

**Minutes for the Board of Directors Meeting
22 June 2021
0700 – 0900 EST (USA)
Via Zoom**

Attendees

David Shortland, ChildFund Australia
Lennart Wiklund Barnfonden
Gabriel Ollivier, Children Believe
Claudia Moser, ChildFund Deutschland
Imma Barral, Educo, Vice Chair
Akito Okada, ChildFund Japan
Simon Whyte, ChildFund New Zealand, Board Chair
Cha Heung Bong, ChildFund Korea
Alain Gibert, Un Enfant par la Main
Je Hoon Lee, CEO, ChildFund Korea
Aaron Williams, ChildFund International-USA and Treasurer
Anne Goddard, CEO, ChildFund International USA
Marco Chiesara, WeWorld

Apologies

Barbara Holzbaur, ChildFund Deutschland

In attendance

Wendy Hirsch, Strategic Planning Consultant
Kats Takeda, CEO ChildFund Japan
Jim Tuite, Chief Finance Officer ChildFund International and Chair of the Finance Committee,
Fred Witteveen, CEO, Children Believe

Alliance Secretariat

Meg Gardinier, Secretary General

1. Welcome: Simon Whyte, Board Chair

Simon Whyte, the Board Chair, opened the meeting and extended a warm welcome to all the members of the Board.

2. Review and Approval of Minutes

SDW asked board members if there were any comments in relation to the minutes from the 12 November 2020 Board of Directors meeting. With no comments from board members, SDW moved to approve the minutes as a true and accurate record of that meeting. A second motion was made and the minutes were subsequently approved.

3. Secretary General's Report

Meg Gardinier, Secretary General, presented her report and provided her opening remarks to the Board. In her remarks, MG explained that the distinctive feature of ChildFund Alliance is its commitment to Ending Violence against Children (EVAC) and that this would be the umbrella for the new Four-Year Strategic Plan for 2022-25. For a copy of her report, please see: [Report to the Board of Directors for ChildFund Alliance on 22 June 2021.pdf](#).

The Alliance Secretariat prepared a [report of activities for the period November 2020 to May 2021](#) and a [Work Plan](#), which were made available to the Board for advance reading. The report highlighted how the Alliance adapted, in the midst of a global pandemic, to achieve its major goals for Fiscal Year 2021, namely to coordinate a global response to the COVID-19 pandemic and develop the Four Year Strategic Plan (2022-2025). Additional achievements included completing the Oak Foundation Grant on Child-Friendly Accountability, welcoming We World into the Alliance, creating a new membership agreement and expanding the European Union Office staff to support new fundraising opportunities.

Advocacy & United Nations Representative Activities

- As a key partner of Joining Forces, the Alliance developed and hosted an international virtual forum on Universal Children's Day, (20 November) entitled, ***Children's Right to be Heard – We're Talking; Are You Listening?***
- The event provided a platform for children and youth to make their voices heard on matters affecting their lives, including the impacts of COVID-19. More than 500 people participated.
- UNICEF's Executive Director, Henrietta Fore opened the session and delivered remarks on the crucial role of agencies to listen carefully to children during the COVID-19 pandemic.
- The Alliance leveraged ChildFund's Child-friendly Accountability Initiative to engage children from around the globe in this important program.
- Two months later, we celebrated the launch of Joining Forces for Africa, and just days later we released the Joining Forces policy brief, [We're Talking, Are You Listening?](#)
- The Alliance also contributed to several UN-led events with Member States and UN agencies including the globally released report, [Counting Pennies 2, an Analysis of Official Development Assistance to End Violence against Children](#).

