



ChildFund Korea

Accountability Report

October 2023

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Opening Statement

Greetings,

I am Hwang Young-key, privileged to serve as the tenth President of ChildFund Korea since 2022. I am honored to present our inaugural accountability report as a full-fledged member of Accountable Now.

ChildFund Korea, a distinguished child welfare institution, unwaveringly endeavors to manifest a world where children bask in joy, aligning with our revered mission of "creating a world where children are happy." To materialize this vision, our adept personnel devoutly endeavor to mold a better future for children, emanating from a heart of genuine care and devotion.

Our journey towards heightened accountability within ChildFund has been steadfast, driven by the aspirations of our diverse stakeholders including our dedicated employees, benevolent sponsors, precious children, the government, and the societal collective, with the expectations continually ascending over time. In heeding these noble calls, ChildFund has meticulously delineated core accountability tasks in its strategic blueprint for 2022-2024, encompassing "augmenting strategic foresight in addressing child advocacy issues and project fruition," "fortifying the META NPO partnership," and "fostering organizational innovation to elevate work efficacy and harmonize work-life balance."

Initially, to incarnate accountability in child advocacy, we envisioned the lofty objective of "bridging the gap in children's growth environment," and embarked on numerous initiatives concentrating on the quadrants of independence, education, housing, and health to effectuate tangible transformations in children's existences. A notable endeavor, the Housing-deprived Children Support Project, aimed to alleviate the shelter plights of children in inadequate housing circumstances. Furthermore, the "Let's Go Home" campaign, inaugurated in 2013 to ameliorate children's housing conditions by elevating the minimum housing standards, has identified approximately 11,000 housing-deprived children across Korea, channeling around KRW 27 billion in housing subsidies as of 2022. ChildFund's exemplary efforts in various realms such as research, policy enhancement, and campaigning garnered us the esteemed Prime Minister's Commendation at the 2022 Korea Housing Welfare Competition. Furthermore, amid the 20th Presidential Election in 2022, we garnered 5,162 insights from 4,478 children spanning 17 cities and provinces to delineate 60 campaign pledges across 7 child-centric domains. These heartfelt pledges, articulated by the children of Korea themselves, were conveyed to the four presidential aspirants as a child policy campaign pledge proposal, evoking their commitment to embrace and enact the child policy pledges.

Sequentially, with an aim to swiftly and adeptly address the social conundrums encircling children, our focus has been on amplifying our META NPO partnership. Through the children's rights-based open-call project initiated in 2016, we have forged alliances with 252 partner organizations, touching the lives of 82,422 children as of 2022. In the bygone year, we assiduously worked with 182 partner organizations nationwide on six pivotal themes related to child-centric social issues (empowering children under protection to become independent, guaranteeing educational opportunities, ensuring healthy lives, improving housing conditions, responding to climate change, and local community issues). The collaborative vigor between ChildFund and local community organizations has notably narrowed the chasm in children's growth environment, providing apt solutions to the social issues they confront. Furthermore, we solicited feedback on project execution from the implementing organizations for the open-call project, and proactively assimilated their insights in devising the trajectory for the 2023 open-call project. Principal suggestions like "simplification of reporting procedures" and "capacity-building training for partner organizations" have been heeded and integrated into the blueprint for the 2023 open-call project.

Lastly, to energize accountability within ChildFund, we have instituted the anonymous forums "Green Bell" and "Cyber Audit Office" on our intranet, along with the "Green Bridge" gathering for junior employees with less than five years of service. The Green Bell, launched in 2021 through our intranet, serves as an anonymous platform allowing employees to candidly voice their opinions on ChildFund Korea's operating policies, guidelines, and project content. Upon garnering a certain level of agreement among employees, the relevant headquarters department or a member of the management staff will provide a response or review the application of the pertinent policy. Last year, a total of 54 employee opinions were amassed through the Green Bell, with those securing more than 100 signatures in 30 days receiving a response from the organization's management staff and the relevant department. As a result, modifications were made to our internal operating guidelines, such as the introduction of a day off in substitution for the organization's founding day and the implementation of an optional flexitime work schedule. Meanwhile, the Green Bridge serves as an official gathering of junior employees aimed at fostering the growth of the organization and the employees themselves through horizontal communication and idea-sharing among the younger generations. This engages in activities such as organizational culture endeavors and project idea proposals. In 2022, the Green Bridge presented an organizational innovation agenda to management, encompassing project proposals like climate crisis response projects and overseas project promotion plans. Consequently, alterations were made to the "Culture Day" policy (providing two hours of time off once a month on a Friday), office break guidelines, and guidelines for supporting employee education expenses.

Identifying core areas for improvement, we discerned the exigency for a more robust system to process grievances from external stakeholders in the governance domain. Although channels like "Call Center" and "One-on-one Online Inquiries" exist, their scope primarily caters to sponsors, thus necessitating the inception of additional channels to encompass the voices of children and partner organizations. As such, we envision the establishment of distinct channels to augment

these existing conduits in the forthcoming period, accompanied by the provision of guidelines for their utilization.

In 2022, the outreach of ChildFund Korea transcended to 1.91 million children globally (1.08 million in Korea, 0.83 million overseas). As the persistent COVID-19 pandemic starts to recede, we introduced the "COVID-19 Recovery Support Project," with a fund allocation of around KRW 10 billion to aid distressed families in regaining normalcy. Concurrently, the "I-Leader" talent incubation program, now in its 14th year, continues to nurture the aspirations of children, letting their dreams burgeon.

ChildFund is a specialist child welfare organization that strives to bring joy to children. In order to fulfill our accountability as the mediator between children and society, we will always dedicate our utmost efforts to stand by children, meticulously study the environment they face, and tirelessly ponder what will bring the most joy to children. Thank you.

ChildFund Korea remains steadfast in its commitment as a vanguard of child welfare, ceaselessly striving to embody joy in the lives of children. We pledge our unwavering dedication to stand in solidarity with children, scrupulously examining their milieu and relentlessly contemplating avenues to maximize their happiness. Thank you.

Yours sincerely,



Young-key, Hwang
CEO & President, ChildFund Korea

Core Questions

No.1

What have been your most significant achievements and impacts this year, and how has this been validated with your stakeholders?

[Domestic Activities in 2022]

With the medium- to long-term goal of “bridging the gap in children’s growth environment,” ChildFund Korea carried out various projects centered on the four areas of independence, education, housing, and health to make a tangible difference in children’s lives. In 2022, the total number of participants in domestic projects was 1,086,564, and the total cost of project implementation was KRW 193,155,428,605, with detailed outcomes as follows.

Number of Domestic Participants	
	1,086,564
Realization of Children’s Rights	86,663
Civil Rights and Freedom	104,380
Family Environment and Alternative Care	178,406
Basic Health and Welfare	106,660
Education, Leisure and Cultural Activities	544,712
Child Protection from Violence Against Children	27,811
Special Protection Measure	9,014
General	28,918

Our key activities and achievements in terms of major domestic projects and advocacy efforts in 2022 are as follows.

[Capacity-building for independence]

- Children in care (foster care, residential care) face many challenges alone upon leaving care at the age of 18. In order for children to become financially independent as well as psychologically and emotionally healthy members of society after leaving care, we support them before leaving care to prepare for a stable and independent life, including qualification acquisition programs, job placements, economic support, and psychological and emotional support (independence capacity-building in 2022: 25,847 recipients, KRW 20,046,219,786).

[COVID-19 recovery]

- In 2022, we provided KRW 9.5 billion in support for 2,835 children and 46 children’s institutions and facilities, including psychotherapy, cultural experiences, and economic support, through the “Recovery Project,” a program to help children suffering from COVID-19 to return to normal daily lives.

[Educational Opportunity Guarantee Project]

- Recognizing all children as persons capable of growth and ensuring that no child gives up on their dreams due to lack of funds for education, we organically link education and talent development as necessary aspects in the process of child development and seek to ensure their access to educational opportunities. In particular, we launched the “iLeader” talent development program in 2009 to help children from low-income families who are gifted in academics, arts, and sports to continue pursuing their dreams, thereby providing KRW 17.6 billion in support to a total of 659 iLeader children so that they can contribute their talents to society. (Education Opportunity Guarantee Project in 2022: 40,193 participants, KRW 28,580,624,446 provided)

[Housing-deprived Children Support Project]

- ChildFund Korea has been striving to provide shelter to housing-deprived children, and starting with the “Let’s Go Home” signature campaign in 2013 to improve children’s housing environment as a way to raise the minimum housing standard, we have identified around 11,000 housing-deprived children across the country by 2022 and supported housing costs worth KRW 27 billion. In addition, we were the only private organization to receive the Prime Minister’s Commendation at the 2022 Korea Housing Welfare Competition in recognition of our various research, policy improvement activities, and campaigns. (Housing standard improvement activities in 2022: 6,486 participants, KRW 7,548,658,157 provided)

[A Vote from the Future: The 20th Presidential Election]

- To promote children’s right to participation, ChildFund Korea conducts advocacy efforts to collect the opinions of children marginalized by most elections to be proposed as election campaign pledges and subsequently reflected in policies. In 2022, we collected 5,162 opinions from 4,478 children in 17 cities and provinces, identified 60 pledges in seven areas, and presented a child policy pledge proposal compiled from children all across Korea to four presidential candidates. The four presidential candidates expressed their willingness to implement the child policy pledges.

[2nd ChildFund Korea Awards]

We conducted child participation activities to enable children to identify and recognize tangible

and intangible contributions to promoting children's rights. A jury of seven business organizations and 1,041 children nationwide was formed to nominate candidates in each category, vote, and hold the award ceremony. A total of 10,168 children participated in the voting process.

[Improving the policy for child and adolescent family carers]

To ensure the rights of children and adolescents who are not receiving proper care due to the illness or disability of their guardians and family members and instead providing them with care, we investigated the current status of child and adolescent family carers eligible for ChildFund Korea support, and called for legislative and policy improvements. Through activities such as conducting joint publicity campaigns with media outlets to promote policy improvements, opening an online campaign page, and holding a policy debate at the National Assembly, we are raising issues related to child and adolescent family carers with a focus on youths, while striving to establish related laws and systems.

[Call for the establishment of a universal birth registration system]

To ensure the right of all children to have their birth registered, we held networking activities through the Universal Birth Registration Network, press conferences to call for the system to be established, presentation of petitions, meetings with members of the National Assembly Legislation and Judiciary Committee and related ministries, and the launch of an online campaign page. (In 2023, a law on the birth registration system was enacted by the National Assembly.)

ChildFund Korea is working to identify the impact of its nationwide projects on children within its focus areas (independence, housing, education, and health) by measuring the effect in terms of actual change and linking together aspects such as the growth of children as demonstrated through the projects, changes in support systems and communities surrounding children, and the establishment of systems and policies for children. We establish performance indicators for each project and calculate its quantitative and qualitative impacts through feedback from partner organizations, as well as children who are directly participating in the project, to ensure the justifiability and validity of the project. Meanwhile, our various advocacy efforts are having an impact across the country, including the enactment and revision of major laws and systems, as well as the enactment of relevant ordinances in local areas.

[International Activities in 2022]

ChildFund Korea carried out projects for children not only in Korea but also overseas. In 2022, the total number of participants was 830,439, and the total cost of project implementation was KRW 17,726,803,248, with detailed outcomes as follows. (See the Annual Report)

Number of Overseas Participants	
830,409	
Basic Health and Welfare	30,690
Education, Leisure and Cultural Activities	169,441
Child Protection from Violence Against Children	585,661
Special Protection Measure	44,647

Our key activities and achievements in terms of major overseas projects in 2022 are as follows.

[Child Education and Child Protection Project in Sunkoshi Rural Municipality, Sindhupalchok, Nepal]

- From 2020 to 2022, ChildFund Korea implemented a child education and protection project based on children's rights in Sunkoshi Rural Municipality, Sindhupalchok, Nepal
- Built libraries, water sanitation facilities, and playgrounds in nine schools
- Delivered education and hygiene supplies to 1,342 children
- Educated 2,308 children on children's rights and Nepal's child protection policy, and delivered children's opinions at local representative meetings
- Enhanced the quality of education provided to 1,557 children by conducting teacher training on child-friendly teaching and creating teaching aids
- Trained 1,458 people, including school parent-teacher committee members, community leaders, and residents, in their roles in child education and child protection

[Project for the Elimination of Child Labor in Dhaka, Bangladesh]

- The government of Bangladesh has declared the goal to eliminate child labor in the country by 2025, but 3.45 million children aged 5-17 remain at work.
- Operated a school for child workers in domestic and transport work with the ChildFund-affiliated partner organization EDUCO (290 children attended the school)
- Organized consultations with child labor NGOs in Bangladesh, drafted the Protection and Support of Domestic Workers Act*1 and advocated for its passage to relevant government agencies (the Act prohibits children under 14 years of age from working as domestic workers)

and strengthens employers' obligations to ensure that children aged 14-17 years in domestic work receive an education).

[Natural Disaster Prevention Project in Cilacap Regency, Java, Indonesia]

- Cilacap District, Central Java, Indonesia, is in an area prone to natural disasters, where 20 schools were flooded in March 2022.
- Built a model school for preventing damage from natural disasters (e.g., flooding) and shared the design with local governments
- Allowed the model to be used as the official safety standard for educational facilities in 60 schools across the region as a way to help children grow up in a safe environment

[Project to Promote the Right to Secondary Education for Ethnic Minority Female Adolescents in Hua Phan, Laos]: 2021 to 2023

- Improved child-friendly learning environments by rebuilding 16 classrooms (four schools) and building 12 toilets (six schools)
- Conducted three training sessions for youth gender and rights instructors (school teachers in 10 schools, community members, and government officials)
- Operated youth gender and rights education clubs (501 students in 10 schools)
- Conducted parental workshops on improving awareness for girls' education (434 participants in 16 villages)
- Built libraries in six schools to promote Lao language learning

ChildFund Korea is committed to ensuring that projects are carried out with the participation of children and residents of the local community to bring about change, and in particular, we have prepared a program guide and implementation plan for 2022 to ensure that our children's rights-based business practices are applied to our overseas projects. Through these efforts, we will conduct capacity-building training for local staff and develop project proposals to ensure that projects are carried out based on rights beyond the simple needs of local communities and children.

