



**First Draft
CEO Forum Minutes
8-10 June 2021
Via Zoom Teleconference**

Day 1 of the CEO Forum – Tuesday, 8 June 2021
Topic: Review of the Strategic Plan (FY 2022-25)

Timeframe: 0600 EST to 0900 EST

Review and approval of the first EVAC Campaign on On-line Safety
Update on the Multi-Members Strategy
Approval of the Strategic Plan

Agenda item	Opening of the CEO Forum
Time	<ul style="list-style-type: none"> • 0600 EST – 0615 EST
Purpose	<ul style="list-style-type: none"> • Welcome/Introductions/Opening Reflections
Presenter(s)	<ul style="list-style-type: none"> • Kats Takeda, CEO of ChildFund Japan • Meg Gardinier, Secretary General, ChildFund Alliance
Discussion points/Action	<ul style="list-style-type: none"> • Kats Takeda, CEO of ChildFund Japan and Co-Chair of the CEO Forum opened the meeting and welcomed all of the participants. It was noted that ChildFund New Zealand would not be represented at the Forum, owing to the departure of their CEO, Paul Brown in early June. Dina Taddia, the CEO of WeWorld informed us that she would join the Forum later, owing to the opening of their new Women’s Center in Italy. • Kats Takeda urged all of the CEOs to reflect on Principle One, of the Principles of Working Together as One: <i>We focus on the rights and safety of children first – we partner with children, and prioritize their protection from all forms of violence, while elevating their voices and promoting their development, well-being and participation; as evidenced by our collective missions that emphasize inclusivity of all children, their families and their communities.</i> He noted that the topic of safety for children would be a guiding principle for our discussions over the ensuing days. Kats asked Meg Gardinier, Secretary General, to outline the agenda for the next three days. Meg thanked all of the CEOs for their careful attention to all of the background documents which were instrumental in securing our key discussion items in the ensuing days: the adoption of the strategic plan,

	<p>updates on key trends and developments in our sector including localization, reports from colleagues in the field and Alliance committee reports. She further explained that she understood that these on-line meetings could be a challenge since we do not reap the benefits of meeting in person in which we have longer meetings with in-depth discussion combined with opportunities for bi-lateral sessions and group discussions on important business matters. She noted that positive feedback to the recent watercooler discussions in which members expressed their support for a chance to go deeper on specific subjects within a less structured format. She expressed her sincere hope that the COVID-19 situation would sufficiently improve so that all members could meet face to face in 2022.</p>
Agenda item	1a. The Strategic Plan (FY 2022-25)
Time	<ul style="list-style-type: none"> • 0615 EST - 0620 EST
Purpose	<ul style="list-style-type: none"> • Strategic Plan for FY 2022-25 • Updates on implementation planning for Priorities # 1 and 3
Presenter(s)	<ul style="list-style-type: none"> • Margaret Sheehan, CEO of ChildFund Australia, Chair of the Strategy Integration Team (SIT)
Issues	<ul style="list-style-type: none"> • Opening to Strategic Plan discussion
Information/support	<ul style="list-style-type: none"> • ChildFund Alliance Strategic Plan for Review, June 2021
Discussion points/Action	<ul style="list-style-type: none"> • Margaret expressed her appreciation to the Program Choices Working Group, which has done the lion's share of the work to date, with the support from the Secretariat. She urged the Forum to engage in a robust discussion about the key aspects of the plan that are important to each member.

Agenda item	1b. The Strategic Plan (FY 2022-25) – Overview of Session
Time	<ul style="list-style-type: none"> • 06:20 EST –06:30 EST
Purpose	<ul style="list-style-type: none"> • Provide an overview of the session on the Strategic Plan
Presenter(s)	<ul style="list-style-type: none"> • Wendy Hirsch, Strategic Planning Consultant
Actions/Expected Outcomes	<ul style="list-style-type: none"> • Wendy will provide an overview and goals of the session, namely to discuss and approve the <i>Strategic Plan FY22-FY25</i> and more specifically the goals and objectives as outlined in the plan
Information/support	<ul style="list-style-type: none"> • Power Point Presentation • ChildFund Alliance Strategic Plan for Review, June 2021
Discussion points/Action	<p>Wendy thanked Margaret for her leadership as Chair of the Strategy Integration Team (SIT) for the duration of the strategic planning process, which she noted started in 2019 and was then extended for an additional year (from 2020 to 2021) given the COVID-19 pandemic. She said that while she welcomed discussion she hoped that CEOs would be able to approve the final version that will go to the Board for their meeting on 22 June. She explained that there would be two purposes to the presentation today: 1. The first is to provide updates on the implementation plan for the three strategic priorities. 2. The second will be the discussion and formal approval of the plan, through voting. She reiterated the key objectives for the Four Year Strategic Plan (2022-25): 1. To have a clear goal for the impact we wish to have for children. 2. To have an identity that is clear and straightforward. 3. To ensure that</p>

