



**CEO Forum  
8-10 May 2018  
Brussels, Belgium**

**Meeting Minutes**

**Renaissance Brussels Hotel, rue du Parnasse 19,  
Brussels - Belgium**

*Note: Documents referenced in the meetings are available on the members-only section of the website*

**Day 1: Tuesday, 8 May 2018 (08:00 – 12:30)**

<b>Agenda item</b>	<b>Agenda item I</b>
<b>Time</b>	<b>08:00 – 08:30</b>
<b>Issue(s)</b>	<b>Opening Session</b>
<b>Presenter(s)</b>	<ul style="list-style-type: none"> <li>• Joern Ziegler CEO ChildFund Deutschland, CEO Forum Co-chair: Review of Agenda for CEO Forum</li> <li>• Catherine Lalonde, EUO Director: Welcome to EUO &amp; Logistics Review</li> <li>• Nigel Spence, CEO ChildFund Australia, Review: Major Decisions, CEO Forum, November 2017/El Salvador</li> </ul>
<b>Purpose</b>	To review key decisions from CEO Forum in November which will influence agenda and discussion.
<b>Information/ support</b>	Document: CEO Forum Minutes, 6-9 November 2017
<b>Meeting Notes</b>	<p><b>In attendance:</b> Paul Brown, ChildFund New Zealand; Patrick Canagasingham, CCFC; José M Faura, Educo; Anne Goddard, ChildFund International; Je-Hoon Lee, ChildFund Korea; Joelle Sicamois, Un Enfant par la Main; Nigel Spence, ChildFund Australia; Anna Svård, Barnfonden; Kats Takeda, ChildFund Japan; Joern Ziegler, ChildFund Deutschland; Meg Gardinier, Secretariat.</p> <p><b>Regrets:</b> Kevin Hyland, ChildFund Ireland</p> <p><b>Guests:</b> Board chair Michael Rose; Secretariat staff: Catherine Lalonde, Omar Garcia, Diana Quick; ChildFund Korea staff: Sungho Lee, Nayoung Kim; ChildFund International staff: Adam Hicks. Board members Paul Newbigging and Gerald Doherty (finance committee) joined for the budget discussion.</p> <p>Joern Ziegler, CEO Forum co-chair, welcomed everyone. Nigel Spence reviewed the minutes of the November 2017 CEO Forum meeting, which he chaired. Meg Gardinier, Secretary General, reviewed major decisions and actions from the November meeting:</p>

	<ul style="list-style-type: none"> <li>• Set up issue-based marketing committee, led by Patrick Canagasingham</li> <li>• Set up membership strengthening subcommittee</li> <li>• Secretariat to provide more descriptive info on Child-friendly accountability – advocacy and impact on young people</li> <li>• Members to submit papers on responses to changes in the strategic environment</li> </ul> <p>Members viewed a <a href="#">short video</a> , which featured a compilation of clips from Barnfonden, CCFC, ChildFund Australia, ChildFund International, ChildFund Korea, and Educo.</p> <p><b>Decision:</b> Minutes of the November 2017 meeting were approved.</p>
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Agenda item	<b>Secretary General’s Report &amp; Work Plan/Budget for FY 2019</b>
Time	<b>08:30 – 09:30</b>
Issue(s)	<ul style="list-style-type: none"> <li>• Secretary General’s Report</li> <li>• Work plan &amp; Budget for FY 2019</li> </ul>
Presenter(s)	<ul style="list-style-type: none"> <li>• Meg Gardinier, Secretary General</li> </ul>
Purpose	Meg reviewed highlights from the Report. Topics included: (1) Update on progress against Strategic Priorities: (2) Review of Work plan Budget for FY 2019
Information/ support	Secretary General’s Report & Work plan/Budget for FY 2019 - submitted on 29 March 2018.
Discussion points	
Meeting Notes	<p>Meg presented on the Secretariat activities since November 2017. (See PowerPoint)</p> <p><b>Child-friendly accountability:</b> Meg made the following reports:</p> <ul style="list-style-type: none"> <li>• An independent consultant conducted an assessment report on child-friendly accountability.</li> <li>• The report was based on surveys and interviews with pilot project countries: India, Mexico, Paraguay, and Vietnam. The results were very positive and the report outlined several useful recommendations for improving the initiative.</li> <li>• ChildFund Alliance has submitted a proposal for \$350,000 to the Oak Foundation. The Foundation is expected to reply within the next two months.</li> <li>• The APC/Child-friendly accountability task force had a call one week before the CEO Forum. At the APC meeting (Hanoi, April 2018) several members urged that Child-friendly Accountability be integrated into existing programs with similar objectives.</li> <li>• It was therefore agreed that we would undertake a review of the key concepts of Child-friendly Accountability, existing programs and subsequently recommend how these may be integrated into the program. An independent consultant or the Technical Advisor who would be hired</li> </ul>

with the Oak grant (if funded) can do this. The APC and Child-friendly Accountability Task Force would provide oversight to the review process.

CEOs made the following comments:

- Anne noted that the impact report highlighted some interesting results. However, she recommended that we review its purpose. Namely, we must make sure that the initiative is achieving the results we need for advocacy. The key question is: how do we turn the activity into advocacy for the national and international level? Without this aspect, she was not sure that we are achieving the goal we wanted.
- Nigel said that he thought the evaluation was good. He was pleased to see that the experience is positive and that young people are gaining knowledge and confidence. He said it would be good to uncover other findings such as threats children face and safeguarding. He thought it was helpful to learn that the project can be run as stand-alone or integrated into other programs. In some countries, there are already programs of a similar type underway.
- Patrick said that he was in India in December and visited Child-friendly accountability project. He was quite impressed with what he observed. The project in India and Paraguay are operating in different contexts. He thought that some groundbreaking developments were happening at the Village level in southern India, using the concept. One of the key questions (and learning opportunities) is how feasible it is to bring it to scale.
- Members also asked how we would be collecting the data. Meg explained that Zuno Studios is developing a web-based platform to upload information – mainly qualitative – and bring it up to the High Level Political Forum (2019) when goal 16.2 will be discussed.