Attachment 1.	2022 Annual Report
Attachment 2.	Three-year Agenda Report

No.2 How have your organization's **accountability processes** been impacted by significant internal or external changes over the reporting period?

Humanity is surrounded by a society and an environment that is constantly changing, and social issues have been changing remarkably rapidly since the COVID-19 pandemic. ChildFund Korea is constantly paying attention to changes in the social environment surrounding children, raising awareness toward issues that violate children's rights, and working to improve child-friendly laws, systems, and perceptions in coalition with various duty-bearers. As such, our advocacy efforts for children's rights can be described as a continuous process of recognizing and responding to rights violations arising from changes in the social environment. The advocacy process for children's rights is carried out in six stages, from problem recognition to monitoring and evaluation, and the participation and monitoring of children as key stakeholders takes place throughout the entire process, as opposed to certain stages. The advocacy process for children's rights is as follows.

Step 1. Recognize the problem	Define the problem in depth and analyze it by exploring the specifics of the problem through policy documents, statistics and research materials, media reports, etc.
▽	
Step 2. Discover and select issues	Identify issues, check the relevance of the issues, and determine ChildFund Korea's position on the issues.
▽	
Step 3. Create an advocacy strategy	Identify decision-makers to establish the end goal of advocacy efforts, analyze stakeholders involved in children's issues, and create key messages to achieve the goals.
▽	
Step 4. Create an action plan	Review the form, content, priorities, timeframe, partner

	organizations, and evaluation of advocacy efforts.
▽	
Step 5. Conduct advocacy efforts	Conduct research and surveys, child participation activities, awareness-raising campaigns, and calls to action on duty-bearers (lobbying, negotiations, policy discussions, etc.)
▽	
Step 6. Monitor and evaluate advocacy activities	Review changes in laws, systems, and policies surrounding children's issues; review changes in stakeholder attitudes and positions; and review whether goals are being met

From 2021 to 2022, amidst the trends of rapid family disintegration and polarization of society, there was greater social interest than ever in youth family carers, who bear the burden of supporting their family and subsequently fall into a vicious cycle of poverty. In response, ChildFund Korea actively conducted advocacy efforts for child and adolescent family carers to respond to children's issues caused by social changes actively.

Child and adolescent family carers are children and adolescents who directly provide care for family members with issues such as illnesses, disabilities, mental health disorders, or alcoholism. Most are forced to take care of their family members due to the breakdown of their family, and the burden of caring for them at such a young age can lead to physical and mental suffering, thereby severely limiting their studies and careers while putting them at risk of social isolation. However, there were previously no laws in Korea that defined the concept of child and adolescent family carers, conducted national surveys, and provided support and delivery systems, which is why ChildFund Korea decided that adopting a more active style of advocacy efforts was necessary.

In February 2022, the Ministry of Health and Welfare announced the "Plan for Establishing Support Measures for Youth Family Carers (Young Carers)" through the 6th Youth Policy Coordination Committee. Still, since its target was defined as youth family carers and the issue was determined and responded to as a youth-centered policy issue, ChildFund Korea has gathered opinions that it is instead necessary to define and enact legislation for the issue of young carers as one that encompasses children and adolescents without an age limit, with detailed support measures and plans to be prepared accordingly.

In June-July 2022, ChildFund Korea conducted an initial survey on the status of child and adolescent family carers for ChildFund Korea-supported children, and launched a signature campaign to improve the policy on child and adolescent family carers in November. We also co-hosted a policy discussion forum and meetings on child and adolescent family carers with National Assembly representatives as key stakeholders in preparing legislation to support child, adolescent, and youth family carers.

As a result, in March 2023, two bills were introduced to support child, adolescent, and youth family carers, and in August of the same year, ChildFund Korea signed a business agreement with the Seoul Metropolitan Government for the Youth Family Carer Support Project to prepare for resource coordination in support of child and adolescent family carers. In order to gather the opinions of child, adolescent, and youth family carers as the primary stakeholders and reflect their feedback, ChildFund Korea conducted a study titled "Context-Pattern Analysis of the Experiences of Young Carers" in 2022, and proposed the overall direction of the policy on child, adolescent, and youth family carers based on the results of in-depth one-on-one interviews with the study participants.

Links.	Campaign page on the ChildFund Korea website
Attachment 3.	Context-Pattern Analysis of the Experiences of Young Carers: Part 1 (Child Welfare Research Institute, 2022),
Attachment 4.	Child Rights Advocacy Guidebook Part 1 (Child Advocacy Center, 2023)

No.3 How has your organisation learned from reported incidents, complaints and grievances received in the past year? (These may include safeguarding, fraud, corruption, whistleblowing, integrity violations, etc.)

In May 2021, a certain online community generated negative publicity through allegations that ChildFund Korea is a "feminist" organization that discriminates against certain genders. At the time, social tensions between women and men on the topic of "feminists" were at their peak, and the controversy directed public attention to ChildFund Korea, which received calls to take an official position. As a result, a number of donors ceased their donations to ChildFund Korea within a month of the issue, with a dramatic increase in inquiries through our website and call center.

In response to the issue, ChildFund Korea posted a message from its CEO on its website, stating that its mission is "to ensure that all children are equally loved and cared for without any discrimination" and that "ChildFund Korea works to find and help children in need and lead the way in creating a society and environment where children are happy, which means that the last thing we need is to be involved in controversies that are not related to children's issues."

As a result of these events, we realized the importance of responding promptly to external negative issues and established an internal Crisis Management Committee, which is currently in operation and has developed a system and manual.

We also manage suggestions and complaints submitted by supporters through its call center and website, collectively called the "Voice of Customers (VOC)." In 2022, around 36 VOCs were collected, excluding simple inquiries and duplicates, and common comments included, "ChildFund Korea's child abuse prevention advertisement is too provocative" and "I would like to receive a report on campaign outcomes." In response, we forwarded the VOCs to the relevant department to stop the advertisement and implemented a solution by providing a report on campaign outcomes to all supporters. Through such VOC management, we strive to be more sensitive and responsive to supporters' opinions and understand the operational direction that supporters (external stakeholders) expect from ChildFund Korea.

No.4 Internally, how has your organisation practised a more dynamic approach to accountability?

ChildFund Korea operates the Green Bell and the Cyber Audit Office within its intranet system. Each page guarantees the poster's anonymity and is used to ensure that management responds transparently and promptly to employees' voices. The Cyber Audit Office is a channel for submitting reports of cases, such as unfair handling of work and unreasonable demands or corruption based on workplace position, which are then received, responded to, investigated, and processed by the internal audit office.

The Green Bell allows employees to freely express their opinions on ChildFund Korea's operating policies, guidelines, and project content. With the agreement of a certain number of employees, the relevant headquarters department or a management staff member will provide a response or review the application of the relevant policy. Throughout 2022, a total of 54 employee opinions were received through the Green Bell, among the requests, the organization management staff and the relevant department responded to those that received more than 100 signatures. As a result, we were able to make changes to our internal operating guidelines, such as alternative holiday for founding anniversary and Introduction of optional staggered working hours.

In addition, we operate the Green Bridge, an official group of junior employees aimed at contributing to the growth of the organization and the employees themselves through horizontal communication and new ideas centered on the younger generation, which engages in activities such as organizational culture activities and business idea proposals. In 2022, the Green Bridge

submitted an organizational innovation agenda to management, including business-related proposals (climate crisis response projects, overseas business promotion plans, etc.), and as a result, we made changes to the “Culture Day” policy (providing two hours of time off once a month on a Friday), office break guidelines, and guidelines for supporting employee education expenses.

ChildFund Korea is committed to practicing dynamic accountability with our employees as internal stakeholders, but we had previously lacked a concerted effort to share how these practices have transformed ChildFund Korea. We will continue to provide feedback to our internal stakeholders through regular (annual) reporting.

No.5 How has your organisation worked towards being dynamically accountable to your external stakeholders (i.e partners, communities, programme participants, etc)?

In order to protect, promote, and realize children's rights, ChildFund Korea operates an open-call project to respond to and support social issues surrounding children in solidarity and cooperation with local community organizations. From 2016 to 2022, 82,422 children and 47,114 duty-bearers participated in open-call projects at a total of 252 locations nationwide, receiving around KRW 7.35 billion in support.

In 2022, in order to respond to various social issues and create social change, ChildFund Korea shifted its direction to open-call projects with a local focus, and worked with 182 partner organizations across the country to solve social problems surrounding children and create a child-friendly social environment, focusing on six themes: empowering children under protection to become independent, ensuring educational opportunities, ensuring healthy lives, improving housing conditions, responding to climate change, and local community issues. As a result of the partnership between ChildFund Korea and local community organizations, we were able to bridge the gap between children's growth environment and respond to social issues.

ChildFund Korea aims to build a more fundamentally child-friendly environment from a children’s rights perspective rather than simply addressing surface issues. To this end, ChildFund Korea provides participating organizations with guiding principles and standards in order to ensure that welfare projects for children's rights actually respect the said rights across all stages of implementing open-call projects. ChildFund Korea supports children's growth by encouraging children as rights-holders to participate in all processes from program planning to implementation and evaluation when participating in open-call projects to improve their rights awareness, and provides various educational contents (children’s rights education, child protection policy training, etc.) and services to help partner organizations become active facilitators as duty-bearers¹⁾* for the promotion of children's rights.

	Category	Contents
Personnel training	Children’s Rights Education	·Understanding children’s rights ·Understanding the UN Convention on the Rights of the Child
	Child Protection Policy Training	Child protection policy for partners working with ChildFund Korea
Child Education	Children's Rights Education by ChildFund Korea	Education by Invited Instructors
	Screening of the self-directed learning video on children’s rights education	Children’s rights education based on the UN Convention on the Rights of the Child

The open-call project aims to build a more fundamentally child-friendly environment from the perspective of children's rights rather than simply solving visible, surface-level social problems.

To this end, ChildFund Korea holds briefings to ensure that children's rights are respected throughout all processes of the project, and provides guiding principles and standards to partner organizations.

In addition, we visited 11 project implementation organizations to gather opinions on the execution of projects by project organizations and partner organizations, which were then actively reflected in setting the direction of the open-call project in 2023, and organized a program evaluation support group to help select best practices from the open-call project and contribute to the improvement of the project guidelines. The changes made in setting the direction of the open-call project in 2023 through opinion-gathering visits to project implementation organizations in each region are as follows.

Category	Recommendations in 2022	Plan for 2023
1	Requested continuous support for projects that require long-term intervention	·Select projects that require continuous support as continuous support recipient organizations by the relevant regional branch ·Re-select continuous support recipient organizations at one-year intervals, with a maximum of three years of support for the same project
2	Requested budget allocations for open-call projects in reflection of local demand	Reflect demand surveys by the relevant regional branch on the calculation of regional budget allocations for the open-call project from 2023 onward
3	Requested simplification of forms (project plan, outcome report) and reporting procedures depending on the amount of support funding from the open-call project	Establish simplified forms for project plans and outcome reports and announce simplification of document submissions Simplify the open-call project process for projects under KRW 5 million
4	Requested training for partner organizations, capacity-building for employees at regional branches	Conduct headquarters-led training for partner organizations and capacity-building training for open-call project managers at regional branches

In addition, we hold performance-sharing meetings to motivate participating organizations in the open-call project and share the achievements of programs operated by ChildFund Korea and partner organizations as a way to generate collective impact.

Attachment 5.	Casebook of Outstanding Programs from the 2022 Open-Call Project
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1) A duty bearer is a person who is responsible for protecting the rights of a child who is a rights holder, and must respect, protect, and fulfill the rights of the rights holder. Duty bearers in the realization of children's rights include parents, guardians, social workers, teachers, local governments, and the state.

Action Framework

A. Governance

A1. Organisational priority/strategy

A1.a	How does your organisation know that its strategy is appropriate for those who it works for and with?
<p>The main stakeholders of ChildFund Korea are children, sponsors, and partner organizations. The management strategy established by ChildFund Korea undergoes a series of processes from the establishment stage to project implementation and evaluation, and the business plan for the next year is found in an improved direction by collecting and reflecting the opinions of these stakeholders.</p> <p>When establishing its management strategy, ChildFund Korea reviews various social issues related to children, including domestic and international surveys, policy studies, and project outcome studies published by the Child Welfare Research Institute. In addition, children participate in all welfare projects and advocacy activities conducted by ChildFund Korea as the most important stakeholders and rights-holders, and are encouraged to express their opinions through various methods (interviews, surveys, and the operation of the Child Rights Advocacy Group). ChildFund Korea reflects the vital opinions of children in its welfare project strategy through direct and indirect communication with the children themselves, as well as issues identified in surveys and research.</p> <p>Also, by conducting annual FGIs with our sponsors as one of the main stakeholders, we plan to provide appropriate sponsorship reports for each type of sponsorship and various ways to participate in child welfare projects, while establishing and improving the direction of the open-call project through meetings and outcome reports with our partner organizations for open-call projects as key collaborators of ChildFund Korea.</p> <p>However, the management strategy is not shared with external partners, which makes it difficult to assess its validity. It would be helpful to disclose ChildFund Korea's medium- to long-term strategic direction to the public through various channels, including its website, to help external partners understand our strategic direction and project content.</p>	
<p>What currently guides the organisation's work? How does the organisation plan for or carry out strategic development processes?</p>	
<p>ChildFund Korea establishes a three-year medium- to long-term management strategy in cooperation with each department, centered on the Strategic Planning Office. The Strategic Planning Office's role and responsibility are to present the vision and management goals of ChildFund Korea and contribute to the achievement of its vision and sustainable development through policy formulation as well as organizational and performance management.</p> <p>When establishing the management strategy, ChildFund Korea analyzes the external environment through strategic analysis tools (PESTLE, 3C), and conducts competitor analysis, customer analysis (children, sponsors, partners), and internal analysis to derive strategic keywords and</p>	

implications. The external environment analysis is led by the Strategic Planning Office, and the internal capability analysis is conducted with the cooperation of each department at the headquarters. Subsequently, the medium- to long-term strategic direction is established based on the analyses, and key tasks are selected accordingly. In the task selection stage, we collect opinions from 11 departments at the headquarters, including the Strategic Planning Office, and reflect the opinions of the Green Bridge²⁾, a board of junior employees at ChildFund Korea. In the task definition stage, eight core tasks are selected and defined through workshops with headquarters departments, and detailed (tentative) implementation tasks are agreed upon. Each department then establishes a three-year action plan for each detailed task with coaching from an external expert organization.