	the plan is owned at all levels. She proceeded to introduce the first discussion item under Strategic Priority One: Addressing Emerging Threats to Children’s Safety.
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Agenda item	Item 1c. Update Priority One: Addressing Emerging Threats to Children’s Safety <i>(Previously Program Choices)</i>
Time	<ul style="list-style-type: none"> • 06:30 EST to 07:30 EST
Purpose	<ul style="list-style-type: none"> • Brief Overview of Campaign Outcomes and Definitions
Presenter(s)	<ul style="list-style-type: none"> • Amy Lamoin, Director of Programs, ChildFund Australia • Guiomar Todo’, Deputy Director, Educo • Danielle Lilly; Advisor Policy for the US Gov’t, ChildFund International, • Lisa MacSpadden, Strategic Communications Advisor, Secretariat
Issues	
Information/ support	<ul style="list-style-type: none"> • Power Point Presentation • ChildFund Alliance Strategic Plan for Review, June 2021
Discussion points/Action	<p>Amy Lamoin, Director of Programs for ChildFund Australia opened this session by reviewing the high level Theory of Change (TOC) statement for the first Campaign on Child Safety Online:</p> <p><i>If ChildFund Alliance empowers children to become effective digital citizens, mobilizes key stakeholders, and promotes legislative and policy reforms ensuring online child safety, then we can reduce the threat of online child sexual exploitation and abuse of children across the globe.</i></p> <p>Amy explained that the TOC is based on data that indicates if children are given the right skills to keep themselves safe and protected in on-line environments, if parents, teachers and community leaders also have some of those skills and if we have the right kind of legislation and high-level policy frameworks that directly address the issue of online child sexual exploitation and abuse, then we can reduce the threat of on-line sexual exploitation and abuse globally. She noted that this is a high level TOC and it may evolve as we continue to do the campaign design and development. The campaign outcomes are driven by two key principles, which underpin the entire campaign. Outcome One is about the legal frameworks and child protection systems that keep children safe broadly and more specifically, protect them from child sexual exploitation and abuse. Outcome One is about strengthening child protection systems – work that many members do in our existing programming work across the Alliance. Outcome Two is about children having those protective skills – about them being properly equipped to be able to participate well and responsibly on-line. This is really about the principle of participation. Amy explained that throughout this whole process of the campaign design and planning phase, working group members have tried to make sure that we carefully balance these two rights and principles in relation to protection and participation. She mentioned that in relation to Outcome One, a literature review was conducted by Western Sydney University and distributed in April. A data set did a very quick drop on the data at the country level as it related to the existing legal frameworks on child sexual abuse content and the laws that existed to protect children. It revealed a very patchy approach globally in relation to existing laws. For the large part, laws were either entirely missing or there</p>

were major gaps and no offenses linked to any of the laws that existed. In terms of digital literacy and digital citizenship, there is a lot of literature on both topics but there is no standard definition. However, it largely relates to the necessary skills, knowledge and attitudes which children require to navigate safely on-line. It is also about an ability to communicate safely and responsibly and subsequently cause no harm or disadvantage to others on-line. And it is also about being able to create and consume digital content. In the last three years, UNICEF did an audit of the different kinds of existing digital literacy and competency frameworks and only a handful of them relate to children and young people. In the course of the last 10 years, the literature has shown that we have become a much more holistic understanding of how children are spending their time on-line: working, playing, learning, connecting, etc. The literature also places a strong emphasis on the core principles of being able to operate on-line respectfully and to be tolerant toward others.

Following the presentation, a question was raised about how the digital divide weighs into the overall campaign goals. Amy responded that we know that as children spend more time on-line, the risks and threats increases (This relates to Outcome One -- Strengthen laws to protect children from on-line sexual exploitation and abuse.) At the same time, one of the best ways for children to learn protective behaviors is for them to be learning on devices themselves. (This relates to Outcome Two - to equip children to become effective digital citizens.) So the core idea of access – which relates to both of the campaign outcomes -- will be part of the campaign advocacy.

In response to a question about monitoring and evaluation, Amy explained that while we do not have the detailed measures or indicators yet, we have reviewed the INSPIRE Framework as well as the SDG indicators to inform our framework.

In closing her segment, Amy explained that the next presenter would introduce how we can offer opportunities for all members to contribute to the campaign through a tiered approach. It is recognized that not all members possess a proficiency in this subject matter, however the topic was selected for several reasons: 1. It is a valuable opportunity to make a targeted change to our work on Ending Violence against Children (EVAC) 2. It is a subject of growing importance as more countries have access to the internet. 3. Given the fact that this is progressive and timely topic, there is an opportunity to further distinguish the Alliance’s work in a global arena and strengthen our ChildFund Brand. Furthermore, we can apply our proven skills in child participation and child protection, in a new domain.

Danielle Lilly, Advisor Policy for the U.S. Government at ChildFund International opened up the conversation on the tiering strategy, which is intended to provide opportunities for all members to contribute to the campaign for Child Safety On-line. She explained that the Program Choices Working group recognized early in the process that Child Safety On-line is a relatively new issue for some of our member organizations. The working group wanted to ensure that all members and country offices felt that this campaign was something in which they could participate and have some level of ownership. They resolved to develop a “tiering system”, or a menu of options to make it easier for all members to find activities that match their

current level of comfort with the topics according to their experience level. Danielle outlined the Three Tiered Approach as follows:

- (1) **Tier One** would be broad general policy asks that require little prior technical expertise or any level of policy analysis. These would be activities that would be easy for members to plug into without having a complete understanding of child safety on-line within their country context. An example of an activity at this tier level would be participation and support for a global pledge with a focus on ending the digital divide and ensuring that technology is used in a way that serves and protects children. It would be relatively easy to activate at the national level and at the global level -- whereby members could lobby UN Member States to support a global pledge. The global pledge could be done by countries who have very low internet connectivity within their own country and it could also be done by countries with higher levels of on-line connectivity, even if they have varying levels between different income groups within their own country.
- (2) **Tier Two** is a bit more specific and requires some level of technical expertise but not an in-depth policy analysis or provision of technical assistance. These activities would be for Alliance members in country offices that have engaged in child safety on-line and have a stronger understanding of their current country context. It would not require a deep dive into the legal frameworks or a clear understanding of existing policy gaps. An example of an activity at this tier level would be advocating for online safety to be incorporated into existing frameworks and regulations.
- (3) **Tier Three** would require a higher level of expertise and understanding of existing systems and policy gaps. These activities would be for Alliance members and country offices that are furthest along. They most likely are already working on child safety online, have engaged in this topic for a significant period of time and have a clear understanding of the political landscape in their country context. They would already have conducted or plan to conduct a policy analysis or mapping so that they could understand where the gaps exist. They would most likely have strong programming underway and have engaged local communities on this topic. An example at this tier would be leveraging peer networks and networks of vulnerable and out of schoolchildren to share low tech and offline learning tools on online safety.