**Advocacy:**

The Secretariat is planning for the High-Level Political Forum (HLPF) in 2019. There is a proposal to produce a report on ChildFund’s work on INSPIRE and child-friendly accountability.

**Discussion:**

2019 will be our best year in terms of advocacy and child-friendly accountability work. We need to capitalize on a series of important events – HLPF, 30<sup>th</sup> anniversary of the Convention on the Rights of Child (CRC). SVBD. Charity partnership for Rugby World Cup (Japan 2019).

We should highlight programs we already do that include INSPIRE. Members need to get information to the Secretariat about a wide range of activities going on. The Secretariat has developed a web platform for members to upload information about programs.

**CPIE/DRR:**

We have made some progress on child protection in emergencies (CPIE). There will be a Child Protection Minimum Standards training in Bangkok in June, co-led by Terre des hommes. 25 people from ChildFund Alliance and TDH will attend.

**Membership Strengthening/Growth:**

Kats, Nigel, Joelle, Meg are on the subcommittee on this. We need to do more work to show why someone would want to join us. See Day 2 for more on this.

**Communications:**

The Secretariat is making a 3- to 5-minute explanatory film about the Alliance. It will be shown at the November CEO Forum/Board meeting.

**Budget:**

1. In February 2018, the Alliance Secretariat requested a budget for FY19 for \$1,585,458.
2. However, members expressed a willingness to pay membership fees for FY19 at FY18 levels: \$1,424,153.
3. The Secretariat was therefore asked to resubmit a budget for FY19 for \$1,424,153.
4. The difference is \$161,305.
5. We will make up this difference as follows:
  - a. Consider cutting the salary for the CPIE position from \$110,000 to \$100,000 and reduce it to three days per week at \$60,000.
    - i. This represents a savings of \$50,000
  - b. CCFC agreed to contribute \$20,000 (Canadian dollars) toward the CPIE/DRR position. (US\$15,660.60 at 5.10.18 exchange rate)
  - c. Barnfonden and ChildFund Deutschland agreed to a total combined voluntary additional contribution of \$25,000. (\$12,500 each.)
  - d. South Korea is willing to contribute an additional \$50,000.
  - e. We are left with a balance of \$20,645 –, which we expect to recover in a modest surplus within our FY18 budget.
  - f. Additional income is expected from European Union grant overheads although the exact amount will depend on the grant size. While this is currently not specified as revenue within the FY '19 budget, it is useful to know that the Alliance could receive some additional revenue in the next Fiscal Year.

It was noted that the board needs to develop a process for redesigning the funding mechanism.

It was also noted that the CEO Forum should review the progress of the strategic plan against available resources, and make a mid-course correction if necessary. The strategic plan and the budget should be aligned.

	<b>Presentation &amp; Discussion: Issue-based Marketing &amp; Alliance Future</b>
Time	<b>10:30 – 12:15</b>
Issue(s)	Updates on the Issue-based Marketing Working Group
Presenter(s)	Committee Chair: Patrick Canagasingham, CEO, CCFC Presenter: Adam Hicks, Chief Development & Marketing Officer, ChildFund International (ChildFund International Brand Exercise)
Purpose	Review the progress of the working group and sub-committee, briefed on ChildFund International branding exercise, analyze, discuss and formulate next steps.
Actions/Expected Outcomes	Recommendations for Board of Directors meeting, 9 May 2018
Information/support	Report on Issue-Based Marketing Committee ChildFund International presentation
Discussion points	<ul style="list-style-type: none"> <li>• See above</li> </ul>
Meeting Notes	<p>See Patrick’s PowerPoint presentation.</p> <p>Adam Hicks described ChildFund International brand positioning exploration (see PPT). He said the brand strategy has to work for both advocacy and marketing.</p> <p>Breakout groups discussed four questions:</p> <p>1a. Are we seeking a common brand strategy across the Alliance or are we seeking some new thinking that each member will be free to adopt if they choose?</p> <p>1b. What would it mean to have a common brand strategy?</p> <p>2. Are we trying to become a cause-driven organization? Alternatively, are we seeking to add a movement-like feel/greater gravitas to our public image?</p> <p>3. What is the value proposition for an organization considering joining the Alliance?</p> <p>4. Implications if cause-based in domestic markets?</p> <p><b>Discussion:</b></p> <p>There was intense discussion on the issue, which generated a range of suggestions:</p> <ul style="list-style-type: none"> <li>• Some were open to a global brand strategy with binding commitments for Alliance members.</li> <li>• Others were in favor of an overall cause-related theme provided it was not too narrow.</li> <li>• ChildFund Korea recommended a broad arching theme such as “Children are our future” which would allow each Alliance member to retain its own messaging.</li> <li>• The question was raised: How do we find a broad cause that is attractive but not a heavily centralized theme because contextualization is important.</li> <li>• There is potential here but it requires needs further exploration.</li> </ul>

	<p><b>Decision:</b> It was agreed that:</p> <ul style="list-style-type: none"> <li>• We should learn more about what is going on with our members who are in the process of brand/marketing exercises – ChildFund International, CCFC, and ChildFund Deutschland. Bring back to the November meeting and continue the discussion.</li> <li>• To undertake a survey among member organizations to learn more and inform our future discussion. One member (Barnfonden) ask that each member organization share their Unique Selling Proposition message to donors and sponsors.</li> </ul>