The Strategic Planning Office holds a company-wide briefing session in early October each year to discuss the project planning guidelines and share next year's management strategy, domestic welfare projects, overseas projects, and sharing projects. It also supports our 42 project implementation organizations to formulate project plans aligned with the strategic direction, including operating a Q&A bulletin board. Following the briefing session on the project plan formulation guidelines, the guidelines are then uploaded to an online bulletin board so that project implementation organizations can review the details.

Who are our main stakeholders (e.g children, women, affected population, people living in poverty, etc)?

ChildFund Korea works with a wide range of domestic and international stakeholders, including, but not limited to, the following:

- Children, youths, families, and communities: Our main stakeholder groups. We are committed to creating lasting, positive change by promoting children's rights and supporting the development of local communities by working in partnership with them at every stage of the process.
- Government, National Assembly: A key stakeholder group in advocacy efforts to improve policies and systems that may violate children's rights to become more child-friendly, with whom we collaborate closely to improve Korea's laws, policies, and systems in ways that contribute to the protection of children's rights.
- Research institutes: We work with universities and other research institutes to build a foundation of evidence for our advocacy efforts to promote children's rights.
- NGOs: We establish networks and collaborate with various NGOs to promote children's rights.
- Media: A key stakeholder with whom we collaborate to raise issues and public awareness about children's rights violations. ChildFund Korea identifies the various stakeholders involved in each issue, analyzes their attitudes, importance, and influence, and identifies the dynamics between them to derive the direction and strategy for addressing the issue.

Do we have a mechanism in place to listen and consider different stakeholders' inputs into the strategic development process in non extractive ways? How do we close the loop?

Through the Child Welfare Research Institute, ChildFund Korea conducts annual surveys and professional research on the current status of children in Korea and abroad in order to plan and operate evidence-based welfare projects. Established in 2011, the Child Welfare Research Institute is the first child-related NPO in Korea to conduct specialized research to create a child-friendly environment and has produced various evidence materials for child advocacy efforts, such as holding child welfare forums to lead the way on social issues related to children.

In order to actively respond to children's issues and changes in children's environments that are expanding due to Korea's ultra-low birth rate and development into a multicultural society, ChildFund Korea conducts qualitative research through domestic and international literature reviews and interviews with children and key stakeholders, subsequently reflecting the recommendations derived to plan projects for the following year. Each year, we collect major opinions from our supporters through FGIs and select strategic directions and key issues to reflect in our project planning.

How does the organisation seek stakeholders' inputs into the strategic development process in an inclusive way, with considerations paid to different types of stakeholders, across different geographies and needs?

ChildFund Korea's management strategy development process follows a series of steps, each of which involves input from key stakeholders.

As of 2023, ChildFund Korea operates 42 project implementation organizations nationwide in addition to its headquarters, which help to identify children's issues in reflection of local conditions and characteristics each year in its three-year medium- to long-term strategy and project plans, while it also gathers various opinions from project implementation organizations that take into account the opinions of supported children.

Furthermore, in the case of partner organizations participating in open-call projects as one of our key stakeholders, we have a system in place to build partnerships with partner organizations on a regional basis through the 18 regional branches and collect their opinions comprehensively through regular meetings, with each regional branch delivering their opinions to the Strategic Planning Office and the Welfare Project Division to help establish the strategic direction for the next year.

A1.b How is your organisation mainstreaming issues such as the environment, feminism, anti-racism, and powershift throughout all of its work?

ChildFund Korea strives to shape the social environment surrounding children into a child-friendly environment, and recognizes that the natural environment that children will inhabit as the future generation is also a deeply important and serious issue surrounding children. Therefore, we are conducting a nationwide campaign to protect the environment that children will inhabit in the future. In 2022, we held the "Protect Children's Day 2050" plogging campaign to protect the climate and environment for future generations of children, and conducted the "Green Campaigner" training program as a form of climate education content to promote children's understanding of climate change and their right to participate.

Korea's fertility rate is at an all-time low of 0.78, but the number of children with migrant backgrounds is steadily increasing. Since 2020, ChildFund Korea has selected the establishment of a caring environment for children with migrant backgrounds as a priority project and has been conducting projects in areas with a high concentration of children with migrant backgrounds. In particular, we operate the Siheung Diverse Children's Center, providing services and programs based on children's rights and advocating for establishing a child-friendly environment so that all children can live together in a multicultural society and grow up to be healthy and happy.

2) The Green Bridge is a formal gathering, similar to a junior board, where the younger generation continues to make positive changes at the Foundation through horizontal communication and idea generation.

<p>Are there already policies and processes in place to address these issues? What can be shared?</p>
<p>ChildFund Korea has selected the project mentioned above for children with migrant backgrounds as a priority project, and supports project implementation organizations and partner organizations nationwide to actively implement projects to bridge the growth environment gap for children with migrant backgrounds. The Welfare Project Division of ChildFund Korea serves to identify the actual situation facing children with migrant backgrounds, uncovers the causes and problems of the growth environment gap, and plans shared projects for children with migrant backgrounds in order to resolve the problems. It also operates a process to support each project implementation organization and local partner organization to execute projects based on the headquarters-led projects.</p>
<p>Does the organisation consider the environment to be a silent stakeholder? If so - how have we adapted our actions to take into account the environment?</p>
<p>ChildFund Korea conducts climate change projects to recognize the climate crisis from a child-centered perspective and create a real, substantive difference. As high as 88% of diseases caused by climate change occur in children under the age of 5 (Source: World Health Organization), and since children breathe at twice the rate of adults, they may in fact, be the biggest victims of climate change. Therefore, we are advocating for the rights of children as the future generation to live in a clean environment through awareness-raising campaigns for the public. We have also conducted advocacy projects such as publishing "Children's Climate Diary" articles in collaboration with the media to capture the voices of children who are subjects of the climate crisis as the future generation.</p>
<p>How is the organisation using internal and external stakeholders' inputs to shape the approach in addressing these issues?</p>
<p>ChildFund Korea's projects have kept pace with the changing trends of society and always considered the most essential needs of children and their happiness as its top priorities under any circumstances. A clean environment on Earth is directly related to children's right to health and right to survival. In order for children to be able to play freely and dream of the future, the place where they live is just as important as their immediate living essentials.</p> <p>In May 2022, a presidential election was held in Korea. As such, ChildFund Korea conducted a nationwide "A Vote from the Future" campaign ahead of the 20th Presidential Election, and according to the results, the seven areas in which children requested campaign pledges consisted of "Education and Schooling" at 1,284 votes (25%, 1st place), "Violence and Crime" at 1,100 votes (21%, 2nd place), and "Climate and Environment" at 801 votes (16%, 3rd place). While these may have been minority opinions in the past, climate and environmental issues are now recognized as serious issues for children, and therefore, we urged the four presidential candidates to incorporate children's views into their policy manifestos.</p> <p>ChildFund Korea defines the climate crisis as a threat to future generations and is working on various initiatives to mitigate its impact. In 2022, we held the "Plogging Challenge" campaign to celebrate the 100th anniversary of Children's Day. "Plogging" is a portmanteau of "picking up trash" and "jogging," which is now being recognized as a form of citizen-led environmental activism. Through the campaign, a total of 14,809 citizens participated in raising awareness of the importance of the environment for future generations of children. In addition, to ensure that the campaign was not just a one-time event, we provided educational content through the "Green Campaigner" program to help elementary and middle schools and child welfare facilities across the country conduct climate and environmental education for children.</p> <p>In addition, ChildFund Korea operates an in-house "ESG Campaign" aimed at setting an example</p>

of ESG practice, while encouraging employees to participate voluntarily. The campaign aims to enhance and internalize the ESG capabilities of our employees. It includes participation programs for all employees (personal challenges, certificates, workshops, etc.), as well as eco-friendly campaigns with all project implementation organizations to eliminate plastics from daily life and reduce paper printing and paper towels.

Are we working to address these issues collaboratively in tandem with stakeholders? What have been the learnings so far?

ChildFund Korea works in solidarity with its duty-bearers to effectively address social issues facing children. Therefore, we are participating in each climate change project and campaign in solidarity with our sponsors, project implementation organizations of ChildFund Korea, partner organizations, schools and kindergartens, as well as individuals including children and citizens. One of the key principles of ChildFund Korea's welfare projects based on children's rights is partnership. The true realization of children's rights can only take place when all duty-bearers who impact children's lives share a common vision and practice accountability, which is why ChildFund Korea is expanding its efforts to identify hidden duty-bearers across all areas of welfare work and case management involving children, provide them with information on children's rights, and facilitate hands-on experiences to help them recognize and fulfill their role as duty-bearers.

A1.c	How and to whom is your organisation accountable in delivering its strategic promises?
<p>The Strategic Planning Office monitors performance management to ensure that detailed annual action plans are properly executed according to the implementation schedule through the departments at the headquarters in accordance with the strategic direction and core tasks. In addition, an annual evaluation system for headquarters departments and project implementation organizations is established to review project plans and performance in line with the strategic direction. In order to verify this, an annual evaluation is conducted by the head of the relevant headquarters department or the head of the relevant project implementation organization.</p>	
<p>What are the main achievements/impacts?</p>	
<p>In 2022, ChildFund Korea carried out various projects to promote children's rights, and the main achievements of its domestic projects are as follows.</p> <p>In order to substantively change children's lives and bridge the gap in their growth environment, we focused on strengthening the capacity of protected children to live independently, ensuring educational opportunities and healthy lives for children from low-income families, and improving the housing environment for children living below the minimum housing standard. We then measured the impact on each area and verified positive changes in children. In 2022, 107,446 children participated in our domestic priority projects, and as a result of assessing specific areas, we found that the economic, psychological, and emotional independence of the children under our care had been enhanced, and that children from low-income families had better access to education and improved sense of self-efficacy. In addition, we were able to improve the affordability of housing costs by providing support for rent-burdened children's households and improve the housing environment for children's households that were below the minimum housing standard, enabling 99% of the supported households to meet the minimum housing standard.</p> <p>ChildFund Korea has selected the three key areas of education, child protection, and disaster risk</p>	

reduction to help all children around the world live a better life, and the major achievements of its overseas projects are as follows.

First, we provided children's rights education in 17 countries, including Nepal, and installed libraries, drinking water and sanitation facilities, and playgrounds to help children receive quality education. We also conducted protection projects to eradicate child labor and ensure access to education in nine countries, including Bangladesh, to help children return to school and receive a quality education, and conducted advocacy efforts aimed at the government, especially by establishing a consultative committee with child labor-related NGOs in Bangladesh and drafting the "Protection and Support of Domestic Workers Act."

How are we communicating this in ways that are accessible, and adapted for the needs of targeted stakeholder groups?

ChildFund Korea operates the child rights advocacy group "The Greens" to enable children as key stakeholders to participate and voice their opinions on child-related policies directly. The purpose of organizing and operating a children's rights advocacy group is to ensure that all children are aware of their rights and able to exercise agency in planning and implementing advocacy efforts to promote the said rights. ChildFund Korea's advocacy efforts are carried out through the participation of affected children and child rights advocates, and ChildFund Korea regularly organizes meetings with child rights advocates to ensure that children's voices are actively reflected and to coordinate planned advocacy efforts properly.

How did we enable stakeholders to actively validate the organisation's achievement and/or impact claims?

ChildFund Korea's welfare projects have shifted from the traditional method of verifying results based on the input-versus-output paradigm to managing results in key areas based on impact, such as changes in children. This transition was implemented in order to substantively demonstrate the value of ChildFund Korea's existence as a non-profit organization, while spreading the awareness that non-profit organizations must begin to manage project outcomes such as the actual performance and impact on project participants. In order to identify key performance indicators in key areas, ChildFund Korea has structured major activities with measurable outcomes such as changes in children into projects and subsequently measures the impact of each project.

Children and their caregivers (such as foster carers or partner organizations) are experiencing positive changes as a result of participating in each project, and specific impact-focused outcomes are published in impact reports and uploaded to the ChildFund Korea website to inform various stakeholders (sponsors, citizens, etc.) who work with ChildFund Korea.

How are our engagement processes adapted to the differing needs of stakeholders across different projects/the organisation?

Since 2020, ChildFund Korea has set "bridging the gap in children's growth environment" as its medium- to long-term goal, and to this end, we have established five areas necessary for children as part of our agenda to focus our organizational capabilities. We have structured projects to design performance indicators for each area and measurement indicators to verify outcomes, while guiding project implementation organizations and partner organizations. However, each region faces a varying set of children's issues, and even if projects were standardized, participating children and employees of partner organizations may face different needs. In order to ensure that the needs of stakeholders are appropriately reflected in the execution of projects by each project implementation organization and regional branch, we actively collect opinions from local stakeholders from the project planning stage onwards. We

acknowledge that children are growing on a constant basis, and provide training and support to ensure that projects are implemented in consideration of the characteristics and growth potential of individual children. We also provide mid-project monitoring and post-project evaluation meetings so that children can fully express their opinions in any decision-making process that will affect them. The primary needs of stakeholders, including children, are collected through project implementation organizations in each region and received through the Welfare Project Division. The Welfare Project Division conducts a meeting for each type of project implementation organization once a year to identify regional requirements and prepare improvement plans, which are then delivered to the project implementation organization liaison officers and partner organizations in each region.

