

About this Document

This document was created by the Strategic Integration Team (SIT) to provide participants at the upcoming meetings in Bangkok with the critical information they need to actively engage in two days of strategy discussions. **The primary portion of the document should be read by all participants (Sections I - III);** appendices are optional reading.

Although authored by the SIT, the content in this document is representative of the inclusive strategic planning effort designed by the Alliance. The core of this document (Section III) summarizes the options offered by each of three working groups, which will be the focus of discussions in November. To identify these options, working groups made efforts to gather input from across the Alliance. As such, the ideas presented are reflective of a broad cross-section of the Alliance.

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Section I: Our Goal for the November Strategy Discussions

A message from the Strategic Integration Team [Meg Gardinier (Secretariat) Patrick Canagasingham (Children Believe) Lisa McSpadden (Secretariat), Wendy Hirsch (Independent Consultant)]

Through this strategic planning process, we aim to clarify where and how the Alliance will direct its collective efforts to create impact for children over the next five years. *Our intention is to create a strategic plan that reflects areas of shared ambition for which all members feel both ownership and accountability.* (To be clear, the Alliance plan is meant to reflect the focus of our collective efforts: it is *not* intended to represent the full breadth of work done by all members nor to replace individual member strategic plans.)

By way of reminder, the meetings in November conclude Phase I of the strategic planning process. Phase I began in May 2019, at the Dublin meetings, where the CEO Forum and Board developed guidance that has shaped the work done to date (see Section II.) In Dublin, three working groups were created and tasked to identify and explore options to advance the Alliance in three areas — Program Choices, Identity and Value Proposition, and Culture and Capacity. The results of their efforts to date form the basis for our discussions in November (see Section III). We are grateful to all working group members, and the many across the Alliance who contributed to their work, for their efforts and energy to date.

Strategic Planning Process Overview

Phase I: Identifying, Evaluating and Selecting Options				Phase II: Detailed Planning & Approval			
May - July	Aug- Sept	Oct	November Mtg Decision	Dec - Feb	Feb Virtual Mtg Decision	Mar -Apr	May Mtg Decision
Set focus and scope; Provide guidance	Identify and evaluate options	Deliverable: Explain options; make recommendations	Select options to move forward	Build out options — impact measures, initiatives, resources. Identify trade-offs.	Make trade-offs; ensure alignment	Continue to build the plan. Deliverable - Integrated Plan (Apr)	Final Plan Approval
CEO Forum & Board <i>Dublin Meetings</i>	<i>Working Groups (SIT)</i>		CEO Forum with Board	<i>Working Groups (SIT)</i>	CEO Forum (Update to Board)	<i>Working Groups (SIT)</i>	Board

Phase II process is still under development

Practically speaking, our goal for the Bangkok discussions is to identify the small set of options— from amongst the variety presented by the working groups — that will move forward to Phase II planning. Making these choices will likely not be easy. Participants will debate ideas — not detailed plans and budgets. Choices will need to be made under conditions of uncertainty — which is the nature of planning for the future. Additionally, every option put forward by working groups has both strengths and weaknesses. The key is to identify which strengths matter most and which weaknesses the Alliance is best positioned to mitigate.

While these choices may be difficult, it is necessary to make them. It's essential that the November meetings result in clarity about the way forward so that we can maintain momentum and enthusiasm for the planning process. Significant work remains for Phase II, during which more detailed planning will be undertaken, including defining more specifically the impact and outcomes we aim to achieve in the next five years.

Section II – Key Context: Past Decisions and Next Steps

Looking Back

Background: 2012-2015

ChildFund Alliance has actively positioned itself as an INGO leader in child protection and has become recognized as a leader on ending violence against children (EVAC) within the broader child-focused NGO community, among UN Member States, its inter-governmental organizations (e.g. UNICEF) and designated EVAC focal points (e.g. the Secretary General’s Special Representative on Violence against Children). To timeline below is helpful in understanding how and why the Alliance positioned itself to become a leader in this area:

- 2012.** The Alliance launches the ‘Free from Violence’ Campaign to influence the United Nation to adopt the *2030 Agenda for Sustainable Development Goals* (SDGs).

ChildFund launches a global petition campaign urging governments to include a stand-alone target on EVAC in the SDGs. The campaign collected and delivered to member states close to 700,000 signatures from their constituents.

- 2014.** ChildFund releases [The Free Charters: Children’s Priorities for the Post-2015 Development Agenda](#), which identified EVAC as a top priority for children based on more than 50 consultations with 2,300+ children in 40 countries across Africa, Asia-Pacific, the Americas and Europe.

ChildFund publishes [The Costs and Economic Impact of Violence Against Children](#), a report commissioned from the Overseas Development Institute (ODI), which revealed that the costs of physical, psychological and sexual violence against children may reach as high as U.S. \$7 trillion or 8 percent of the world’s entire Gross Domestic Product (GDP), more than the GDPs of Australia, Canada, India and Mexico combined.

- 2015.** The United Nations General Assembly unanimously adopts *Transforming Our World: The 2030 Agenda for Sustainable Development*, a set of universal development goals, including a stand - alone target: *End abuse, exploitation, trafficking and all forms of violence against and torture of children (16.2)*, which ChildFund Alliance played a key role in securing.

- 2016.** ChildFund Secretariat conducts an online consultation to assess how members felt the Alliance added value to their work and helped achieve their strategic priorities. The results were instrumental in directing development of the Alliance’s 2016-2021 Strategic Plan

Strategic Plan, 2016-2021

ChildFund Alliance announces [Toward a Safe World for Children: Five Year Strategic Plan \(2016 - 2021.\)](#), which commits the Alliance to **preventing** violence at all levels, **protecting** children from violence and exploitation – including in humanitarian emergencies -- and enabling children to **participate** in decisions related to achieving SDG targets.

Efforts to achieve 16.2 and other SDG targets furthers two of the Plan’s three strategic priorities:

Strategic Priority One: Global Advocacy and Child-Friendly Accountability

- Advance Sustainable Development Goal target 16.2 and related targets through global, regional and national advocacy and engagement
- Support children in holding their governments and local authorities accountable to their commitments in SDG target 16.2 (Child-friendly Accountability)

Strategic Priority Two: Improve Our Capacity for Child Protection in Emergencies (CPiE) and Disaster Risk Reduction (DRR)

- Prioritize key CPiE interventions in all humanitarian response
- Mainstream DRR into regular programming and community development
- Build on successful youth-led DRR

Lessons Learned

Several of our experiences implementing the 2016-2021 Strategic Plan help inform the development and scope of the Alliance’s 2022-2026 Strategic Plan:

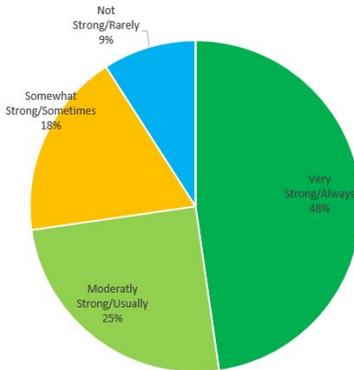
1. Limited consultation during development of the Strategic Plan hampered broader understanding of its component and an Alliance-wide sense of ownership necessary to realize its benefits.

After formally approving the strategic priorities at the May 2016 CEO Forum in Paris, members largely entrusted the Secretariat to develop the 2016- 2020 Strategic Plan and then “pitch” it to members. Helping members to fully understand the plan and, in some cases, develop an expertise in areas that align with the approved strategic priorities, was often a lengthy process.

2. Our progress with EVAC advocacy demonstrates why investing (and/or re-directing) resources toward strategic priorities is critical to success, and why EVAC should remain a critical focus for the Alliance.

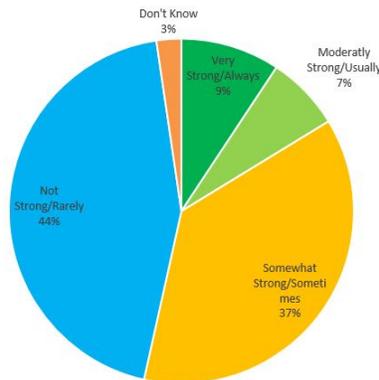
The 2016 online survey revealed a gap between the value members feel they received from advocacy and the training and resources they were providing staff to undertake advocacy activities. For example, nearly three quarters of Alliance members said advocacy increased their visibility, opportunity to engage donors and ability to form new partnerships.

How strongly do you agree with the following statement? "Advocacy helps my organization gain visibility, and engage with institutional donors and new partners." Please explain your answer and say in what way does it does or does not help.



But fewer than one-in-five respondents felt their staff had sufficient training or resources to successfully undertake advocacy activities.

How strongly do you agree with the following statement? "Staff have been trained, and have been provided with the resources and tools to undertake advocacy activities." Please explain your answer.



In reviewing the 2016-2021 Strategic Plan, however, members felt positively about the progress the Alliance had achieved with the EVAC Global Advocacy strategy and considered its advocacy work a major asset. Members also agreed that the Child-friendly Accountability initiative—an important component of the Alliance’s EVAC efforts—was going well, though some members felt the intensity and cost of the methodology limited how widely the program has been adapted.

3. Success is dependent on a realistic assessment of our core capacities and the corresponding will to invest beyond them.

In the 2016 online survey, 57% of respondents strongly agreed with the following statement: *Preparing for and responding to emergencies or disasters supports the achievement of my organization's mission.*

However, only 10% of respondents strongly agreed that their *staff have been trained, and have been provided with the resources and tools to undertake preparedness and emergency response activities.*

The Alliance's desire to advance Child Protection in Emergencies and Disaster Risk Reduction as a strategic priority was ambitious, but not met with sufficient resources to build knowledge and expertise in an area that was beyond many members' core capacities. Once implementation of the Strategic Plan began (2016), for example, the Alliance opted for budgetary reasons not to fund a Disaster Risk Reduction Specialist. As a result, we have yet to achieve the KPI on this strategic priority.

4. The Alliance demonstrated the ability to establish goals and measure outputs, but needs to better develop its capacity to measure how outputs are impacting progress toward meeting those goals.

The Alliance achieved the majority of its KPIs from the last plan; however, we acknowledge that many of these goals were activity or output-based (what we did) rather than impact-based (what difference it made for children). Concerted effort and some skill-building will be required to track Alliance-wide progress towards impact-based goals.

Guidance and Decisions from May 2019 (Dublin meetings)

During the May 2019 Board and CEO Forum meetings in Dublin, both groups identified priorities for the strategic planning process and plan, which provided direction to our work thus far. This guidance was further specified through discussions with the CEO Forum in July and September 2019.

Success Measures for the Strategic Planning Process

To be successful, our strategic planning process and the resulting plan should reflect the following:

- The Alliance has a clear goal for the impact we want to achieve for children.
- The Alliance identity is straightforward and a source of pride that unites us.
- The Plan is owned at all levels – especially local staff.
 - The plan will focus on areas of shared ambition, where *all* members will contribute through collective action. It will be an Alliance Plan, not a ‘secretariat’ plan.
 - The plan process will include perspectives of local office staff.
- The Plan adds value/strengthens the sustainability of members. (In its May meeting, the Board also emphasized the importance of membership growth.)

We do not anticipate achieving these success measures until May 2020. However in November, these success measures should inform discussions and decisions.

Givens — Clarifying the scope of the plan

In Dublin, decisions were made that clarified the scope of options to be considered by the working groups and in the overall strategic plan. These decisions, or givens, also provide boundaries to the scope of discussions in November. We are picking up where we left off in Dublin, not starting from a blank slate.

The givens are:

- *Organizational*: This is a “build” strategy; it aims to build on the foundation created by previous achievements, rather than pivoting or radically altering the direction of the organization. As such, the process is not designed to create major changes in core aspects of the organization such as our Mission, Vision, or Values.
- *Program*: Our primary programmatic focus, in our collective work as an Alliance, should fall under the umbrella of Ending Violence Against Children (EVAC). In the coming five years, we aim to build on previous successes in this area and continue to support [Sustainable Development Goal 16.2](#).
- *Operational*: The plan will primarily be resourced by allocating/redirecting existing resources (human, monetary). Significant additional resources for plan implementation should not be assumed.

Looking forward

Phase I — November Meetings

November Meeting — Goal

Our primary **goal is to identify a small set of options that will move forward to Phase II planning**, from among those presented by the working groups.

November Meeting — Process

To support our achievement of the aforementioned goal, the CEO sponsors of each working group will present the options developed to the CEO Forum (Monday) and a joint meeting of the CEO Forum and Board (Tuesday). In both meetings, we aim to first to understand what is being proposed, and then to engage in discussions about the best way forward. We will use our discussions to identify and leverage areas where we are united, and resolve, as necessary, divergent perspectives.

For more details, please see the strategy meeting agenda, provided under separate cover.

November Meeting — Shared Evaluation Criteria

During the November meetings, you should anticipate discussing the merit of ideas and concepts (why and what), not detailed measures, plans, and budgets (how).

The essential questions we are aiming to answer are:

- **Which among the options presented are most likely to lead to our success** (as defined on p. 7)?
- **What critical questions must be answered as a priority in Phase II?**

To support you in answering these questions, individually and collectively, the SIT and CEO Forum have identified evaluation criteria, aligned with our success measures, that will be used to guide our discussions. Each working group was also asked to use these criteria to evaluate the options they identified.

These criteria will not “make decisions for us.” Rather, they will help us to consider all options from various perspectives. They will also help us to build shared understanding of the relative strengths and weaknesses of the options pursued. The shared criteria are below.

Desirability — Do we want to do this?

Is this right need/opportunity?

- Will this address a significant need for those we serve (or for the Alliance)?
- Will it result in demonstrable impact —produce significant benefit to those we serve (or for the Alliance)?
- Is this bold and innovative enough to be compelling to beneficiaries, members, or potential partners (institutional, individual)?

Viability — Can we afford to do it?

Is this financially sustainable?

- Can the Alliance realistically fund/support the development and ongoing maintenance of this effort?
- Will it contribute to financial growth (through existing or new revenue streams)?

Feasibility — Do we have the skills to do it?

Does this build on the Alliance’s existing operational strengths?

- Does this leverage or strengthen the Alliance’s core competencies (advocacy)?