Agenda item	<b>Review of Items for Board Approval</b>
Time	<b>12:15 – 12:30</b>
Issue(s)	
Presenter(s)	<ul style="list-style-type: none"> <li>• Joern Ziegler</li> </ul>
Purpose	Review and summarize key decisions/highlights for Board Presentation on 9 May
Actions/Expected Outcomes	Joern to submit verbal report to Board w/ recommendations.
Information/support	
Discussion points	How to reduce budget.
Meeting Notes	

### Wednesday, 9 May (8:00)

Agenda item	<b>Update on the progress of the European Union Office (EUO)</b>
Time	<b>08:00 – 09:00</b>
Issue(s)	<ul style="list-style-type: none"> <li>• Update on progress of the EUO</li> <li>• Lessons learned and the way forward for FY19</li> </ul>
Presenter(s)	<ul style="list-style-type: none"> <li>• José Faura, Chair EU Steering Committee</li> <li>• Catherine Lalonde, EU Director</li> </ul>
Purpose	To review the key accomplishments of the EUO office
Actions/Expected Outcomes	Approval of EUO Protocol
Information/support	<i>EUO Report to CEOs</i>
Discussion points	
Meeting Notes	<p>Jose introduced the session by stating that it has been a good year for the EUO in terms both of positioning for the Alliance and strategic development.</p> <p>The presentation made by Catherine focused on the grant acquisition components of the EUO strategy, as the advocacy objectives and achievements are part of the Secretariat report on advocacy. A reference was made to the deck for longer report.</p>

	<p>The EU political trends (such as Brexit, migration, multiannual financial framework, etc.) were discussed and questions raised on their impact on EU development cooperation funding.</p> <p>An update was provided on the member’s progress for EU grant acquisition and funding prospects for 2018, including Educo’s new agreement with the European Commission's Civil Protection and Humanitarian Aid Operations department (ECHO) which gives access to EU emergency funding. (Please see: <a href="https://ec.europa.eu/echo/who/about-echo_en">https://ec.europa.eu/echo/who/about-echo_en</a> for more information.)</p> <p>The EUO will develop and propose strategies to better cope with the EU co-funding requirements and be involved in the development of a position on gender mainstreaming.</p> <p><b>Decision:</b></p> <p>Discussion and approval of the EU Protocol, which was approved previously this year by the EU Steering Group. The financial arrangement provided for in the Protocol (which provides that 12% of all indirect costs received through all new EU grants shall be paid into the budget of the EU Office, and therefore the Alliance) was approved by the CEOs.</p>
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**Day 2: Thursday, 10 May 2018 (8:00 – 17:30)**

Agenda item	<b>Report from Board Meeting</b>
Time	<b>08:00 – 08:30</b>
Issue(s)	<ul style="list-style-type: none"> <li>• Report back from Board meeting</li> </ul>
Presenter(s)	<ul style="list-style-type: none"> <li>• Michael Rose or Board designee</li> </ul>
Purpose	
Actions/Expected Outcomes	Michael Rose (or designee) will provide feedback to CEO report on 9 May and update the CEOs on key Board deliberations.
Information/support	
Discussion points	
Meeting Notes	<p>Feedback from the Board meeting:</p> <ol style="list-style-type: none"> <li>1. The Board approved the budget for FY19 as proposed by the CEOs</li> <li>2. For planning purposes, the budget for FY20 and FY21 will be similar to the FY19 budget. We may need to adjust our ambitions to reflect the capacity to fund. Look at a three-year plan.</li> <li>3. Michael Rose, Lennart Wiklund (Barnfonden) and Nancy Hill (ChildFund International) agreed to serve on a small working group to review models for reconfiguring Alliance membership dues. Paul Newbigging will lead the group. Paul Brown volunteered to serve on the committee if a CEO designee was required. They will report at the Board meeting in November.</li> </ol>

	<p>4. The Board reviewed its structure and agreed to explore a new model. Michael will explore additional governance models for the future with the guidance of a Sydney-based consultant and will report in November. Consideration might be given to one governing structure, a hybrid of CEOs and Board. CEOs may need to meet to discuss this before the November meeting. CEOs and the Secretariat need to have input.</p> <p>5. The Board agreed to review our standards (program, governance, branding), based on our foundational documents, to make sure that they are still up to date. Accountable Now covers some of these, others are ChildFund-specific.</p> <p>6. The future of the Alliance’s success lies in its advocacy role, with a greater focus on partnerships to achieve broader change. We are now considered one of the “big six” child-focused agencies.</p> <p>7. We need to explore different membership models, and to be flexible and creative in approach to membership. Potential members may not be similar to us – e.g., DRR specialist. We need new members to expand our capacity to do good work.</p> <p><b>Discussion:</b> Joern suggested the CEO Forum would need an additional day in Richmond to address all these issues.</p>
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<b>Agenda item</b>	<b>Update on CEO Committees</b>
<b>Time</b>	<b>08:30 – 09:15</b>
<b>Issue(s)</b>	Update, Review & Discussion: Strategic Shifts Report
<b>Presenter(s)</b>	<ul style="list-style-type: none"> <li>• Nigel Spence</li> </ul>
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Summing up CEO discussion on strategic shifts</li> </ul>
<b>Actions/Expected Outcomes</b>	
<b>Information/ support</b>	Strategic shifts papers (available on the CEO password protected site.)
<b>Discussion points</b>	
<b>Meeting Notes</b>	<p>Nigel had led a discussion among CEOs on strategic shifts on Wednesday afternoon.</p> <p>In El Salvador (Nov. 2017), CEOs discussed how we were responding to the changing environment. Each member (except Ireland) provided a statement on responses to this. See the summary and commentary (PDF) prepared by Katherine Ronberg at the Secretariat.</p> <p>We looked at a survey prepared by the International Civil Society Center, and a summary of our materials. Each CEO spoke about the most significant changes they are planning to make, and the biggest risks/threats.</p> <p>There are many commonalities, including governance issues.</p> <p><b>Decision:</b> Build time into future meetings for this kind of discussion. Each member to prepare a one-page update on this (i.e., What you’re struggling with regarding the strategic environment) for the November CEO Forum meeting. SUGGESTION that papers be submitted to Secretariat by September 15.</p>