A2. Governing Bodies/ Senior Management

A2.a	How does your organisation ensure that members of its governing bodies are aligned with the organisation's values and needs?
	As a social welfare corporation, ChildFund Korea is revising its board composition in accordance with the Social Welfare Services Act and the Management Guidelines for Social Welfare Corporations of the Ministry of Health and Welfare.
	How are governing bodies appointed within the organisation? Is there a policy or procedure available to guide this process?
	As a social welfare corporation, ChildFund Korea constitutes and appoints a board of directors in accordance with the Social Welfare Services Act. The board of directors is composed of directors (excluding auditors), and the chairperson is selected from among the directors in accordance with the articles of association. There must be no less than seven directors at any given time, and in terms of the board's composition, the number of "persons in a special relationship" as defined in Article 9 of the Enforcement Decree of the Social Welfare Services Act (contributors, relatives of contributors or directors, employees or any persons in an employment relationship with a contributor or director, persons who earn a living by money or other property of a contributor or director and anyone who shares a living with the persons, and directors of another foundation invested by a contributor or director) shall not exceed 1/5 of the number of directors. The ChildFund Korea articles of association stipulate provisions regarding the officers, appointment, duties, term of office, re-election, prohibition of dual office, etc. *See the "Management Guidelines for Social Welfare Corporations"(attachedment.6) issued by the Ministry of Health and Welfare and the ChildFund Korea Articles of Association.(attachedment.7)
	How do we ensure that governing bodies are diverse, and free from conflicts of interest? Do we have any current target?
	According to the Management Guidelines for Social Welfare Corporations, externally nominated directors must be appointed through a public announcement by composing a list of candidates who fall into one of the following categories: persons with extensive knowledge and experience in social welfare or healthcare, persons representing the interests of persons in need of social welfare, persons recommended by non-profit civil society organizations pursuant to Article 2 of the Assistance for Non-profit, Non-governmental Organizations Act, and persons recommended by the Community Chest of Korea pursuant to Article 14 of the Community Chest of Korea Act. In addition, candidates with expertise and experience in various fields are recommended annually by local governments and considered for appointment as needed.

How do we assess the gaps within governing bodies for recruitment purposes?
<p>When a social welfare corporation has a reason to appoint a new director, such as the expiration of a director's term, resignation, or dismissal, it requests a recommendation for a director candidate from one of the local city or provincial social security committees or local community security councils. In doing so, we send reference materials that outline the recommendation criteria, such as the primary mission of ChildFund Korea, the purpose of its establishment, the contents of its target projects, and the requirements for directors. We strive to appoint suitable directors by reviewing their qualifications, such as their experience in social work and expertise in the field of child welfare.</p>
How has learnings and targets inform the appointments governing bodies' members?
<p>Agenda discussions on ChildFund Korea's core projects take place through regular and ad hoc board meetings, where our management strategy, management goals, project objectives, and project plans are shared, and various opinions are collected. We consider the expertise and effectiveness of the implementation of ChildFund Korea's projects, as well as their long-term changes and effects on society, and whether there are any risks, thereby discussing ways to mitigate deficiencies and enhance the effectiveness of our projects.</p>

A2.b	How do your governing bodies and/or senior management use inputs from stakeholders for its decision-making?
<p>Our board of directors and senior executives share trends among ChildFund Korea's main stakeholders—children, youths, families, communities, the government, the National Assembly, research institutes, other NGOs, and the media—through weekly executive meetings, two to three annual meetings of organization heads, and corporate boards, with the aim to make decisions that reflect the issues and needs of stakeholders. In particular, senior executives are constantly informed by contact with major government ministries and other NGOs, and consider how their opinions can be reflected in ChildFund Korea's operational direction and strategy throughout the decision-making process.</p>	
How do our governing bodies make decisions and assess risks? Are there policies and procedures guiding this process?	
<p>Regular board meetings are held twice a year, and extraordinary board meetings are convened when there is a particular agenda for deliberation. The regular board meeting determines the business plan for the current year and reviews the previous year's financial statements in February and the next year's budget in December. Extraordinary board meetings are convened from time to time with the approval of the representative director, upon the written request of at least one-third of the directors, or upon the written request of an auditor. The matters to be resolved by the corporate board of directors include the election of officers and chairperson, changes to the articles of association, approval of project plans and budgets/financial statements, acquisition and change of property, and other important operational matters, while the purpose, officers, and property of the corporation shall be registered and reported to the competent authorities.</p>	
<p>The operating regulations of the corporation can be established and amended with the approval of the chairperson by resolution of the board of directors, but important regulations such as the appointment of the chairperson are reviewed as a matter for the board's resolution. In addition,</p>	

major project progress, policy changes, and emergency responses are reported separately, and the contents of the board's discussions are documented in minutes, reported to the competent authorities, and posted within and outside the corporation (internal bulletin board and the ChildFund Korea website).
Do governing bodies consider the environment and social impacts in making decisions? What does this look like currently?
We consider various aspects of the current social situation, policy issues, and environmental issues when discussing board agendas. In particular, we fully consider all issues surrounding children and youths at home and abroad in relation to ChildFund Korea's projects, and we also anticipate how projects will affect other stakeholders besides children and youths in our decision-making process.
Do governing bodies consider targeted stakeholders' views, research and analysis in assessing risks? How is this carried out?
ChildFund Korea plans and implements projects based on the research and analysis for stakeholders, and assesses the performance of each project, including the opinions of participating stakeholders and changes. We also share these aspects at our regular and extraordinary board of directors meetings so that the board can make informed decisions on whether to expand our business and set the direction for the future. In particular, in 2023, we plan to operate a special advisory committee composed of experts from various fields, such as social welfare, politics, and academia, to collect expert opinions and make policy decisions.

A3. Complaint and grievance collection and handling

A3.a	How does your organisation know that its complaints and grievances collection and handling mechanisms are safe, accessible and effective?
	<p>ChildFund Korea operates the Green Bell and the Cyber Audit Office within its intranet system. Each channel guarantees the anonymity of the poster and is used to ensure that management responds transparently and promptly to the voices of employees. The Cyber Audit Office is a channel for submitting reports of cases such as unfair handling of work and unreasonable demands or corruption based on workplace position, which are then received, responded to, investigated, and processed by the internal audit office.</p> <p>We also operate channels for collecting complaints and grievances from external stakeholders in the form of the call center and the one-on-one inquiry section on our website. Still, these are channels for sponsors, and there are difficulties in receiving feedback from children and partner organizations. We will provide guidance on creating and utilizing a channel to receive complaints and grievances from external stakeholders in the future.</p>
	Are there mechanisms guiding complaints handling and whistleblowing processes? What protections and possible redress are available?
	<p>The Foundation Ethics Guidelines stipulate how to report violations of ethical regulations and the reporting channels. The cyber audit office, audit office, and personnel department's e-mail are receiving reports on business misconduct and complaints, and the informant's personal security is the operating principle.</p> <p>Complaints from external stakeholders are received through the call center and then transferred to the appropriate department/organization for handling.</p>

How do we make such mechanisms known and accessible to different stakeholders?
<p>Internal stakeholders are informed of access routes through official announcements and posts on relevant intranet channels. However, given the lack of separate guidance for external stakeholders, it seems necessary to improve accessibility by creating and promoting relevant reception channels on the websites used by partner organizations.</p>
How do we know that the mechanism is effective and working?
<p>In the case of the Green Bell, our official anonymous message board, employees were initially reluctant to participate due to the lack of trust, but following the rapid responses to posts from headquarters departments and the management staff, the number of posts and recommendations from employees is increasing. This indicates greater trust in and effective operation of intra-organizational communication.</p>
<p>In the future, we are considering the use of satisfaction surveys to identify and implement operational improvements with the aim of making the service even more effective.</p>
What did we learn from our stakeholders' experience of using our mechanism? Has feedback improved the way we handle complaints?
<p>Again, in the case of the Green Bell, we previously only gave official responses to posts that received 100 or more signatures within 30 days, but in order to improve employee engagement and trust, we revised the process to ensure that even posts that fail to receive 100 signatures would be promptly responded to by headquarters departments and the management staff and reflected in improvement measures.</p>

A3.b	How has your organisation learned from the complaints and grievances received?
<p>Given that even the same issue can generate different opinions among employees, we must approach complaints and grievances from a diverse range of perspectives in order to make improvements. To this end, we hold workshops and meetings with stakeholders to gather as many opinions as possible and reach a consensus before the decision-making stage.</p>	
<p>What type of complaints and grievances have we received? What learnings did we draw from them?</p>	
<p>The Green Bell allows employees to freely express their opinions on ChildFund Korea's operating policies, guidelines, and project content, and with the agreement of a certain number of employees, the relevant headquarters department or a member of the management staff will provide a response or review the application of the relevant policy. Throughout 2022, a total of 54 employee opinions were received through the Green Bell, including a request for the advance notice of regular personnel appointments, a request for employee voting rights in the election of the chairperson, and a request to introduce a hybrid work-from-home scheme. Among the requests, the organization's management staff and the relevant department responded to those that received more than 100 signatures in 30 days.</p>	
<p>In addition, we operate the Green Bridge, an official gathering of junior employees aimed at contributing to the growth of the organization and the employees themselves through horizontal communication and new ideas centered on the younger generation, which engages in activities such as organizational culture activities and business idea proposals. In 2022, the Green Bridge</p>	

submitted an organizational innovation agenda to management, including business-related proposals (climate crisis response projects, overseas business promotion plans, etc.), and as a result, we made changes to the "Culture Day" policy (providing two hours of time off once a month on a Friday), office break guidelines, and guidelines for supporting employee education expenses.
Do we discuss lessons learned internally and externally? How can this learning process improve the way we work?
As our official internal communication channel, the Green Bell is reviewed by management once a certain number of employees agree with a post. Even if an issue does not receive a certain number of signatures, the management actively discusses it, which helps to create a more flexible and innovative organizational culture. For example, a proposal to mandate the installation of break rooms in our offices was reviewed by management despite failing to reach the necessary number of employee signatures, resulting in the provision of the break rooms as requested.
How do we balance the needs of transparency (i.e disclosing necessary information to discuss lessons) and the legal and organisational requirements regarding the protection of those involved?
In the interest of transparent management, ChildFund Korea strictly maintains the anonymity of employees who file complaints and grievances, and seeks to ensure balance by consulting with our in-house legal counsel when necessary.

B. Staff and Volunteers

B1. Employment Practices

B1.a	How does your organisation ensure equitable recruitment?
ChildFund Korea complies with the Fair Hiring Procedure Act and recruits workers in accordance with its internal personnel guidelines and regulations. ChildFund Korea operates screening standards for each type of recruitment, and hires employees on a consistent basis by requiring recruitment officers to sign evaluator pledges, and providing screening guidelines and evaluation criteria tables.	
Are there existing policies/framework or guidelines for recruitment? What type of training or guidance is provided to staff who are undertaking hiring?	
ChildFund Korea complies with the Fair Hiring Procedure Act and recruits workers in accordance with its internal personnel guidelines and regulations. We operate a documented set of screening criteria for each type of recruitment, which are then presented as guidelines to the recruitment officers for each type of recruitment to ensure that the screening and recruitment processes are as objective as possible. We provide screening officer pledges and evaluation criteria tables to clearly define the evaluation areas (indicators) and ensure fair and appropriate recruitment.	
How do we ensure transparency in terms of roles and responsibilities and possible remuneration within recruitment postings?	
To ensure transparency in job postings, ChildFund Korea maintains a separate recruitment website (https://childfund.recruiter.co.kr/), where we post job roles and general requirements for the recruitment process.	
However, in terms of salary, annual contracts are negotiated according to our internal regulations	

and may be based on experience.
How does the organisation attract a diverse pool of applicants? How do we accommodate different disabilities in recruitment Processes?
We aim to secure as many diverse candidates as possible by posting notices on our recruitment website, sending notices to relevant departments at universities across the country, posting notices on job-specific promotion channels, using paid postings if necessary, and recommending candidates to headhunting companies.
How does the organisation make an active effort to remove biases such as gender, racial, ethnic, disability, among others, from recruitment?
We provide emphatic training on the prohibition of discrimination in employment as stipulated by the Fair Hiring Procedure Act to ensure that the forms of discrimination outlined in the Act do not affect the evaluation of applicants' qualifications. We also disclose preferential treatment for persons with disabilities and veterans in each job posting to ensure that preferential treatment is given to applicants who need it.
Do we track the diversity in terms of gender, race, ethnicity, disability, geographies, and others that are represented within our organisations? What does that look like? Are there any constraints for us in doing so?
ChildFund Korea operates in various regions across Korea, and most of the staff in each area are originally from that region, allowing employees from different regions and backgrounds to work together to achieve ChildFund Korea's mission. Korea is currently experiencing a population decline and economic changes that are causing mass migration to certain regions, making it challenging to recruit and select applicants from other regions.

B1.b	How does your organisation ensure equitable remuneration?
We have established salary regulations in our operating regulations and guidelines, and reach an agreement with employees when making changes. We also inform employees of changes such as the annual wage increase rate when preparing the main budget, ensuring sufficient disclosure of information and clear establishment of salary standards.	
Are there existing policies/framework or guidelines for remuneration that covers salary bands, bonuses and other forms of compensation? Is there an employee promotion framework?	
ChildFund Korea has five employee grades, and the chairperson is an appointed position with a fixed annual salary. The annual salary of employees at ChildFund Korea is set according to the five grades. However, basic pay, paid vacations, transportation, and meal expenses are paid according to positions and job titles.	
We disclose detailed salary-related information in our operating regulations and guidelines, including salary range and welfare expenses.	
In 2020, the promotion system was reorganized into a self-directed system where employees create a portfolio of their achievements and contributions and negotiate through in-depth interviews. In 2021, the performance management system was improved from a relative evaluation system to a constant feedback system to enhance employee cooperation, initiative, and work immersion.	
How are policies/framework or guidelines accessible and made known to all staff and relevant volunteers? What channels are available to raise concerns or inputs into these policies/guidelines?	
ChildFund Korea operates channels for employees to propose policies and opinions. First, we operate the Green Bell intranet page. The Green Bell allows employees to freely express their	

opinions on our operating policies, guidelines, and project content, and with the agreement of a certain number of employees, the relevant headquarters department or a member of the management staff will provide a response or review the application of the relevant policy. A response is provided even in cases that fail to gather the set number of signatures.