Child Friendly Accountability Initiative

- The two-year Grant from the Oak Foundation was completed as of 31 March 2021.
- The International Institute for Child Rights and Development evaluated the initiative. <https://www.iicrd.org/>. The Evaluation Team, led by Dr. Phillip Cook, applied a proven child-centered Monitoring Evaluation and Learning (MEL) approach using tools designed to be highly participatory, engaging and child rights based.
- The evaluation report noted that the Child-Friendly Accountability Methodology led to broader empowerment beyond the defined scope of the program. To date, an estimated 9,500 children in 223 project locations were trained across the Alliance.
- In all piloting countries, Child-friendly Accountability initiatives received widespread endorsement from children and young people and community members including families and local duty bearers. In some instances, there have been significant changes at the national level (e.g., changed policies) and global level (e.g., ChildFund child presentations impact at the UN High Level Panel to inform progress of the Sustainable Development Goals.)
- We now look forward to providing support across the Alliance to country offices as they launch or continue with implementation of this important methodology that empowers children to hold governments accountable to Sustainable Development Goal (SDG) Target 16.2.

COVID-19

In late November 2020, ChildFund issued a global press release detailing the developments from its global COVID-19 Response Plan. It reported that from 1 April 2020 to 31 October 2020, ChildFund directed \$80 million to COVID-19 relief efforts to reach 5.6 million children in more than 60 countries. This included \$4.4 million in new funds and more than \$35 million in repurposed sponsorship funds. The programmatic focus was on prevention, education, nutrition and safety. A Global COVID-19 Report will be published in September – October 2021 summarizing our global results, featuring select case studies on innovative interventions and highlighting key lessons that will inform our response to future humanitarian emergencies.

We World.

- The Secretariat has worked closely with WeWorld’s CEO, senior staff and Country Directors to orient them to the Alliance identify meaningful opportunities for mutual engagement and introduce their work into our global circles.
- The Communications Advisor prepared an Alliance-wide press release and social media posts announcing the addition of We World to the Alliance.
- To strengthen public awareness of member-led efforts, the Advisor shared information with all ChildFund members about WeWorld’s November release of their ***Index 2020: Women and children in times of COVID-19***. Subsequently, in March, she prepared and promoted a Member Spotlight on ***Stuck in Time: A report from We World on the 10-year war in Syria***.

European Union Office

- The EU Steering Group recently adopted a new Terms of Reference (TOR) for the EU Office. The TORs reaffirm the role of the Office in promoting children’s rights in the EU and extend the scope of its work in supporting the creation and strengthening of sustainable partnerships with EU institutions, as well as with other public and private sector entities.
- In March 2021, the EU Office hired its new Global Partnership Advisor, bringing the size of the EU office to three staff members. This role was created to contribute to the success of ChildFund Alliance during the implementation of its forthcoming 4-year strategic plan, with an important focus on advancing the Alliance’s partnership and grant strategy.
- The EU Director also coordinated ChildFund’s contribution to the report ***Our Europe, Our Rights, Our Future*** and to the report launch event, in which Secretary General participated. Based on a global consultation with more than 10,000 children, this report and its child-led launch event marks an important collaborative effort between UNICEF, Eurochild, World Vision, and Save.

Child Protection in Emergencies and Disaster Risk Reduction (CPiE & DRR.)

- In February, the CEO Forum reviewed and commented on the ***CPiE & DRR Framing Paper on the Role and Priorities for the Alliance Work Plan 2022-2025***, which frames the work moving forward for child protection in emergencies and DRR.
- The paper highlighted means to strengthen support for field-based collaboration in the event of an emergency, develop more training activities to increase member responses to child protection in emergencies and address emerging issues in the humanitarian sector including localization, climate change and global pandemics.
- Key documents have been reviewed and revised to strengthen member cooperation including The Terms of Reference (TOR) for the CPiE & DRR Task Force; the TOR for the Humanitarian Assistance Communication Unit (HACU) and the Coordination Mechanism for the Alliance in Humanitarian Action.

The Board Chair congratulated the Secretary General and staff of the Secretariat for maintaining Alliance activities and continuing to drive for progress in such a challenging environment.