Agenda item	<b>Update on CEO Committees (continued)</b>
Time	<b>09:15 – 10:00</b>
Issue(s)	Update, Review & Discussion: Membership Growth
Presenter(s)	<ul style="list-style-type: none"> <li>• Kats Takeda</li> </ul>
Purpose	<ul style="list-style-type: none"> <li>• Discussion on next steps, based on work of membership growth working group</li> </ul>
Actions/Expected Outcomes	Inform this strategic priority for FY19
Information/support	Secretary General’s report
Discussion points	
Meeting Notes	<p>See PowerPoint.</p> <p>Kats reported that two meetings had been held, in December and March. After reconsidering the FSG study (2015), the membership growth-working group came up with a shortlist of potential candidates: War Child (UK – also Netherlands and Canada); International Institute for Child Rights &amp; Development (Canada); People in Need (Czech Republic); and Beijing Children’s Law &amp; Research Center (China). Criteria for further screening are capacity, location and governance.</p> <p>Next steps:</p> <ul style="list-style-type: none"> <li>• Conduct desk review (Secretariat or a member).</li> <li>• Start a confidential strategic discussion at the senior leadership level (if possible, invite potential new members to next CEO Forum in November).</li> <li>• Establish an external due diligence mechanism or set up internal team – learn from lessons when Educo joined.</li> <li>• Define types of “membership” – universities, research orgs, other businesses, etc.</li> <li>• Maintain a dialogue with former member (Taiwan). ChildFund Korea is in frequent contact with Taiwan. Japan will meet them in Tokyo next month.</li> </ul> <p><b>Discussion:</b></p> <ul style="list-style-type: none"> <li>• The Alliance bylaws need to be reviewed and possibly changed to allow new models and new types of membership.</li> <li>• The common brand will continue to be ChildFund but the reality is that new members with different brands will weaken the common brand. It would make us a looser network, less cohesive.</li> <li>• If small organizations join, it is unlikely to lead to financial growth. We are also trying to expand capacities in areas where we are weak or want to contribute more – emergency response, advocacy (global influence). We are looking for a strategic presence in new locations.</li> <li>• ChildFund International country offices, such as Thailand, Brazil, India and Mexico, are either not interested or not ready to become Alliance members.</li> <li>• We have no contact with three of the organizations on the shortlist (only with the Beijing Children’s Law &amp; Research Center. We could invite Mr. Tong (director) to Richmond in November). It could be a challenge to have Taiwan and China in same room (Anne has invited Taiwan to the November 80<sup>th</sup> anniversary events in Richmond).</li> </ul>

	<p><b>Decisions:</b></p> <p>Do a quick, light review of the four potential members identified. If any prospects become firm, we will do deep due diligence (finances, legal, governance, etc.). If any seem promising, it might be possible to invite them to the CEO Forum/Board meeting in November in Richmond. They will have to be willing to co-brand with ChildFund Alliance.</p> <p>Nigel: Beijing Children’s Law &amp; Research Center  Patrick: International Institute for Child Rights &amp; Development  Joern: People in Need (Czech Republic)  Meg: War Child</p> <p>José offered to look at the Italian NGO, Intervita.  All agreed to bring results to the November meeting.</p> <p>The Secretariat was requested to put together a package of materials for these discussions.</p> <p>Meg was asked to gather information on the alliances/networks members and the Secretariat belong to.</p>
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Agenda item	<b>Update on CEO Committees (continued)</b>
Time	<b>10:30 – 12:00</b>
Issue(s)	Review of Child Safeguarding Challenges
Presenter(s)	<ul style="list-style-type: none"> <li>Patrick Canagasingham</li> </ul>
Purpose	<ul style="list-style-type: none"> <li>Engage CEOs in a strategic discussion that can build on risk/compliance and explore ways of enhancing public trust.</li> </ul>
Actions/Expected Outcomes	Recommendations to Board of Directors on strengthening our sector
Information/ support	Child Safeguarding Policy Guidelines
Discussion points	
Meeting Notes	<p>Patrick presented on CCFC’s plans to revise its safeguarding policies. They are taking a holistic approach, which includes child safeguarding, organizational safeguarding and gender equality.</p> <p><b>Discussion:</b></p> <p>Barnfonden &amp; Un Enfant par la Main are also updating their child safeguarding policies.</p> <p>Q1: Is there a need for child focused organizations like ChildFund, to adopt a more holistic approach to safeguarding?  ChildFund Alliance needs both strong specific child safeguarding and a more holistic approach to safeguarding. Local partners are our biggest vulnerability. ChildFund International is using a model called “MAGIC.” Based on feedback, ChildFund International is revising policies and giving more space to staff.</p>

Q2: Since an opportunity exists for Alliance members to go beyond taking a risk-based approach, what best practices can we emulate from the aid sector and/or other sectors?

We might want to look beyond our industry.