- Does this leverage or strengthen the Alliance brand?
- Does this leverage or strengthen existing technical expertise of a significant number of members? If new expertise, can it be built in 2-3 years?

In the Appendices are rating sheets that you can use to evaluate the options (summarized in Section III) against these criteria. You will not be asked to submit these rating sheets. However, during the course of the discussions in Bangkok, all participants will complete a similar evaluation.

Phase II — Detailed Planning and May Decisions

The details of the Phase II process are under development. As such, the information below should be viewed as provisional.

From December – March, working groups will develop more detailed plans for chosen options. In February, working groups will check-in with the CEO Forum to discuss progress to date and receive guidance on key tradeoffs as necessary. The Board will also be updated at that time.

Building on the success measures previously discussed, the SIT and CEO forum have also discussed the focus and format of the plan document. As noted previously, we aim to create a strategic plan that reflects areas of shared ambition for which all members feel both ownership and accountability. Further, we aim to strike an appropriate balance between impact (what we aim to achieve) and action (how we will achieve it). In short, we anticipate that:

- We will **prioritize clarifying the impacts** we aim to create collectively **during the next five years** in each of the three focal areas of the plan.
- To ensure we also understand what we must do to create this impact, we will also identify **key initiatives, budget ranges, and major outputs for the first 1-2 years**.
- **Taskforces will undertake detailed action planning** in subsequent years (annually). Thus, a five-year action plan will *not* be presented in May.

Section III: Options for Consideration

In this section, we summarize the efforts to date of three working groups, created in May to identify and explore options to advance the Alliance in three key areas — Program Choices, Identity and Value Proposition, and Culture and Capacity.

To support their efforts, each working group was provided terms of reference, based on decisions made in Dublin, which outlined the scope of their work. Groups were asked to identify and evaluate 2 - 4 options to be considered in our meetings in November, related to their area of focus. In keeping with our desire to have an inclusive process, working groups had the discretion to design the methods used to identify options; all groups were encouraged to reach out to staff beyond those in their groups, as well as to leverage external resources where possible.

The papers submitted by each working group are available in the Appendix. In this section, we provide a summary of these papers that includes:

- An overview of the group's **scope, members and methods**
- A **description of the options identified**, along with the group's analysis of the **strengths and weaknesses** of each option
- **Key questions for you to consider** related to the decisions we will make in November.
 - For Program Choices, we are aiming to identify one option, amongst the four presented, that will move forward for further planning.
 - For Identity and Value Proposition, we are looking to prioritize the five options provided and clarify how questions related to our brand should be addressed in Phase II.
 - For Capacity and Culture, we aim to identify one (or at most two) options to move forward and provide guidance on the approach that the group should use in Phase II related to the selected option.
- **Rating Sheets** are provided in the Appendix to help you track your perspectives and notes. Use of these sheets is *optional*.

Program Choices

Scope, Members and Methods

Since 2012, the Alliance has increasingly targeted its collective work in child protection on ending violence against children (EVAC). We have become a recognized leader in global advocacy on this issue and 100% of members have at least one EVAC-related program. The Program Choices working group was tasked to identify a future programmatic focus for the Alliance, which builds on and aligns with this strong EVAC foundation.

This programmatic focus is not intended to define or encompass everything that all Alliance members do programmatically. Rather, it is the focal point for our collective advocacy and programmatic work and a primary point of alignment for branding and reputation building.

Members

The CEO Sponsor of the group is Anne Goddard (ChildFund International). Team Members include Margaret Sheehan (ChildFund Australia), Martina Hibell (Barnfonden), Naomi Rutenberg (ChildFund International), Jorge Mendez (CCFC Paraguay), Sungho Lee (ChildFund South Korea), Yaikah Joof (ChildFund Senegal), Ramon Broers (Alliance Secretariat), and Lori Perkovich (Alliance Secretariat).

Methods

The group narrowed an original list of 15 topics¹ to four, based on an evaluation against the shared criteria (see p. 8). Four sub-groups were developed around these topics: 1) Modern child slavery and trafficking; 2) *Prevention* (emphasis) of violence against children; 3) Impact of environment and climate change (E&CC) on children and 4) Sexual exploitation of children. After discussion, the sexual exploitation of children sub-group decided their topic was a sub-topic of Modern Child Slavery & Trafficking and folded themselves into that sub-group. To prepare the details of the options, sub-groups gathered input internally, as well as from external resources (more details on methods are provided in the working group paper in the Appendix.)

Key Questions for Meeting Participants

The working group offers four options for consideration (detailed in the next section). It does not offer a recommended option. Our goal is to identify the one option that will move forward to Phase II planning.

To help us do so, all meeting participants are asked to consider:

1. **Based on the information provided, which one of the options presented is most likely to help us be successful?** (Our definition of success for this plan is on p. 7.)
2. **Which of the evaluation criteria most influenced your perspective on this choice?** (See p. 8 or use the rating sheets provided in the Appendix.)
3. **What critical questions must be answered as a priority in Phase II, related to the selected option?**

¹ Topics provided from the Dublin meetings included: Child participation/voice; Child Slavery and trafficking; Prevention of violence against children; Impact of climate change on children; Child migration; Early child marriage; Non-formal education; Addressing gender gaps among children; Impact of technology on children; Sports for child development; Sexual exploitation of children; Child protection in emergencies; Corporal punishment; Disaster Risk Reduction; and Child labor.

Options for Consideration

(The sequence of options below does not suggest prioritization.)

Option 1: Modern Child Slavery & Trafficking

Modern child slavery is an umbrella term used to describe a broad range of exploitative practices affecting children including the worst forms of child labor; child marriage; children in armed conflict; debt bonded labor; commercial sexual exploitation of children; and forced begging. The intended focus for Alliance work in this area would be on prevention, while responding to these issues where possible and appropriate.

The greatest strength of this option is that it is an urgent and compelling issue for children, which builds on current Alliance work (e.g., child marriage) *and* takes us into new territory. There is growing interest in this area, as evidenced by increased legislation to reduce modern slavery within supply chains, and new funding opportunities (e.g., governments, a newly established Global Fund, foundations, corporates and individuals.) Weaknesses of this option relate to viability. The fit with sponsorship is untested, and securing other sources of funding would require developing new relationships with new funders. The working group also feels that the perception of modern child slavery being linked to slavery makes the topic sensitive.

Criteria	Strengths	Weaknesses
Desirability — Do we want to do it?	<ul style="list-style-type: none"> • Compelling & relevant. Significant number of children impacted • Potential for unique positioning 	<ul style="list-style-type: none"> • More children are impacted by violence in school or at home • Topic may not be relevant to all country offices (COs)
Viability — Can we afford to do it?	<ul style="list-style-type: none"> • Growth in funding for this issue; some focused specifically on women and children • Relatively few NGOs focus on the issue 	<ul style="list-style-type: none"> • Fit with sponsorship is untested • Existing funding is small relative to the problem; requires new relationships • Some competition does exist
Feasibility — Do we have the skills to do it?	<ul style="list-style-type: none"> • Alliance member efforts in this area provide a foundation on which to build; • Aligns with child protection expertise 	<ul style="list-style-type: none"> • Existing skillset is in prevention; response would require significant skill-building • Broad topic: may be difficult to find a programmatic focus relevant to all COs • Fit with sponsorship and brand untested

Option 2: Prevention of Violence Against Children

This option involves the Alliance increasing its focus on *prevention* of abuse, neglect, exploitation and violence against children in all settings, including in their homes, schools, communities and work environments.

This option provides an opportunity to affirm and highlight our identity and leadership in the prevention of violence topic. The major strength of this option is that it is a compelling and pervasive issue for which 100% of Alliance members have at least one existing program. Globally, there is growing interest in this issue and an evidence-based framework (INSPIRE) exists to support increased impact measurement. Few NGOs are doing prevention well and even fewer can properly evaluate the effects of prevention. That could be an opportunity for us. The major drawbacks of this option are the broadness of the issue and the challenges of measuring and communicating impact on prevention (e.g., it's hard to count a child *not* married). Finally, to date, anticipated funding opportunities have not fully materialized.

Criteria	Strengths	Weaknesses
Desirability — Do we want to do it?	<ul style="list-style-type: none"> • 1B children experience violence annually; erodes gains made in other areas • Growing global interest indicates it's a compelling issue • Possibility to scale existing efforts for greater impact* 	<ul style="list-style-type: none"> • Difficult to measure program impact/takes significant time • Can be hard to build excitement for prevention • May not be perceived as “bold” internally
Viability — Can we afford to do it?	<ul style="list-style-type: none"> • Past experience indicates some funding can be secured • Good existing program portfolio to showcase to donors • Ongoing work can be used to measure/demonstrate impact of interventions to funders* 	<ul style="list-style-type: none"> • Funding is hard to quantify; Global Partnership to EVAC has reported fundraising challenges • Joining Forces coalition competes for the same resources • Difficult to be the “preferred partner” due to broadness of the topic
Feasibility — Do we have the skills to do it?	<ul style="list-style-type: none"> • Sustains existing advocacy and programmatic work • Provides a framework to develop niche programs • Evidence-based INSPIRE package published • Connects to existing brand expectations 	<ul style="list-style-type: none"> • Alliance lacks a clear evidence-based report to prove our impact and magnify our voice • Hard to quantify impact of prevention

Option 3: Impact of environment and climate change (E&CC) on children

Under this option, the Alliance would adapt our programming to make children, families, and communities more resilient to environmental degradation and climate change and related disasters. Such efforts would keep children safe from harm/violence in a changing world. Our efforts would also empower children to identify and respond to the dangers they encounter associated with climate change, migration, conflict and related pressures felt by families and communities that place them under stress.

The major strength of this option is that it is an issue of global significance that has not yet been claimed by a child-focused development organization. Climate change is relevant to most, if not all Alliance program countries, because climate change is a threat multiplier for violence against children. It impacts children in all life stages and cuts across the humanitarian/development nexus. Additionally, this option could scale existing program activities and provide significant potential for financial growth. The main *weakness* of this option is the lack of rigorous evidence (compared to other EVAC evidence) to link climate change and EVAC. ChildFund is also not currently well-positioned on this issue internally or externally. Finally, we have limited technical capacity in this domain.

Criteria	Strengths	Weaknesses
Desirability — Do we want to do it?	<ul style="list-style-type: none"> • Urgent issue with attention of world leaders, media and children globally • Can act as a threat multiplier that exacerbates threats to children 	<ul style="list-style-type: none"> • Challenge to attribute positive outcomes of EVAC to climate resilience and prevention; clear link to EVAC may seem forced • Credibility concerns

	and reverses gains — particularly the most vulnerable	<ul style="list-style-type: none"> Politically charged topic for some governments and donors
Viability — Can we afford to do it?	<ul style="list-style-type: none"> Government and Foundation funding for climate initiatives is growing significantly Green Climate Fund, part of the Paris Agreement, helps developing countries adapt to climate change 	<ul style="list-style-type: none"> Investments would be required to develop our expertise Funding may be prioritized for more scientific programs; funder interest in our niche is untested Fit with sponsorship funding model and interest to sponsors is unknown
Feasibility — Do we have the skills to do it?	<ul style="list-style-type: none"> We are addressing these issues in some programs —child centered DRRM, Green Schools, climate resilient livelihoods, renewable energy, agroecology, land closure, afforestation — and advocacy — <i>Children in Changing Climate Coalition</i> 	<ul style="list-style-type: none"> Not well positioned internally or externally Work and investment needed to build expertise, capacity, programs, partners and create new advocacy messaging

Option 4: Integrate Niche Campaigns under Ending Violence Against Children Umbrella

This option was not formally developed, but emerged as an additional possibility, given that the working group could not come to consensus on a single option to recommend.

Under this option, the Alliance would continue our focus (and brand alignment) on EVAC but develop campaigns around sub-themes under that umbrella topic. These 1-2-year campaigns would focus on more specific, niche ideas that can galvanize attention to grow our brand and raise more support from the public and funders to grow our programming. It would be important, however, to select at least the first campaign topic during the strategy development period, otherwise we would lose momentum in the first year of the new strategy. Potential campaign topics would most likely be some sub-topic under modern child slavery and/or environment and climate change.

The rationale for this recommendation includes: (1) we shouldn’t move away from EVAC now as it takes time to build a brand and we can lose credibility as an organization (including with staff) by changing too soon; (2) a campaign approach might offer more brand building and revenue opportunities than offered by Child Friendly Accountability; (3) good EVAC programming and related organizational capacity are beginning to emerge throughout the Alliance. We need to build momentum, not lose it.

Working Group Recommendation

The working group did not see a clear frontrunner amongst the options, noting considerable tradeoffs with all options, and therefore did not put forth a recommended option.

The full working group paper, which provides greater detail on each option as well as the group’s process, is available in the Appendix.

Identity and Value Proposition

Scope, Members, and Methods

Based on guidance from the Dublin meetings, the Identity and Value Proposition working group aims to answer two questions:

1. What do we want ChildFund Alliance to be known for in the next 3-5 years?
2. How do we prioritize development vs humanitarian response vs advocacy?

Given the necessity of aligning with the outcomes of the Program Choices working group, in Phase I the group opted to only focus on the first question, leaving the second for Phase II. Specifically, the group aimed to identify **what, from an identity and value proposition perspective, could maximize the success of any program choice selected, and therefore answer what we want ChildFund Alliance to be known for in the next 3-5 years?**

To support shared understanding of key terms relevant to this topic, the working group offers the following definitions:

- *Identity*: the characteristics determining who or what a person or thing is
- *Brand*: the promise an organization makes to its customers, by translating its identity through its products and services
- *Value proposition*: an innovation, service, or feature intended to make a company or product attractive to customers. (Relatedly, at its inception the Alliance created commitments and guiding principles, which was summarized in a document known as ‘The Alliance Value Proposition’ or ‘Our Foundations’. You can find a copy in the Appendix.)

Group Members

The CEO Sponsor is Paul Brown (ChildFund New Zealand). Members include Adam Hicks (ChildFund International); Di Mason (ChildFund Australia), Larissa Tuohy (ChildFund Australia); Macarena Cespdes (educos); Shona Jennings (ChildFund New Zealand) and Neelam Makhijani (ChildFund India). Anna Svard (Barnfonden) supported the group at its inception.