Guiomar Todo, Deputy Director of Educo briefed the CEOs on their program against child trafficking and commercial sexual violence in Bolivia. She reiterated that members will need to adapt this campaign to the realities of their own organization and that their program in Bolivia provides a good example. The program is built on three years of expertise working with children, families and authorities at the local and national level in Bolivia. Educo in Bolivia are conducting two studies to learn more about children's on-line activity and the study is expected to be completed in 2022. These findings could inform their participation in a Tier Two activity. They are also interested in learning how they could implement the Child Safety On-line campaign in their domestic child-safeguarding program, which has a strong component of promoting digital citizenship.

Following these presentations, it was noted that that Advocacy Task Force and other Alliance Committees views would be sought on the tiering strategy and the types of activities that could be done related to the tiers. CEOs were urged to raise any questions or share any comments now. A question was raised about the applicability of advocacy at the member's domestic level as well as member's country level. Danielle replied that domestic level advocacy will be considered. She shared that at ChildFund International, child safety on-line was incorporated into their U.S. advocacy strategy. Another set of questions were raised about the global pledge. Would ChildFund initiate this pledge? Are there examples of pledges on this (or other) topics? How many pledges are Member States asked to sign on to? What would be the culminating event around the pledge? It was noted that to date, there were no major global pledges specifically focused on child safety on-line, although there are a number of Member States rallying around different sorts of variations [of pledges] in internet safety. Examples of other pledges include: a UN pledge for their 75th Anniversary; a UNICEF pledge on Universal Children's Day and a pledge launched by the Office of the High Commissioner for Human Rights (OHCHR). UNICEF's pledge was short and Member States were invited to sign on to it. OHCHR introduced a short pledge and then invited Member States to upload to the website their own individual commitments in support of the pledge. Decisions still need to be made about a culminating event around the pledge. A question was also raised as to whether the private sector and in particular technology companies could sign onto a pledge. The response is that this the private sector could be approached to support pledges and/or engage in a communications strategy in support of a pledge. It was noted that the Global Partnership to End Violence against Children has recently started to engage the private sector on this issue.

Lisa MacSpadden provided a quick, high level overview of the first phase of the campaign development, namely in the first two quarters of FY 22 (July – December 2021). The first priority in Q1 will be to develop a framework for the campaign as well as an implementation strategy. The Secretariat will basically serve as the "core team" and lead the effort with the Alliance Committees and in particular the Advocacy Task Force. (ATF). We also plan to have periodic engagement with external experts who would help inform the campaign development. We will schedule periodic check-ins with the CEO Forum throughout the planning phase to keep them informed of our progress and future plans. Another key priority during the Q1 will be reviewing our external assets – this will be both internal and external plus identifying gaps that we may need to fill along the way. For example, on the policy front we will aim to identify regional and country level opportunities that we could leverage over the course of the two year plus campaign period as it relates to the global pledge. If we commit to making this a signature effort of the campaign, we first need to identify the focus of the pledge. We will need to analyze our members' strengths and weaknesses to determine how those would affect not only the pledge but our ability to be successful with the pledge. During Q1 and Q2, we will also conduct a high-level assessment of potential member engagement. Activities during this time would include looking at the following: members existing expertise, their tools and resources, what each member brings to the table, etc. In addition, the assessment will involve looking at past and on-going advocacy and research efforts that have been undertaken by our members and how they might support the campaign and

	<p>what additional research is needed to support the campaign. In both Q1 and Q2, we will clarify our fundraising strategy to support and align with the campaign. (We will hear more about this from our EUO Director when she walks us through the third priority of the campaign, which is building partnerships for sustainable impact and growth.) We anticipate that we will finalize the campaign activities and related programming in late Q2 to early Q3 with a likely launch date in the January to March 2022 timeframe. However, before we go into Priority Three, Lori, our UN Permanent Representative, will talk about the potential UN activity or activities that we could consider aligning with.</p> <p>For the moment, it is envisioned that we would launch the pledge on Safer Internet Day, the goal of which is to promote a safer and more responsible use of online technology by children and young people around the world. (8 February 2022). Thus far, this is one of the major internet related days throughout the year and the one that seems to have the most support from the UN and governments. It was launched in 2004. This would fit really well into our timeframe and would be an excellent time to launch our campaign and the global pledge. It provides us with ample time to identify some government to support it, sign on and serve as champions for the campaign.</p> <p>The European Commission supports a program that is called better internet for kids and every year they do programming on this day. The issue of internet safety is a priority for the EU. The top governments that rally around this issue and support Safer Internet Day are the U.K., Norway, Iceland, France, Germany, Japan, Italy, the U.S. and New Zealand.</p> <p>A question was raised about the infrastructure of the campaign and whether we need to have a tech person with an expertise in the on-line space on staff? Do we have enough guidance on this issue with the external engagement with our periodic experts? In response, it was noted that Professor Amanda Third, who has led a watercooler session for the CEOs, has a strong connection to two researchers who work in this space. This is a great network for us to have. ChildFund Australia has been very generous thus far in ensuring that Amanda can help generate the evidence and the technical support for the benefit of the Alliance.</p>
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Break 0730 EST – 0735 EST

Agenda item	Item 2: Update on Priority Three: Building Partnerships for Sustainable Impact and Growth (Previously Multi-member Grants.)
Time	<ul style="list-style-type: none"> • 0735 EST - 0810 EST
Purpose	<ul style="list-style-type: none"> • Review progress on the Multi-member Grant Strategy
Presenter(s)	<ul style="list-style-type: none"> • Catherine Lalonde, Director of the EUO • Carole Stephan, Grants Advisor
Information/ support	<ul style="list-style-type: none"> • Power Point Presentation • ChildFund Alliance Strategic Plan for Review, June 2021 • EUO Strategic Implementation Plan, Multi Member Grants (optional reading)
Discussion points/Action	Catherine Lalonde provided an update on the progress following the June 2020 CEO Forum, in which the CEOs approved :

