



CHILDFUND AUSTRALIA

ACCOUNTABLE NOW REPORT 2022-23

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Opening Statement from our CEO

I am proud to present ChildFund Australia's 2022-2023 Accountability Report. As an organisation, ChildFund Australia is committed to protecting, advancing, and strengthening accountability across all domains of our work. We recognise that investing in robust measures of accountability is essential to fulfilling our vision and mission. Furthermore, we are committed to fortifying accountability as a bedrock of all our programs and core principle of development practice.

In 2022-23 we partnered with more than 100 local governments and civil society organisations, learning from, and building the capacity of staff and volunteers, on the ground and supporting the improvement of systems and processes. These local partnerships make our work for children possible and are critical for creating long-term, sustainable change in the communities we work with. Our organisation has seen the resilience and hard work of our staff, local partners, and the communities we work with continue to demonstrate their commitment to dynamic accountability through a period of ambitious change and growth as an organisation. We have made good progress building accountability measures and strengthening internal organisational infrastructure over the last year. We have carried out an extensive review of our current development practices – including the review of our partnership model as well as incident reporting processes – in the pursuit of more equitable, effective, and impactful collaboration with the communities we serve.

In this 22-23 Accountability Report, I am proud to share with you our achievements and future commitments to advance and lead a culture of accountability across the development sector. Now second year into our Strategic Plan, ChildFund Australia continues to strengthen our commitment to accountability, and we have made an explicit commitment to locally-led development, decolonisation and power shifting. ChildFund Australia will prioritise working in ways that embed local partnerships and shift power and resources to local actors, which in turn will contribute to the evolution of a more equal international development system. We will focus on the voices of local partners, especially youth-led organisations and networks. We are deeply committed to this process.

I would like to extend sincere appreciation to Accountable Now and the Independent Review Panel in advance for their generosity of time, dedication and feedback on this report. We deeply value your thoughtful and considered feedback and are committed to continuing to use this process as a means of strengthening internal reflexivity and reflection to fortify our accountability framework.

Warmly,

Margaret Sheehan



Core Question

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

a. ChildFund Rugby Programmatic Impact

In 2023, ChildFund Rugby's activities have provided 10,941 children and young people with opportunities to play, learn and lead through rugby, with 55% of the players being female. The players were instructed by 306 coaches, 53% of which were female. ChildFund is supporting national rugby federations to implement rugby and life skills programming in 11 countries across 5 continents. The support provided by ChildFund includes coaching curriculum (rugby skills as well as life skills), player curriculum, monitoring and evaluation tools as well as quality assurance support for safeguarding, inclusion, governance, budgeting and financial management.

A highlight of 2023 was launching a disaster recovery initiative in Turkiye, in partnership with the Turkiye Rugby Federation. This was the first time for ChildFund Rugby's team to design and support implementation of rugby and life skills activities in a disaster setting. ChildFund had previously worked with the Turkiye Rugby Federation (TRF) on a Grassroots to Global Initiative to promote the involvement of women in coaching and sports leadership. TRF were familiar with ChildFund Rugby's programming and contacted the ChildFund team following the February 2023 earthquake that struck southern and central Turkiye. They were eager to support recovery efforts in affected areas and to provide opportunities for children in affected areas to participate in rugby activities. TRF in consultation with the Ministry of Youth and Sport identified the Adiyaman region as a location where children could most benefit from the initiative. Adiyaman was one of the four most severely affected regions – with around 370,000 people living in temporary settlements. The situation was exacerbated by major flooding in March resulting in further displacement. Adiyaman also hosts over 20,000 Syrian refugees. Funding was mobilised from a number of different sources to respond to the TRF request and initiate 'Pass It Back Recovery' in Adiyaman where combined tag rugby skills and development of social emotional competencies could help children more effectively deal with trauma caused by displacement.