In addition, we operate the Green Bridge, an official group of junior employees with less than five years of service. The Green Bridge is aimed at contributing to the growth of the organization and the employees themselves through horizontal communication and new ideas centered on the younger generation, which engages in activities such as organizational culture activities and business idea proposals.

All of the above are made available to all employees through the relevant intranet page or outcome reports.

Do we conduct pay equity analyses? What is the ratio between highest and lowest earners? Are there pay gaps in terms of gender, racial, ethnic, geographies? What conclusion and lessons did we take from this?

We conduct market wage surveys in the industry each year to compare and analyze salary levels based on experience, and seek ways to improve salaries using the findings. Our highest earners comprise 0.4% of all employees, and the lowest earners are 4% of all employees (based on regular employees as of August 22, 2023). We found no wage gaps based on sex, race, ethnicity, or regional origin.

B2. Staff and volunteers are supported to do their work

B2.a	How are staff and volunteers involved in decision making within the organisation?
	<p>ChildFund Korea gathers the opinions of employees and volunteers through various channels. In particular, all employees can express their opinions through the Green Bell intranet page, which is operated anonymously. In addition, the Green Bridge, an official junior employee group, is organized to discuss organizational culture and project proposals. In addition, we gather opinions through channels such as the Labor-Management Council and the Cyber Audit Office. Volunteers can also express their opinions through meetings and evaluations held on an ad hoc basis.</p>
	<p>How do we make decisions? Do we have a structure or approach to guide decision making?</p>
	<p>ChildFund Korea holds the Labor-Management Council as a regular meeting between the management and labor representatives to discuss important policies or issues with labor representatives, which are then communicated to all employees.</p>
	<p>What are the available channels for staff to provide suggestions and feedback to the organisation (e.g suggestion boxes, committees, open door policies, participation in Board meetings, etc)?</p>
	<p>ChildFund Korea operates the Staff Council, the Labor-Management Council, the Green Bell (an anonymous communication platform), and the Green Bridge (an official junior employee board) as channels for employees to make suggestions and provide feedback.</p> <p>The Green Bell allows employees to freely express their opinions on ChildFund Korea's policies, regulations, guidelines, and business. If more than 100 employees provide their signature on a post within 30 days, it will be reviewed by the relevant headquarters department. Even if 100 signatures are not gathered within 30 days, the relevant department may nonetheless post a response if clarification is needed.</p>
	<p>The Green Bridge is ChildFund Korea's official junior employee board, which aims to contribute to the growth of the organization and its members through horizontal communication and ideas</p>

from the younger generation. The 3rd Green Bridge in 2023 is composed of employees with less than five years of service, and is contributing to strengthening intra-organizational communication through activities to improve organizational culture.

How do we enable and facilitate staff inputs? How do we ensure that everyone feels safe and open to voice their thoughts?

Proposals posted on the aforementioned Green Bell are reviewed for feasibility by the relevant department if a certain number of employees agree to the proposal, and even if the proposal is found to be unfeasible, employees are informed of the reasons why. In addition, the Green Bell is operated anonymously so that employees can freely express their opinions with peace of mind during the submission and signature-gathering processes.

In which type of high level decisions, i.e in terms of strategic planning, programmatic planning, policy decisions, etc, do we currently and actively seek feedback from staff? Are staff aware when and how they can feed into these processes?

Every year, ChildFund Korea holds different briefing sessions to collect and reflect employees' opinions on the business plan. In addition, employee and management representatives jointly operate the Labor-Management Council, which is held once a quarter to discuss and resolve various issues such as the management plan, personnel plan, employee demands, safety and health, work systems, welfare improvement, and grievance handling.

B2.b How does your organisation ensure that staff can hold leaders to account?

We operate the Cyber Audit Office, to which employees can anonymously send all relevant information via email and request rectification or improvement. We also collect and process various information through employee interviews during our annual audits.

Are there spaces for staff to provide feedback to leadership? What do they look like?

When conducting feedback on organizational leadership, we use the conference room and the manager's office within the workspace. The feedback space must be a space within the office that is separate and distinct from the general workspace, and usually equipped with a table and chairs (or a couch). If necessary, feedback can also take place in a more casual setting (such as a cafe outside the office), with no particular restrictions on spaces that can be used.

Do staff feel like they are able to provide constructive feedback to leadership? How does the organisation know this?

At ChildFund Korea, we use a constant feedback system to manage employee performance, and employees have regular one-on-one meetings with the leadership. In addition to checking in on their work, these meetings are also used to discuss suggestions and requests. Employees can also provide feedback to the leadership at any time, should they wish to do so.

If spaces are available - what are some of the feedback received so far? What have been the responses?

The content of feedback to the leadership includes requests by employees to improve their work efficacy, their opinions on the leadership's decisions as working-level staff, and feedback on the management style. Most of the leadership strives to reflect and improve employee feedback.

B2.c How do you ensure that staff and volunteers receive appropriate training for their roles?

Each year, ChildFund Korea operates a training system consisting of shared areas, leadership

<p>areas, work-related areas, and other areas, and holds various training programs in each area. In addition, employees can participate in internal and external training programs during working hours and receive support for travel expenses for training.</p> <p>Volunteers are required to undergo basic volunteer training before they can fully begin their activities to learn about ChildFund Korea and its child protection policy, as well as the basic skills required for volunteering.</p>
<p>What types of training are provided to staff and volunteers?</p> <p>Upon joining ChildFund Korea, employees receive various educational support to ensure continued development. For example, new employees are provided with introductory training for new hires in order to equip them with basic knowledge of ChildFund Korea and the necessary competencies, followed by on-the-job training to adapt to the workplace, as well as mandatory job training, competent officer training, and statutory training. In addition, the Individual Career Development Plan is in place to enable employees to undertake external training of their choice to improve their job skills, with an annual budget provided for each employee.</p> <p>Volunteers are provided with basic training on volunteering, including ChildFund Korea's Child Protection Policy and Children's Rights Training.</p>
<p>How do we know that trainings are effective? Do we track uptake?</p> <p>After each training program, we conduct a satisfaction survey to verify the attainment rate for the training objective and the participants' personal sense of efficacy for the training. For a small number of job training programs, we track utilization through assignments and provide supplementary/intensive training based on the results.</p>
<p>How can staff voice their needs for training and development?</p> <p>After each training program, employees are asked to complete an online survey to provide feedback on the positive aspects and potential improvements for the program they attended, as well as suggestions for any future training they feel they need. Employees may also provide feedback on the training they require for their work through informal meetings that take place each quarter or half-year. If they wish, they can submit their own training proposals as required by themselves or their organization directly to the training officer or the related department.</p>
<p>Do staff provide feedback for the trainings that they received?</p> <p>After each training program, employees are asked to complete an online training satisfaction survey to provide feedback for the program they attended.</p>
<p>How does the organisation improve the content and type of trainings based on the feedback received?</p> <p>ChildFund Korea actively reflects the opinions gathered from the regular and ad hoc feedback provided by employees in cases where such feedback can be implemented. For example, if there are new courses that employees want, we establish such courses ourselves or assist employees in undertaking external training. In terms of the type of training, we also try to provide a better training experience based on employee feedback, such as moving offline training to online to improve accessibility and convenience, or trying a hybrid online/offline training approach depending on the training topic.</p>

B3. Duty of care towards staff

B3.a	How does your organisation ensure a safe working environment?
ChildFund Korea includes safety provisions in its internal regulations and operates a safety	

system based on laws and regulations such as the recent enforcement of the Serious Accidents Punishment Act. In addition, we employ grievance counselors within each organization to respond immediately to cases of sexual harassment or workplace bullying.
How does the organisation ensure a safe working environment, including one free from sexual harassment? Are there policies and guidelines available?
In order to ensure a safe working environment free from sexual harassment, ChildFund Korea designates one male and one female sexual harassment counselor for each department and project implementation organization to provide initial counseling and report incidents of sexual harassment to the HR department, while also establishing and operating guidelines prohibiting sexual harassment in the workplace. The guidelines include the definition of sexual harassment in the workplace, procedures for reporting sexual harassment, standards for conducting prevention training, procedures for handling sexual harassment, and protection of victims. To prevent sexual harassment, the HR department is responsible for maintaining relevant regulations, providing education such as prevention training, conducting preventive activities on a constant basis, investigating and imposing disciplinary measures in cases of sexual harassment, and protecting victims.
How does the organisation detect relevant risks for the working environment and how are these risks resolved?
We distribute advance risk and threat checklists, establish emergency evacuation drill scenarios, and provide safety and health training.
How do staff participate in identifying, assessing and mitigating risks to their working environment(s)?
Information on the safety management system is distributed to all employees and posted in high-visibility locations.
How are differences in terms of how risks play out for different groups of staff (i.e women, LGBTQ+ community, race, ethnicity, etc) considered?
ChildFund Korea does not discriminate against diversity in accordance with Article 6 (Equal Treatment) of the Labor Standards Act of Korea.

B3.b	How does your organisation ensure well-being for all of your staff?
ChildFund Korea seeks to ensure the well-being of its employees in various aspects. In terms of physical care, we provide comprehensive health check-ups every two years, and in terms of self-development, we support educational expenses to individual employees for their professional development. Regarding remuneration, we provide various allowances such as family allowance, child education allowance, moving expenses, housing allowance, and bereavement allowance. In addition, we operate a staggered commuting system to support work-family balance and enhance work efficiency. ChildFund Korea is continuously striving to improve the welfare of its employees and create a safe and healthy working environment.	
How does your organisation ensure well being for staff? Do we offer leave days, mental health support, flexible working, parental support, etc?	
ChildFund Korea provides comprehensive medical check-ups every two years and one day of	

leave for medical check-ups. It also provides psychological therapy expenses for employees who experience psychological difficulties related to their work in order to aid their psychological and emotional recovery. Employees are entitled to annual, semi-annual, and quarterly leave under the Labor Standards Act, as well as pre-and post-natal leave, parental bereavement leave, fertility treatment leave, and sick leave upon meeting the relevant criteria.

To improve employees' health and work efficiency, we operate a staggered commuting system that allows employees to adjust their working hours and methods, and a reduced working hours system that allows employees to work fewer hours for reasons such as pregnancy, childcare, illness, and accidents, with the aim to create a flexible working environment.

How do we listen to staff and volunteers regarding their well being?

ChildFund Korea operates the Green Bell on its intranet as a channel for employees to make suggestions and provide feedback to the organization. On the Green Bell, employees can freely and anonymously post their opinions on the welfare environment and operational aspects of ChildFund Korea. If a certain number of employees provide their signature for a post, a headquarters department or a member of the management staff will respond to the post and review the application of the relevant proposal. In addition, employees can submit proposals for welfare improvement and organizational development through the quarterly meeting of the Labor-Management Council. The proposals submitted will be discussed at the council meeting to allow the voices of employees of ChildFund Korea to be heard.

How do we use such feedback to strengthen the support available?

Proposals that reach a certain number of employee signatures in the Green Bell and proposals that are deemed to require a mandatory response will be responded to by the relevant department and reviewed for policy application. In addition, proposals to the Labor-Management Council will receive a response from the employer perspective, and potential compromises will be explored.

To enhance actionable support, we review each feedback agenda, categorize it according to topics and commonalities, and then divide actionable feedback into priorities and longer-term tasks. To address each piece of feedback, we establish a task, assign a responsible department, and review decisions, such as revising relevant guidelines. We then communicate the changes made in response to the said feedback and then continue to monitor the issue for further improvements.

D. Partnership

D1. Collaboration with partners

D1.a	If funds are forwarded: How do you ensure that your partners have the right resources to flourish from the collaboration?
ChildFund Korea conducts various projects in partnership with smaller-scale child welfare organizations in local communities across the country. In order to help these local child welfare organizations carry out necessary projects and secure adequate funding for children, ChildFund Korea finds sponsors or provides funding from its own budget. In particular, its open-call projects are a major program that actively receives requests from local organizations, providing necessary funding. The programs provide partner organizations, which show strong commitment and experience but lack administrative capacity, human resources, and program infrastructure, with training, regular feedback, and resources including funding to help them grow.	
How does the organisation and its partners decide how resources are distributed within	

partnerships?
In order to protect, promote, and realize children's rights, ChildFund Korea conducts a children's rights-based, community-focused meta NPO open-call project that responds to social issues surrounding children in solidarity and cooperation with local institutions. Each year, ChildFund Korea establishes a local community-focused cooperation system centered on its regional branches nationwide to receive applications from partner organizations and allocates resources by screening the requests into themed, special, and environmental improvement projects. In addition to the open-call project, ChildFund Korea also receives requests for support for children from partner organizations, which are prioritized and allocated within a set budget by the Budget Allocation Review Committee.
How does the organisation listen and respond to partners' needs regarding resources?
ChildFund Korea receives feedback from partner organizations on their resource needs on a regular basis, not just through open-call projects. When receiving a request for resources from a partner organization, we convene the Budget Allocation Review Committee as needed to deliberate on the form of support we will provide. If assistance is required from a sponsor, we strive to provide as much support as possible in collaboration with the Sharing Project Team, which is responsible for fundraising activities.
How is your organisation actively working to shift the power balance in the partnership?
ChildFund Korea constantly strives to build partnerships of mutual benefit. In order to ensure that our position as a resource provider does not create an environment where partner organizations feel unable to express their opinions, we constantly seek their input with a proactive approach. One feedback ChildFund Korea received from the organizations that participated in the open-call project was that "ChildFund Korea builds collaborative partnerships with participating organizations, making us feel that they see us as respected partners who will grow alongside them."
How does the organisation consider long term sustainability when forwarding resources?
ChildFund Korea provides monthly sponsorships of KRW 100,000 to 200,000 to registered children. This support fund is provided until the child reaches the age of independence, unless the child's circumstances change (improved economic situation, adoption, etc.). These long-term sponsorships are beneficial for children living in childcare facilities, as they allow the facilities to lay a stable groundwork for the children's future independence. In the case of various business expenses required by partner organizations, we consider aspects such as our own budget limitations and the equity of the support provided by partner organizations, subsequently creating an environment for their independence through education, feedback, etc. within the budgeted period and guiding them to resources from other organizations if possible.