	<ul style="list-style-type: none"> - the overall strategic framework, including outcomes and outputs, and - the creation of a new Global Partnership Advisor position, for which Carole Stephan was recruited in March 2021. <p>She explained how the EUO collaborated with the Grant Support Committee (GSC), the Communications Marketing Committee (CMC), the Corporate Sub-Group, the Program Choices Working Group and the European Union Office (EUO) Steering Group to set the foundations of the strategy and to develop the strategic implementation plan.</p> <p>Carole Stephan then provided an overview of her analysis and recommendations per the thematic focus of the global partnership work, which is based on internal consultations and external research and analysis. As presented in the Strategic Plan:</p> <ul style="list-style-type: none"> - this work will contribute to increase the resources available to jointly implement programs aiming at ending violence against children, and - under this umbrella, a particular focus will be given to fundraising for programs and projects that are aligned with the campaigns implemented throughout 2022-2025, and therefore directly contributing to our policy and program work on child online safety. <p>The EUO Team is committed to maximizing our impact by leveraging the key linkages between policy and campaigning, partnerships and programs.</p> <p>Catherine Lalonde gave an overview of the working methods (e.g. external engagement, member coordination and cooperation, capacity building) and explained how this priority will concretely contribute to the next campaign. She concluded by presenting the progress measurement framework and structure.</p> <p>A question and answer session was held following the presentation and the following points were made :</p> <ul style="list-style-type: none"> - Our work with the EU showed us that our success rate is about 3 times higher when Alliance members collaborate. - The need for a decision making process (through an EU SG sub-group) that is speedy and member-led, especially for the identification of priority projects for fundraising. - The necessary link between this multi-member partnership work and the campaign, to maintain our coherence in terms of branding, communication, visibility, etc. - The importance of a specific lessons learned exercise throughout the implementation of the strategy, for outreach efforts and proposals that are both successful and unsuccessful.
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Agenda item	Item 3: The Four Year Campaign: Looking Ahead
Time	<ul style="list-style-type: none"> • 08:10 EST – 0830 EST
Purpose	<ul style="list-style-type: none"> • High level summary of the process to identify the second campaign

Presenter(s)	<ul style="list-style-type: none"> • Meg et al.
Discussion/Action	<p>Meg sought to clarify how the first campaign will inform the direction of a second campaign. She reiterated that the Alliance had committed itself to working under the EVAC umbrella for both campaigns, a space that is broad and allows for many opportunities. Although we have not yet made a decision about a second campaign, there is support for a campaign on Environment and Climate Change. During the next 18 months, we are going to spend more time researching, studying and consulting with external experts on this topic. Fortunately, we have a several good resources at our disposal, including the recently issued Barnfonden paper on EVAC and Climate Change, the ODI Report on EVAC and Climate Change, commissioned by World Vision and the forthcoming paper from the APC on Environment and Climate Change. Our Board has asked us to undertake an independent research project in FY 22 on the relationship between EVAC and Climate Change. One member urged us to look at the existing research on the subject before we reinvent the wheel and commission new research. Another member urged us to develop a more systematic approach and/or timeline for the next campaign, beginning with consultations with experts and other organizations who have led similar research.</p>
Agenda item	Item 4: Discuss and Approve the Strategic Plan (Poll)
Time	<ul style="list-style-type: none"> • 0830 EST –0900 EST
Purpose	<ul style="list-style-type: none"> • Finalize key decisions on moving forward with the first Campaign on On-line Safety
Presenter(s)	<ul style="list-style-type: none"> • Wendy Hirsch
Issues	<ul style="list-style-type: none"> • Discuss and Approve the Strategic Plan
Discussion points/Action	<p>Wendy polled all of the members asking them to approve the adoption of the Strategic Plan for the period FY 2022-25. Five fully supported the adoption of the plan and five supported with minor concerns. One member reported mixed emotions. Wendy opened up the floor and asked members who expressed minor concerns or mixed emotions to share their concerns. CEOs from Barnfonden, Un Enfant par la Main, Educo and Children Believe all shared their comments. Overall, it was noted that these members did not see an immediate fit between the first campaign Child Safety On-line and their specific expertise or priorities. However, they recognized that this campaign might present opportunities for the Alliance to advance itself on the global advocacy stage and in some instances enhance programmatic learnings for their country offices. In response, Meg agreed to meet individually with each of these CEOs (and their teams) in the coming weeks to discuss the menu of options (i.e. the tiered approach) and identify how the core team at the Secretariat could support their engagement in the campaign, as appropriate. In conclusion, Wendy noted that 90% of the members either fully support the plan or supported it with minor concerns, with one mixed emotion. She shared her interpretation that this is approved and we should subsequently inform the Board of this decision. She asked if anyone had any objections. Since there were none, she expressed her satisfaction in working with the Alliance for the last two years on the strategy. Meg then asked for the floor and publicly thanked Wendy for her all of her efforts to support the CEOs, the Working Groups and the Secretariat during the past 24 months. She noted that Wendy was very good about keeping us</p>



aligned with our goals, maintaining our focus and problem solving when necessary. CEOs also spoke up and thanked Wendy, one of whom said: “Wendy is an absolute professional in everything she does – she is highly prepared, flexible, open and does not shy away from a good discussion. “ Meg then turned the meeting back over to Kats, who offered some closing remarks to a very productive CEO Forum session. The CEOs adjourned for Day One.