More than 600 players aged 11-16 years old participated in seasons of rugby and life skills learning, just over half of them girls. The monitoring data demonstrated that 89% of all players were able to articulate life goals and felt confident to achieve those goals. 80% of participants showed improved understanding of gender comparing baseline and endline scores. 99% of participants showed improved scores for social and emotional competencies. The percentage of participants who strongly agree they are able to remain calm when other people make them feel annoyed or upset improved significantly from only 6% at baseline to 78% at endline. In November 2023, the hard work of the TRF, coaches and players was recognised by the Turkish Government when they received the Social Responsibility Project Award during the 9th Sporun Devleri Buluşuyor (Giants of Sports Are Coming Together) Awards Ceremony.

Further information is also [here](#).

b. Flagship Programs to Expand Impact (Strategic Pillar Five)

ChildFund Australia’s “Swipe Safe” program aims to empower children and young people, as the central part of the solution, to take advantage of the great opportunities the digital world offers and equip them with knowledge and skills to self-identify and be able to protect themselves when online.

Over the last year, “Swipe Safe” has equipped frontline child protection, law enforcement and justice officers to tackle and responds to online child sexual exploitation and abuse. This has been achieved through the delivery of contextualised, local language training modules. These were additionally integrated into systems strengthening programming across Cambodia, Indonesia and Vietnam. Inclusive Swipe Safe carer’s training packages have also been contextualised for Cambodia, Indonesia and Timor-Leste. Overall, 90 frontline staff, 2150 young people, and 830 caregivers have received targeted interventional training across the three countries. Additionally, diverse groups of children and young people are empowered to actively adopt stronger online self-protective behaviours. The current data across the region demonstrates that;

- 43% of participants engaged in “Swipe Safe” can be identified an act on risks and protective strategies when online.
- Moreover, 50% of children are demonstrating responsible online behaviours. Second to this, parents and caregivers have also been equipped with targeted knowledge and skills to enable them as online safety partners to prevent and respond to online harms.
- 47% of parents and carers across Vietnam and Cambodia have indicated that they feel confident to protect a child from online risks and exploitation.
- Additionally, 55% of children have reported that they have received support from their parents and carers to stay safe online.

c. Targeted Programs for Impact (Strategic Pillar 2) and Fit for the Future (Strategic Pillar 4)

This year ChildFund Australia, together with ChildFund Korea, have embarked on a multi-year partnership with Woori Bank that will provide significant investment (USD4.2m) in education programming in Cambodia, with a specific focus on digital literacy over the next three years. Through this partnership, over 60,000 children, young people, parents and caregivers will be reached, ensuring that children and youth have the necessary 21st century competencies, including digital literacy and financial literacy, to grow up as talented global citizens. The partnership is also the most significant in terms of funding from a corporate entity, and is a result of efforts within the organisation to diversify income in a country where we have made the decision to actively move out of child sponsorship.

2. How have your organisation's accountability processes been impacted by significant internal or external changes over the reporting period?

a. Transition away from Child Sponsorship

In 2023 ChildFund Australia undertook a review process of how we deliver our programs to make them more contemporary, maximise the impact of our supporter donations and provide more support to the children we serve. After careful consultation, we have determined that this is best achieved through the introduction of a regular giving program that focusses on children with the most urgent needs. As a result child sponsorship, which focusses on specific communities and countries, will be gradually phased out over the coming years. This new approach will be more inclusive and empowering for children and families and will reach tens of thousands of children around the world by allocating donations where they are most needed. This will provide flexibility to support the rapidly changing needs of different communities and to respond quickly to humanitarian crises.

The following data was collected through a quantitative survey of public attitudes to child sponsorship as well as qualitative online moderated focus group research and were gathered using representative samples from the wider Australian population and ChildFund Australia Child Sponsor population.