Method

During Phase I, the group focused its efforts on understanding internal perspectives of the Alliance identity and value proposition. It did so by conducting several surveys, and some one-on-one interviews, aimed at clarifying a) the value the Alliance provides to its members, and b) the value it offers to its customers.

The surveys were circulated widely within the Alliance, with the goal of providing all members and staff at various levels (headquarters, country offices) with an opportunity to provide input. In total, more than 175 responses were received; all Alliance members participated with the exception of ChildFund Ireland. The group noted that most responses were received from the staff working at member headquarters (vs country offices) and that educos had a high participation rate.

Key Questions for Meeting Participants

The working group offers five aspects of the Alliance’s value proposition and identity that could be adjusted, enhanced, or transformed to better position the organization to achieve impact in the future. In November, our goal is to identify which among these — it can be more than one — should be prioritized for additional planning in Phase II.

The working group offers two related recommendations.

Recommendation 1: The group recommends that all five aspects put forward be addressed during Phase II of strategic planning. The group recommends addressing the first four through a process that entails updating “The Value Proposition” schematic to capture the relevant objects, principles and commitments related to being part of ChildFund Alliance going forward.

- a. **Key Question:** For aspects 1-4, which among these stand out to you as a priority to pursue in Phase II? What additional guidance do you have for the group related to these?
- b. Which of the evaluation criteria most influenced your perspectives? (See p. 8 or use the rating sheets provided in the Appendix.)

Recommendation 2: The group recommends that the fifth element — related to brand — be addressed as priority, but recognizes that it requires greater consideration and leadership of the Board and CEO Forum to reach a resolution. It offers three options that could be used in Phase II to address the brand, and recommends one option among these.

- a. **Key Question:** For the fifth aspect — brand — the working group has presented three ways forward. **Which option do you feel would be most productive and valuable to pursue, in light of our success measures for this plan?** (see p. 7 for success measures.)
- b. Which of the evaluation criteria most influenced your perspectives? (See p. 8 or use the rating sheets provided in the Appendix.)

Options for Consideration

Internal Perspectives on the Alliance Identity and Value Proposition

The working group highlights three themes from survey responses that strongly influenced the options and recommendations it presents. They are outlined below.

1. There is consensus that **we are, as an alliance, at our best when we work as one. This is different, and greater, than just working together.**

“It is so important to be part of a global group acting in a unified way for children. We achieve much more together than we could as individual organizations.”

Statements in italics are direct quotations from survey respondents

2. It is clear that **the notion of belonging to an alliance has not fully percolated to all levels of our network.** Our alliance has yet to resonate fully with country offices where we deliver programs, and is diluted even further at project / local partner level.

“The work of the ChildFund Alliance is not significant at the country and community level, it is important that the new strategy seeks to reach the levels closest to children”

3. There was a **consistent expression of a desire to be tighter** or that the current way of working was not optimal.

“As each Alliance member can essentially do what they want, so we aren't consistent in look or feel or work, but we do good work nationally, it is just all very different. Across the Alliance we all operate as separate organizations, that seem proud to be separate, rather than being proud to be the same, joined and consistent.”

“We have the potential, but we are not exploiting it because the mindset of the members towards the Alliance is more focused on individual gain than creating collective impact”

Five Options: Ways to Enhance the Alliance Value Proposition and Identity

The working group recognizes that over the last strategic planning period, the Alliance established itself as a legitimate and credible child-focused agency, and is now considered as a key player in this space. To build on this achievement, the group offers **five “ingredients” that can enhance our identity and value proposition** (some of which have synergies with efforts of other working groups).

1. We move with a **faster cadence** such that our programs include innovative, concentrated ‘bursts’ of interventions related to keeping children safe from harm in a changing world. We back each intervention with solid research, and once proven, potentially **open source these recognized, ChildFund approaches** to grow not only impact for children, but also our name and goodwill globally.
2. We ensure our program work (related to the Program Choices working group recommendation) is **evidence-based**, using a **common measurement framework** applied to **one global Alliance-wide approach**. (This is linked with number one above. The two could be integrated or otherwise iterated in Phase II.)

“Measurement is different from one member to another therefore it is hard to tell the consolidated ChildFund Alliance story.”

“We don't have a common program approach neither do we share systematically the learnings of individual program approaches. The fact of being independent members gives us the opportunity to test a wider span of approaches and we could take advantage of it to be more competitive. But for that, the mindset of members should be much more balanced between ‘individual’ versus ‘group’.”

3. We make the strategic plan **real at all levels**, including greater coordination / translation of action to local level, (and we note this links to the Culture and Capacity Working Group’s mandate). We leverage the capacity, talent, expertise and on-the-ground experience, creating platforms to bring ChildFund Alliance members together in a purposeful mass, using proven, effective approaches. This may also include extending our global reach by establishing consortia networks comprising a diversified, strong portfolio of partners.

“Being part of this alliance can allow you to have a more authoritative voice before multinational organizations, access more resources, have a better reputation. However, this has not been visible in all countries and in all member organizations. The new strategy should not remain only globally and in some member countries and organizations, it must ensure that it reaches all levels and with all members.”

4. We put greater energy into **accountability** — to ourselves, our supporters, and our partners — by applying a set of clear, up-to-date standards, monitored independently (through Accountable Now). By doing this, we will also build a focused reputation.

“Each Alliance member can basically do what they want. We do have really good members who are ethical and do good work. We don't though uphold our values, or standards. Each Alliance member is more accountable to their own Boards rather than the Alliance. National organisational Boards override ChildFund Alliance standards, policies and codes of conduct. Each member is not accountable to the ChildFund Alliance, it is rather the other way around, the ChildFund Alliance is held accountable to the Boards of each member.”

“I think the trust among members should not be based only in standards, policies, etc. rather than values in actions and relationships.”

5. We **resolve our brand**. The surveys and follow-up interviews highlighted there are increasing tensions across our family related to brand. It may be that the myriad of names and an array of brands in the Alliance, has culminated in an unclear identity. However, our respondents note that it may be that the lack of a clear identity, (that specifies what we stand for, how we do things, not just who is in our family), that has led to a loose, unregulated collection of brands within our alliance.

“The greatest value is derived in that we behave as a true global force for children, allowing individual (members and program) countries to leverage the credibility and legitimacy of a much greater entity. Unfortunately we remain a long way from such an approach, primarily in that our brand (imagery, tone, story) is not unified or consistent.”

Working Group Recommendation I:

The group believes the first four aspects outlined above should be addressed during the next phase of strategic planning. To do so, the group recommends that in Phase II it update “The Value Proposition” schematic to capture the relevant objects, principles and commitments to being part of ChildFund Alliance going forward. (A copy of the current Value Proposition is in the Appendix.)

The working group did not evaluate these options against the shared criteria. However, meeting participants are encouraged to reflect on the relative strengths and weaknesses of these options, and how they would prioritize them, in order to contribute to discussions in November.

Option 5: Brand — A Deeper Discussion

The group feels the fifth element — brand— should be prioritized, but also requires greater consideration and leadership of the Board and CEO Forum to reach a resolution. It is therefore discussed in greater detail below.

Viewing the Way Forward as a Paradox (rather than a problem)

The group notes that the crux of the tensions related to the Alliance identity and value proposition — and more specifically, brand — may lie in the fact that as an Alliance, we value both our independence and our *interdependence*. The question then, is: *How can we leverage this desire for commonality, along with valuing our individuality, to create value rather than friction? How can we make this our strength?*

When viewed this way, we see that the Alliance is facing what researchers call a paradox. A paradox exists when we face opposites that are also interrelated — such as when we desire both the benefits of centralization AND decentralization or stability AND flexibility. Thus, the group undertook research² into paradoxes in Alliances — notably in the area of branding — and how they can be managed.

First, the group notes it’s important to recognize that managing a paradox is often a “both/and” proposition, rather than an “either/or” choice. When we recognize the paradox as a two-sided coin (where two parts are necessary for the whole), we are able to create value from the opposites. When we do not, we often find ourselves in unproductive circular discussions or gridlock. Thus, managing a

² The group referred to two articles from management journals: “*The Paradox of Branding and Collaboration*” by Mary Tschirhart, Robert Christensen and James Perry, and “*Exploring Paradox*” by Marianne Lewis.

paradox requires findings an optimal balance between the two sides, rather than make a choice between them.

Second, the group notes that researchers suggest that paradoxes require ongoing management and have identified three methods for doing so. They are:

- **acceptance or the status quo:** learn to live with contradictions, focus on benefits to all parties, and avoid discussion of the tension created by the paradox;
- **confrontation:** discuss the specific tension to construct an accommodating understanding, develop rules for joint action to manage the tension (norms of reciprocity and trust)
- **transcendence:** reframe to focus on a new source of meaning — the ultimate goals or tasks at hand; finding value rather than challenges in differences; consolidate to the brand (and value proposition) that is most likely to help the organization achieve its aims.

Working Group Recommendation II

Based on the paradox management methods outlined above, the working group offers three approaches that could be pursued related to the brand in Phase II.

1. **Transcendence:** We use the strategic planning process to reframe our brand and identity by reaffirming what is valued. (As envisioned by the group, this could, but does not necessarily, involve defining a common global brand look and feel standards, potentially centred around our logo. This could also involve dropping the country name or word Alliance after the word ChildFund when we present ourselves. i.e. we are ChildFund, not ChildFund Alliance or ChildFund Deutschland.)

The working group **recommends pursuing the transcendence** approach. The group feels even with different names, a distinct common logo would go a long way toward creating desired perceptions of a cohesive global entity. The group indicates the key strength of this option is that it provides the most promising path to achieve the clarity that will promote unity. However, doing so will require the ability to achieve compromise and could require rebranding by all members, with related costs.

	Strengths	Weaknesses
Desirability — Do we want to do it?	<ul style="list-style-type: none"> • Provides clarity and promotes union • Reflects all members as part of a global system; Removes some power at the member-level 	<ul style="list-style-type: none"> • May involve rebranding
Viability — Can we afford to do it?	<i>None provided</i>	<ul style="list-style-type: none"> • Will involve all members contributing (i.e. cost) to move to, and promote any reframed brand
Feasibility — Do we have the skills to do it?	<i>None provided</i>	<ul style="list-style-type: none"> • Will require defining new middle-ground

2. **Confrontation:** We develop rules and sanctions as per the original Foundations/Value Proposition document and branding guidelines.

The group suggests that pursuing the **confrontation** approach could improve the brand, and provide additional clarity through rules and sanctions. However, it notes that to date this approach has not worked for the Alliance and may require outside mediation of some kind.

	Strengths	Weaknesses
Desirability — Do we want to do it?	<ul style="list-style-type: none"> • Clear, binary approach 	<ul style="list-style-type: none"> • Current standards are not often enforced
Viability — Can we afford to do it?	<ul style="list-style-type: none"> • <i>None provided</i> 	<ul style="list-style-type: none"> • May require outside mediation
Feasibility — Do we have the skills to do it?	<ul style="list-style-type: none"> • Strengthens the brand (if sanctions are enforced) 	<ul style="list-style-type: none"> • Could lead to loss of members (if sanctions are enforced)

3. **Acceptance:** We retain the status quo and do not pursue additional work on the brand in the strategic planning process.

The group suggests the strength of this approach is that it allows a low barrier to entry to new members. However, on the downside the group notes it would require concerted efforts to build our reputation in other ways – such as a global project, supported with a strong evidence base.

	Strengths	Weaknesses
Desirability — Do we want to do it?	<ul style="list-style-type: none"> • Enables fluid membership (low barriers to entry/exit) 	<ul style="list-style-type: none"> • Alliance is more of a coalition • Could lead to more fragmentation
Viability — Can we afford to do it?	<ul style="list-style-type: none"> • May make the Alliance more attractive to potential members (low barrier to entry) or to be absorbed by other Alliances 	<ul style="list-style-type: none"> • Not likely to lead to financial growth of members
Feasibility — Do we have the skills to do it?	<ul style="list-style-type: none"> • <i>None provided</i> 	<ul style="list-style-type: none"> • May negatively affect long-term potential of the Alliance to have impact

The full working group paper, which provides greater detail on each option as well as the group’s process, is available in the Appendix.

Capacity and Culture

Scope, Members, and Methods

The Capacity and Culture working group is focused on identifying ways to strengthen the organizational capacity and culture of the Alliance as necessary to deliver on the strategic plan for the next five-year period.

During Phase I, the group focused on identifying ways the Alliance can improve the financial health and efficiency of members. A driving factor for this phase of our work — which makes it an imperative for action — is the reality that the Alliance has seen decreases in overall income, sponsorships and program expenditures over the last five years.³ In Phase II, when more information is available from the other working groups, this group will also identify ways the Alliance can ensure it has the operational capacity and culture necessary to execute the strategic plan.

Membership

The CEO Sponsor of this group is Jose Faura (educO). Team members include Joëlle Sicamois (Une Enfant par la Main), Kats Takeada (ChildFund Japan), Adrian Graham (ChildFund Australia), Janet Cruz (ChildFund Ecuador), and Annadurai Muthusamy (CCFC — India).

Method

The group notes that, throughout the Alliance’s history, we have used the force of our collaboration to achieve programmatic and advocacy aims. However, we have not fully tapped the opportunity to leverage the power of the Alliance to achieve financial and operational outcomes. This group focused on identifying means through which the Alliance could capitalize on such opportunities.

To identify potential options, the group was informed by team member experiences, the EU office, as well as lessons from two alliances: FrontLine Aids and the Bird Life International. The group identified over 20 potential ways the Alliance could collectively work to address financial growth or increase the efficiency of its members. Through group discussion, these ideas were narrowed down to the four discussed below.

Key Questions for Meeting Participants

The working group offers four options for consideration (outlined in the next section), some of which have sub-components. In November, we aim to choose which among them — aiming for one or potentially two — should be prioritized for more detailed planning. The group does not offer a recommendation of which option(s) should be pursued.

All meeting participants are asked to consider:

1. **Based on the information provided, which 1 (potentially 2) of the four options is most likely to help us be successful?** (Our definition of success for this plan is on p. 7.)
 - i. If option 3 or 4 is chosen, which among the sub-options presented should be further explored?