Conclusion of Day 1

Day Two of the CEO Forum - Tuesday, 9 June 2021

Topics: Update on Alliance Initiatives and Trends in our Sector

Timeframe: 0600 EST to 0900 EST

Introduction of the Budget for FY 22

Localization: Trends in the Sector to inform our future discussion

Educo Led & Alliance Supported Rohingya Response Program in Cox Bazaar

Rugby World Cup – ChildFund as Charity of Choice

Updates on Myanmar & ChildFund Ireland

Agenda item	Welcome & High Level Summary of Key Decisions on Day One
Time	<ul style="list-style-type: none"> • 0600 EST – 0615 EST
Purpose	<ul style="list-style-type: none"> • Kats welcomed all of the CEOs to the second day of the CEO Forum. He turned the agenda over to Meg who made the following points: <ol style="list-style-type: none"> a. The Budget for FY 22 has been uploaded to the CEO Forum website for CEO review and a discussion on the budget would be held on 10 June. b. The Budget for FY 22 is \$1768, 000, an increase of \$209,652 over the FY 21 budget which was \$1,558,348. c. The increases this year are due to hiring of a full- time Global Partnership Advisor, a new position approved by the CEO Forum in 2020 in view of the new Strategic Plan; expanding the Child Protection in Emergencies Advisor from part time to full time; merit increases for select staff, increases in benefits for staff; and a scheduled rent increase. d. Meg advised The Finance Committee of the Board met on 25 May, reviewed the budget and approved that it be submitted to the Board for their consideration. e. Meg reported that she had individual conversations/exchanges with members about their specific dues increases for FY 22. She reminded CEOs that the Secretariat prepared a flat budget in FY 21 owing to COVID and this coupled with a one-time rebate resulted in a decrease for all members. This year, the Alliance returns to the 3 years due schedule agreed to by the Board at their meeting in Dublin 2019. f. On other general matters, Meg advised that the Independent Review Panel for Accountable Now had submitted their report to ChildFund Alliance Secretariat, upon their review of the Alliance Secretariat’s first report. The report, which will be made available following a consultation with the Independent Review Panel, was largely very positive. g. Meg also reported the Alliance Secretariat planned to update its Child Safeguarding Guidelines in FY 22. She will keep CEOs posted on these developments. • Anne Goddard was invited to provide a brief update about ChildFund Ireland. She advised that the ChildFund International Board of Directors will make a final decision about whether or not to acquire ChildFund

	<p>Ireland, following the issuance of the second Irish Charities Regulator Report which is due within the month. She explained that according to a recent change in Irish law, Board members of non-profit organization could be held personally liable for any wrong-doings of the specific non-profit for which they are a board member. She expressed concerns about this given the fact that if the acquisition goes through by ChildFund International, they must form a new board and some candidates may be hesitant to join the new Board. She requested CEOs to provide names of any Irish citizens who would not be troubled by this new law and might be e good candidates for the Board. She also asked if members have any contact with Irish NGO leaders, she would be most interested to establish contact to understand how they are dealing with this new law.</p>
Additional update	<ul style="list-style-type: none"> • Anne Goddard was invited to provide a brief update about ChildFund Ireland. She advised that the ChildFund International Board of Directors will make a final decision about whether or not to acquire ChildFund Ireland, following the issuance of the second Irish Charities Regulator Report which is due within the month. She explained that according to a recent change in Irish law, Board members of non-profit organization could be held personally liable for any wrong-doings of the specific non-profit for which they are a board member. She expressed concerns about this given the fact that if the acquisition goes through by ChildFund International, they must form a new board and some candidates may be hesitant to join the new Board. She requested CEOs to provide names of any Irish citizens who would not be troubled by this new law and might be e good candidates for the Board. She also asked if members have any contact with Irish NGO leaders, she would be most interested to establish contact to understand how they are dealing with this new law.
Agenda item	Item 1. Localization: Trends in the Sector & Implications for our Work
Time	<ul style="list-style-type: none"> • 0615 EST -0700 EST
Purpose	<ul style="list-style-type: none"> • The Executive Director of the International Civil Society Center (ICSC) will provide an overview of key aspects of the Localization Agenda as it affects our sector and share best practices from the Center’s members.
Presenter(s)	<ul style="list-style-type: none"> • Wolfgang Jamann, the CEO of the International Civil Society Center (ICSC) https://icscentre.org/
Discussion Points	<ul style="list-style-type: none"> • Wolfgang prepared a brief PowerPoint in advance of the session which he updated and used as a guide for his presentation. He made the following key points: <ul style="list-style-type: none"> a. The topic of a localization power shift is one that has been reviewed and debated over the past 25 years. There is a stronger urgency to this now with some new dimensions to be considered owing to the Black Lives Matter movement, questions over North-South Partnerships and the push for decolonizing foreign aid. He noted that the topic of localization is a complex one and he shared his

working definition which is the transfer of decision making powers and processes to the local level.

- b. He opened with a quick survey on where members stood on localization and noted that the Alliance was above average in terms of their views on localization and the power shift but a little bit below average in terms of engaging local partners.
- c. He noted that there are some interesting developments around donor policies. Most bi-lateral governments or multi-lateral donors are directly funding local organizations. There is an OECD policy instrument in the works which outlines their position and what the sector can expect from OECD donors. There was a one billion US dollar social bond fund that the Ford Foundation and others put up at the beginning of COVID crisis, acknowledging that local partners have financial problems and need much stronger support. He noted that philanthropy and private donors are somewhat more advanced in their support of localization practices.
- d. Wolfgang mentioned that the ICSC had organized Governance Labs over the last several years – in fact, the former CEO of Children Believe had attended one. ChildFund might consider re-engaging when these are offered in the future. Wolfgang also mentioned a similar larger initiative underway called Re-imagining NGOs which ChildFund might be interested in. <https://rightscolab.org/ringo/>
- e. Wolfgang said that he reviewed the report on localization which was prepared by Sarah Packwood for the GSC. He thought it was an incredibly helpful report with a lot of excellent analysis. Obviously, ChildFund will need to analyze these recommendations carefully. He said he would bring a couple of questions into the room rather than provide an overview of what is happening.
- f. Wolfgang explained that while there are a lot of drivers for localization (e.g. changing political climate, strong pressure from donors, improving partner relationships etc.) it would be important for ChildFund to think about its rationale for localization. Why are we doing this? Is it out of concern for the people we serve? Is our organizational culture calling for this kind of change? What will help us make the localization process successful? Who could be blocking or opposing localization trends and how do we deal with this?