- Awareness of child sponsorship among the public was high (88%), and 31% had either sponsored a child in the past (19%) or were currently sponsoring a child (12%).
- 84% saw it as a good approach to fundraising (including 24% who strongly held that view) and 68% would consider this form of donation.
- By contrast, 23% of public respondents did not view child sponsorship as a fair and equitable approach to fundraising, and many focus group participants had heard accusations of a lack of transparency around how funds are allocated, and of organisations being unable to demonstrate what portion of funds ultimately reach the child.
- After being told that the fundraising model of child sponsorship was being “reassessed from various perspectives”, 86% of the public felt that child sponsorship creates “a divide between children in a community who are sponsored and those who are not”, 32% did not consider child sponsorship an ethical approach to fundraising. When discussed more extensively with the focus group (and acknowledging the sample size), 49% had concerns about whether a majority of the Australian public would think child sponsorship aligns with community standards.

Survey respondents were presented with an explanation of programs, followed by a broad concept of donating directly to fund programs. In response, 42% said they would prefer to donate in this manner and 30% said they would still prefer child sponsorship. This preference for programs was reflected in focus group discussions. Most participants thought that donating to programs would be fairer, promote more equality, and be more impactful for the community as a whole. The minority that favoured child sponsorship tended to think that the approach is more rewarding because the donor is able to engage with the child and see their direct impact on a child's life, and that being able to “put a human face and name and age to the child” humanises them, and “makes the experience more

real". The program 'dynamic' to which they might donate was also explored. Six options were presented, being combinations of geographic location (single or multiple countries or regions) with single or multiple programs. The option "which focuses on the wellbeing of children and is not restricted to any location or issue" was the most supported (34%) and ultimately what was decided by ChildFund Australia.

b. Recommencement of Myanmar Programs

The military takeover in Myanmar in February 2021 resulted in a decision by ChildFund to suspend programming for a number of months, cautiously recommencing program activity in December 2021. In April 2022, programming was again impacted due to tighter restrictions being placed on the release of funds by the Central Bank of Myanmar. Given the uncertainty around the ability to move funds into Myanmar at the time, a decision was made not to include ChildFund Myanmar in the FY22-23 budgeting process, and instead delay a decision as to whether it was viable to continue operations in the country to November 2022. Recognising that there was still significant need in-country and with funds once again able to flow into Myanmar, the Board approved the FY22-23 budget at the November 2023 Board meeting, allowing operations to continue and the protection and social & emotional learning (SEL) needs of children and young people to continue to be met.

Recognising the ongoing challenging and volatile environment that ChildFund Myanmar is working in, ChildFund's accountability processes have had to adapt accordingly, including:

- Heightened risk assessment, mitigation and reporting measures amongst senior management and Board at both project and organisational level;
- Revisions to youth empowerment programming to ensure that children and young people are not put at-risk by their engagement in activities; and
- Revisions to standard monitoring and evaluation protocols (e.g. training registration sheets) to protect the anonymity of participants.

c. Vietnam and Cambodia begin transition out of Child Sponsorship

The transition out of child sponsorship in Vietnam and Cambodia (i.e. Country Offices managed by ChildFund Australia) commenced during the reporting period. Recognising that this is part of an ambitious change agenda at the strategic level and that the decision will impact the size, structure and function of both offices, there has been an increased focus on supporting staff through the change and providing opportunities to engage and discuss with staff to ensure accountability to staff This has included:

- Communication of transition plans by Senior Management to all staff, with a clear indication of what is going to happen and when;
- Staff engagement survey to ascertain how staff are feeling;
- Dedicated time at staff meetings to ensure that any questions or concerns people have can be openly raised and discussed; and
- Development of a capacity building program to equip staff with new skills that are aligned with new ways of working as per ChildFund's commitment to locally-led development and increased focus on local partnerships. In Vietnam, this will actively involve increasing the number of partnerships with local CBOs and CSOs (this is already happening in Cambodia)

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.)

a. Child Safeguarding Review 2023

This year ChildFund Australia developed our Child Safeguarding Action Plan 2023 – 2025, formed from the recommendations from an independent review of ChildFund Australia’s Child Safeguarding Policy, Procedures, and practice completed in March of this year. The purpose of this action plan is to track our implementation of the review recommendations and to create a high-level summary to share across the organisation for greater transparency of our safeguarding work. It is also evidence for our DFAT safeguarding compliance requirements. The review of our Partnership Approach also included elements of child safeguarding and resulting actions have also been incorporated into the 2023 – 2025 Action Plan to ensure a holistic and efficient process. This includes the child safeguarding sections of Organisational Due Diligence and Capacity Assessment processes and related tools.