³ Data from the Alliance Member Data Report 2018, Section 7: Income Report indicates that total gross income from all Alliance Members decreased 10% from FY14 to FY18; Program Expenditures decreased 9%, while Fundraising and Communications and Management and General Expenditures Increased by 13% and 10%, respectively.

2. **Which of the evaluation criteria most influenced your perspective on this choice?** (See p. 8 or use rating sheets provided in the Appendix.)
3. **What critical questions must be answered as a priority in Phase II, related to the selected option(s)?**

Options for Consideration

(The sequence of options below does not suggest prioritization.)

1. Increase our collective efforts in grants through multi-member proposals.
2. Develop a cross-member, mentoring and consulting program in fundraising.
3. Consolidate or strongly coordinate operations to achieve efficiency gains.
4. Create and sustain an innovation culture across the Alliance.

Option 1: Increase our collective efforts in grants through multi-member proposals.

Building on the work of the Alliance EU Office, and member experiences with various funders, the Alliance could organize efforts to more fully exploit funding opportunities available from governmental and multi-lateral entities (EU, UN agencies, World Bank, World Food Program, national agencies such as USAID). The Alliance sponsorship model provides ample resources through which we can co-fund grant activities — it represents a big leverage effect, which is compounded when Alliance members join together in grant applications.

The group indicates that the major appeal of this option is that we are building on our experiences, rather than starting from scratch. However, the working group also recognizes that a key drawback is the challenge of meeting accountability and eligibility requirements of institutional funding.

Criteria	Strengths	Weaknesses
Desirability — Do we want to do it?	<ul style="list-style-type: none"> • Relevant to all members • Directly relates to the desire to increase member financial health 	<ul style="list-style-type: none"> • Can be difficult to meet accountability requirements
Viability — Can we afford to do it?	<ul style="list-style-type: none"> • Diversifies member funding streams • Leverages current business model (sponsorship) 	<ul style="list-style-type: none"> • Grant funding can be unpredictable • Eligibility requirements may be a challenge for multi-member proposals
Feasibility — Do we have the skills to do it?	Builds on current expertise and infrastructure (EU Office)	Requires increased demonstration of accountability (measurement) and specialized grants mgmt. skills

Option 2: Develop a cross-member, fundraising mentoring and consulting program.

The Alliance can better leverage the expertise of individual Alliance members to help other members grow. The working group notes this is currently done on an ad hoc basis, but there is no formal mechanism to support cross-member exchange.

There are various ways such an effort could operate, which would be further developed in Phase II if this option moves forward. For example, coordinating a formal mentorship program between members; sponsoring cross-member executive team exchanges focused on fundraising, or dedicating a portion of

the annual Alliance Communications and Marketing Committee meeting to enhance one member’s marketing or fundraising strategy.

The main strength of this option is that it uses the existing experience of individual members to support the growth of other members, and the Alliance overall. It provides the opportunity for greater cross-member understanding, confidence and coherence. The main drawback is that it may not be compelling to all members.

Criteria	Strengths	Weaknesses
Desirability — Do we want to do it?	All members realize benefits from this option through the growth and strengthening of the Alliance	Smaller members may realize the most immediate and tangible benefits
Viability — Can we afford to do it?	<ul style="list-style-type: none"> • Low monetary costs • Direct potential to contribute to financial growth 	<ul style="list-style-type: none"> • Could be time intensive in terms of coordination and mentorship • Must be viewed by mentors as an investment, not a cost
Feasibility — Do we have the skills to do it?	<ul style="list-style-type: none"> • Builds on the relative strengths of different members • Strengthens overall Alliance fundraising expertise 	<i>Not provided</i>

Option 3: Consolidate or strongly coordinate operations to achieve efficiency gains.

Coordination and consolidation could involve initiatives of various levels of complexity. Potential initiatives could include those outlined below (presented in *increasing* order of complexity).

- **Developing procurement agreements with key suppliers to reduce costs for all members.**
- **Outsourcing or developing multi-member shared services agreements.**
- **Investing in technological advances to increase accurate and efficient data sharing** between Alliance members (e.g., data sharing across CRMs).
- **Consolidating operations or strongly coordinating in countries with a multi-member presence.** Such an effort could build on the learning of educo and ChildFund Australia, who consolidated their operations in Cambodia, resulting in greater impact and less overhead.

The major advantage of this option is that it produces economies of scale. However, the working group notes that only those initiatives with greater complexity will lead to significant widespread benefits. Consolidating operations in multi-member countries can be self-funding, and also lead to greater coherence in advocacy and programmatic efforts in the country. Shared services offer efficiency and coherence benefits related to operations and employee support. Data integration efforts would leverage previous investments in order to increase efficiencies across the Alliance, but would come at a monetary cost and may be technically complex. On the downside, many of the more complex efforts require shifts in culture and could be seen as lessening “control” and “independence” of members. Finally, the group notes procurement agreements alone would not likely provide significant outcomes.

	Strengths	Weaknesses
Desirability — Do we want to do it?	<ul style="list-style-type: none"> • Supports greater coherence amongst members • Leverages previous technology investments to create more value • Potential to produce both efficiency and effectiveness gains 	<ul style="list-style-type: none"> • Direct benefits may only be realized by some members • Lower complexity efforts may offer minimal benefits
Viability — Can we afford to do it?	<ul style="list-style-type: none"> • Some options have the potential to be self-funding (consolidating ops/shared services) • Lessens operational expenses freeing more funds for programs 	<ul style="list-style-type: none"> • Technology innovations would require investments, the size of which is unknown
Feasibility — Do we have the skills to do it?	<ul style="list-style-type: none"> • Potential to strengthen the brand • Builds on ad hoc efforts undertaken in past 	<ul style="list-style-type: none"> • Requires significant cultural shifts to be successful

Option 4: Create and sustain an innovation culture across the Alliance.

To support its long-term financial health, the working group notes the Alliance needs to strengthen its ability to anticipate and adapt to the dynamic reality of the international development space. Pursuing this option could be done in various ways, with increasing levels of effort involved. A relatively “light” effort could involve increasing knowledge sharing amongst members, a moderate effort may involve establishing partnerships with research or academic institutions. A large effort would relate to the creation of an innovation lab designed to identify, test, and disseminate innovations through the Alliance and beyond.

The biggest advantage of this option is the potential for ongoing and sustained growth and the potential for radical advancement. However, it comes with risks — innovation requires persistent effort and tolerance of mistakes. Not all investments of time or money will pay-off.

	Strengths	Weaknesses
Desirability — Do we want to do it?	<ul style="list-style-type: none"> • Boosts the long-term viability of the Alliance — necessary to anticipate and adapt to disruptions 	<ul style="list-style-type: none"> • Innovation must be done above and beyond existing efforts, which requires significant effort to sustain
Viability — Can we afford to do it?	<ul style="list-style-type: none"> • “Lighter” efforts may be most reasonable in terms of funding required 	<ul style="list-style-type: none"> • Creating an innovation lab may require significant resources • Not all investments will pay-off
Feasibility — Do we have the skills to do it?	<ul style="list-style-type: none"> • Scales existing expertise of individual members for wider benefit • Potential to create new competencies • Potential to enhance Alliance brand 	<ul style="list-style-type: none"> • Requires experimental culture and risk tolerance • Depth of current skills required to foster innovation are not known

Working Group Recommendation

The working group did not provide a recommendation, noting that the decision will depend on the how the organization wishes to balance various trade-offs. The full working group paper, which provides greater detail on each option as well as the group’s process, is available in the Appendix.

Section IV: Appendices

Rating Sheets — pp. 26-28

Working Group Papers

Program Choices — pp. 29 – 36

Identity and Value Proposition — pp. 37 – 47

Culture and Capacity — pp. 48 – 58

Program Choices Preliminary Rating Sheet	
Goal: We aim to identify one option to move forward to Phase II.	Criteria Definitions
About this Rating Sheet The rating sheet provides you the space to rate the relative strengths of each option, related to our evaluation criteria. You will not be asked to submit this sheet; however, during the course of the November meetings you will be asked to complete a similar evaluation.	<p>Desirability — Do we want to do this? Is this a significant <u>need</u>? Is <u>impact</u> achievable? Is it <u>bold and compelling</u> to us and/or</p> <p>Viability — Can we afford to do it? Is this financially <u>sustainable</u>? Can the Alliance realistically fund/support the development and ongoing maintenance of this effort? Will it contribute to <u>financial growth</u>?</p> <p>Feasibility — Do we have the skills to do it? Does this build on the Alliance’s existing operational strengths? Leverage <u>core competencies</u> (advocacy)? Strengthen the <u>brand</u>? Leverage existing technical expertise? If new, can it be built in 2-3 years?</p>

Option 1: Modern Child Slavery & Trafficking		
	How does this option rate?	Your Notes/Questions
Desirability	Low Moderate High	
Viability	Low Moderate High	
Feasibility	Low Moderate High	

Option 2: Prevention of Violence Against Children		
	How does this option rate?	Your Notes/Questions
Desirability	Low Moderate High	
Viability	Low Moderate High	
Feasibility	Low Moderate High	

Option 3: Impact of environment and climate change (E&CC) on children		
	How does this option rate?	Your Notes/Questions
Desirability	Low Moderate High	
Viability	Low Moderate High	
Feasibility	Low Moderate High	

Option 4: Integrate Niche Campaigns under the EVAC umbrella		
	How does this option rate?	Your Notes/Questions
Desirability	Low Moderate High	
Viability	Low Moderate High	
Feasibility	Low Moderate High	

Preliminary Ranking		
Rank the options from 1-4, where 1 indicates your most preferred.		
Option	Circle the rank for each option, 1 indicates most preferred.	Notes/Comments
Modern Child Slavery and Trafficking	1 2 3 4	
Prevention of Violence Against Children	1 2 3 4	
Impact of environment and climate change (E&CC) on children	1 2 3 4	
Integrate Niche Campaigns under the EVAC umbrella	1 2 3 4	

Identity and Value Proposition Preliminary Rating Sheet

Goal: We aim to prioritize the 5 options provided (more than one can move forward) and clarify the approach that should be taken on the option related to brand.	Criteria Definitions
About this Rating Sheet	Desirability — Do we want to do this? Is this a significant <u>need</u> ? Is <u>impact</u> achievable? Is it <u>bold and compelling</u> to us and/or others?
The rating sheet provides you the space to rate the relative strengths of each option, related to our evaluation criteria.	Viability — Can we afford to do it? Is this <u>financially sustainable</u> ? Can the Alliance realistically fund/support the development and ongoing maintenance of this effort? Will it contribute to financial <u>growth</u> ?
You will not be asked to submit this sheet; however, during the course of the November meetings you will be asked to complete a similar evaluation.	Feasibility — Do we have the skills to do it? Does this build on the Alliance's existing operational strengths? Leverage <u>core competencies</u> (advocacy)? Strengthen the <u>brand</u> ? Leverage existing technical expertise? If new, can be built in 2-3 years?

Working Group Recommendation 1	The group recommends that all of five aspects of our identity be addressed during Phase II of strategic planning.
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Please rank the options in priority order.	Priority (1-5); One is the highest priority	Comments/Questions
1. Moving at a faster cadence; focus on innovative bursts of research-based	1 2 3 4 5	
2. Ensure program work is evidence-based and uses a common measurement framework and a common Alliance-wide approach .	1 2 3 4 5	
3. We make the strategic plan real at all levels	1 2 3 4 5	
4. We put greater energy into accountability .	1 2 3 4 5	
5. We resolve our brand – what we stand for, and how we present ourselves.	1 2 3 4 5	

Working Group Recommendation 2	Related to the option on Branding, the working group offers three approaches that could be taken in Phase II. It recommends the transcendence option.
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Transcendence: Reframe our brand and identity by reaffirming what is valued. Could involve some degree of rebranding for all members.

	How does this option rate?	Your Notes/Questions
Desirability	Low Moderate High	
Viability	Low Moderate High	
Feasibility	Low Moderate High	

Confrontation: Develop rules and sanctions as per the original Foundations/Value Proposition document and branding guidelines.

	How does this option rate?	Your Notes/Questions
Desirability	Low Moderate High	
Viability	Low Moderate High	
Feasibility	Low Moderate High	

Acceptance: Retain the status quo (do not pursue additional work on the brand.)

	How does this option rate?	Your Notes/Questions
Desirability	Low Moderate High	
Viability	Low Moderate High	
Feasibility	Low Moderate High	

Brand Options Ranking Rank the options from 1-3, where 1 indicates your most preferred.

Option	Circle the rank for each option, 1 indicates most preferred.	Notes/Comments
Transcendence	1 2 3	
Confrontation	1 2 3	
Acceptance	1 2 3	

Capacity and Culture Preliminary Rating Sheet

Goal: We aim to identify one (possibly two) options to move forward to Phase II.

About this Rating Sheet

The rating sheet provides you the space to rate the relative strengths of each option, related to our evaluation criteria.

You will not be asked to submit this sheet; however, during the course of the November meetings you will be asked to complete a similar evaluation.

Criteria Definitions

Desirability — Do we want to do this? Is this a significant need? Is impact achievable? Is it bold and compelling to us and/or others?

Viability — Can we afford to do it? Is this financially sustainable? Can the Alliance realistically fund/support the development and ongoing maintenance of this effort? Will it contribute to financial growth?

Feasibility — Do we have the skills to do it? Does this build on the Alliance's existing operational strengths? Leverage core competencies (advocacy)? Strengthen the brand? Leverage existing technical expertise? If new, can be built in 2-3 years?

Option 1: Increase collective efforts in grants

	How does this option rate?			Your Notes/Questions
Desirability	Low	Moderate	High	
Viability	Low	Moderate	High	
Feasibility	Low	Moderate	High	

Option 2: Develop a cross-member fundraising mentoring program

	How does this option rate?			Your Notes/Questions
Desirability	Low	Moderate	High	
Viability	Low	Moderate	High	
Feasibility	Low	Moderate	High	

Option 3: Consolidate or strongly coordinate operations to achieve efficiency gains

	How does this option rate?			Your Notes/Questions
Desirability	Low	Moderate	High	
Viability	Low	Moderate	High	
Feasibility	Low	Moderate	High	

Option 4: Create and sustain an innovation culture across the Alliance

	How does this option rate?			Your Notes/Questions
Desirability	Low	Moderate	High	
Viability	Low	Moderate	High	
Feasibility	Low	Moderate	High	

Preliminary Ranking

Rank the options from 1-4, where 1 indicates your most preferred.