4. Review and approval of the Strategic Plan for FY 2022 – 2025.

In preparation for this segment, an internal copy of the [Strategic Plan](#) was prepared for advance review. Wendy Hirsch, Strategic Planning Consultant prepared a brief [PowerPoint presentation](#) entitled ***ChildFund Alliance Strategic Plan for Board Review on June 22, 2022***. The presentation was divided into the three sections of the Strategic Plan and the following points were made:

Priority One - Addressing Emerging Threats to Children's Safety

The first global campaign under the theme of EVAC will be On-line Safety for Children. In-depth research shows the number of children participating in the online environment is increasing rapidly, at the same time children are more vulnerable to online threats. These threats are due to increased access, lack of safeguards, and low awareness of risks. The Alliance's goal in the Plan is to contribute to a safer future for children by addressing these threats through two key outcomes:

- i. Laws and policies to protect children from online child sexual exploitation and abuse are strengthened.
- ii. Children become effective digital citizens and are equipped to participate in online engagement safely, ethically, and responsibly as part of their healthy development.

Priority Two -- Working Together as One

In June 2020, a member-led process drafted and endorsed the ***Principles of Working Together as One*** to inspire us, keep us aligned, and guide our collective decision making so we can achieve maximum impact during the next four years. The Principles were also a catalyst for the development of the revised ChildFund Branding Guidelines (adopted in June 2020) and these principles will inform the basis for future initiatives to foster a stronger culture of collaboration.

Priority 3: Building Partnerships for Sustainable Impact and Growth

The third priority focuses on fostering cooperation and fundraising between members to sustainably grow our resources to jointly implement programs aiming to create a safer future for children. The objectives include:

- i. Building long-term partnerships with institutions and private sector entities that share our goals for more significant impact on children's lives.
- ii. Diversifying joint funding streams and increase resources available for programming with and for children.
- iii. Our evidence to date indicates that we have higher rates of success when we collaborate. Hence, we have identified multi-member partnerships as a priority for growth over the next four years.

Following the presentation, a discussion ensued, and the following points made:

- Board members expressed their appreciation on the work done to develop the Strategic Plan. In particular, Alain Gibert from Un Enfant par la Main remarked; *Congratulations on all the great achievement for the mid-term future. It is a wonderful roadmap.*
- The Board Chair noted that collaborative efforts would be key to the success of the strategy.
- In terms of ***Priority 3: Building Partnerships for Sustainable Impact and Growth***, Anne Goddard from ChildFund International and SDW requested adding measures of income diversification to what is tracked for Priority 3, particularly as it relates to successful proposals with *new* donors. MG agreed to take that information back to the team at the European Union Office (EUO) and the Steering Group for the EUO.

- AG shared reservations about Un Enfant par la Main’s ability to contribute to the new campaign in Priority 1 but noted his support for Priority 3. In response, MG explained that the opportunities for Campaign engagement are organized around three tiers of activities customized to the expertise and capacity of a particular member. The Secretariat has arranged meetings with individual CEOs who had raised questions about their ability to participate in the campaign on on-line safety based on their expertise in this area. (1)
- David Shortland from ChildFund Australia expressed his support for the overall Strategic Plan. He also shared his enthusiasm for Priority 3, noting how much potential lies in the EUO efforts to raise more funds for Alliance members.
- Marco Chiesara from We World expressed his support overall, but particularly for Priority 2. We World strongly believes in the need to be part of something greater than what one organization can accomplish alone.

Following the discussion, the Board approved the Strategic Plan for FY 2022 – 2025 as presented.