b. Incident Reporting

ChildFund has a zero tolerance toward fraud and corruption and practices high standards in preventing, detecting, and responding to any instances of fraud and corruption. No organisation is immune to fraud. ChildFund operates in many challenging governance and security environments where fraud and corruption are significant risk factors. ChildFund looks to respond promptly to such fraud and other incidents, be transparent to its partners, participants and donors as well as adopt a learning culture to ensure that we learn and adapt from such events.

In 2022-2023, ChildFund responded to seven confirmed fraud cases and another six unsubstantiated and closed suspected cases across our organization. Our policies and procedures require that fraud and other incidents are reported through to our Sydney office, from where an initial assessment is undertaken in consultation with the impacted country office. From this an action plan is developed to further investigate the incident to determine the impact. All frauds and other incidents are also reported through to the audit and risk committee and board of ChildFund through the consolidated incident reporting mechanism.

Once any incident investigation is finalised, we review the incident from a learning perspective to better understand whether it was the result of a failure of existing internal controls or whether additional controls or measures need to be introduced. Any identified actions and learnings are then deployed in the impacted country office and can oftentimes result in refresher training being undertaken by impacted staff. Learnings are also shared across our other country offices to raise awareness and adaptation where required.

4. Internally, how has your organisation practised a more dynamic approach to accountability?

a. Employee Engagement Survey and Action Plan

Following ChildFund Australia's Employee Engagement Survey in 2021, this year the organisation delivered a follow up review survey using CultureAmp. The data across both surveys captured both qualitative and quantitative results representing staff alignment with the organisation's missions and vision, their commitment to organisational goals, and connection to the organisation. This year, 89% of ChildFund Australia employees participated in the follow up review survey, allowing the organisation to capture accurate and representative results. As an organisation, ChildFund Australia recognises that measuring employee engagement is an essential and necessary tool to better understand how our people are aligned with organisation impact. Furthermore, by prioritising regular internal reviews of employee engagement we are strongly positioned to further advance our organisational performance, innovation, retention, and attraction of talent. Notably, the results from the 2023 follow-up review survey demonstrated an overall engagement decrease of 2% since 2021 – sitting the organisation's current employee engagement at 81%. Additionally, five of ChildFund Australia's Country Offices saw a strong improvement in engagement scores across 2021 and 2023, whilst the remaining three Country Offices demonstrated a slight drop in employee engagement.

The 2023 follow-up review survey results demonstrated that;

- 96% of ChildFund employees are committed to organisation's values.
- 51% of ChildFund employees are satisfied with how organisational decisions are made.
- 93% of ChildFund employees demonstrated strong knowledge in how their work contributed to the goals and overall impact of the organisation.
- 57% of ChildFund employees believe that their total compensation is fair.¹
- 92% of ChildFund employees were proud to work for ChildFund Australia.
- 59% of ChildFund employees are confident that when someone is not delivering in their role there are sufficient mechanisms in place to do something about it.

Furthermore, there has been strong growth of employee engagement trends across the ChildFund Australia's Employee Engagement Survey in 2021 and the 2023 follow up review. These results demonstrate that:

- 84% of ChildFund employees are able to arrange time out from work when needed – an increase of 4% since 2021.
- 67% of ChildFund employees feel confident voicing contrary opinions without fear of negative consequences – an increase of 4% since 2021.
- 68% of ChildFund employees believe that their manager has shown a genuine interest in their career goals and aspirations – and increase of 4% since 2021.

It is important to recognise that whilst there has been strong positive growth in ChildFund Australia's employee engagement, there are some negative trends that ChildFund Australia is committed to addressing. These include:

¹ It is important to note that the results regarding fair compensation were lowest in countries experiencing high levels of inflation in Australia.