The three main questions are: 1. What does localization look like? 2. What are the implications? (e.g. Is our mandate going to look different? 3. What does it take to get there? The ICSC has developed a “golden triangle” as a guide for this analysis whereby organizations are urged to examine the: 1. power in the organization, 2. governance and 3. mandate. The Center thinks it is important to bring the three into harmony to successfully address the localization ambition.

- g. Wolfgang strongly recommended that ChildFund invest heavily in listening exercise and connect with other existing initiatives. Considering the complexity of the issue and the interconnectedness of these issues, it is important not to tackle localization alone – we need to think about what else comes with it.

	<p>h. In summary, Wolfgang suggested that ChildFund should rethink the following as we embark on the localization journey: the vision for the organization; if we are willing to change structures and processes; the drivers and the power dynamics; and the small “g” in governance (namely: who makes things work? Who blocks things irrespective of what your organigram looks like?). We also need to address the windows of opportunity plus the risks (e.g. COVID, the digital acceleration, etc.); how we fundraise; how we generate and value knowledge, how we recruit people, how we pay them, the language we use, etc.</p> <p>Following the presentation, CEOs from International, Australia, Barnfonden, Children Believe, Educo, International and WeWorld shared their thoughts, experiences and recommendations. Australia said that they are undertaking an analysis of this within their organization and are willing to share what they learn with the Alliance. Children Believe said that they would be initiating listening exercise’s, would value learning from others and also report back on what they learned. International expressed concern over a disturbing trend in India which is challenging disintermediation. WeWorld spoke in depth about their experiences and explained their focus on building capacity of local partners as a result and Barnfonden shared their concerns about donor trends to directly fund local partners, by passing the critical role of ChildFund’s non-operational members. In closing, Meg thanked Wolfgang for his robust presentation and requested he forward information on the ICSC governance labs and other related workshops for interested members.</p>
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Break: 0700-0715

Agenda item	Item 2. Rohingya Response Program in Cox’s Bazaar.
Time	<ul style="list-style-type: none"> • 0715 EST – 0745 EST
Purpose	<ul style="list-style-type: none"> • Educo
Presenter(s)	<ul style="list-style-type: none"> • Update on the Educo – led Alliance supported program in Cox’s Bazaar
Information/ support	<ul style="list-style-type: none"> • Presenter will update the developments at the Educo response program in Cox’s Bazaar particularly following the Rohingya Refugee camp fire in March 2021. • PowerPoint to be shared
Discussion points/Action	<p>Hamid Abdul the Country Director for Educo Bangladesh and Maria Civit, the Humanitarian Action Advisor for Educo joined the CEO Forum to provide an update on the Educo led, Alliance supported Rohingya Response Project. The following points were made:</p> <ol style="list-style-type: none"> a. According to UNHCR there are 880,000 Rohingya living in Cox’s Bazaar, 52 percent of whom are children. The Rohingya have no refugee status and given the fact that this a protracted crisis there is little possibility of phasing out of the humanitarian aid in the foreseeable future. b. The support of the Alliance members have been very strong to date. Financial resources and technical support have been provided by Australia, Barnfonden, International, Korea, Germany, New Zealand and

	<p>others. Members are urged to continue to support this project which has been greatly impacted by COVID-19 and a massive fire in March of this year in which 50,000 people were affected and 11,000 shelters destroyed.</p> <p>c. Fortunately, Educo was able to respond within 6 hours of the fire to assess the damage, coordinate a response, and generate funds with the support of the Humanitarian Action Coordinator and Communications team at Educo Headquarters. Their response included provision of clothing and health supplies, family reunification and psycho-social support.</p> <p>d. A number of valuable lessons were learned from this unfortunate experience. Namely, Educo had good practices and procedures in place beforehand which enabled them to respond promptly to the crisis. Furthermore, agile and efficient coordination with their headquarters and collaboration with ChildFund Alliance members led to a rapid mobilization of resources.</p> <p>e. In terms of future collaborations, they urged members to continue sharing experiences, tools and technical resources for these and other crisis. They also requested to continued approaching ChildFund Alliance institutional donors for protracted crisis such as the Rohingya (and other crisis.)</p> <p>In a conversation amongst the CEOs, following the presentation, a question was raised about ChildFund branding in emergency response. According to the Branding Guidelines, a ChildFund Alliance coordinated response in an emergency should come under the name ChildFund exclusively. (It was noted that one of the slides from the previous presentation on Cox’s Bazar had listed the names of the ChildFund members individually.)</p>
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Agenda item	<p>Item 3. Update on Developments in Myanmar.</p> <p>Item 4. Rugby World Cup</p>
Time	<ul style="list-style-type: none"> ● 0750 EST – 0830 EST
Presenters	<ul style="list-style-type: none"> ● Margaret Sheehan, ChildFund Australia
Issues	<ul style="list-style-type: none"> ● Update on Developments in Myanmar. ● Update on ChildFund Australia’s appointment as Charity of Choice for the Rugby World Cup in 2021 & Opportunities for Alliance Engagement
Major Discussion Points	<ul style="list-style-type: none"> ● Update on Developments in Myanmar. <p>The Alliance was joined by Win May Htway, the Country Director for ChildFund in Myanmar. She provided a brief overview of the key challenges facing Myanmar, where ChildFund Australia has been present since 2012. Mass protests have been taking place across Myanmar since the military seized control in February. Hundreds of people including children have been killed. Win May reports that staff and their families have been safe to date but it is unclear how much further they can operate in the country. Before the coup, ChildFund was primarily working through local partners to address the needs of vulnerable children, particularly in the areas of education, health and child protection.</p>

Provisions of these services are not running at full capacity owing to the military coup, coupled with all of the restrictions on services owing to COVID-19. They attempted to provide services on-line however the internet has become more restricted. Furthermore there are blocks to cash transfers within the country. Following her presentation, questions were raised about the hardships children are facing when organizations such as ChildFund cannot deliver their services. Right now, the major challenges are in education (school closures), lack of health services – including access to vaccinations - food security and psycho-social support. In closing, Win May thanked Alliance members from Japan, Korea and Germany for their support during this crisis.