D1.b	How has partners' input informed and driven the way you work?
ChildFund Korea ensures that the feedback received from partner organizations at each regional branch is either reflected by the regional branch itself or shared with the headquarters so that it can be incorporated into the overall organization process if necessary. For example, in relation to the recent open-call project, there were requests to simplify the document forms (for project plans and outcomes reports) and reporting procedures based on the scale of support received since the documents were the same regardless of the scale of the budget support. In response, we created new forms and simplified the list of documents required for submission so that they can be submitted with less formality. In addition, regarding the agenda program organized by	

ChildFund Korea with a focus on projects related to children, we have made continuous efforts to incorporate feedback to set additional indicators that can broadly identify changes in children.
What channels are available for the organization to listen and give feedback to its partners in terms of joint work and activities?
ChildFund Korea strives to identify various ways to engage with partners based in the local community and gather their feedback on the implementation of our projects. We regularly hold training sessions for partner organizations, local and national project performance-sharing sessions, meetings with partner organizations, and FGIs with key stakeholders to collect their opinions and feedback. In addition, we also visit partner organizations from time to time to hear about their challenges in the field and reflect them in our projects to further strengthen our partnerships.
How is the organization using its partner's feedback to improve throughout the entire project cycle (conception, planning, implementation, evaluation)?
In carrying out open-call projects, we consult partner organizations to share and reflect each other's opinions, while identifying the progress of each program and collecting detailed feedback through the interim report. After the end of the program, we collect suggestions for ChildFund Korea and the open-call project, feedback on the subject of the open-call project, and opinions on local child welfare issues through the outcome report, and reflect them in the next year's projects. We also share lessons learned through the program, discuss improvement measures, changes in program direction, and extension of the program period through evaluation meetings, and hold network meetings once a year to exchange opinions and feedback.
How is the organization considering its partners input into potential?
Since most of ChildFund Korea's work is inevitably influenced by its partner organizations, we often take the opportunity to seek their input when evaluating potential opportunities or decisions. To this end, we keep lines of communication open with our partners in order to receive input on an informal basis or more formally through meetings and workshops with key partner organizations. Because our view on a potential opportunity may differ from that of a partner organization that works closer to the ground, their input can provide important insights. Although it is impossible to take on board all of their comments at all times, this process demonstrates to our partner organizations that we value and consider their input seriously, which helps to strengthen our partnerships.
How does feedback from partners inform learnings at the organizational level?
Our partner organizations are vital stakeholders in ChildFund Korea's projects. Most of our work is carried out in collaboration with our partners, and their feedback often significantly impacts our organization. As a result, we seek input from our partner organizations before we start any project, and we continue to use their feedback to inform our next project, even after the project has ended. Their feedback can also influence the guidelines and processes of our work.

D1.c	How does your organisation ensure equitable partnerships?
We believe that the way to ensure that our partnerships are equitable and our partner organizations perceive them to be equitable is to make sure that their voices are heard and reflected in the work. To this end, we strive to create robust opportunities for communication, both face-to-face and non-face-to-face. And because ChildFund Korea works with numerous partner organizations, we seek to distribute resources fairly to prevent equity issues among them.	

How are decisions made within partnerships?
We ensure that personal relationships do not drive decisions within our partnerships. When a partner organization needs resources, we do not allow the responsible employee to make decisions or process the case alone but through official channels, such as the Budget Allocation Review Committee, to ensure that employees in various positions gather to discuss the matter and make a fair decision. We also provide feedback to ensure that the process or decision does not feel unfair to the partner organization.
Are spaces available for partners to discuss actions, progress, and results regarding the partnership, especially on the organization's work?
An open-call project platform has been established on ChildFund Korea's official website in relation to our open-call projects. This platform allows partner organizations to apply for open-call projects announced by ChildFund Korea, carry out the projects, and report the outcomes. We are now using the platform for the entire process of project announcement, application by partner organizations, and selection by ChildFund Korea. We are also working to improve this platform in the future by operating an open-call project task force.
Are partners aware of and participate in the decision-making process within the partnership? Do they feel that their positions are adequately respected?
Prior to undertaking a project with a partner, ChildFund Korea strives to ensure that the general overview and process of the project are shared well in advance and to enhance the understanding of our partner organizations' representatives toward the project through in-person training if necessary. This allows our partners to be fully informed and involved in decision-making. Throughout the entire process of a project, ChildFund Korea seeks to continuously provide opportunities for partners to voice their opinions to ensure that they are fully respected and, if necessary, reflected in the project.
What process(es) guides and supports mutual accountability within the partnership?
When implementing a project with a partner organization, ChildFund Korea ensures that the operating principles that it values in welfare work are shared and practiced together. The core aspect of that entails the implementation of the project based on children's rights. In this regard, even when conducting open-call projects, ChildFund Korea verifies the references for the relevant partner organization during the initial screening process and monitors for any cases of policy violations. If we identify a policy violation by a partner organization, we assess their subsequent response and whether they have established the appropriate standards and procedures for prevention and response. Upon selecting a partner organization, we make sure that all written agreements clearly stipulate the need for compliance with our policy and that partner organizations are sensitized to the policy through training.

D2. Responsibilities towards partners

D2.a	How does the organisation identify and share risks with its partners?
ChildFund Korea operates a crisis management system to monitor internal and external crises constantly. In this process, if a partner organization is involved in a crisis or there is a need to inform a partner organization of a potential crisis, we immediately share the information verbally or in writing. For example, in relation to an open-call project, it was confirmed that a training company made unauthorized posters and distributed them to local child welfare institutions as though ChildFund Korea and the said company were conducting an open-call project together,	

intending to boost their sales. In response, ChildFund Korea immediately issued a cease-and-desist order, demanded an apology from the training company, and shared the information with partner organizations to prevent damage.

How are risks assumed within a partnership?

As mentioned above, ChildFund Korea has established a crisis management system and monitors internal and external crises constantly. As such, we also monitor crises related to partner organizations on occasion. In particular, we educate and guide our partner organizations to prevent issues related to the child protection policy. In case of a violation of the child protection policy or code of conduct, we immediately report the matter to the person in charge of the child protection policy at ChildFund Korea to take appropriate measures and dedicate our utmost efforts to prevent its recurrence. In addition, we specify conditions such as a restriction against being selected for an open-call project in cases where an organization has been penalized for violations.

How is the organization listening and responding to the risks that its partners identified - including potential risks to the environment, the community, social fabric, etc.?

Since ChildFund Korea manages its partner organizations through its regional branches, it is able to identify and respond to risks identified by partner organizations more closely. Meanwhile, ChildFund Korea is constantly communicating with its partner organizations on social issues related to children, including monitoring and responding to the current status of and cases involving partner organizations.

How does the organization support its partners in mitigating risks in collaborations?

ChildFund Korea is committed to the principles of children’s rights in its welfare work. ChildFund Korea emphasizes the protection and rights of children in all its projects to prevent risks arising from violating these key principles by its partner organizations. ChildFund Korea also advocates a children’s rights-based approach across all stages of open-call projects, from project planning to evaluation, and supports partner organizations to fulfill mandatory child protection policies and children’s rights training. In cases where a partner organization violates ChildFund Korea’s Child Protection Policy, we will take measures to recuperate the project costs even after the funding has been disbursed.

How do materialized risks inform learning for the partnership?

In the event of a risky situation occurring at a partner organization, ChildFund Korea is able to respond as appropriate, depending on the extent and nature of the risk. The most severe risk we face is in relation to children: if children's rights are not upheld in the course of a project, or if there are child protection issues, ChildFund Korea will hold the responsible organization to account, and, in severe cases, terminate the partnership. Before we do, however, we would have to establish a clear understanding of the causes, details, and consequences of the situation, and we provide guidance and training on such risks in advance to ensure that they do not occur in practice.

D2.b If funds are forwarded:How does your organisation ensure sustainability of partners past the exit point?

ChildFund Korea is involved in countless welfare projects across the country. Most of these projects are carried out with partner organizations, and even when one project ends, we continue to work with them through a range of other projects. In particular, our sponsorship linkage projects ensure that children in care are supported until they reach the age of independence and that we continuously identify new children who are eligible for care so that

our partnerships with these organizations will be sustained.
How does the organization plan for responsible exits for funding relationships?
As mentioned above, there is a limit to the scale of project funding we provide to partner organizations due to budgetary limitations and the issue of supporting partner organizations equally. Therefore, ChildFund Korea offers various mandatory and optional training programs and provides feedback to partner organizations as opportunities for self-directed capacity-building. Recently, we have also established an online platform to provide them with easy access to various training content.
How does the organization engage its partners for feedback and input when it comes to exits?
Regarding ChildFund Korea's agenda projects, we share impact reports (outcome reports) and hold performance-sharing meetings after the end of the project each year with our partner organizations and other related organizations that participated in the project. Through the report and performance-sharing meeting, we report on the project's purpose, process, support details, and outcomes in each area, reflect feedback from each partner organization, and share project plans for the following year.
How does the organization support its partners to prepare for sustainability beyond the exit point?
ChildFund Korea's agenda program guarantees up to three years for partner organizations to implement programs in a stable and effective manner within their local communities, followed by an annual report to review their efforts and future plans. After ChildFund Korea's support ends, an advisory board provides oversight to ensure that the programs continue to operate. For example, for the agenda program on the topic of "improving play environments to secure children's right to play," we established a support system to present technical advice on playground safety since the right to play requires a physical space to play in. After the program ended, our partner organizations were able to monitor playground safety with the help of experts.

E. Approach to Change

E1. Advocacy addresses root causes

E1.a	How does your organization know that it is addressing root causes in its advocacy work?
	Over the past ten years, ChildFund Korea has been focusing on advocacy efforts to raise awareness, improve the relevant environment, and promote policy change in order to protect, promote, and realize children's rights. We began advocating for children's rights in 2014 by establishing the Advocacy Project Team in the Welfare Project Division, shifting our work away from assisting or replacing what governments do to supporting and pushing governments to fulfill their roles. In addition, in 2016, we expanded our local community-based children's rights advocacy efforts by establishing the Child Advocacy Center, and produced and distributed the "Children's Rights Advocacy Guidebook" to strengthen our members' understanding and practical capacity for children's rights advocacy. The recently revised Children's Rights Advocacy Guidebook (2023) includes a theory section for understanding advocacy and a practical section for implementing advocacy efforts to help all ChildFund Korea members conduct more systematic and professional advocacy work.
	Who and what informs the organization's advocacy position and work? What type of

research is carried out? Who is engaged?

At ChildFund Korea, we believe that the best experts on children are the children themselves. Working to achieve children's rights is not just about working "for" children; it is about working "with" children. The UN Convention on the Rights of the Child recognizes children's views and participation as an important principle, and children's participation is a crucial right in itself when it comes to children's rights. Therefore, the views of children as rights-holders are an important basis for ChildFund Korea's advocacy work.

Through the Child Welfare Research Institute, ChildFund Korea listens to the voices of children by publishing the "Child Happiness Index" and "Children's Indicators" every year. Through these efforts, we define the problems faced by children, seek public attention and systemic remedies to promote children's rights and create a child-friendly environment, and subsequently conduct evidence-based advocacy efforts. In 2022, we conducted a total of four surveys, including the "100th Children's Day Anniversary Survey: The Children's Voice," and gathered the opinions of key stakeholders through the vivid voices of both children and adults on relevant topics. In addition, we published a total of nine research reports, including four reports on the impact of the climate change crisis on children's rights and mitigation measures to advocate for children's right to health, right to protection in the digital environment, and right to play amid a rapidly-changing society and environment, as well as one report on ChildFund Korea's overall work, and three research reports on policies and practices needed to improve the quality of life and welfare of young family carers, young people preparing for independence, and children in foster care.

How does the organization ensure that communities who are affected inform its advocacy positions?

Advocacy for children's rights can take place at different levels, such as local, national, continental, and international. At the local level, advocacy efforts are undertaken at the level of each administrative division to ensure that local governments are held accountable for their policies and institutions and the effective delivery of public services; at the national level, advocacy efforts are undertaken at the headquarters level to influence the policies and budgets of central government departments and the legislative process in the National Assembly.

E1.b How does your organization involve and amplify the voices of those whom your advocacy work affects?

At ChildFund Korea, we are constantly exploring ways to involve children in all aspects of advocacy efforts for children's rights since children's participation is an important aspect that entails the process of identifying issues, voicing opinions, and solving problems together with the children themselves. Therefore, rather than allowing children's participation only at certain stages in the short term, children's participation must be an integral part of children's rights advocacy at all stages, from problem identification to evaluation.