- 69% of ChildFund employees believe that the organisation effectively directs resources (funding, people and effort) towards organisational goals – a decrease of 14% since 2021.²
- 51% of ChildFund employees feel satisfied with how decisions are made at ChildFund – a decrease of 9% since 2021.³
- 63% of ChildFund employees believe that the leaders at ChildFund have communicated a vision and mission that motivates them – a decrease of 9% since 2021.

b. Diversity, Equity and Inclusion Action Plan (DEI Action Plan)

In 2022-23, ChildFund Australia drafted a Diversity, Equity and Inclusion (DEI) Action Plan after DEI trainings, a staff DEI survey and discussions with staff identified key areas requiring attention to ensure an equitable and inclusive work environment. The Plan focuses on four key areas, including a safe and inclusive environment that enhances staff wellbeing; transparent and inclusive decision making; organisational strengthening of DEI capability; and, accountability for progress against DEI actions.

The DEI Action Plan, now endorsed by the Executive Team, includes progressing ChildFund's commitment to reconciliation and support for First Nations justice. While the organisation does not have a programming presence in Australia, as a child focused development organisation we recognise the special place of First Nations children and young people in Australia, and have this year formalised our commitment through our first Reflect Reconciliation Action Plan. The organisation has also updated HR processes so that values around diversity and inclusion are included in our job descriptions, interview questions and onboarding processes, and has engaged with employment service providers to extend the reach of job opportunities to persons with disabilities and LGBTQIA+ persons. We've worked to ensure our all-staff meetings are fully accessible to all staff, including one staff with a hearing impairment. We've also reviewed and finalised our flexible working arrangements. Our commitment to diversity, equity and inclusion is now clearly articulated on our website. In line with the recent review of the ACFID Code of Conduct, we've also added in a specific action on anti-racism and racial justice into the Action Plan.

A DEI Committee has been formed, with an endorsed terms of reference to oversee and provide inputs into implementation of the plan. The Committee consists of a member of the Executive Team, the Head of People and Culture, the Gender Equality, Disability and Social Inclusion Adviser, and staff members across the various units within the office. The Committee aims to ensure each all-staff meeting has a focus on diversity, equity and inclusion actions or reflections, to demonstrate and report on progress over the period of the Action Plan. A dedicated email has been set up so that staff have an avenue to share or raise any concerns, as well as provide suggestions to the Committee. ChildFund is also now a member of the Diversity Council of Australia, allowing us to draw upon wider resources, learnings and guidance available to embed inclusion within our organisational processes.

² This has trended downwards largely because of a large drop in score in one Country Office where some redundancies had been announced prior to the survey.

³ This indicates concern for decisions around our new strategy and change in fundraising model.

5. How has your organisation worked towards being dynamically accountable to your external stakeholders (i.e partners, communities, programme participants, etc)?

a. Partnerships & Locally-Led Development (Strategic Pillar 1)

ChildFund Australia's commitment to locally-led development and building quality partnerships is reflected in the 2022-2025 Strategic Plan, with *expanded, authentic and reciprocal local partnerships* identified as the key overarching pillar of the plan. In addition, the *shifting of power and resources to local actors* is also captured in the revised organisational theory of change. In order to deliver on these commitments, ChildFund Australia engaged an external consultant to review existing partner engagement approaches and systems to a) ensure that they are aligned to locally-led principles and practices; and b) to identify where efficiencies can be made to reduce process burdens on local partners. The assessment methodology included a desk-based review of relevant documents and virtual meetings/discussions with a variety of staff including both ChildFund and Partner staff. Draft findings from the report were validated with a broad cross-section of interviewees and feedback on proposed recommendations sought from across all teams.

The Management Response identifies eight key areas of recommendations and includes timelines and roles and responsibilities for actioning the recommendation. Given the strategic importance of our partnership and locally-led development work, this has been identified as an area to include in the Action Plan and details re next steps can be found there. ChildFund Australia is committed to improving our engagement with partners, both in terms of how we engage with them as well as the tools, processes and systems used. The management response has identified and grouped priority actions against the eight key areas of recommendations identified by the consultant, these have been included in the Accountability Action Plan included in this report.