We can have best safeguarding policies, train people, etc., but our reaction when things happen is what is most important.

This work is never finished. We need to give more time to staff to talk about the complexity of these issues and overcome blind spots.

We need to be proactive to build trust so people can speak up. Talk about problems – without naming names. Fraud, sexual harassment, child safeguarding, etc.

Q3: In the meantime, what can the Alliance do to:

- a) enhance child safeguarding policies and protocols
- b) strengthen program country office (operational) capacity in the specific area of child safeguarding
- c) enable members to collaborate in efforts to reform recruitment and vetting processes to prevent offenders from moving between organizations?

Members vary in how robust their policies and practices are. Some require that all staff and anyone visiting a sponsored child have a police report. One member may do this for all new sponsors.

All members should be in alignment with ChildFund Alliance child safeguarding policy guidelines.

Some members have an active third-party whistle blower line. Some have an internal whistle blower line. Germany has an ombudsperson. Some have none. It was suggested that a third-party whistle-blower could be a shared service, available in many languages.

**Action: Anne will look into this last option.**

Other than Australia and the USA, most members have not done a lot to strengthen program country office (operational) capacity in the area of child safeguarding.

**Actions:**

Share key learnings on safeguarding from ChildFund Alliance members.

Anne to share ChildFund International’s new enhanced process for vetting, especially for regional and country directors.

Remember to use the guidance in the Alliance Child Safeguarding policy guidelines. Consider doing a routine refresh of policies and procedures.

Amplify on the Alliance website that we’re a member of Keeping Children Safe.

The Secretariat to prepare a statement about our values on child safeguarding.

Share with everyone; if there are any reservations, it will not be posted.

Report any safeguarding issues confidentially to Meg (phone call).

Agenda item	<b>Alliance Committee Reports</b>
Time	<b>12:00 – 13:00</b>
Issue(s)	<ul style="list-style-type: none"><li>• Reports from Alliance Committees</li></ul>

	<ul style="list-style-type: none"> <li>a) Alliance Program Committee</li> <li>b) Communications &amp; Marketing Committee</li> <li>c) Grants Support Committee</li> </ul>
Presenter(s)	<ul style="list-style-type: none"> <li>a) Nana Hosoi and/or Margaret Sheehan</li> <li>b) Rob Doole and/or Sandra Upeslakis</li> <li>c) Craig Stein and/or Sarah Hunt</li> </ul>
Purpose	Chairs of Committees to brief CEOs on major outcomes for Committee activities since November 2017
Actions/Expected Outcomes	CEOs to provide any feedback and guidance necessary for future Committee outputs
Information/support	Reports from the APC, CMC, Grants Support Committee & Report to EUO
Discussion points	
Meeting Notes	<p><b>APC, Margaret Sheehan, APC co-chair.</b></p> <p>The APC found the recent face-to-face meeting in Hanoi very useful. Issues discussed included shared child safeguarding policies and procedures; Institutionalizing DRR and CPiE (Note that DRR is “youth-inclusive” rather than youth-led. We may want to amend strategic plan.); Accountable Now; and child-friendly accountability.</p> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Co-chairs will continue – Margaret Sheehan, ChildFund Australia, and Nana Hosoi, ChildFund Japan.</li> <li>• Need Secretariat support on educating country offices on INSPIRE and incorporating it into projects. ChildFund Australia has a good paper on this to help guide other members.</li> <li>• The APC section on the Alliance website will be populated more.</li> <li>• APC members (EUO, NZ and Sweden) will collaborate on and create an Alliance position paper on gender.</li> </ul> <p><b>Discussion:</b></p> <p>Child-friendly accountability: Hope that Oak funding comes through. Will be able to map programs more. If not, then ChildFund Australia and ChildFund International might be able to support documentation of integration, e.g., into life skills, CP community mapping projects.</p> <p>Would like a F2F meeting in 2019. Needs a host country.</p> <p>The Child-friendly Accountability web-based portal will capture some data (primarily qualitative) that can be used for advocacy messaging and positioning. The APC and the Advocacy Task Force can work on this together.</p> <p><b>Action:</b></p> <p>Need a decision on APC F2F in 2019</p> <p><b>Communications and Marketing Committee (CMC) report – Sandra Upeslakis and Rob Doole, CMC co-chairs.</b></p> <p>Outcomes from the meeting:</p> <ul style="list-style-type: none"> <li>• CMC will hold quarterly WebEx meeting on digital fundraising.</li> </ul>

- A knowledge bank repository on sponsorship development will be developed on the web portal.
- CMC content will be transferred from Dropbox to the Alliance web portal.
- CMC co-chairs for 2018/2019 are Rob Doole, ChildFund International, & Sandra Upešlācis, CCFC.
- It is recommended that the CMC meet in 2019. Will work with APC to identify a host country.
- ChildFund Alliance will work with a small working group to develop guidelines on reputation and risk.
- ChildFund Alliance will work with a small working group to update the Alliance corporate policy.

**Discussion:**

Rob provided some more details on key issues discussed at the CMC meeting: Lead generation & conversion is happening in most Alliance countries. It's fragmented. Small Voices, Big Dreams will be used as a lead generation mechanism. Educo has one of largest lead generation programs.

Digital acquisition – the difference between members is huge. People are trying new things, such as a loyalty acquisition program in ChildFund International. It is useful to share learnings.

Sponsorship – evaluate what we are doing already, e.g., video communications in Central America. Looking at new ways to engage sponsors. We will create a repository of learnings on the web portal.

CEOs requested a more in-depth report focusing on outcomes/content rather than process.

The Secretariat should provide leadership to committees and provide guidance. It is the liaison between the CEOs and committees.