Option	Circle the rank for each option, 1 indicates most preferred	Notes/Comments
Increase collective effort in grants	1 2 3 4	
Develop a cross-member fundraising mentoring program	1 2 3 4	
Consolidate or strongly coordinate operations for efficiency gains.	1 2 3 4	
Create and sustain an innovation culture across the Alliance	1 2 3 4	

ChildFund Alliance
Program Choices Working Group
October 2019

I. Description of the scope/focus of the group

Under the umbrella of “Ending Violence Against Children”, the purpose of the Program Choices Working Group is to identify the thematic directions for ChildFund Alliance for the next five-year period. The group is to evaluate recommendations against the following selection criteria:

Desirability: Critical issue for vulnerable children; compelling enough to build internal and external momentum; ability to demonstrate impact through this effort.

Viability: Relevant to institutional donors, sponsor/supporter engagement and all members.

Feasibility: Could be addressed through global advocacy; builds the strength of the ChildFund brand; leverages existing expertise based on ChildFund’s programmatic experience.

The Executive Sponsor of the group is Anne Goddard, ChildFund International. Team Members include Margaret Sheehan (ChildFund Australia), Martina Hibell (Barnfonden), Naomi Rutenberg (ChildFund International), Jorge Mendez (CCFC Paraguay), Sungho Lee (ChildFund South Korea), Yaikah Joof (ChildFund Senegal), Ramon Broers (Alliance Secretariat), and Lori Perkovich (Alliance Secretariat).

II. Options for Consideration

Our work started with 15 program topics¹. Following a rating and discussion of each topic against the evaluation criteria, the team selected 4 options to develop further: 1) Modern child slavery and trafficking; 2) *Prevention* (emphasis) of violence against children; 3) Impact of environment and climate change (E&CC) on children and 4) Sexual exploitation of children. Four small sub-groups were developed around these topics. After discussion, the sexual exploitation of children sub-group decided their topic was a sub-topic of Modern Child Slavery/Trafficking and folded themselves into that sub-group.

1) Child Slavery & Trafficking

Description: Modern child slavery is an umbrella term used to describe a broad range of exploitative practices affecting children including the worst forms of child labor; child marriage; children in armed conflict (includes child soldiers and porters/girls taken as “wives” for militia); debt bonded labor; commercial sexual exploitation of children; and forced begging (classified as one of the worst forms of child labor and is also one of the most visible). ChildFund Alliance would focus largely on prevention while responding to these issues where possible and appropriate.

Summary: The greatest strengths of this option appear to be that it is an extremely urgent and compelling issue for children; builds on strong current Alliance work in areas like child marriage yet takes us into new territory. It appears to be gaining relevance/momentum including numerous governments developing legislation and requirements to reduce modern slavery within supply chains. Many funder groups including governments, a newly established Global Fund, foundations, corporates and individuals. The greatest weaknesses include that the term modern slavery is new and untested for us. It requires new relationships with different funders. Far more children face violence in the home or

¹ Topics included: Child participation/voice; Child Slavery and trafficking; Prevention of violence against children; Impact of climate change on children; Child migration; Early child marriage; Non-formal education; Addressing gender gaps among children; Impact of technology on children; Sports for child development; Sexual exploitation of children; Child protection in emergencies; Corporal punishment; Disaster Risk Reduction; and Child labor.

school than slavery. Some members cautioned that it may not fit well with sponsorship. (Wouldn't sponsors expect their child is not suffering from modern child slavery?) The perception of modern child slavery being linked to slavery makes the topic sensitive.

<p>Desirability <i>Does it address the right need / opportunity?</i></p>	<p>Strengths: Modern child slavery is a set of very compelling, relevant and significant issues for children. There are a significant number of children living in conditions of modern slavery, whose rights and futures are significantly violated. Based on the best available data², there are an estimated 10 million children in modern slavery, trafficking, and other forms of forced labor worldwide; 151.6 million in child labor; 300,000 children serving as child soldiers, some even younger than 10 years old; and 15.5 million children are in domestic work worldwide – the overwhelming majority of them are girls. There is potential unique positioning for a child sponsorship organization, and messaging can be quite emotive. There are many subtopics that individual members could chose to focus on. The focus on the most vulnerable syncs with the ChildFund brand.</p> <p>Weaknesses: It may be difficult to find and focus on a specialty area within modern child slavery. Far more children face violence in the home or at school vs. niche issues like early child marriage, therefore the topic might not seem compelling to some COs. Finding a point of difference from organizations already working on these topics may be a challenge. The potential impact of closely connecting the ChildFund brand with highly emotive topics like slavery has not been examined.</p>
<p>Viability <i>Is it financially sustainable?</i></p>	<p>Strengths: Funding growth has occurred in the past decade and shows no sign of being a passing trend. The US, Canadian and many European governments as well as several foundations have prioritized and begun funding this issue. There is a Global Fund to fight modern slavery. Much of this funding has been focused on women and children. Yet, there are relatively few specialist international child-focused agencies addressing modern child slavery, and this gap is an opportunity. Areas for new grants could open up if we were to move into this area.</p> <p>Weaknesses: Some commitments from donors were not significant considering the scale of the problem and the competition for resources (e.g. EU had 18M EUR over 6 years.) The Alliance would need to compete with several established organizations addressing modern slavery. Some funds are relatively new, not tested and are new donors for ChildFund so we would need to create new partnerships. It's not clear if and how to fit modern child slavery with sponsorship funding model and it may limit country office ability to apply sponsorship funds to such programs. Perhaps only a small part of subsidy funds can be allocated for it.</p>
<p>Feasibility <i>Does it build on existing Alliance strengths?</i></p>	<p>Strengths: While not necessarily referred to as modern child slavery, there is significant modern child slavery work being done across the Alliance within our EVAC program portfolio including ending child marriage and community systems strengthening to prevent child trafficking. There is an opportunity to build on this experience, and our decades of child protection programming, to scale up and coordinate programs in order to increase the global impact of the Alliance. Current work on CP supportive environments offers protection from modern child slavery.</p> <p>Weaknesses: Frontline anti-trafficking work, not prevention, would need a good amount of skill-building. We would need to work with members on which areas to focus on. The fit with sponsorship is unclear. Most sponsors would assume</p>

² International Labor Organization 2017, UNICEF 2016, Minderoo, Girls Not Brides.

	sponsored children are safe from slavery. Is it feasible to combine messaging about ending slavery with sponsorship acquisition or stewardship? Also, messaging is challenging. We would need to educate public about the term, what it includes. Emotive sensitive issues can take us into charity and savior programs.
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2) Prevention of Violence Against Children

Description: ChildFund Alliance will increase focus on *prevention* of abuse, neglect, exploitation and violence against children in all settings, including in their homes, schools, communities and work environments.

Summary: The biggest strengths of this option appear to be that it is a pervasive issue for children that must be addressed for children to develop and thrive; that 100% of Alliance members have at least one EVAC program with many members have multiple ongoing projects. The global community is starting to rally around this issue (and we are part of that conversation). In other words, this promotes children’s rights and builds on our programmatic strengths. The greatest weaknesses appear to be the difficulty in measuring and communicating impact; potential funding available has been hard to quantify (and to date has not really materialized); and this topic is so broad. The question is: is it bold enough? Can we achieve a clear, desired impact for children? The group noted that while there is a lot of talk among NGOs for how to do better preventative work, few are doing it well and even fewer can properly evaluate the effects of prevention. That could be the opportunity for us. The INSPIRE framework provides a tangible tool and measurement against which we can further build.

<p>Desirability <i>Does it address the right need / opportunity?</i></p>	<p>Strengths: Of the 2 billion children in the world, 1 billion experience violence every year; 9 in 10 children live in countries where corporal punishment is not fully prohibited; 120 million girls have experienced sexual violence. Worse, the existence of violence in a child’s world erodes gains in other areas critical for them to develop and thrive. Emphasizing prevention avoids suffering for children and is the more cost-effective strategy. A 2006 UN study concluded that no violence against children is justifiable and all violence against children is preventable. As a result, ending violence against children was included in the SDG (16.2) and in July 2016, a partnership of international agencies launched INSPIRE, a set of evidence-based strategies for preventing and responding to violence against children. We also saw the launch of the Global Partnership to EVAC.³ Several countries where ChildFund members operate are pathfinder countries under this partnership.</p> <p>Weaknesses: It is difficult to measure program impact and significant time can be needed to do so. Prevention is always a hard thing to fund and build excitement around because it’s harder to count a child <i>not</i> married or in slavery. It might be viewed as more of the same.</p> <p>To address this weakness, the Alliance could prepare and systematize few key indicators, perhaps beginning with those from our child protection; or Child Friendly Accountability work. We could leverage quantitative and qualitative (case studies), direct or proxies. This is an opportunity to affirm and highlight our identity and leadership in the prevention of violence topic.</p>
<p>Viability <i>Is it</i></p>	<p>Strengths: With at least 1 EVAC programming across the Alliance, it seems members are finding funding for EVAC programs or use sponsorship funding. Some specific</p>

³ 2019 ChildFund EVAC for CEO (Dublin) Alliance Program Committee

<p><i>financially sustainable?</i></p>	<p>funds have or are being set up (e.g. Global Partnership to end VAC, Join Forces initiative), which we might be competitive for. Considerable body of ongoing work can be used to measure/demonstrate impact of interventions on EVAC as basis for institutional fundraising. Good Alliance portfolio to showcase to donors. Possibilities to replicate and scale. Also, this is largely compatible with sponsorship donors. Fits well with INSPIRE and we have already mapped programs against this framework.</p> <p>Weaknesses: Prevention can be difficult to fund and build excitement around because, for example, it's harder to count a child <i>not</i> married or not working. It may be difficult to be the preferred partner for EVAC funding due to how broad the topic is, e.g. can't be an expert in all. The Alliance will need to compete with Joining Forces or be subsumed under Joining Forces, diluting the Alliance brand. Potential government and foundation donors were found as hard to quantify. The Global Partnership to EVAC has been struggling to raise funds (\$72M to date against a much more ambitious target) and we could end up competing against them.</p> <p>To address this weakness, the Alliance could link and sell prevention work to sponsors; prepare a specific strategy for fundraising on prevention; prepare papers, tools and methodologies on prevention for training/dissemination/campaign purposes.</p>
<p>Feasibility <i>Does it build on existing Alliance strengths?</i></p>	<p>Strengths: Alliance members have significant experience in this area (*see below). Can and has been used as overarching framework to develop and fund programs like ending child marriage or child labor. Sustains momentum of advocacy work for SDG 16.2, the INSPIRE framework and Joining Forces. It sharpens and leverages the focus of both our advocacy and programmatic work. It connects to sponsors' expectations. While there is a discussion on how to do better preventative work, few NGOs are doing it well and properly evaluating the impact. This could be an opportunity for us.</p> <p>Weaknesses: Currently we lack clear evidence to prove our impact and magnify our voice.</p> <p>To address this weakness, the Alliance could document our Child Friendly Accountability impact to build evidence. We could emphasis our role and impact in the Free from Violence Campaign. Our first report on prevention would communicate our contribution to prevention of violence during our last strategic period (SDG 16.2), and our creative and unique prevention to EVAC approach. This report would be followed by a second report with our prevention to EVAC indicators developed.</p>

*The Alliance program committee (APC) surveyed all alliance members and found that 100% are doing at least one EVAC (ending violence against children) project and many doing multiple projects:

50% + Alliance Members are doing:	25-50% are doing:	0-25% are doing:
<ul style="list-style-type: none"> • School Based Violence Prevention • Child Protection in Emergencies • Child Friendly Accountability • Community Based Child Protection Strengthening • Adolescent Sexual Reproductive Health • Birth registration • Positive Parenting • Family Violence • Adolescent and Youth Voice and Agency • Child Protection Policy Development 	<ul style="list-style-type: none"> • Child Protection Systems Strengthening (capacity development and training for service providers) • Child Labor • Child Marriage • Counter-trafficking • Migration • Children on the Move • Online Safety 	<ul style="list-style-type: none"> • Case Management • Child Helpline / Hotlines • Private Sector Hospitality

3) Impact of environment and climate change (E&CC) on children

Description: Adapt our programming to make children, families, and communities more resilient to environmental degradation and climate change and related disasters, to keep children safe from harm/violence in a changing world. Empower children to identify and respond to the dangers they encounter associated with climate change, migration, conflict and the increasing number of related day-to-day pressures felt by families and communities that place them under stress.

Summary: The main strengths are several. This is a major issue for children which many care about passionately and is gaining much media attention. It is a threat multiplier for violence against children; it is relevant to most if not all Alliance program countries and life stages and cuts across the humanitarian/development nexus; we have both ongoing program activities and many opportunities to upscale; and there is significant potential to contribute to new revenue and financial growth as well as an opportunity to find a niche in the space at the E&CC/children intersection. The main weaknesses are that this is the largest hill to climb. The lack of rigorous evidence (compared to other EVAC evidence) makes the link between CC and EVAC not self-evident. It may not be an easy link/sell to make and ChildFund is not currently well-positioned – we would need to understand and have evidence for the link between climate change and ending violence against children. Yet if we did move on this, we would need to do it quickly before another organization claims this space.