Action Plan

Staff and Volunteers

Action Plan
Duty of Care Towards Staff B.3.A – B.3.B
<p>ChildFund Australia is committed to advancing an equitable and inclusive workplace where everyone’s rights are respected. We understand, respect, and value that everyone is different. We make reasonable adjustments to ensure equal outcomes for all. Finally, we strive for a culture where everybody feels safe, respected, connected, contributing and progressing. In this regard, we commit to the following pillars to ensure the wellbeing of all our staff.</p> <p>A Safe and Inclusive Environment that enhances employee wellbeing</p> <ul style="list-style-type: none"> ○ Review flexible working arrangements and, with staff, develop an agreed upon approach and suite of options for a flexible, healthy, and safe work environment. Ensure transparency around option sand conditions for everyone. ○ Identify and address barriers to entry into ChildFund Australia employment and reasonable accommodation for Staff with different abilities. ○ Update Bamboo performance management guide with questions that include a focus on work culture, well-being and inclusion in discussions. ○ Ensure ongoing focus on staff well-being through: <ul style="list-style-type: none"> ▪ Diversity, Equity and Inclusion as standing item in all-staff meetings, where we celebrate how people are demonstrating our values, answer any ‘curly questions’, and update on DEI actions. ▪ Continue to facilitate social activities, celebration of key cultural days, and explore a diversity of ways to socialise. <p>Ensure Transparency and Inclusive Decision Making</p> <ul style="list-style-type: none"> ○ Educate and support decision makers at ChildFund Australia to use and inclusive approach to all decision making. ○ Document and provide feedback to all staff on key information and decisions shared at all staff meetings as well as boar meeting outcomes.

Strengthen whole of organisation Diversity, Equity, and Inclusion Knowledge and Capacity.

- Continue to ensure recruitment and procurement practice meet good practice in DEI, including focus on management diversification and creating opportunities within ChildFund for diverse young people to build their skills in international development.
- Systematise opportunities for facilitated self-learning and reflection on DEI topics (e.g. cultural safety, allyship, unconscious bias, discrimination, managing diverse teams) including identification and costing of common training sessions.
- Facilitate training for Board members on DEI topics and encourage discussions around Board and management diversification.

Accountability

- Aligned with our commitment to locally-led development and commitment to pursuing racial justice, provide all staff with anti-racism training and formally articulate ChildFund Australia’s commitment and actions towards decolonisation and racial justice.
- Measure DEI progress against Board-approved People and Culture KPIs, including regular surveys, tracking staffing diversity and engagement on DEI Learning topics.
- DEI as a standing Board agenda item.
- Progress on the DEI Action Plan (inclusive of RAP) as a standing executive leadership agenda item.

Partnerships

Action Plan

**Collaboration with Partners
D.1.A – D.1.C**

ChildFund Australia is committed to improving our engagement with partners, both in terms of how we engage with them as well as the tools, processes and systems used. The management response has identified and grouped priority actions against the eight key areas of recommendations identified by the consultant, and include:

Increased flexibility in partnership categories

- Instead of increasing the number of partnership types, merge the existing partnership types and allow more flexibility.

- The long-term partnership category be expanded to allow the inclusion of grassroots organisations and tools to be updated for different size organisations – i.e. move away from the current one size fits all approach.
- Review/revise the Partner Agreement to reflect flexibility and proportionality.
- Update Delegation of Authority in line with the revised partner categories.