CEOs also have the responsibility to communicate with their committee reps. The CMC should respond to requests from members. Co-chairs should get guidance on communicating with members.

**Decision:**

The Secretariat will take a greater leadership role in the CMC. Diana will communicate with CMC co-chairs on the discussion in this meeting.

The CMC will provide a more detailed report to the CEOs. (See Appendix 1 to these minutes.)

Find out if CMC/APC want to meet concurrently with the CEO Forum/Board meeting in May 2019 (by mid-July). Will probably be in Ireland (or NZ). Could Ireland host this big a meeting? Committees might prefer to meet in a program country.

If CMC/APC meet separately from CEO Forum, need to meet earlier (March).

**Grants Support Committee – Sarah Hunt (PowerPoint and report)**

There are 87 active grants, with a total value of \$32 million. 24 country offices. 20 proposals are in the pipeline, with a value of \$12.9 million.

Discussion on November 2018 CEO Forum	<p><b>Discussion:</b> It would be good to break down grants won by technical focus.</p> <p>Anne reported that there will be a 3-day innovation fair in Richmond at the time of the November CEO Forum – part of the celebrations of ChildFund International’s 80<sup>th</sup> anniversary. It will showcase program and fundraising innovations. All members and all ChildFund International country offices will be invited to participate. Taiwan will send two people – Max &amp; Mark. There will be a reception for former ChildFund International board members, supporters, country office staff, CEOs. The fair/reception will be instead of program visit/learning day. The draft schedule for the week of 11 - 16 November was shared (and saved in members-only section). Potential new members could be invited for Monday or Tuesday.</p>
ChildFund Korea 70 <sup>th</sup> anniversary	<p>Mr. Lee invited all CEOs to attend ChildFund Korea's 70th anniversary celebration. The details are as follows:</p> <ul style="list-style-type: none"> <li>• Sunday 14 Oct - Arrival</li> <li>• Monday 15 Oct - Opening of ChildFund Korea's history exhibition, 70th anniversary ceremony and welcome dinner.</li> <li>• Tuesday 16 Oct- International forum on child protection beyond borders. Thank you concert performed by children supported by ChildFund Korea.</li> <li>• Wednesday 17 Oct - Departures</li> </ul> <p>ChildFund Korea has offered to cover travel expenses such as accommodation, and meals but not airfare. Meg has been invited to be one of the speakers.</p>

Agenda item	<b>Opportunities for Growth: Three-Year Work plan</b>
Time	<b>14:00 – 15:30</b>
Issue(s)	<ul style="list-style-type: none"> <li>• Work in small groups on 3-year plan of action based on discussions</li> </ul>
Presenter(s)	<ul style="list-style-type: none"> <li>• Small group rapporteurs</li> </ul>
Purpose	
Actions/Expected Outcomes	Guidance to Secretariat for the Three-Year Plan (w/ focus on FY 2019-2020/2020-2021)
Information/ support	Notes from Rapporteurs
Discussion points	
Meeting Notes	<p>Anne led the session to identify priorities. Our challenge is that we want to do new things, but we don’t have the resources. We may need to stop doing some things and reallocate resources. CEOs and staff were given a stack of blank cards and asked to write one idea on each card in response to the following questions:</p> <ol style="list-style-type: none"> <li>1. What’s most valuable in our work (e.g., strategic plan, EU, SVBD, things we do together, etc.) over the past 2-3 years? For the Alliance. For CEOs. For committees, etc.</li> <li>2. What’s not been so valuable? For the Alliance, for you.</li> <li>3. What should have greater emphasis in the next 3 years?</li> <li>4. What new areas should be considered?</li> </ol>

	<p>The results were tallied and shared with CEOs (and saved on members-only site – priority-setting exercise).</p> <p><b>Discussion:</b> This information can be used to revise strategic priorities. It will need hard decisions. We will have to cut back on current activities if we take on new ones. The budget will remain same, with 3% increase each year, so we need to be more prudent in our ambition. Do we have capacity/resources for two big ambitions, UN advocacy/Child-friendly Accountability and CPIE/DRR? Do we really focus, or sprinkle a little bit around every place? We can make a lot of progress if we focus on one or two things.</p> <p><b>Decision:</b> A small task force – Joern, Meg, Anne, Patrick, Sungho – was set up to review and possibly revise the Alliance’s strategic plan, and bring the recommendations to the November CEO Forum/Board meeting. Priorities should be sorted by budget/non-budget implications.</p>
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Agenda item	<b>Report on ChildFund Alliance collaborative initiatives</b>
Time	<b>15:30 – 16:15</b>
Issue(s)	<ul style="list-style-type: none"> <li>a. Small Voices, Big Dreams</li> <li>b. Pass It Back</li> <li>c. Joining forces to accelerate the implementation of the SDGs for children (Post Bellagio)</li> <li>d. Progress on Accountable Now</li> <li>e. Report back on Cost-Sharing Proposals</li> </ul>
Presenter(s)	<p>José Faura - Small Voices, Big Dreams  Nigel Spence - Pass It Back  Paul Bode -- Bellagio Joining Forces to accelerate the implementation of the SDGs for children  Nigel, Paul Brown &amp; Meg, -- Progress on Accountable Now  Nigel &amp; Paul - Report back on Cost-Sharing Proposals</p>
Purpose	Review of Progress and guidance on future directions
Actions/Expected Outcomes	
Information/support	<i>Secretary General’s Report to CEOs</i>
Discussion points	
Meeting Notes	<p><b>SVBD (Elodia Gimenez José, Educo)</b>  Elodia explained the proposed new approach to SVBD (CMC PowerPoint, pages 10 – 15).  The survey will focus on 15 to 20 countries that are strategic for alliance members. Countries can opt in.  Educo has experience with rigorous methodology and framework for implementing surveys, as well as expert analysis. They are working with researchers and children to develop a questionnaire – subject is EVAC.  It will contain a strong narrative and storytelling.</p>

SVBD will be incorporated into a global campaign in 2019. Released in March or May 2019 (so as not to compete with Child Rights Now report on the status of child rights in 21 countries, which is being released in April). It will also be used for lead generation.