<p>Desirability <i>Does it address the right need / opportunity?</i></p>	<p>Strengths: This is an urgent issue that has the attention of world leaders. It is also a critical issue for children. Currently, over half a billion children are living in areas with extremely high levels of flood occurrence, and nearly 160 million live in areas of high or extremely high drought severity. Most of them live in some of the world’s poorest countries with the least capacity to manage these environmental risks. Many of them live in ongoing emergencies. Climate Change can act as a threat multiplier that exacerbates stressors such as poverty, environmental degradation, and political instability, which in turn can lead to violence against children. Environmental degradation and climate change are undermining and reversing child development and child protection work. Economic and social development cannot be sustained unless we deal decisively with this issue. The children we work with are and will continue to be impacted by environmental degradation as well as more frequent and intense weather events. Disasters result in declining food security and access to water, increased migration, poor access to essential services like health, education, and child protection, and generally more stress on households.</p> <p>Weaknesses: It could be a challenge to attribute positive outcomes of EVAC to climate resilience and prevention. There is lack of a clear evidence base link to EVAC and thus the connection feels somewhat forced. We have limited internal capacity, few technical partners. We would need to spend time building internal understanding, maybe even w/national boards. This is a politically charged topic for some govts. To address this weakness, we could seek out a major partnership with a climate focused organization that would complement our on-the-ground footprint with children/communities living in fragile environments.</p>
<p>Viability <i>Is it financially sustainable?</i></p>	<p>Strengths: Investments in addressing environmental degradation and climate change are growing. The European Commission proposes to set a more ambitious goal for climate mainstreaming across all EU programs, with a target of 25% expenditure contributing to climate objectives. This means an increase from 206 (2014-2020) to</p>

	<p>320 (2021-2027) billion Euro. More and more governments are declaring a Climate Emergency and funding is likely to shift in such direction. DFID recently pledged \$175 million to early warning, early action initiatives. Foundations are putting increased focus on sustainability. Twenty-nine mostly U.S.-based philanthropic institutions plan to spend an unprecedented total of US\$4 billion over the next five years addressing climate change. The Green Climate Fund, part of the Paris Agreement, helps developing countries adapt to climate change, and the Oak Foundation, an important donor for Child Protection efforts, is now highlighting E&CC.</p> <p>Weaknesses: There is a possibility that a lot of funding will go towards programs that have more direct connection to reducing CO emissions, more scientific, etc. The interest of groups with environmental and climate expertise to partner with the Alliance is unknown/tested. ChildFund is not well-positioned - we are not a leader in this area and have limited experience. The connection between E&CC and EVAC is not a given – needs explanation. And “climate change” as a term might be off-putting to some conservative donors.</p>
<p>Feasibility <i>Does it build on existing Alliance strengths?</i></p>	<p>Strengths: Alliance members are already addressing these issues in their programs. In the quick and incomplete canvassing, we identified program experience from El Salvador, Nicaragua, Ethiopia, Kenya, Zambia, Cambodia, Fiji, Philippines, and Timor Leste supported by seven Alliance members. Programmatic examples related to climate change work including Child Centered DRRM, climate change adaptation, Green Schools, climate resilient livelihoods, renewable energy, agroecology, land closure, afforestation, and the advocacy work we do through the Children in a Changing Climate Coalition.</p> <p>Weaknesses: A lot of work (and investment) will be needed to build expertise and capacity, and programs and create new advocacy messaging. It will require building internal understanding of the correlation between climate change and EVAC. Disaster Risk Reduction and climate change are not perfectly overlapping Venn diagrams, so might have to increase knowledge on climate change. Does not easily link to the Umbrella EVAC and trying to force that link risks credibility. The relationship to current sponsorship-funded programs is unclear as is sponsor interest in / support of this topic – it would need to be researched and tested.</p>

III. Recommended option and rationale

In the individual ratings by members of our group for the three topics explored, the prevention of EVAC came out slightly ahead of the other two topics – modern child slavery and E&CC – which were tied. The real question is, how far do we want to go? We might articulate the options in this way:

REVISION	EVOLUTION	REVOLUTION
<p>Prevention of Violence Against Children</p> <ul style="list-style-type: none"> • We keep doing what we are doing and build on the great experience and networks we already have • We strengthen our evidence base from projects and programs on prevention initiatives 	<p>Modern Child Slavery</p> <ul style="list-style-type: none"> • We intensify our programmatic and advocacy efforts around modern child slavery, giving less focus to other forms of violence and child protection issues • We build on the good practices we already have 	<p>Environment & Climate Change</p> <ul style="list-style-type: none"> • We stand up in the EVAC community to say E&CC must play a crucial role in EVAC • We declare in the E&CC community that VAC is one of the severe effects of CC.

<ul style="list-style-type: none"> • We advocate for the cost of doing nothing, that violence is preventable • We clarify our focus as prevention (vs. response) 	<ul style="list-style-type: none"> • We seek new partnerships focusing on this program choice • <i>We seek to prioritize prevention while considering opportunity for response and recovery</i> 	<ul style="list-style-type: none"> • We put a green lens on all our programs and projects, making them as climate smart as possible • We form new partnerships and cooperation with specialists where we can leverage both of our expertise to reach sustainable development for children
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Although it was concluded there was not enough consensus to propose one recommendation, one possibility did emerge. We continue with our focus (and brand alignment) on EVAC but we develop campaigns around sub-themes under that umbrella topic. These 1-2-year campaigns would focus on more specific/niche ideas that can galvanize attention to grow our brand and raise more support from the public and funders to grow our programming. It would be important, however, to select at least the first campaign topic during the strategy development period, otherwise we would lose momentum in the first year of the new strategy. Potential campaign topics would most likely be some sub-topic under modern child slavery and/or environment and climate change.

The rationale for this recommendation includes: (1) we shouldn't move away from EVAC now as it takes time to build a brand and we can lose credibility as an organization (including with staff) by changing too soon; (2) a campaign approach might offer more brand building and revenue opportunities than offered by Child Friendly Accountability; (3) good EVAC programming and related organizational capacity are beginning to emerge throughout the Alliance. We need to build momentum, not lose it.

Challenges, assumptions or questions not yet answered: [to complete once an option is selected].

IV. *Background on Sources and Process.*

The E&CC subgroup, started their work with an internal Green Paper developed in Barnfonden 2018, followed by discussions at the APC meeting in Dublin 2019. As part of that, discussions on an increased E&CC focus were held with staff from India and Kenya, and input about E&CC projects were provided by Cambodia, the Philippines, Bangladesh, Burkina Faso, El Salvador, Guatemala, Nicaragua, Bolivia, India, and Ethiopia. CO staff in Ethiopia, Kiribati, and Nicaragua have been consulted and in Kiribati, input from a youth group was obtained. In addition, Alliance member HQ staff from Sweden, Spain, USA, New Zealand, and Australia have been consulted through a set of questions prepared by the subgroup. The EO Director was consulted about EU priorities and trends. Finally, various articles/reports regarding how E&CC is linked to EVAC were used to prepare this paper, references found in the document. We have also looked at donor preferences, other child focused agencies' websites, corporate ads/trends.

The Modern Child Slavery subgroup started their work with an APC research paper in May followed by a discussion with the CEO's in Richmond in May 2019. Using this presentation as the basis for the current task the subgroup consulted with various Alliance members during their work, including Australia, USA, New Zealand, Spain, India and Japan and the ChildFund secretariat. European Office staff perspectives were included and where appropriate case studies of different members and other INGO's were sourced.

Many APC members offered themselves as focal points through which information was shared. Two subgroup meetings were held where technical support was solicited.

Papers submitted by sub-groups as part of this effort are available here: [E&CC](#); [Modern Child Slavery](#); [Prevention of VAC](#).



alliance

a union or association formed for mutual benefit; a relationship based on similarity of interests, nature, or qualities

identity

the characteristics determining who or what a person or thing is

brand

the promise an organization makes to its customers, by translating its identity through its products and services

value proposition

an innovation, service, or feature intended to make a company or product attractive to customers

coalition

A temporary alliance for combined action

From the coalition of the willing...to the Power of an Alliance Determining the Identity and Value Proposition for ChildFund 2021-2026

This paper summarises the findings of the working group that was tasked to review i) the characteristics of ChildFund Alliance, including its brand, and ii) to assess which elements of our value proposition, originally framed at our inception nearly 20 years ago, remain relevant for the next five years.

As the group progressed it recognized that in order to answer these questions, we had to understand the paradoxes we have constructed as the Alliance has matured – particularly regarding our branding. The paper proposes three options to break down our branding paradox to consider in the Strategic Plan to ensure ChildFund Alliance remains relevant and recognized:

- 1. Transcendence – where as part of this planning process, we reframe our brand, value proposition and identity by reaffirming what our value is to each other and our constituents**
- 2. Confrontation – where we define clear rules and sanctions as part of the original foundations and branding guidelines**
- 3. Acceptance – where we retain the status quo with unclear rules to branding and identity**

The Scope of our Project

Our group sought answers to two core, guiding questions:

1. What do we want ChildFund Alliance to be known for in the next 3-5 years?
2. How do we prioritize development vs humanitarian response vs advocacy?

In addition, feeding into these, we considered other questions including exploring our value proposition:

- What is the value ChildFund Alliance offers members
 - What are the essential ingredients to being part of this tribe (why belong?)
 - When have we been at our best?
- What is the value ChildFund Alliance offers customers
 - What do we, collectively, offer?
 - What is the story we wish to tell? (And therefore, what do we want to be known for?)
 - How do we create and leverage our identity both locally and globally?

As our project evolved, we elected to park the debate of where ChildFund Alliance focus (i.e. how we prioritize development versus humanitarian versus advocacy or amalgam of these in the next strategic plan) – as we recognized it would be remiss to define this without understanding the conclusions and options recommended by the Programme Choices Working Group¹. Instead, we shifted our discovery as to what (from an identity and value proposition perspective) would maximize the success of any programme choice selected, and therefore answer what we want ChildFund Alliance to be known for in the next 3-5 years.

Our Methodology

We formed a team from across the Alliance, with participants from fundraising offices (i.e. members), programme countries, along with guidance from the Secretariat. We also included representation from a diverse range of members – large and small, old and new, and both ChildFund-branded and non-ChildFund branded organisations.

This group developed several surveys that drew responses from across the Alliance, and we thank you and your teams for their input. (We highlight great support from our educo colleagues.) These surveys enabled respondents to share their opinions, and these opinions are celebrated in this paper. In addition to these surveys, we held one-on-one discussions with respondents to learn more, and supplemented this learning through researching articles.

The combination of these aimed to be as participative and democratic as practical; and we assessed results to minimize dominance by any one segment. As part of this we identified there was a skew to responses from staff of members, (i.e. at a headquarter office level). We question whether communications (in general) are being sufficiently distributed to reach all levels of ChildFund Alliance. (We will discuss this further in our conclusions below.)

¹ We would like to note that advocacy is central to development outcomes, and it is incumbent on ChildFund country offices to step into humanitarian mode when necessary in our programme areas. For this, we need to be prepared with a coordinated and quality response. However, we are first and foremost a child-focused development organisation. We need a model that integrates rather than splits these pillars.

What We Learned

Overall, two themes emerged through all of our questions. Firstly, there is consensus that **we are, as an alliance, at our best when we work as one. This is different, and greater than just working together.**

“It is so important to be part of a global group acting in a unified way for children. We achieve much more together than we could as individual organisations”

Statements in italics are direct quotations from survey respondents

Secondly (as mentioned in the skew of responses from members’ staff), it is clear that **the notion of belonging to an alliance has not fully percolated to all levels of our network.** Our alliance is yet to resonate fully with country offices where we deliver programmes, and is diluted even further at project / local partner level. Any future strategy must work harder to ensure the strategic outcomes, and benefits of belonging to an alliance, are clearly articulated and demonstrated to all levels of our family. At times, there is confusion as to roles and responsibilities, particularly concerning the Secretariat.

“The work of the ChildFund Alliance is not significant at the country and community level, it is important that the new strategy seeks to reach the levels closest to children”

Underpinning these two themes was **a consistent expression of a desire to be tighter.**

“If the ChildFund brand is to grow, Alliance members need to adopt it. We cannot have impact in this space with such a variety of brands in the shop window.”

“Everyone not changing to the ChildFund name unfortunately erodes trust (co-branding doesn't quite make up for it). We need to move past that. It might require those that share the name work on few more branding activities together because we have more at stake than the other, non-branded members.”

“In the future we have to present ourselves as ChildFund or ChildFund Alliance when issuing releases on joint projects or statements to policymakers or the UN. We will lose valuable space in the public arena if we do not clearly and succinctly present ourselves within a crowded marketplace of well branded NGOs”

“We have many great organisations, staff and programs in our Alliance, if we spoke with one voice globally and nationally we would be much stronger. We are not working collectively, we aren't trying to strengthen the brand because we don't share it.”

“While ChildFund Alliance as a brand has performed well (thanks to our advocacy platform) the brand ChildFund is lost and unclear, hindered by continued fragmenting of brand at a membership level - our voice, visibility and the potency of our story will all be strengthened when we are all branded ChildFund.”

“We have an incredible opportunity to improve the lives of children. We often get lost in the day-to-day of our own organisation, but we have great opportunities to leverage at the Alliance level. By dropping the locator on our brand, we can begin to act more as an alliance.”

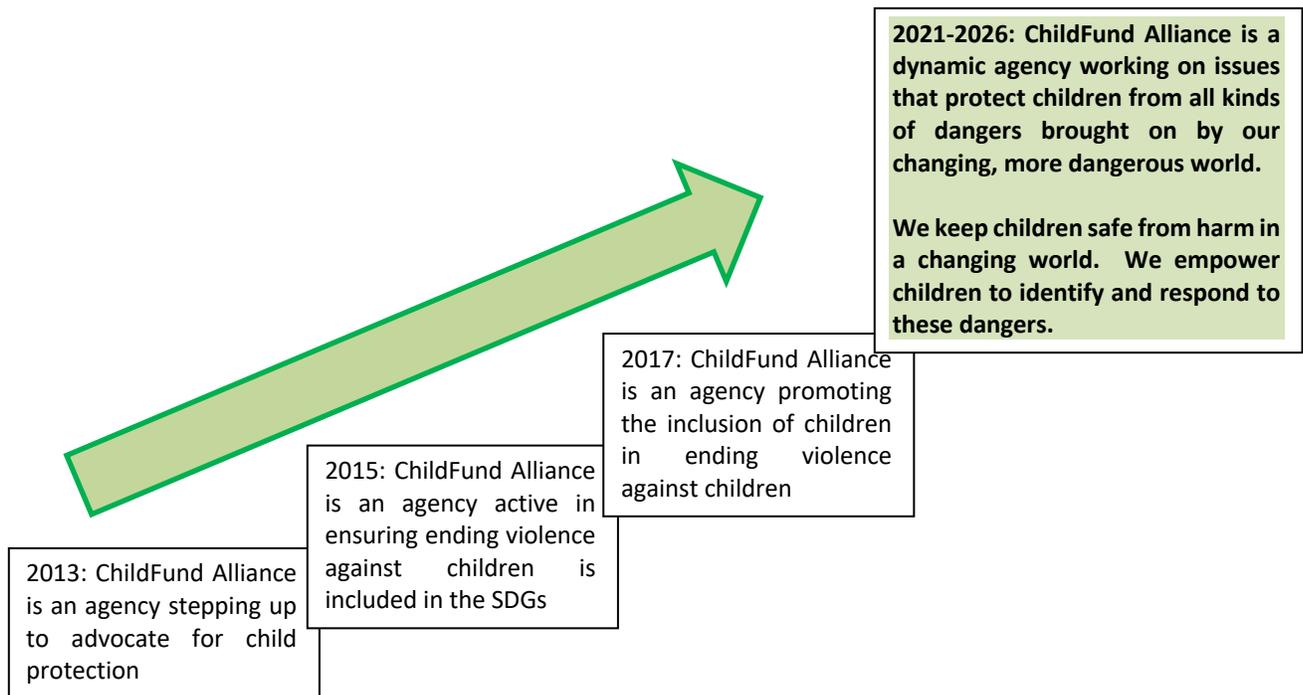
“We could do this so much better, if we all work on sharing the same brand and values. At the moment we are a group of child and youth focused organisations who tell very different stories, who operate different programs. So we can't tell one global story.”

