b. Ensure that climate change remains a consistent part of ChildFund International's advocacy priorities, including working with the CEO and others to understand the opportunities for joint advocacy with other Alliance members.
  - c. Elevate child and youth advocacy at climate change policy forums.
  - d. Keep ChildFund staff informed on initiatives and progress (internal communications).

A work plan is currently being created for FY23, which includes finalizing the VERDE scope of work, identifying VERDE members from across International Office (headquarters) teams and country offices, identifying and agreeing on role of VERDE in balanced scorecard reporting on a quarterly basis as well as any needs for our health & sustainability framework, identifying and agreeing on VERDE's data needs to support internal and external reporting and beginning to establish systems for data collection, and developing a set of "green standards" for ChildFund International, covering both work by and in programs as well as ChildFund's offices and operations.



## 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?**

FY22 Self-Assessment: Level 3 (FY21: Level 3)

### **Humanitarian Stakeholders Pilot Accountability/Feedback Process**

ChildFund International piloted its draft humanitarian accountability guidance in Guatemala, Kenya and Uganda. A fourth country office, India, also agreed to pilot the guidance but did not respond to any emergencies or disaster situations during the recent period.

Participating country offices engaged affected community members, including children, in decision-making processes through participation in needs assessments and prioritization exercises, periodic consultations, and planning meetings. The particularly sensitive issue of beneficiary selection was discussed in public meetings, and in some cases community members came up with their own targeting criteria. In communities with active child-sponsorship programs, zonal leaders representing caregivers helped develop operating plans and budgets.

The community consultations, along with focus groups, radio broadcasts and infographics, also enabled the sharing of full information about the identified needs, project partners and donors, planned activities and budget, beneficiary numbers and selection criteria, the exact assistance to be delivered, implementation timelines, ChildFund's limitations in responding, and the channels for giving feedback and complaints. This sharing ensured that participation in the response projects was based on informed consent. ChildFund and local partner staff also shared pertinent information with other stakeholders, including local authorities, teachers and religious leaders. Interesting learnings from the needs assessments and monitoring discussions with affected people included the following:

- Community members have a pretty good idea of their needs and what should be done to address them.
- Participants most appreciate the use of cash-based assistance, which gives them the flexibility to best address their own families' specific needs.
- Humanitarian assistance projects need a clear exit strategy, communicated from the onset to the affected people.
- Affected people and communities have multiple needs that cannot all be solved by immediate humanitarian aid; longer-term development programs are needed as well.
- Some interventions, particularly in livelihoods support, need more follow-up to achieve sustainability.

An important accountability aspect is providing the means for affected people to register feedback and complaints, and for the organization to act on complaints received. Pilot country offices provided a variety of feedback/complaints channels, including mobile phone/SMS hotlines, social media, staff field visits, suggestion boxes, and community fairs and meetings. These channels were selected based on accessibility, ease of use, literacy levels, reliability and confidentiality. During the piloting experience, the three country offices received a total of 63 positive feedback reports, 45 requests for information, 43 requests for assistance, 17 complaints showing minor dissatisfaction, and 6 showing major dissatisfaction. All were resolved appropriately, except for two assistance requests that are still pending. None of complaints received related to child safeguarding violations or other abuses of power by ChildFund or partner staff, although the Guatemala office indicated they had handled several complaints of this nature during a previous (pre-pilot) response phase. We also found large differences between the number of complaints received in different locations within the same country; this may indicate that some local partners were more effective than others in choosing the right complaints channels and disseminating information about their usage.

Country offices implementing the accountability pilot also faced the following challenges:

- Community meeting participation sometimes conflicted with people's household chores and livelihoods activities, especially during the dry season when pastoralists were busy trying to find water and pasture for their animals.

- Timeliness of information sharing, especially in areas with mobile populations and multiple local languages.
- In some areas, due to cultural preferences, women and men were not willing to join in the same consultation meetings; this was addressed by holding separate meetings for each gender.
- Some community members were not willing to take part in planning and information-sharing sessions unless they received payment to do so.
- The time required for high-quality, participatory assessment processes coupled with the urgency of needs meant that some response activities had to begin before the assessment reports were final.
- Requests were made for types of assistance that ChildFund did not have available or fell outside our mandate.
- Poor mobile networks hindered responses to people who had registered complaints by phone or SMS.
- Some affected people may have failed to register valid complaints due to fear of retaliation, despite the information disseminated about the complaints mechanism's functioning.
- During evaluation meetings, community members focused mostly on what did not work well; this provided some useful lessons but limited the learning about good practices that can be replicated.
- Lack of assigned funding for the pilot required the reprogramming of resources within existing grant budgets and response plans. This was especially challenging for local partner organizations, which have limited staff available and many competing priorities.