Streamlining the due diligence and organisational capacity assessment process in relation to Gender Equality, Disability, Social Inclusion (GEDSI), Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH), Child Safeguarding, Fraud and Corruption and AML

- Procedures and training could be developed in partnership with a country office to combine the implementing expertise with the Head Office compliance knowledge and experience.
- Develop separate processes for different sized partners, starting with a reduced process for grassroots organisations using bottom-up approach for the system development, allowing those currently working with small organisations to develop a simplified approach to the process and forms. .
- Remove the requirement for a GEDSI policy for partners at the Due Diligence level and focus on the practice.
- Establish a working group to review the due diligence form and guidance notes/process together with the Organisational Capacity Assessment (OCA) tool; consult Partnership focal points before submitting to the Executive team.
- Adapt relevant recommendations/actions emerging from the Child Safeguarding Review – specifically separating PSEAH from CSG and review policies and procedures.
- Review Code of Conduct to include behaviour related to partnership.
- Review Counter-Terrorism procedure.
- Review Fraud and Corruption Policy and Procedure.
- After Executive teams endorsement, socialise and test the changes before Implementing Due Dilligence and OCA based on the revised partner categories – highlight how practices could be aligned with partnership principles.
- Develop standard CFA intro document highlighting transparency on who we are as a partner, our partnership approach and what it means to be a ChildFund Australia partner.

Integrating GEDSI, Safeguarding and PSEAH through the partnership procedures such as Due Diligence, Capacity Assessment and Risk Management.

This streamlines the process and integrates the concepts into the partnership approach. Move away from the current standalone approach, particularly with GEDSI and PSEAH. This will be achieved by:

- Establish a working group to review the due diligence form and guidance notes/process together with the Organisation Capacity Assessment tool.
- Reivew nad revise Organisational Capacity Assessment tool along with other partnership engagement tools with the aim to streamline and integrate related tools, eg. Capacity Strengthening Plan.

Localise compliance to reflect the context

- Continue to develop policies, proceedures and training for compliance.
- Identify a core group of trainers from SO, CO, and RO who could deliver the topic.
- Counter-terrorism and Procurement training for all offices.
- Fraud and Corruption training for all COs.
- Training of Trainers on PSEAH and CSG Policies and Proceedures.

Organisational Development Approach to Capacity Strengthening

- Commit to building organisational development costs into projects and core funding (commitment to be built into new projects for the res of the FY24 and all new projects from FY25 onwards).
- This will be part of the broader work being undertaken by the Sydney Finance team around cost recovery.

Coordinate with other INGOS to minimise the impact of due diligence requirements, compliance, and to increase funding flexibility and quality of funding to local partners.

- Mapping and identification of common funders/INGOs of common local partners in-country to assist in identifying opportunities for leverage rather than duplication (i.e., avoid duplicating Due Diligence, Capacity Assessment/Strengthening Plan)
- Country and Regional Offices engage with common funders/INGOs to agree practical ways to leverage existing partnership due diligence exercises/requirements
- Agree commitments/principles to be applied in terms of the same terms and conditions being passed on to the partner as in any agreements between ChildFund and the donor e.g., sharing indirect costs recovery, timeframe for grant agreements.

Contextualize and operationalise the dimensions of localisation to reflect the agreed priorities of ChildFund Australia and its partners.

- Finalise ChildFund Australia guidance notes on locally-led development.
- Facilitate workshop with partners in Cambodia and Timor Leste (COs with the most numbers of partners) on how respective principles for locally-led development and partnership are applied in the revised partnership approach and systems.

- Utilise the outcomes of the workshop to inform final updates on Partnership Engagement, Project Cycle Management, relevant approaches and policies, as applicable.

Alignment of human resources

- Invest on actualising the Competency Framework by creating all organisation competency model that supports partnership approach; design and deliver training to all CFA staff in SO and CO on basic level of partnership-related competency
- Action plan to roll-out Program Competency Framework

Approach to Change

Action Plan

Advocacy addresses root Causes E.1.A – E.1.D

Objective 1: Increase and institutionalize advocacy capacity (knowledge, skills, resourcing) across ChildFund Australia’s work

- ChildFund Australia is building on it’s existing advocacy capacity. As such its key to focus on building a common foundation to operationalise and strengthen our ability to advocate as an enabler for our strategic intent, across both Australia and the region. We are committed to growing a shared approach to advocacy, including the ability to generate evidence for a government audience, to provide robust policy advice, to communicate strategically on policy priorities, to enhance advocacy at the program level are in focus. This will be achieved through;
 - Development of ChildFund’s Advocacy Approach and Work Plan

Objective 2: Build influence through informal and formal engagement with government and sector stakeholders.