“As each Alliance member can essentially do what they want, so we aren't consistent in look or feel or work, but we do good work nationally, it is just all very different. Across the Alliance we all operate as separate organisations, that seem proud to be separate, rather than being proud to be the same, joined and consistent. There isn't a drive across the Alliance to pull together, and deliver similar programs, with the same look, feel and brand. From the outside we don't look like an Alliance. We look like ChildFund organisations with a range of other organisations who join in. For example when we do joint reports with other organisations like Plan, World Vision, Save the Children, we look like an Alliance of child focused organisations, which is why we are doing it. So people understand we aren't one organisation but many child focused organisations joining together. Which is correct and the purpose of doing joint reports with other organisations. Then when we do ChildFund Alliance reports, we don't look like one Alliance, we look again like many child focused organisations joining together.”

There were a couple of comments that did not offer an alternative to tightness, but inferred the current model was not optimal:

“It's time for a review of the Alliance and to accept that as a structure, it may not be fit for purpose and it may belong in the past.”

We acknowledge the current strategic plan has been successful in that it has assisted to establish ChildFund Alliance as a legitimate and credible child-focused agency, and that now we are considered as a key player in this space. We see the next strategic plan building on this foundation, for illustrative purposes:



Moreover, in doing so, from analysing the responses to the surveys and discussions, we recommend **five ingredients that will enhance our identity**:

1. We move with a **faster** cadence such that our programmes include innovative, concentrated ‘bursts’ of interventions related to keeping children safe from harm in a changing world. We back each intervention with solid research, and once proven, potentially open-source these recognized, ChildFund approaches to

grow not only impact for children, but also our name and goodwill globally.

2. We ensure our work (as part of the Programme Choices recommendations) is **evidence based**, using a common measurement framework applied to one global Alliance-wide approach (linked with the first bullet point, which may be iterated during the strategic plan)

“To have credibility within our sector and to meet our organizational goals we have to ensure we engage in evidence based advocacy”

“Measurement is different from one member to another therefore it is hard to tell the consolidated ChildFund Alliance story”

“We don't measure change in communities consistently across the Alliance, so we can't compare the totality of our work, or our impact.”

“We need to be clearer and louder about our value, both internally and externally.”

3. We make the strategic plan **real at all levels**, including greater coordination / translation of action to local level, (and we note this links to the Culture and Capacity Working Group's mandate). We leverage the capacity, talent, expertise and on-the-ground experience, creating platforms to bring ChildFund Alliance members (from the Secretariat, Alliance members, country offices, local partners and children) together in a purposeful mass, using proven, effective approaches. This may also include extending our global reach by establishing consortia networks comprising a diversified, strong portfolio of partners.

“Being part of this alliance can allow you to have a more authoritative voice before multinational organizations, access more resources, have a better reputation. However, this has not been visible in all countries and in all member organizations. The new strategy should not remain only globally and in some member countries and organizations, it must ensure that it reaches all levels and with all members.”

4. We put greater energy into **accountability** - including how we are accountable to each other, through applying a set of clear, up-to-date standards, monitored independently (through Accountable Now). By doing this, we will also build our reputation for what we are known for

“Each Alliance member can basically do what they want. We do have really good members who are ethical and do good work. We don't though up hold our values, or standards. Each Alliance member is more accountable to their own Boards rather than the Alliance. National organisational Boards override ChildFund Alliance standards, policies and codes of conduct. Each member is not accountable to the ChildFund Alliance, it is rather the other way around, the ChildFund Alliance is held accountable to the Boards of each member.”

“Trust is based in the due diligence at the time of joining the Alliance, but later I don't think we really follow up on that. Nevertheless I think the trust among members should not be based only in standards, policies, etc. rather than values in actions and relationships.”

“Members are responsible only for their own revenue with little effort / accountability for making sure each other member is working optimally”

5. We **resolve our brand** – what we stand for, and how we present ourselves.

“The greatest value is derived in that we behave as a true global force for children, allowing individual (members and program) countries to leverage the credibility and legitimacy of a much greater entity. Unfortunately we remain a long way from such an approach, primarily in that our brand (imagery, tone, story) is not unified or consistent.”

It is the last conclusion that we believe is the most critical, and we discuss this in the final section of the document “Options” below. Prior to presenting these conclusions, we would like to frame our thoughts by briefly explaining the theoretical background.

The Paradox of Branding and Collaboration

The surveys and discussions highlighted there are increasing tensions across our family as we grapple with a myriad of names and an array of brands, which culminate in an unclear identity. Other respondents considered it was the other way around: i.e. the lack of a clear identity, (that specifies what we stand for, how we do things, not just who is in our family), that had led to a loose, unregulated collection of brands within our alliance. Our group acknowledged that robust brand guidelines do exist – but there is no enforcement of these.

“The ChildFund Alliance Brand Guidelines have been developed to accommodate the requirements of members, rather than as a tool to increase the profile of the network and ensure consistency across a global brand”

And on the aspect of identity of programmatic approaches:

“It is ... very relevant that the Alliance produces collective discourses around our shared approaches - this is a simple synergy that promotes branding and a shared identity (externally and internally).”

“We don't have a common program approach neither do we share systematically the learnings of individual program approaches. The fact of being independent members gives us the opportunity to test a wider span of approaches and we could take advantage of it to be more competitive. But for that, the mindset of members should be much more balanced between ‘individual’ versus ‘group’.”

Furthermore, at the inception of our union we determined commitments and guiding principles (framed as ‘The Alliance Value Proposition’ or our foundations) but we have not applied them, such that as time has progressed, these are no longer considered binding and instead are a set of statements without sanctions. The result is we are confused, compromised and act as a coalition rather than a global, aligned force.

ChildFund Alliance Value Proposition

Objects		Guiding Principles		Member Commitments
<ul style="list-style-type: none"> To support the ChildFund mission, values and goals To improve the quality of programs and outcomes To help Members become stronger / more effective To raise brand awareness, credibility and profile To promote and monitor common standards To provide broader/more attractive career paths for member staff To build effective networks connecting Members to funds, projects, countries, knowledge, ideas and experience To coordinate and support emergency response To lead and manage international advocacy To help Members maximize and diversify revenue 		<ul style="list-style-type: none"> Unified brand and presence – one registered member per country Measure and compare performance – focus on outcomes / do what we say Inclusive, participatory and consultative governance Transparent and accountable communication and reporting Respect for the independence, autonomy, governance and domestic position of members Decentralised program operations Decentralised fundraising A lean and efficient Secretariat 		<ul style="list-style-type: none"> Commitment to the vision, mission, values and goals of ChildFund Compliance with ChildFund standards Active participation in, and engagement with, ChildFund Alliance Financial support of ChildFund Alliance
Focal Points				
Standards	Network	Brand Building	Advocacy	Global Reach
Define and promote standards: <ul style="list-style-type: none"> Brand Finance and reporting Fundraising Programme standards Programme approach Set policy Provide accreditation	Work together <ul style="list-style-type: none"> Board meetings, EXCOM, CEO Forum and Committees Secondments and employment networking Regional connections Humanitarian Assistance Coordination Unit Share information: <ul style="list-style-type: none"> Referrals and advice Communicate meeting outcomes Common systems Collaborate <ul style="list-style-type: none"> Actively seek bilateral / multilateral initiatives and sponsorship 	Promote Members and Alliance: <ul style="list-style-type: none"> Brand visibility All useful media / forums With one voice Global standing (scale) Target marketing 	Develop projects that support best outcomes for children: <ul style="list-style-type: none"> Issues identification and policy analysis Research and policy partnerships Assist Members with 'local' advocacy Advocate in important international fora 	Scale and credibility Achieve critical mass: <ul style="list-style-type: none"> Promote unmet opportunities to members Search out targeted new members to complete reach and scale Coordination and execution of emergency response
Core Values				
<ul style="list-style-type: none"> Compassion and respect for all children and cultures: We strive for a world where children, regardless of religion, race, gender or disability have the opportunity for a safe, healthy and happy childhood. Commitment to delivering the highest quality standards of integrity and accountability: We are committed to delivering the highest industry standards for the use of funds. We are financially accountable for all money we receive and use it only for the purpose for which it was raised Collaboration and knowledge-sharing: We commit to working in partnership with our members, sharing knowledge and best practices in order to effectively reach the most children. Advocates for child rights and the interests of all children: We are committed to promoting and campaigning for the rights and interests of all of the world's children. Optimism: We are devoted to our effort to provide children with hope and determination for a better life and positive future. Connecting people: We see sponsorship as a means to provide for the development of children – enlarging their world, extending their self-worth and expanding their opportunities. 				

ChildFund Alliance Value Proposition

And so, we have created a paradox: We desire for commonality, and the power of synergy (where my small local work is amplified on our large global platform), but we cherish our individuality.

The majority of our family see the merit in behaving as one – in that it gives us greater presence, power and legitimacy – than if we worked individually. **In other words, the Alliance enables leverage.** Further to this, our exploration highlighted there is increasing gravitational pull towards this consistency in terms of how we consistently present ourselves through our brand, and how we behave consistently through our standards.

“I am not sure if holding each other accountable is sufficient in the current trend.”

“While ChildFund Alliance as a brand has performed well (thanks to our advocacy platform) the brand ChildFund is lost and unclear, hindered by continued fragmenting of brand at a membership level - our voice, visibility and the potency of our story will all be strengthened when we are all branded ChildFund”

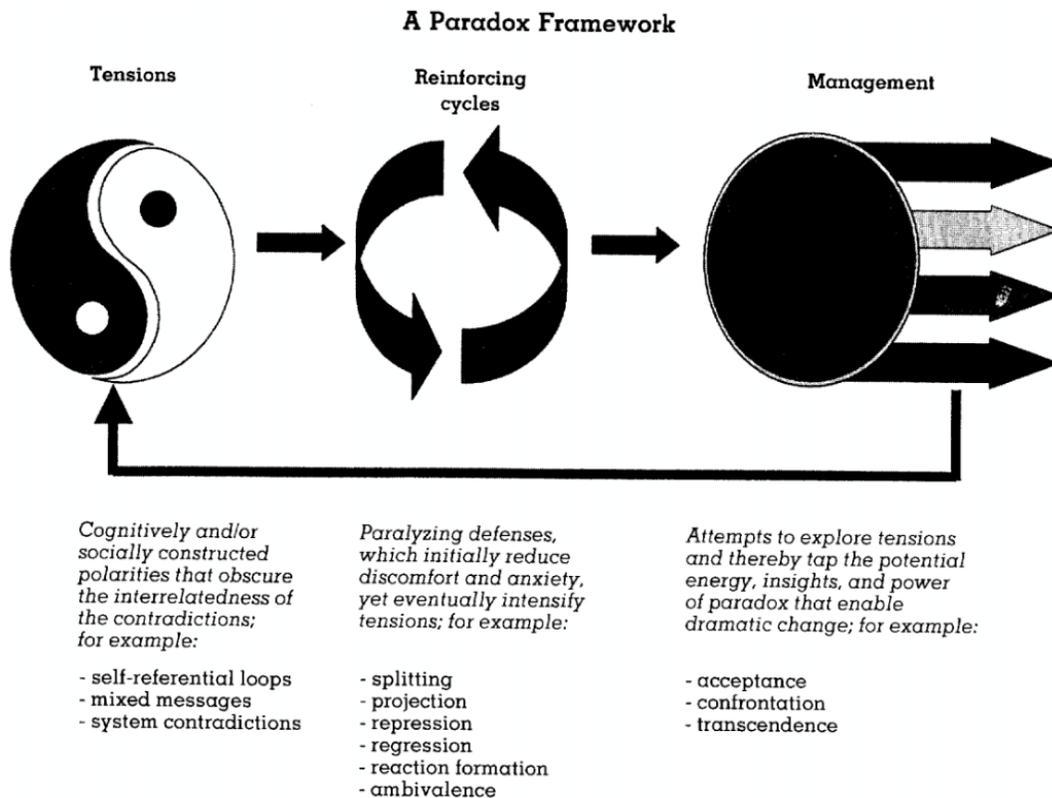
“We have the potential, but we are not exploiting it because the mindset of the members towards the Alliance is more focused on individual gain than creating collective impact”

At the same time, we recognize our parochialism. *How can we leverage this desire for commonality, along with valuing our individuality. How can we make this our strength?*

This led to further research into how paradoxes evolve, and how paradoxes can be broken down. We referred to two articles from management journals: *“The Paradox of Branding and Collaboration”* by Mary Tschirhart, Robert Christensen and James Perry, and *“Exploring Paradox”* by Marianne Lewis. Our discussion gets a little academic here – please bear with us, it will help us understand what potentially is the largest obstacle to our greatness.

The articles describe that a paradox is a self-reinforcing narrative that is constructed to describe opposing perspectives, that in isolation seem logical, but absurd and irrational when considered simultaneously; which eventually become accepted. Furthermore, we tend to view these scenarios as problems – that can be resolved readily (with an either-or solution), which in fact and lead to endless cycles of discussion and gridlock.