**Discussion:**

ChildFund Alliance did not do a research project on safety in schools or online safety in this fiscal year but will keep the option open moving forward. Some members find SVBD useful (media opportunity, amplifying voices of children). Some, as well as the Secretariat, do not. It was noted that SVBD is an opinion poll, not a research publication. We will assess the future of SVBD after this edition.

**Accountable Now** (discussion in the morning):

Meg reported that the Secretariat has associate membership in Accountable Now. Our first report is due after the end of FY18 (30 June 2018). ChildFund New Zealand & Australia have been granted associate status. Educo has been a full member for several years. ChildFund International and ChildFund Deutschland will apply in 2019. Within the next three years, the aim is for all members to become members of Accountable Now. José was just elected to the board of Accountable Now.

**Discussion:**

If three members of a network join, each member gets a 10% discount on dues. If 5 or more join, then each gets a 15% discount. Dues are based on revenue. There was discussion about dues structures – whether, e.g., Oxfam members pay individually or as a federation. In the case of Tdh, only the secretariat pays. If Oxfam pays only for secretariat, we could consolidate. This might be possible when more members have joined.

Accountable Now has very high standards. In some cases – such as finance, fundraising and governance - the Accountable Now standards might not be as strong as our existing standards. The Alliance should continue to update and apply the ChildFund Alliance standards as the agreed standards for all Alliance members, in addition to compliance with Accountable Now commitments. However, the Alliance should remain open to updating the Alliance standards as part of the Accountable Now process.

**Actions:**

Meg will check in minutes from Myanmar CEO Forum to see which member will be third to join in 2019 (in addition to Germany and USA).

Committees should continue to review the ChildFund Alliance standards and revise as needed: Finance committee – finance standards; APC – program standards; CMC – fundraising/corporate standards; Board – governance standards. They should be revised in line with Accountable Now, Keeping Children Safe, gender, etc. The goal to get it done by November, or at least get reports on the status by then. We should also decide what standards are critical for new members.



### **Joining forces to accelerate the implementation of the SDGs for children (Post Bellagio) – Paul Bode**

Joining Forces is an initiative of the big six child-focused agencies (ChildFund Alliance, Plan International, Save the Children, SOS Children's Villages, Terre des hommes, World Vision), which met in Bellagio in June 2017 to look at ways to accelerate implementation of the SDGs for children. Two main Joining Forces initiatives came out of that meeting: Child Rights Now (CRN - a national and international level advocacy campaign in up to 20 countries to increase our program impact in protecting children from violence (SDG 16.2)) and Ending Violence Against Children (a national-level effort, focused on five pilot countries to increase program impact in protecting children from violence (SDG 16.2)). We are looking for a new person to lead the CRN initiative. [Note: Yukiko Yamada of Educo has agreed to take on this role.]

There is a small secretariat for Joining Forces: a project manager is being hired to oversee both initiatives. The host has not yet been determined.

#### **Discussion:**

If you do something in a country with another member, you have to consult with other member.

This work brings a new level of leadership in ChildFund Alliance, as well as visibility.

We have the potential to access significant sums of money that could filter down to country programs. WVI and ChildFund International have dedicated fundraising people to this.

#### **Pass It Back**

Nigel had just heard that World Rugby is offering ChildFund the opportunity to be charity partner at the Rugby World Cup in 2019 (games will be September – November 2019). This will be a massive amount of work, and many details remain to be worked out. The framework of the letter inviting us to be a partner gives us what we wanted: signage, cobranding, presence at tournament, TV, fundraising through ticket sales and donations at tournament. We don't expect it to be a big revenue raiser (not more than \$1 million to \$3 million). World Rugby wants funds to be directed to rugby for development in Asia, and DRR in Japan. This has a lot of opportunity for ChildFund Japan to do fundraising in the local market. It is also an opportunity for *all* ChildFund Alliance members, especially where rugby is played. People should look at opportunities for their branding/visibility. It will lead to introductions to corporations with an interest in rugby. Branding will be ChildFund (not ChildFund Pass It Back).

An Alliance working group will work on this: Kats, Nigel, Diana, and Joelle. ChildFund Australia staff will do a lot of the work on arrangements. Thanks to ChildFund Japan, which has already done a lot to make this happen.

We will get materials to share with national rugby associations. This model can be adapted for other sports (e.g., football/soccer).