5. Update & Recommendations from the CEO Forum on 8-10 June 2021

Kats Takeda, the CEO Forum Co-Chair shared the highlights and recommendations from the June Forum:

1. The CEO Forum approved the adoption of the new Four-Year Strategic Plan for 2022-25.
2. The Budget for FY 2021 was reviewed and discussed. CEOs urged the Secretary General to closely monitor the budget allocation to ensure its strategic alignment with the new Plan. CEOs were informed that the Alliance’s website platform had to undergo a major update. The cost of this update is currently estimated to be \$50,000 – resources that would otherwise be directed to the development of collateral for the new Strategic Plan.
3. The CEO Forum approved a revised Term of Reference (TOR) for the European Union Office Steering Group, to align with the new Plan.
4. The CEO Forum approved the adoption of the TOR for the Humanitarian Assistance Communication Unit and the Coordination Mechanism for the Alliance in Humanitarian Action.
5. The CEO Forum offered feedback on the Alliance Program Committee’s Paper on Environment and Climate Change, intended to inform a potential future campaign for the Alliance. CEOs asked that APC continue to work on the paper and provide a final version for approval at the May 2022 meeting.

6. Review and approval of Budget

Meg reported that the Finance Committee met on 25 May and recommended that the budget be submitted to the Board for their final review and approval. It was noted that \$50,000 has been allocated for a website platform update. Jim asked Meg to work with his Finance team to categorize this correctly. It was subsequently determined that that \$50,000 of the \$67,000 Website expense for FY22 budget will be treated as a fixed asset and capitalized for 3 years.

A discussion ensued on the budget and its alignment with the new strategic plan. Board members wanted assurances that the budget was sufficiently allocated to achieve the ambitious outcomes of the Four Year Strategic Plan. After some discussion, it was agreed that at the November Board meeting, the Secretary General would prepare a two-year costing of the Strategic Plan, based on the first phase of the implementation plan, to determine if we have the strategic alignment within the budget.

After discussion, the Board approved the proposed Budget FY22 as presented.

7. Update on Ireland

Anne Goddard advised that the ChildFund International Board is waiting for the second report by the Charities Regulatory Authority in Ireland to assess whether to acquire ChildFund Ireland. Current concerns are lack of board oversight on CEO's expenses related to travel, lodging and staff recruitment procedures. A recent change in Irish law places greater burden on the personal responsibility of Board members. AG explained that this could be a challenge to recruit members for a new ChildFund Ireland Board of Directors. She agreed to inform the Board once the final report from the Charities Regulatory Authority was made public.

8. Review and Next Steps on the Membership Agreement

SDW updated the Board on the progress being made in developing a new Membership Agreement for Alliance members. He noted that the Letter of Understanding arrangements with We World had been extended for another 6 months to enable the standard membership agreement to be developed with the advice of Attorney, Lawrence Parker of Williams & Mullen. As a result, there was no immediate time pressure to rush finalising the Membership Agreement. He noted that the original document was in essence an IP License and advised that the new document would also incorporate these licensing requirements as well. SDW advised that members had provided comments to the Secretariat and Williams & Mullen were now considering these. MG and Lawrence Parker would set one on one meetings up with those members that had provided substantial comments on the draft agreement to take them through the final changes being proposed.

9. Agenda Item 8 – All Other Business: System & Process Review

SDW spoke to a concern arising from the work that had been done in relation to the Membership Agreement. He noted that the way the Alliance operated and was structured remained unclear from the documentation. He noted that the Membership Agreement was very much initiated on a bare bones minimalist approach but felt that, inevitably, other issues would arise. He noted that the executive leadership within the membership of the Alliance was long standing and had rightfully resulted in strong personal relationships within the CEO Forum that drove much of the Alliance activity. However, he noted some of those leaders had recently stepped down from their positions and others were expected to leave next year. He also noted that as the Alliance sought to secure a more diverse membership base, the Alliance might need stronger system and process infrastructure so that new members understood how the Alliance operated and could engage easily to ensure membership value was delivered. He suggested that we undertake a project to review the systems, structures, and roles within the Alliance to ensure that it was "fit for purpose" for the next 5-10 years and was capable of supporting a new and more diverse membership. He agreed to send to the Board a document setting out a proposed Project to undertake this work.

10. Adjournment

There being no further business, the meeting was adjourned shortly after 0900 ET.

11. Next Meeting Date

The next Board meeting date will be explored with the Board in mid-August.

Approved:

Date:

2021