- Update on ChildFund Australia’s appointment as Charity of Choice for the Rugby World Cup in 2021 & Opportunities for Alliance Engagement

Margaret explained that they have rebranded their work on Pass it Back to Sports for Development since they have started to diversify and expand their work to a number of sports including soccer and badminton. The rugby based partnership is now called ChildFund Rugby. The primary focus is for the Rugby World Cup 2021 (which will take place in 2022.) The goal of the Rugby Partnership is to provide children with opportunities to play, learn and grow. The partnership targets vulnerable young people and equips them to overcome challenges, inspire positive social changes and take active leadership roles. Together with players and coaches, they develop and practice critical social and emotional skills including goal setting, managing emotions, building positive relationships and responsible decision making. Over half of all participants are girls and women.

Margaret is pleased to report that this is the first time a charity partner has been selected for a women’s event and this allows them to focus on some of their gender and violence prevention work. This also allows for an opportunity to leverage huge growth around women’s markets. The rights and benefits to the partnership include event visibility in different stadiums, on the tickets and billboards. They are also planning a dedicated activation around the International Day of the Girl Children in 2022. There is a Global Women’s Leadership Forum in Auckland leading up to the event and they have a spot on this event as well.

Moving forward, there may be opportunities with future events such as the Rugby World Cup Sevens in South Africa in 2022 and the Women’s Rugby World Cup Women’s in 2025.

Meg thanked Margaret for her presentation, noting how this partnership has grown in leaps and bounds since it was initiated in 2016. Members look forward to more information as this unfolds.

Agenda item	Item 5: Improving ChildFund Alliance Processes: Member Recommendations.
Time	Close of business on 9 June
Presenter(s)	<ul style="list-style-type: none"> • We World, Children Believe et al.
Issues	<ul style="list-style-type: none"> • Members raise concerns that they have about ChildFund processes and procedures and share recommendations for improvement.
Major discussion Points	<p>A discussion ensued, at the request of WeWorld, about some of the key documents which outline Alliance collaboration. It was noted that there are many growing opportunities to work together in the Alliance and these documents provide necessary guidance.</p> <p>The following observations and/or recommendations were shared:</p> <ol style="list-style-type: none"> a. Some of the terminologies may have different meaning to members. For example, for WeWorld institutional donors are the EU Commission and the UN while for other institutional donors are also corporate and foundations. It is recommended that we pay careful attention to defining the terms that are used throughout the documents so all readers understand the meaning. b. A question was raised as how we might streamline some of our documents which guide our process and procedures on fundraising. It was noted that the Alliance Protocol for Multi-Member Collaboration in Cross-Alliance Grant Acquisition and Management was quite lengthy. It was suggested that a shorter document might be prepared with the underlying principles which should guide the partnership amongst the members of the Alliance. It was pointed out that these are merely suggestions out of concern that if the documents are too lengthy, it is easy to overlook key points or not recommend them. c. Members explained that some of these documents had multiple authors and had evolved over time. The fact that there is no single author to some of these does raise a question as to how we might spend some time this year, creating shorter and clearer future documents – especially those that relate to the fundraising, an area of growth for us in the new Strategic Plan. It may require us developing templates which we can adapt for each new document. This recommendation was duly noted by the Secretariat for follow-up with the Secretariat members who work under these designated areas. <p>Following this discussion, Meg outlined the program for the final day of the CEO Forum. She then turned the meeting over to Kats who officially closed the meeting.</p>
	Conclusion of Day 2

Day 3 of the CEO Forum – 10 June 2021

Topic: Update on Committees, Partnerships & Memberships

- **Timeframe: 0600-0900 EST**
Update on Alliance Committees:
- *The Alliance Program Committee*
- *The Communications and Marketing Committee*
- *The Grant Support Committee*
- *The Advocacy Task Force*
- *The Child Protection in Emergencies Task Force*
- *Approval of the TORs for the EUO*
- *Update on Joining Forces*
- *Final Review of the Budget*
- *Selection of the Next Co-Chair*

Agenda item	Item 1. Review of Reports from: /APC/CMC/ATF/CPIe/GSC
Time	0600 EST –0740 EST
Purpose	Committee Chairs & Co-Chairs from the Alliance Program Committee, the Communications and Marketing Committee, the Grant Support Committee, the Advocacy Task Force, and the Child Protection in Emergencies Task Force will join this session, report out on their major developments from FY 21 and provide a brief overview of their initiatives to support the new Strategic Plan, seek feedback and respond to any major questions
Presenter(s)	Chairs & Co-Chairs
Information/ support	See Reports and Presentations under the Presentation section of the CEO Forum website.
Discussion points/Action	<p>Each Committee Chair provided a brief but comprehensive update on their major accomplishments during this past Fiscal Year. Given the fact that it was a “bridge year” owing to COVID-19, all of the Committees willingly took on specific assignments related to COVID-19 topics, in addition to their regular work plans. This was noted with a high degree of appreciation by the CEOs. Furthermore, important lessons were learned about how we can improve on our guidance to Committees when requesting key assignments and these are included in the recommendations and decisions below:</p> <ol style="list-style-type: none"> 1. The APC Paper on Climate Change and the Environment. The APC undertook the drafting of a position paper on Climate Change and the Environment which was intended, in part, to inform the development of a potential second campaign on climate. CEOs appreciated the work done to date and felt that it could be considered a working draft (but not final draft) through the course of the next fiscal year. Some members thought it could benefit from some additional research on the subject (which may be commissioned by the Secretariat in 2021) plus more evidence from field based programs. The APC Chairs-Co-Chair will work with the Secretariat to pursue this and share updates at the November and