	<p>This will not be public for a couple of months. We will develop a media plan. There will be a joint announcement, a big splash with World Rugby.</p> <p><b>Decision:</b> Agreement to have ChildFund Australia as signatory to this agreement.</p>
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Agenda item	<b>Summary &amp; Wrap-up</b>
Time	<b>16:15 – 16:30</b>
Issue(s)	Review major decisions that require action by participants; CEO, Secretariat & Committee Chairs
Presenter(s)	Joern and Meg
Purpose	Achieve clarity on key decisions for notation in CEO Forum Minutes and Secretariat Action
Actions/Expected Outcomes	Secretariat to provide Minutes of CEO Forum, May 2018 for review and approval by CEOs
Information/support	Secretariat
Discussion points	
Meeting Notes	

Agenda item	<b>All other Business</b>
Time	<b>16:30 – 17:00</b>
Issue(s)	<ul style="list-style-type: none"> <li>Any other business</li> </ul>
Presenter(s)	<ul style="list-style-type: none"> <li>CEOs &amp; Secretariat</li> </ul>
Purpose	Resolve outstanding issues or identify further issues for action at the next CEO Forum (Richmond, November 2018).
Actions/Expected Outcomes	
Information/support	
Discussion points	
Meeting Notes	<p>Meg reminded CEOs that the Dr. Kim Fund has a small pool of funds for staff who might want to attend thematic sessions of the International Civil Society Centre. In the autumn, it will host a conference on building up southern leadership. Can we use some of these funds to Patrick’s registration fee?</p> <p><b>Decision:</b> It was agreed to fund Patrick’s participation. Paul said we might need to meet before or after the November meeting. He is running the NYC marathon the Sunday before the Richmond meeting! He invited CEOs to run with him, or to sponsor – suggesting fundraising \$2 for every child your organization supports. The discussion on cost sharing was postponed to the next meeting. The Secretariat team (Meg, Catherine, Diana, Omar) were thanked for their role in organizing and running the meeting.</p>

<b>Agenda item</b>	<b>Adjournment</b>
<b>Time</b>	<b>17:00</b>
<b>Issue(s)</b>	<ul style="list-style-type: none"> <li>• Conclusion and Adjournment</li> </ul>
<b>Presenter(s)</b>	<ul style="list-style-type: none"> <li>• Joern and Meg</li> </ul>

<b>Agenda item</b>	<b>CEO In-Camera Session</b>
<b>Time</b>	<b>17:00 – 17:30</b>
<b>Issue(s)</b>	
<b>Presenter(s)</b>	<b>CEOS</b>

# APPENDIX 1

## Overview of Communications and Marketing Committee (CMC) Meeting 2018

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In a change to previous years' CMC meeting, the two days of dedicated CMC meeting were split into three deep-dive sessions. The rationale for this was to use the limited time to focus on specific areas where, through conversations with CMC co-chairs, members had expressed a need to enhance learning. These sessions were led by three experts, from across the Alliance.

In addition to the deep dives, the CMC also worked on *Small Voices, Big Dreams (SVBD)*. Workshops were run on how to leverage this initiative for fundraising through lead generation, as well as to determine next steps for moving it forward across the Alliance. Educo is leading production of SVBD.

All presentations are available at:

<https://childfundalliance.org/member-resources/cmc/meetings/2018-cmc-meeting-vietnam>

### Highlights of the Deep Dive Sessions

#### Lead Generation and Conversion

**Leader:** Floriane Hubert, EDUCO

**Rationale for Session:** Most Alliance members are testing lead generation and conversion; however, it is in isolation. The purpose was to bring forward learning from across the Alliance, with the aim of building towards a global campaign under SVBD.

#### **Lead Generation and Conversion Highlights:**

- Lead generation strategy from EDUCO - how to run a diverse lead generation platform to acquire new donors.
- Thank-You Letter campaign, ChildFund Korea - using writing letter to parents, friends, teachers, etc., someone is grateful for can generate 60,005 leads.
- Hello Bar, UEPLM - a simple low-cost tactic to generate leads through an Alliance member's website.

#### Digital Acquisition

**Leader:** Corbin Andrews, ChildFund International

**Rationale for Session:** Only a few Alliance members have been able to develop significant new donor acquisition volume through digital. This session was developed to focus on what could be done to increase acquisition through digital, by all Alliance members.

**Digital Acquisition Highlights:**

- Loyalty fundraising from ChildFund International – acquiring over 5,000 online sponsors through points.
- Social Media Conversion analysis - analysis of ChildFund International’s social media and how it has been leveraged to drive growth in followers and sponsorship.
- Growing online donors through campaigns, ChildFund Korea. How growth in both one-time and regular donors was possible through targeted on-line campaigns.

## Sponsorship

**Leader:** Di Mason, ChildFund Australia (after Leanne, previous CMC co-chair, resigned)

**Rationale for Session:** Following CMC 2017, members indicated a desire to innovate and reinvigorate sponsorship. Sponsorship has the best life-time value as a product, but is expensive to acquire and manage.

**Sponsorship Highlights:**

- ChildFund Advisory Network, from ChildFund International - a network of committed sponsors which acts as a focus group to test messaging and innovation in the US.
- Sponsor Meets Child, from CCF Thailand - Telemarketing campaign which raised over US\$400,000. Donors to pay for their sponsored child to travel to Bangkok, experience the city (visit museums, etc.), and meet with their sponsor at an organized event.
- Shuttle Rock, from ChildFund NZ - bringing children and sponsors closer together through photos and ‘tweet’-length stories.

At the end of the meeting attendees were asked to state their “light bulb” moment, the one idea they would take back to their office and implement. Many sessions were mentioned; however, the most popular choices from the attendees were:

- ChildFund Advisory Network, ChildFund International
- Lead generation strategy, EDUCO
- Thank You Letter Campaign, ChildFund Korea

All of the presentations from the CMC, including the highlights mentioned above, as well as the other documents shared at the CMC meeting, can be downloaded from the Alliance web portal here: <https://childfundalliance.org/member-resources/cmc/meetings/2018-cmc-meeting-vietnam>

If you have any questions or would like further information on this year’s CMC please feel free to contact the CMC co-chairs, Rob Doole [rdoole@childfund.org](mailto:rdoole@childfund.org) or Sandra Upešlacis [supeslacis@ccfcanada.ca](mailto:supeslacis@ccfcanada.ca)