One participating country office feels that the accountability guidance needs to be more specific and detailed to be effective. ChildFund's Emergency Management Unit will explore this question further with that office and possibly engage a consultant or other external resources to produce a more robust guidance document with a clear methodology and defined steps in line with established humanitarian standards.

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

FY22 Self-Assessment: Level 2 (FY21: 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 communities 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. The annual partnership review session with local partners is used to discuss capacity, performance and the partnership relationships between ChildFund and local partners. In the meeting, different data sets, such as a balanced scorecard partner assessment, child-verification survey reports, and performance-based funding results, are presented and jointly reviewed. This informs the development of annual operating plans and operational policies. For example, in the Philippines, partner feedback led to the adjustment of program/administration ratios for resources transferred to partner organizations.

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 2,900 panelist volunteers across multiple tenure cohorts in their relationship and experience with ChildFund — who have volunteered to provide us periodic feedback on fundraising and stewardship issues. We conduct eight to twelve feedback-generating activities with our panel annually to understand both current experience and preferences as well as perceptions of potential new offerings. This panel has influenced the design and implementation of multiple touchpoints and initiatives in its five years of operation.

Insights gathered around supporters' preferred social media channels and content preferences influenced our launch of the ChildFund Village, a private social media group on Facebook designed to provide community and special updates to our current supporters. CAN panel insights also helped validate and inform testing decisions for new technologies to enable sponsor/child communications. Understanding donor attitudes and expectations in the COVID environment both informed our communications approach and helped determine how long and how much specific content and updates were needed to offer donor education on COVID impacts to our operations.

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 to two years.

## G. We Are Transparent, Invite Dialogue and Protect Stakeholders' Safety

**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.**

FY22 Self-Assessment: Level 3 (FY21: Level 2)

### **Pay Scale, Gender Pay Gap and Top Salaries**

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. With the deployment of our global human-resources system, we are now able to report and monitor gender pay practices and gaps that exist within each country where ChildFund has a local entity.

Based on our last gender pay report, human resources shared with our Executive Team areas in which we are doing well and areas requiring improvement. Our focus has been around pay based on gender and age, and particularly for individuals who work in similar jobs, recognizing labor markets fluctuate based on type and level of role (e.g., finance vs. information technology, child protection vs. business development). Outcomes of our last report in 2022 identified as areas for further review and action included:

1. For gender, female pay at the Director-level and male pay at the Assistant II level.
2. For age, pay for Housekeepers and Guards for those 55+ years of age; pay for Senior Assistants who are 56-60 years of age; pay for Officer II, Coordinator II and Analyst II for those 31-35 years of age; and pay for Directors and Technical Directors for those who are 56+ years of age.

ChildFund also has updated and been more transparent in sharing our standardized career progression model and salary structures with staff to better inform them of the requirements/expectations associated with each job grade, including how salary structures are created and updated. We plan to conduct an annual compensation assessment following our annual merit recognition process.

Salaries of our five most senior positions are shown on our Internal Revenue Service [Form 990](#), published annually on our public website. The Form 990 is a commonly accepted and widely understood way of reporting within the U.S. context.

## H. Staff and Volunteers Are Enabled to Do Their Best

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

FY22 Self-Assessment: Level 3 (FY21: 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. ChildFund's employee handbook and total-rewards-and-recognition philosophy and practice ensure standard practices and transparency related to job posting, internal mobility, and salary analysis for job offers.

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

FY22 Self-Assessment: Level 3 (FY21: Level 2)

#### Staff Development

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. All staff are asked to set one professional development goal in their performance planning each year, and enhancements have been made to our human resources system to be able to track and report on progress toward these individual professional development goals.

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.

ChildFund has a comprehensive performance management process that includes goal setting, quarterly conversations, 360° assessments and annual performance reviews, along with training and reporting on progress at each stage of this annual process. Staff pulse surveys on various employee experience topics are conducted several times per year. An organization-wide engagement survey was conducted in 2021; we then shared results within teams, and action plans were created in collaboration with senior human resources staff.

During the past year, ChildFund has implemented its formal succession plan, which includes fifteen of our mid and senior levels who have demonstrated high potential. This program will include a variety of steps and actions to support the development each leader, based on their readiness level. To that end, we developed and began socializing a global competency framework aligned with our new organizational strategy. These competencies (leadership and core) play an important role in not only our formal succession plan, but also our organization's overall performance management program. We started integrating these competencies this year in both our annual performance reviews and our formal succession plan. Next year we intend to integrate our global competency framework into our recruitment and selection process to inform future workforce planning and learning priorities.