	<p>May CEO Forums. It was requested and subsequently agreed that a more defined structured TOR, prepared by the Secretariat, should form the guidance for this work.</p> <p>2. The CMC sub-group on Corporate Engagement Among other activities, the CMC’s sub-committee on Corporate Engagement has agreed to hire a Consultant to draft revised Corporate Policy Guidelines. It was agreed that the Secretariat would draft a Terms of Reference for this position and submit it to the CMC for their review and approval before the recruitment process begins.</p> <p>3. The Grant Support Committee follow-up to the Localization Report. The GSC commissioned a paper on localization, the findings of which have a benefit to the whole of the Alliance. It was recommended that a time-bound working group be established to review the major recommendations provide guidance to the CEO Forum. The Secretariat will draft the Terms of Reference for the Localization group and submit these to the CEO Forum with a request for members to participate in the group. While the GSC has spearheaded the research, it is recognized that the working group will expand beyond the sole representation of the GSC since localization has broader implications for the Alliance.</p> <p>4. The Advocacy Task Force The TOR for the Advocacy Task Force has been revised in collaboration with the Secretariat, given the pivotal role of the ATF in guiding the first campaign on child safety on-line. This will be finalized at the start of the new Fiscal Year and submitted to the ATF for their review and approval.</p> <p>5. The Updated ChildFund Alliance Coordination Mechanism for Humanitarian Action was presented to the CEOs for their review and approval. A question was raised about accelerating the turnaround time by which the CEOs would be asked to formally approve an emergency appeal. The process was clarified by the CPIE-DRR Advisor and following that, it was explained that when CEO approval was required, it would be undertaken by email with a request for a prompt response.</p> <p>CEOs were requested to signify any objections that they may have to the new mechanism within 48 hours and if there are no objections, the updated agreement would be considered approved. (It is now approved.)</p>
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Break 0740 EST – 0745 EST

Agenda item	Item 2. Approval of the new TORs for the European Union Office
Time	0745 EST – 0800 EST
Purpose	Approve the TORs for the EUO proposed by the EU Steering Group
Presenter(s)	Catherine Lalonde & Pilar Orenes
Discussion Points	Catherine Lalonde, the Director of the EUO introduced the revised TOR for the EUO Steering Group. This has been updated from its original version in

	2017. This TOR provides the guidance for the role of the Steering Group, the EU Director and EUO Steering Group Chair. The CEOs approved this revised version.
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Agenda item	Item 3. Update on Joining Forces (JF)
Time	0800 EST to 0840 EST
Presenter(s)	Paul Bode, Vice President for Global Operations (ChildFund International) Chair of the Steering Committee for Joining Forces Jorge Mendez, Country Director for Paraguay (Children Believe) ChildFund Alliance Representative, JF Steering Committee
Issues	To be briefed on the developments related to ChildFund Alliance Engagement in Joining Forces
Information/ support	PowerPoint Presentation
Discussion points/Action	Paul and Jorge delivered an excellent and informative presentation on the progress of the Joining Forces partnership, the governance of which has been restructured to be more efficient. Paul is the Chair of the Steering Committee, a position he holds in his personal capacity (having been unanimously selected by his peers) and Jorge is the Alliance representative to the Steering Committee. It was noted during the course of the discussion following the presentation that all JF partners are obligated to report any major child safeguarding violations to their peer agencies. In this regard, SOS Children’s Villages have regularly informed JF members of their Safeguarding Crisis. This information has in turn been shared with the CEO Forum.
Additional agenda item.	<hr/> <p>Following the Joining Forces Update, CEOs also reviewed WeWorld’s Video segment on their response in the Gaza Strip https://www.youtube.com/watch?v+vTVwoUomA-co 0840 EST</p>

Agenda item	Item 4. Review Budget in advance of submission to Board on 22 June.
Time	0830 EST – 0845 EST
Purpose	The Budget was discussed in greater detail. One of the members raised a question about the strategic alignment of the budget expenditures given the new Campaigns, the first of which will be on Child Safety on-line. This was noted and later communicate to the Board, who requested that the SG come with an updated costed plan for the Strategic Plan at the November meeting, at which point the Secretariat would be in a better position to advise the financial resources adequately address the implementation plan for the new campaign on Child On-line Safety.
Presenter(s)	Meg Gardinier
Information/ support	Verbal update

Agenda item	Item 5. Selection of New Co-Chair
Time	0845 EST – 0850 EST
Actions/Expected Outcomes	Outgoing CEO Co-Chair (for the CEO Forum) will inform about the selection of the next Co-Chair for the CEO Forum (FY 22 – FY 24)
Information/support	<p>Kats Takeda has been the CEO Co-Chair since 2019. He explained that it is now his turn to rotate off. Following a review and discussion with Meg, they approached Fred Witteveen, the CEO of Children Believe who has accepted to serve as the Co-Chair for the next two years. The CEOs unanimously supported this recommendation. CEOs also expressed a warm note of thanks and appreciation to Kats for his leadership during the last two years. It was noted that this had not been the easiest of times to serve as a Co-Chair given the fact that all of the meeting were remote owing to COVID-19. Fred shared that he is looking forward to this leadership opportunity in the Alliance which will also enhance his chance to work more closely with his colleagues.</p> <p>Following this announcement, the Secretary General left the meeting so the CEO Forum could convene their in-camera session.</p>

Agenda item	Item 6. CEO In-Camera Session
Time	0850 EST – 0900 EST
Presenter(s)	CEOs w-o Alliance Secretary General