The views of children as rights-holders constitute an important basis for children's rights advocacy efforts. Gathering the views of children is more than just listening to their opinions; it addresses the entire process of guiding them to express their own experiences and feelings and ensuring that their voices are communicated to and reflected by stakeholders. The meaningful participation of children requires an awareness and understanding of the age and maturity of children and consideration of different forms of engagement. It also requires encouraging children to express themselves more freely from their own perspective, and identifying and minimizing

<p>the barriers that prevent them from expressing their views. In order for children to voice their own opinions, it is essential to provide them with information directed at their level and to allow them to fully consider and formulate their opinions. Therefore, ChildFund Korea helps children participate in advocacy efforts in various forms depending on their developmental status and maturity within the advocacy process of problem recognition, issue discovery and selection, advocacy strategy planning, advocacy activity planning, advocacy implementation, and evaluation.</p>
<p>How does the organization identify and continuously engage with those whom its advocacy work affects?</p>
<p>Advocacy efforts for children's rights begin with recognizing issues where children's rights are being violated. Social problems surrounding children manifest in a variety of phenomena, and in order to ensure the success of advocacy efforts for children's rights, it is necessary to select and focus on a specific issue to resolve. We use the Six Questions as a tool for defining and analyzing the problem, identifying both the causes of the problem and stakeholders who can help us to solve it. Then, through the Children's Rights Situation Assessment Checklist, we investigate the actual situation related to the issue, identify which children's rights are being violated by the issue, and which children are most vulnerable to the point in order to support the participation of children as rights-holders in the process of formulating and implementing an advocacy strategy.</p>
<p>How does the organization consider the ranging impact that advocacy issues may have on different affected groups (i.e., ethnic, women, members of the LGBTQ+ community, disabled persons, etc.)?</p>
<p>Our advocacy efforts are implemented based on the four core principles of the UN Convention on the Rights of the Child. The first is the principle of non-discrimination, which states that no child should be discriminated against and that the convention must be applied to ensure that all rights are enjoyed by all children "irrespective of the child's or his or her parent's or legal guardian's race, color, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status." In particular, children can face many constraints in expressing the injustices they face through discrimination and are vulnerable to discrimination not only because of their own characteristics, but also because of the characteristics of their parents or guardians. Therefore, ChildFund Korea recognizes the vulnerability of children to discrimination and advocates for proactive and preventive measures to protect them from such discrimination, as well as empowering children to speak out against the injustice of discrimination for themselves.</p>

<p>E1.c</p>	<p>How does your organization know that its advocacy work supports rather than undermines local and/or existing efforts?</p>
<p>"Advocacy" is a term that has a more practical meaning than the literal meaning of the word: it is the act of demanding change for others, not just for oneself, but for all members of society. It is the process of elevating an individual's experience into a social problem that many members of society can relate to, thereby leading to changes in legal, political, economic, and social systems through a more fundamental and structural approach. The issues addressed by advocacy efforts are often socially or politically controversial, with sharp differences in opinion among stakeholders or difficulties in achieving consensus. Naturally, advocacy can lead to conflicts and expose us to socially and politically sensitive situations as we articulate our position to address children's issues. Advocacy efforts for children seek to change the circumstances surrounding</p>	

children, and therefore, it is important to be aware of and respond flexibly to the conflicts and challenges that may arise in the process. To this end, ChildFund Korea is committed to persuading families, local communities, and the state to work towards solving the root cause of problems.

How does the organization identify similar or existing initiatives at different levels?

ChildFund Korea regularly monitors children's issues in Korea and abroad, and through the process of clarifying problems and issues, we identify the critical issues surrounding children and our position toward such matters. To this end, we collect and analyze comprehensive data on children's issues, monitor the advocacy efforts of other children's organizations based on the analysis of other NPOs, and identify which advocacy efforts for children need further improvement so that we can decide which issues to advocate for, at what level, and how to create greater synergy in comparison to existing efforts. In fact, the agenda related to children is becoming increasingly complex and diverse. As such, ChildFund Korea considers and prioritizes the children's rights-based perspective and approach more stringently than other NPOs. Based on the UN Convention on the Rights of the Child, we derive implications from the interpretations and recommendations of the international community and human rights organizations, striving to recognize and identify issues surrounding children from a children's rights perspective and enhance our advocacy efforts' effectiveness.

How does the organization engage with, form partnerships/coalitions or coordinates with others on joint advocacy goals?

In advocacy efforts for children's rights, stakeholders can be classified differently depending on the nature of the issue, the goals and objectives to be achieved, and the type of activity. Still, they generally include members of the general public, institutions and organizations, businesses, governments and parliaments, and international organizations. In order to achieve the goals of our advocacy efforts, ChildFund Korea works primarily with the executive branch, such as government ministries and local governments, and the legislative branch, such as the National Assembly and local councils, but also with other stakeholders that may influence them, such as the press and media, citizens, children's organizations and other groups, parent networks, schools, and teachers.

E1.d If not already reporting in the section below: How does your organization minimize harm in its advocacy work?

In order to minimize the potential for harm in our advocacy efforts, we use an issue suitability checklist at the issue selection stage. ChildFund Korea uses the checklist to address children's rights violations related to the issue at hand and determine whether the issue is suitable for children's rights advocacy efforts, thereby minimizing potential harm in advance. However, situations may arise during advocacy efforts that could not be predicted at the planning stage. Therefore, we ensure that pre-established action plans can be revised and supplemented as needed, and we conduct regular monitoring to respond to changes in the environment, such as new opportunities or opposition that may arise during advocacy efforts.

What processes guide how risks are identified, assessed and managed within advocacy work? How do stakeholders inform such processes?

ChildFund Korea operates a working system through which it identifies the risks of issue responses in advance throughout the entire process of advocacy efforts and conducts crisis management through regular monitoring during the implementation process according to the action plan. First, we provide children's rights education to children participating in project

activities in advance, and then guide them to fully understand the purpose and role of advocacy efforts. Next, we support children's participation by guiding them through the process of preparing the appropriate environment and conditions for the project so that they can fully express their opinions in all stages of their participation, including establishing awareness of children's issues, expanding their scope of reasoning to propose alternatives, and building consensus.

What considerations are paid to how risks may manifest differently for different groups (i.e., ethnic, racial, women, those belonging to the LGBTQ+ communities, etc.)?

ChildFund Korea upholds the UN Convention on the Rights of the Child and ensures that the principle of non-discrimination is embedded in all of our work. We recognize that the principle of non-discrimination is an essential tenet for ensuring the peaceful coexistence of all. Children who may be in vulnerable situations, whether they're girls or boys, children with or without disabilities, and refugees, migrants or non-migrants, possess the same rights as all other children and deserve to live a dignified life. This principle of non-discrimination is an important guiding principle in our advocacy and welfare work overall.

How has the organization learned from the risks that have manifested and uses this learning to adapt its practices?

[Combined answer for Questions 3 and 4]

Social issues reflect the interests and opinions of many different stakeholders. Such issues are often highly controversial or cannot be easily resolved among stakeholders and entail many points of contention. Children's issues also involve a mix of opinions from various stakeholders. Still, ChildFund Korea considers what is in the best interests of children from a children's rights-based perspective. It determines its position based on evidence collected during the process of analyzing the situation based on children's rights. Naturally, the process of clarifying our position can lead to conflicts and expose us to socially and politically sensitive situations. Still, through clear evidence-based advocacy and cooperation with various duty-bearers, we are able to overcome difficulties and maximize the impact of our advocacy efforts.

The "Change 915: No one deserves to be beaten" campaign is an example of a major case and achievement of ChildFund Korea's advocacy efforts.

In the past, Korea had essentially tolerated the corporal punishment of children by parents under the influence of Confucian philosophy. Article 915 (Right to Discipline) of the Civil Act recognized the parental corporal punishment of children on cultural and legal grounds. However, Article 915 (Right to Discipline) of the Civil Act directly violated children's rights to dignity and bodily integrity, undermined the legislative intent of existing laws aimed at protecting children from abuse, and was being abused as a means to justify the corporal punishment of children by those who hold parental rights. As an awareness-raising activity to eradicate the corporal punishment of children, ChildFund Korea produced and spread public service announcements aimed at changing the social perception of corporal punishment as discipline and abolishing the existing law that allows corporal punishment, and launched a public campaign titled "Change 915" in collaboration with four organizations to amend the Civil Act. When carrying out advocacy efforts, we sometimes encounter situations where it is difficult to bring about the social change we seek by ourselves. As a result, ChildFund Korea built a coalition of child-related organizations with common goals and co-organized the aforementioned campaign. As a result, we were able to collect around 32,000 signatures and deliver them to the Ministry of Health and Welfare and the National Assembly. In January 2021, the legal basis for allowing the corporal punishment of

children (Article 915, Right to Discipline) was abolished, making Korea the 62nd country in the world to prohibit the corporal punishment of children.

What examples can we give?

[Answered in Question 3]

E2. Engagement of stakeholders in programmings

E2.a How does your organization address the potential and existing environmental and social impacts of your programs? For this question, environmental and social impacts can be taken together or separately.

When planning a welfare project based on children's rights, ChildFund Korea first considers the problematic social situation and its background, why the program is needed, and who benefits from the change it brought about. We also consider how children's rights are violated or discriminated against due to the current situation, what an organization made previous efforts to solve the problem, and the limitations of existing measures. In this process, ChildFund Korea reviews various literature to identify the voices of children and duty-bearers based on a local resident needs survey and to seek to find ways to solve the problem. Based on such efforts, we set goals and objectives that contribute to the fundamental and structural solution of the problem, while ensuring the meaningful participation of children and duty-bearers.

How does the organization consider environmental and social practices within programs? Are there any framework, practices or guidelines?

ChildFund Korea operates a welfare project system based on the clusters under the UN Convention on the Rights of the Child. In 2017, we produced the Children's Rights-based Welfare Project Guide to promote children's rights in all our projects, promoting the overall direction of ChildFund Korea's welfare projects based on children's rights. ChildFund Korea's children's rights-based welfare projects are governed by the UN Convention on the Rights of the Child and pursue not only individual and immediate solutions to problems faced by children, but also aim to identify the root cause and seek structural change.

Does the organization engage stakeholders to discuss and identify potential environmental and social impacts of programs? If so, what does that process look like? How does the organization respond?

ChildFund Korea emphasizes the participation of children as key stakeholders in its children's rights-based welfare projects. Therefore, all employees of ChildFund Korea strive to develop an awareness and attitude that children's participation is not just a matter of listening to their voices, but a matter of respecting and valuing their opinions. In ChildFund Korea's projects, children are involved in the entire process of planning, operation, and evaluation, both as subjects of activities and as beneficiaries of each project, so that they are empowered to participate more actively in the project and enhance the effectiveness of the project. Hence, the purpose of our programs becomes clear from the very beginning of the planning process, and programs are planned in a way that promotes voluntary participation rather than simply encouraging children's participation.

What examples can we give?

In order to promote children's participation, children should be informed about the purpose and foreseeable limitations of each program. The limitations should be analyzed based on the

developmental level of the child, the intended purpose of the program, and the operational status of the organization. Based on such efforts, it must be explained to the child why rules are necessary for the program, and the rules should be finalized in consultation with the child. Through the child’s clear understanding of the agreed-upon rules and the feedback that the child’s opinions can have an impact on the decision-making process, it is possible to induce the substantive participation of the child.

E2.b How does your organization ensure that different targeted stakeholder groups have equitable access to be involved throughout the program cycle (initiation, planning, adaptation, monitoring, evaluation)?

Regardless of the purpose of a project, excluding certain groups of children is a violation of their rights under Article 2 of the UN Convention on the Rights of the Child. Therefore, we strive meticulously to avoid discriminating against children in the implementation of our projects, considering the availability and accessibility of our projects for all children. For example, when recruiting participants for a program, children who face communication difficulties due to language barriers and children with disabilities may be hesitant to participate. Therefore, to ensure that no child is excluded during the recruitment process, we make the program accessible to all by informing them that individual volunteers will be made available to assist them.

Are stakeholders engaged at different points throughout the programmatic cycle? On which decisions are their inputs asked for? What does that look like?

The purpose of children’s rights-based welfare projects is to improve the rights of children as rights-holders and to improve the understanding of children’s rights by duty-bearers. Therefore, employees and partner organizations who implement children’s rights-based welfare projects should operate the program based on a solid understanding of children’s rights, while the checklist for the standards on applying a children’s rights-based approach ensures that children’s rights are guaranteed and promoted during the program. Children participating in programs will also benefit from children’s rights training, as they will come to recognize that they and other program participants are all equally valued, and experience positive change as participants with different perspectives and backgrounds become advocates for each other’s rights.

How does the organization remove potential barriers of access for different stakeholder groups (i.e., ethnic, racial, gender, children, disabled persons, those belonging to the LGBTQ+ communities, etc.)?

Since 2021, ChildFund Korea has been operating the Siheung Diverse Children’s Center for all children in a multicultural society to live and grow healthy and happy together. In addition, we run the “Everyone’s Home” care project so that all children, including children with migrant backgrounds, can grow up safely and healthily, and support migrant children to mingle and play together with non-migrant children through play-based activities. We also provide bilingual psychotherapy services for children with migrant backgrounds to help them adjust to life in Korea and grow into healthy members of society.

What feedback and inputs from stakeholders from the organization’s program(s) have been received? How is the organization responding to it?

Children who participate in our programs are not passive recipients but agents of change who work alongside their social workers. We take their participation seriously at all stages, from program planning to evaluation, and use the children’s rights-based program monitoring checklist to ensure that children were able to express their views on issues that concern them and that

their views were protected and taken into account.

Excerpt from the participation section of the children’s rights-based program monitoring checklist:

- Did the child have the opportunity to express their views on matters that concern them?
- Have the views expressed by the child been protected and taken into account?
- Has the child's voice been taken seriously in the decision-making process, and was the outcome shared with the child?

What changes have been made as a result of listening?

When children are given the opportunity to make decisions on matters that concern them and the environment is established in which they can voice their opinions and their decisions have an impact, they are empowered and supported to assert their own rights and become active participants. The aims and objectives of our programs are based on the active participation of children as rights-holders. Active communication between children and program staff is a crucial factor in achieving the goals and objectives of each program and contributes to fundamental changes that improve children's rights. In addition, the practical knowledge of the program staff and program outcomes that change the lives of the participants serve to further enhance the expertise of the social work profession.