- Our work is nascent in government relations and this objective seeks to strengthen our influence, in order to achieve our policy and program priorities, through engagement with key stakeholders (sector, parliament and government). In focus is increasing government relations understanding across the organisation, growing relationships with key political targets over the long term through identified tactics, and increasing capability internally. It’s important to note that Government Relations is usually a stand alone function and role in organisational machinery. Growing sector partnerships and relationships is essential to amplify our reach, and to indirectly influence decision makers through a number of avenues. This will be achieved through key activities such as:

- Participation in ACFID lobby rounds
- Increase in-house capability
- Government engagement on key policy priorities: 2—6 parliamentary trips per annum.
- Targeted submissions and policy advice.
- Sector engagement (ACFID meetings, Taskforce meetings, attending conferences, supporting aligned initiatives, relationship building).
- 12 month engagement plan with review.

- **Objective 3: Have positive impact for children and young people in the region through policy change – focussing on our policy priorities**

- *Policy Priority: Ending Violence Against Children, focusing on the digital environment.*
 - ChildFund is uniquely position to lead on online safety in Australia. Online Safety is a priority for the Alliance, with much of the work being led from Australia. ChildFund Australia has progressed critical work to respond to violence, much of it through our Swipe Safe program – but through the strength of child protection work across the region. ChildFund Australia will;
 - Strengthen online safety regulatory and legislative environment for children in Australia (and therefore influence the policy and protective environment across the region)
 - Promote solutions that support children and young peoples skills and capacity to enact self-protective behaviours (Swipe Safe)
 - Strengthen the development program focus on ending violence against women and children
- *Policy Priority: Addressing multidimensional child poverty across the region (including ODA investment)*
 - As an international development organisation, ChildFund Australia is a bridge between our roots in Australia and the international community, including key accountability mechanisms. We hold a privileged role that sits across the region, with multidimensional poverty at our core. We can through this unique position, advocate for child and youth focussed approaches to resolving poverty, across the region, positioning Australia as a member of the region – not outside looking in. Politically, a focus both on matters of the electorate, combined with matters regarding our international standing and work to create a region in which all children can thrive gives us better leverage across Parliament and Government. We will:
 - Promote and strengthen Australian development program and budget that is child and youth focussed.
 - Support and contribute to child rights-based approaches to addressing poverty in Australia.
- *Policy Priority: Humanitarian Advocacy*

- Facilitate children’s input into the design of Safeguarding messaging and reporting mechanisms for ChildFund Australia.
- Roll out resources and focal points to gather feedback.
- **Managing Organisational Child Safeguarding Risk**
 - Training for staff to monitor project risk to focus on children
 - Update risk assessment and screening on employment in HR policy.
 - Review Child Safeguarding Investigation and policy breach procedures in HR Policy.
 - Review ChildFund Australia policies for including of ChildFund Safeguarding Risk in related policies eg. ICT, Communications and HR.

ChildFund Australia is a member of the Australian Council for International Development (ACFID) and a signatory to the ACFID Code of Conduct. The Code requires members to meet high standards of corporate governance, public accountability and financial management.

For more information, or to lodge a complaint, please contact ACFID on main@acfid.asn.au or email ChildFund Australia's Supporter Relations team on info@childfund.org.au.



ACFID
MEMBER

ChildFund Australia is also a member of Accountable Now, a platform of international civil society organisations that strive to be transparent, responsive to stakeholders, and focused on delivering impact. As a member, ChildFund has signed 12 globally-agreed-upon Accountability Commitments and will report annually to an Independent Review Panel on our economic, environmental and social performance according to the Accountable Now reporting standards.

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www.childfund.org.au