E2.c How does your organization ensure that programmatic results and learnings are reflective of participants’ experiences?

The evaluation of welfare projects comprises the process of comprehensively and objectively analyzing the value and significance of the project and the changes in participants and duty-bearers. In particular, the evaluation of welfare projects for children’s rights generally utilizes a participant-oriented evaluation model given that the main issues in such projects concern the growth and change of children as rights-holders, duty-bearers, and the local community. Program performance evaluation can be classified into quantitative and qualitative evaluation, where quantitative evaluation is based on changes in participants' perceptions and attitudes before and after the program, while qualitative evaluation is based on changes in participants observed through monitoring or interviews with participants.

How does the organization monitor and evaluate results from programs? What about environmental impacts?

The evaluation of welfare projects comprises the process of comprehensively and objectively analyzing the value and significance of the project and the changes in participants and duty-bearers. In particular, the evaluation of welfare projects for children’s rights generally utilizes a participant-oriented evaluation model given that the main issues in such projects concern the growth and change of children as rights-holders, duty-bearers, and the local community. Program performance evaluation can be classified into quantitative and qualitative evaluation, where quantitative evaluation is based on changes in participants' perceptions and attitudes before and after the program, while qualitative evaluation is based on changes in participants observed through monitoring or interviews with participants. In addition, we are able to assess whether a program was designed and implemented by applying children’s rights-based factors and whether the program was conducted in accordance with children’s rights through the utilization of the checklist for the standards on applying a children’s rights-based approach. This process of program monitoring and evaluation allows us to identify positive changes in children and duty-bearers, and to verify whether the social environment surrounding children has changed to become more child-friendly.

<p>Furthermore, ChildFund Korea is measuring the impact of its projects by structuring major measurable initiatives into projects to verify the achievements of its priority areas nationwide. We can confidently say that the social changes created by ChildFund Korea in partnership with children consist of meaningful changes in children's lives, changes in the support systems and communities surrounding children, and the establishment of systems and policies for children.</p>
<p>To what extent are program participants or affected communities engaged in monitoring and validating results?</p>
<p>In the case of our project implementation organizations, each program is monitored and verified by the children and local residents who participated in the program through program-specific evaluation meetings or performance-sharing meetings held by each organization, or a local community meeting held once a year with the aim to report on the performance of all programs in the local area, guide the planned projects for the next year, and collect opinions. In the case of local community-focused open-call projects, we hold meetings with partner organizations and performance-sharing meetings to verify the shared achievements made in the region (such as changes in children's lives and improvements in laws and systems) and to help program participants develop future improvement plans.</p>
<p>Are learnings extracted as part of monitoring and evaluation efforts? What are some learnings so far?</p>
<p>Since 2020, ChildFund Korea has been focusing on five areas that are essential for children in order to achieve its medium- to long-term goal of "bridging the gap in children's growth environment." To ensure impact-oriented, evidence-based performance management, we have established purpose-driven performance indicators to secure data from the field and calculate and present our impact from a quantitative and qualitative perspective. In this process, ChildFund Korea's internal and external stakeholders came to learn and improve their understanding of the impact creation process. While promoting projects in key areas with various stakeholders, we have been able to demonstrate the justifiability and validity of our projects based on concrete impacts, actively striving to reflect specific outcomes on the direction of future projects.</p>

E2.d	How does your organization use the learnings extracted from its programs?
<p>Over the past three years, we have strived to measure the impact of our projects in priority areas and learned the importance of communication and consensus-building with internal and external stakeholders in defining our priority projects to further clarify our identity and how we define and measure our impact. In November 2022, we conducted interviews and workshops with working-level practitioners in each of our priority areas, and as a result, we were able to design core indicators that represent qualitative changes in children's lives. Based on the results of our three-year priority projects, we plan to begin applying the improved core indicators from 2023 to promote practical changes that reflect the voices of children and strengthen communication with stakeholders by verifying the social impact created through changes in individual lives.</p>	
<p>What are some lessons learned from a program or programs so far?</p>	
<p>Over the past three years, as we implemented projects in priority areas and verified our achievements with a focus on our overall impact, we have been contemplating major projects of ChildFund Korea with the potential to generate substantive impact in the future. In addition, we believe that it is time to enhance the role of ChildFund Korea in line with the rising expansion of children's issues in the era of ultra-low birth rates, make new and diverse attempts that have not been tried before, and enhance our project implementation process to be more efficient and</p>	

innovative.

How does the organization discuss and disseminate such learnings? Is learning discussed internally among staff? With partners?

At ChildFund Korea, we are currently improving the process for measuring our impact in discussions with our staff. In July 2019, September 2019, and January 2020, we held three workshops titled "Town Meetings" with employees who encounter children in various ways at many sites throughout their work. After in-depth contemplation and passionate discussions, we explored the medium- to long-term direction for ChildFund Korea to focus its capacity on children's issues and selected detailed focus areas. In addition, we have shared the positive changes created by ChildFund Korea in children's lives through a staff meeting to share the outcomes of our priority projects. In July 2023, we shared the impact outcomes of priority projects carried out by project implementation organizations nationwide over the past three years (2020-2022) to communicate the meaning and value of our projects. We also held an employee training program on the topic of "The Age of Impact and Non-profits" to share, communicate, and internalize the importance of impact measurement for non-profit organizations with our employees.

In particular, since 2017, ChildFund Korea has been making various efforts to build a new implementation system referred to as "children's rights-based case management" and to apply and improve it in practice. Children's rights-based case management is an approach that strives to ensure that children's rights are respected and protected throughout the entire case management process with the aim of guaranteeing their humane lives and creating a child-friendly environment to this end. By holding a performance-sharing meeting for children's rights-based case management, ChildFund Korea is introducing examples and experiences from the field to internal and external stakeholders to educate them on the importance of and effective implementation method for children's rights-based case management. Going forward, ChildFund Korea will continue to dedicate its utmost efforts to promoting children's rights and happy lives by strengthening its practical expertise.

How are lessons learned taken forward? How have they informed new actions?

ChildFund Korea implements projects in priority areas to "bridge the gap in children's growth environment" in order to create a child-centered impact in the non-profit ecosystem and establish itself as a specialist child welfare organization. Beyond actively carrying out its priority projects, ChildFund Korea is expanding its communication with internal and external stakeholders by sharing the outcomes of its priority projects and verifying subsequent changes in children and society. The following are examples of how we have shared the outcomes of our priority projects and new measures with internal and external stakeholders.

- Performance-sharing meetings in key areas: Performance assessment for agenda projects and company-wide performance-sharing meetings for employees, presentation of topics at Child Welfare Research Institute forums and meetings of representatives from private social welfare institutions in Korea, Japan, and Taiwan
- Participation in an impact measurement learning community: Participation in the development of impact measurement metrics for child healthcare (interviewing practitioners, facilitating workshops, etc.)
- Development of new programs: Development of independent living education support programs to strengthen the economic independence of children in care and young adults preparing for independent living (online and offline career mentoring education content and guidance for the use of such content by project implementation organizations), employment

consulting for young adults preparing for independence, and creation of guidebooks for work experience programs and provision of them to project implementation organizations

E3. Safeguarding of stakeholders

E3.a	How does your organization ensure that its program do no harm?
<p>Based on the UN Convention on the Rights of the Child, ChildFund Korea strives to work with children, families, and local communities in order to protect, respect, and realize children’s rights, identifying issues surrounding various stakeholders to prevent harm to them in the process of implementing all of our projects. In particular, in order to better protect children, we have established the Child Protection Policy to be upheld by the board of directors, employees, sponsors, volunteers, partner organizations, affiliates, and other related parties.</p> <p>*Reference: Child Protection Policy</p>	
<p>What policies or mechanisms guide the safeguarding of participants, stakeholders and people throughout your programs?</p>	
<p>ChildFund Korea is committed to ensuring that all employees and related parties in Korea and abroad understand and uphold the Child Protection Policy. All policy beneficiaries are made aware of the procedures for reporting and responding to violations of the Child Protection Policy, and are required to promptly report any suspected violations to the appropriate authorities, including ChildFund or the police, and to respond to violations of the policy with the best interests and safety of the child in mind.</p> <p>At ChildFund Korea, employees are asked to sign an agreement to accept and comply with this policy when they are hired and are regularly provided with education and training on ChildFund Korea’s policy, code of conduct, practices and application of child protection. Our related parties (sponsors, partner organizations, etc.) also receive training and sign a pledge to uphold the Child Protection Policy prior to engaging in any activity that involves working with children's information or interacting with children.</p> <p>We also uphold the Child Protection Policy in order to protect children and ensure their rights in the entire process of planning, conducting, monitoring, and evaluating domestic and overseas welfare projects.</p>	
<p>How are risks and negative effects (including on the environment, community, other social factors, etc.) within programs and/or activities identified, assessed and managed?</p>	
<p>The Child Protection Policy requires that projects are designed to serve the best interests of children as key stakeholders and to allow the participation of children, in full consideration of their safety and minimizing any direct and indirect risks to children. We strive to ensure that project implementation organizations understand the situation facing the relevant local community and design their programs to minimize risks by assessing the intentional and unintentional impacts and risks of their projects on children and the local residents, as well as that projects for children, particularly those in situations of abuse or exploitation, include both immediate interventions and activities with specific long-term objectives to resolve and prevent root causes. As part of our project monitoring and evaluation process, we monitor whether our Child Protection Policy has been followed, whether there are any risk factors, and whether our interventions to address risk factors are appropriate, while making efforts to prevent the recurrence of such risks.</p>	
<p>To what extent does the organization engage with relevant and affected stakeholders to</p>	

identify and understand potential risks and negative effects?
ChildFund Korea implements projects with various partner organizations based in the local community, and also considers potential risks and negative impacts that may occur during project planning and implementation. In particular, in terms of its advocacy efforts, we conduct meetings, discussions, and research with organizations that engage in collaborative efforts, and share analyses and response plans for various factors.
Are mitigation strategies adapted to different stakeholders, with considerations paid to the different needs of different groups (i.e., ethnic, racial, women, children, those belonging to the LGBTQ+ communities, etc.)?
ChildFund Korea implements its projects and activities with the aim of protecting the rights of all children regardless of race, gender, religion, nationality, etc. As our mitigation strategy strives to protect all children from inequality and discrimination, we plan and implement projects based on the rights of children under the UN Convention on the Rights of the Child, taking into account the unique needs and characteristics of diverse children.

E3.b	How does your organization learn and adapt from previously reported incidents and the feedback of those involved?
	<p>ChildFund Korea operates the Child Protection Policy Committee to oversee and support the implementation of the Child Protection Policy, including identifying policy violations in the course of project implementation and preparing improvement plans for child protection. The committee, consisting of ten members (chairperson, officer in charge, commissioner), conducts training programs and workshops related to the Child Protection Policy and assists in the improvement of child protection capabilities. In addition, child protection policy officers (59 officers as of 2022) are designated in headquarters departments and project implementation organizations to ensure the effective implementation of the Child Protection Policy in case of suspected violations. Child protection policy officers are responsible for international and regional networking for child protection, providing child protection-related advice and consulting to employees, conducting child protection-related training, managing suspected cases of violence against children, and managing the implementation of the Child Protection Policy.</p> <p>The Child Protection Policy Committee provides feedback on cases of child protection policy violations and at-risk cases reported by project implementation organizations. If there are issues applicable to the entire company, we share the cases with the relevant departments at the headquarters (Welfare Project Division, Strategic Planning Office, Human Resources Management Office, etc.) to monitor and seek solutions together. Through this reporting and monitoring system, we regularly share various cases and experiences related to the child protection policy, which are accumulated through workshops with the child protection policy officers of each project implementation organization, and we strive to enhance the sensitivity and responsiveness of all employees toward the protection of children.</p> <p>*Source: Child Protection Policy and Operating Guidelines of the Child Protection Policy Committee (August 2022)</p>
	How has the organization learned from reported incidents that took place within its activities or programs?
	We identified the status of child protection policy violations that were reported throughout the year and analyzed the type and severity of violations by each project implementation organization (regional ChildFund branches, welfare centers, foster care support centers, child

protection specialist institutions, etc.) to explore countermeasures. In particular, in the event of high-risk cases, we held meetings to discuss how to actively implement countermeasures in accordance with the principle of placing children's interests first, along with preventive measures to reduce risk factors.

What adaptations and changes has the organization made because of previously reported incidents? Or if changes have not taken place - what will be changed and strengthened?

The number of reported child protection policy violations has been increasing as the understanding and sensitivity of ChildFund Korea's internal employees have improved. In recent years, in addition to cases involving children managed by each project implementation organization, violations of the Child Protection Policy have also occurred in cases involving external partner organizations. As a result, we plan to establish appropriate measures and systems in order to strengthen the understanding and implementation of the Child Protection Policy among various stakeholders, including our partner organizations. As part of such efforts, we consider including the Child Protection Policy in ChildFund Korea's internal regulations.

E4. Collective Accountability

E4.a	<p>What is the organization's approach to maximizing efforts within the sector? How do you support rather than compete against existing initiatives?</p>
	<p>In order to revise the inequitable tax regulations on large-scale donors (real estate and inheritance donations), ChildFund Korea conducts policy discussions with relevant domestic NPOs and the Korea Charity Association, conducting policy improvement activities to revise tax regulations. In addition, the chairperson of ChildFund Korea serves as a board member of the Korea Charity Association and strives to develop the domestic non-profit sector and revitalize the culture of donation.</p>
	<p>How does the organization carry out mapping to identify similar or existing initiatives?</p>
	<p>We identify existing efforts by other organizations through their websites, press releases, etc. and use inter-organizational networking bodies to adopt joint agendas as needed.</p>
	<p>How does the organization coordinate with others who may be working on similar issues within the sector? How does it support or collaborate with these initiatives?</p>
	<p>We select joint agendas through organizations such as the Korea Charity Association and the Korea Council of Children's Organizations, and foster inter-organizational communication and learning through opportunities such as a CEO forum.</p>