However, it is only when we recognize the paradox as a two-sided coin (where two parts are necessary for the whole) that we are able to create value from the opposites. Thus we need balance, rather than a choice between two alternatives.



The key element from this definition is that a **paradox is constructed**, and a paradox is frequently used to mask problems. As the framework above shows, unless addressed, paradoxes can lead to reinforcing and paralyzing cycles. For ChildFund Alliance, there has been a lack of clarity to our foundations. What was unclear, unaccepted or misunderstood (within our Foundations), and initially a problem, has over time evolved into a paradox where perceptions have become distinct and immutable. This has led to continuous debate at our meetings.

Furthermore, a paradox arises when the fundamental characteristics of branding and collaboration are considered in an alliance setting, as summarized in the table below:

Table 1. The Paradox of Branding and Collaboration

<i>Branding</i>	<i>Collaboration</i>
Independence	Interdependence
Guided by competition	Guided by reciprocity, mutuality
Requires distinctiveness in attributes, values	Requires collective action, shared values
Reflections of unique mission	Reflection of shared missions
Goal: Stakeholder loyalty, attachment	Goal: Synergistic service, reciprocity

In other words, the nature of our Alliance itself creates a paradox that must be balanced, or if possible, carefully and proactively managed.

We are not in a position to re-litigate the past, we can only move forward, and our Strategic Plan 2021-2026 provides the ideal opportunity to proactively manage our individual-versus-working-as-one paradox, and therefore strengthen our identity and the impact of our work, while at the same time, acknowledging the challenges outlined in the Table 1 above.

It is important we outline what we learned upfront, as this helped us to determine the options to consider for our identity and impact, and to refresh our value proposition.

Options

We believe the first four of the five ingredients (outlined on p4-5) that will enhance our identity and impact can be resolved during the next phase of strategic planning. As part of this, we will develop an updated schematic (refreshing The Value Proposition on p6) to capture the relevant objects, principles and commitments to being part of ChildFund Alliance. The fifth element requires greater consideration and leadership of the Board and CEO Forum to reach a resolution. We have outlined options in a table below.

How we shaped our options to resolve our branding (and value proposition) paradox

The articles referred to earlier suggest three proactive management strategies for organisations that want to manage its paradoxes:

- *acceptance or the status quo*: learn to live with contradictions, focus on benefits to all parties, and avoid discussion of the tension,
- *confrontation*: discuss the specific tension to construct an accommodating understanding, develop rules for joint action to manage the tension (norms of reciprocity and trust)
- *transcendence*: reframe to focus on a new source of meaning — the ultimate goals or tasks at hand; finding value rather than challenges in differences; a consolidation to the brand (and value proposition) that is most likely to help the organisation achieve its aims.

Presently members are wrestling between the first two approaches described above. Yet as our group reviewed the surveys, it was apparent that respondents are looking for the glue that binds us as an association – initially through commonality and consistency, which will also facilitate accountability to each other.

“There are clearly pockets of frustration regarding organisation name inconsistencies. Those frustrated believe that naming inconsistencies serve as a drag on both our global brand and our ability to build global partnerships. Enthusiasm for a common name softens though when participants consider the

possible price to pay in getting to that place, with few willing to sacrifice membership in order to get there.Name aside, enthusiasm strengthens when respondents consider the power of common programs and causes to unite us”

Our group proposes we use this strategic plan to push ourselves further, through applying a transcendence approach:

Options (in order of preference)	Shared Strategic Planning Criteria
<p>Transcendence We use the strategic planning process to reframe our brand and identity by reaffirming what is valued</p>	<p>Desirable</p> <ul style="list-style-type: none"> • Takes power away from being held at the member-level, shows all levels are part of a global system • Supports gravitational pull towards majority of members and naming convention of our family • Provides clarity and promotes union • Allows for alternatives – such as accepting translation of ‘ChildFund’ (i.e. no member should risk relevance in their home country by being forced to use an English name) • Allows us to determine a common global brand look and feel standards, potentially centred around our logo, (such as the Nike swoosh). Even with different names, a distinct common logo will go a long way toward creating desired perceptions of a cohesive global entity • May mean re-branding – many members have rebranded in the past 12 years <p>Viable</p> <ul style="list-style-type: none"> • Requires compromise by all – and therefore requires significant discussion • Could be facilitated if members drop country name after ChildFund • Will involve all members contributing (i.e. cost) to move to, and promote any reframed brand <p>Feasible</p> <ul style="list-style-type: none"> • Will require defining new middle-ground • Allows us to build a coherent shared identity – which has not eventuated from the two alternative approaches described below
<p>Confrontation We thrash out the rules and sanctions as per the original Foundations document and branding guidelines</p>	<p>Desirable</p> <ul style="list-style-type: none"> • Uses a binary approach with ultimatums and sanctions <p>Viable</p> <ul style="list-style-type: none"> • Requires mediation – we have not been able to achieve this previously <p>Feasible</p> <ul style="list-style-type: none"> • Strengthens the brand but may be at the cost of losing members
<p>Acceptance We retain the status quo with unclear rules to branding and identity</p>	<p>Desirable</p> <ul style="list-style-type: none"> • Comes at a cost where the Alliance becomes a coalition • Enables fluid membership (low barriers to entry/exit) – but note this could also be negative in that it could lead to fragmentation <p>Viable</p> <ul style="list-style-type: none"> • Unlikely to lead to increased financial growth of members but may make us more attractive to be absorbed by other alliances • Will require concerted efforts to address our recognition in other ways – such as a global project, supported with a strong evidence base <p>Feasible</p> <ul style="list-style-type: none"> • Making it easy to enter and exit may negatively affect the long term potential impact of the Alliance

ChildFund Alliance Value Proposition

Objects		Guiding Principles		Member Commitments	
<ul style="list-style-type: none"> To support the ChildFund mission, values and goals To improve the quality of programs and outcomes To help Members become stronger / more effective To raise brand awareness, credibility and profile To promote and monitor common standards To provide broader/more attractive career paths for member staff To build effective networks connecting Members to funds, projects, countries, knowledge, ideas and experience To coordinate and support emergency response To lead and manage international advocacy To help Members maximize and diversify revenue 	<ul style="list-style-type: none"> Unified brand and presence – one registered member per country Measure and compare performance – focus on outcomes / do what we say Inclusive, participatory and consultative governance Transparent and accountable communication and reporting Respect for the independence, autonomy, governance and domestic position of members Decentralised program operations Decentralised fundraising A lean and efficient Secretariat 	<ul style="list-style-type: none"> Commitment to the vision, mission, values and goals of ChildFund Compliance with ChildFund standards Active participation in, and engagement with, ChildFund Alliance Financial support of ChildFund Alliance 			
Focal Points					
Standards		Brand Building		Advocacy	
<p>Define and promote standards:</p> <ul style="list-style-type: none"> Brand Finance and reporting Fundraising Programme standards Programme approach <p>Set policy</p> <p>Provide accreditation</p>	<p>Work together</p> <ul style="list-style-type: none"> Board meetings, EXCOM, CEO Forum and Committees Secondments and employment networking Regional connections Humanitarian Assistance Coordination Unit <p>Share information:</p> <ul style="list-style-type: none"> Referrals and advice Communicate meeting outcomes Common systems <p>Collaborate</p> <ul style="list-style-type: none"> Actively seek bilateral / multilateral initiatives and sponsorship 	<p>Promote Members and Alliance:</p> <ul style="list-style-type: none"> Brand visibility All useful media / forums With one voice Global standing (scale) Target marketing 	<p>Develop projects that support best outcomes for children:</p> <ul style="list-style-type: none"> Issues identification and policy analysis Research and policy partnerships Assist Members with 'local' advocacy Advocate in important international fora 	<p>Scale and credibility</p> <p>Achieve critical mass:</p> <ul style="list-style-type: none"> Promote unmet opportunities to members Search out targeted new members to complete reach and scale Coordination and execution of emergency response 	<p>Global Reach</p>
Core Values					
<ul style="list-style-type: none"> Compassion and respect for all children and cultures: We strive for a world where children, regardless of religion, race, gender or disability have the opportunity for a safe, healthy and happy childhood. Commitment to delivering the highest quality standards of integrity and accountability: We are committed to delivering the highest industry standards for the use of funds. We are financially accountable for all money we receive and use it only for the purpose for which it was raised Collaboration and knowledge-sharing: We commit to working in partnership with our members, sharing knowledge and best practices in order to effectively reach the most children. Advocates for child rights and the interests of all children: We are committed to promoting and campaigning for the rights and interests of all of the world's children. Optimism: We are devoted to our effort to provide children with hope and determination for a better life and positive future. Connecting people: We see sponsorship as a means to provide for the development of children – enlarging their world, extending their self-worth and expanding their opportunities. 					

Capacity and Culture Working Group — Phase I Summary

I. Our Scope and Focus

This working group has focused on identifying means to strengthen the organizational capacity and culture of the Alliance as necessary to deliver on a solid strategic plan for the next five- year period.

In Phase I, the current phase of the strategic planning process, we have focused on identifying ways the Alliance can improve the financial health and efficiency of members. A driving factor for this phase of our work — which makes it an imperative for action — is the reality that the Alliance has seen decreases in overall income, sponsorships and program expenditures over the last five years.[1]

In Phase II of the process, when more information is available from the other working groups, this working group will also identify ways the Alliance can ensure it has the operational capacity and culture necessary to execute the strategic plan.

II. Options for Consideration

The overarching and unifying aim of our efforts is a desire to identify approaches through which we can fully leverage the power of our Alliance —11 members active in over 60 countries. In our collective efforts to date, we have collaborated to achieve programmatic or advocacy aims. We feel there is an untapped opportunity for us to more deliberately work as an Alliance to achieve financial and operational outcomes.

Our working group identified over 20 potential ways we could collectively work to address financial growth or increase the efficiency of our members. We have narrowed these ideas down to four, provided below in no particular order:

1. Increase our collective efforts in grants through multi-member proposals.
2. Develop a cross-member mentoring and consulting program in fundraising.
3. Consolidate or strongly coordinate operations to achieve efficiency gains.
4. Develop an Innovation Group to identify, share and pilot transformational practices to increase growth, efficiency, and effectiveness of members.

1. Increase our collective effort in grants through multi-member grant proposals.

This option consists in increasing our institutional fundings; it can be EU fundings but also other ones as UN agencies, world bank, world food program, national agencies (USAID...)

This seems totally adapted to our economic model since we finance development programs with sponsorships; grants could co-finance activities – this represents a big leverage effect.

In addition to that, application to grants can be made by several members for several countries – this increase our opportunities and proves the importance of being part of the Alliance.

We can build on the experience and expertise with EU grants with the office in Brussels and we can build on experiences of members with other agencies.

The major appeal of this option is that we do not start from scratch and can build on experiences. However, we also recognize that a key drawback is the accountability requirement with institutional fundings.

In addition, related to our key criteria we identified the following strengths and weaknesses.

	Relative Strengths (+)	Relative Weaknesses (-)
<p><u>Desirability</u> Does this address an important need? Can we demonstrate impact? Is it compelling to all members?</p>	<p>Members can diversify their revenues and it is very important regarding the difficulties in maintaining sponsorships or corporations donations</p> <p>This option is totally adapted to our economic model since we finance development programs with sponsorships. Grants could cofinance activities – this represents a big leverage effect.</p> <p>In addition to that, application to grants can be made by several members for several countries – this increases our opportunities and proves the importance of being part of the Alliance</p>	<p>Being in partnership with EU or another public donor is completely different than being with sponsors</p> <p>Accountability requirement</p>
<p><u>Viability</u> Can the Alliance realistically fund/support it? Will it contribute to financial growth?</p>	<p>EU office already exists</p> <p>Several members are already working with other agencies</p> <p>Grants are big leverage for increasing revenues</p>	<p>Grants are uncertain and can unbalance budgets from one year to another</p>

<p>Feasibility</p> <p>Does this leverage or strengthen the Alliance's core competencies?</p> <p>Does this leverage or strengthen the Alliance brand?</p> <p>Does this leverage or strengthen existing technical expertise? If new expertise, can it be built in 2-3 years?</p>	<p>Use some of our experience in EU grants to work with another big public donors like USAid, SIDA,</p> <p>We can organise e meetings with experts within the alliance to train members on other kind of grants => improvement of expertise within the alliance</p>	<p>We need to increase our eligibility</p>
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2. Develop a cross-member mentoring and consulting program in fundraising.

This option consists in using the expertise of teams from the members of the Alliance to help other members to grow. That could be very important specially in the smaller members, because they have less structure.

There could be different ways to do that:

- One member would like to explore different approaches in getting into new markets (for example domestic market) or getting in a new country or modify the way they work and there is another member that has already experience in that. This other member could mentor the first one in order to get the objective as soon as possible.
- All CMC group could dedicate 2 days in their annual meeting to focus in one member and help it to build a marketing strategy.
- Executive teams from two different members could meet together and help each one in their strategies.

This option is important and desirable because it can help members in their growth, and it will give more understanding, confidence and coherence between them. There have been informal experiences between members, but we don't now any in a formal way. In the past, ChildFund International invested in different members to help them to grow.

In addition, related to our key criteria we identified the following strengths and weaknesses.

	Relative Strengths (+)	Relative Weaknesses (-)
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<p><u>Desirability</u> Does this address an important need? Can we demonstrate impact? Is it compelling to all members?</p>	<p>Members can use experience and knowledge from others to get to their objectives in efficiency and growth.</p> <p>This option can open new horizons, specially to smaller members because they don't have enough capacity to get out of the day to day work.</p> <p>All members can get benefit from this option</p>	<p>All teams are getting smaller and there are a lot of time constraints. This option needs generosity because is not going to be paid directly.</p>
<p><u>Viability</u> Can the Alliance realistically fund/support it? Will it contribute to financial growth?</p>	<p>It is viable and has little cost, time and travel.</p> <p>It can contribute to the financial growth of the different members.</p>	<p>It has to be seen as an investment, not as a cost.</p>
<p><u>Feasibility</u> Does this leverage or strengthen the Alliance's core competencies? Does this leverage or strengthen the Alliance brand? Does this leverage or strengthen existing technical expertise? If new expertise, can it be built in 2-3 years?</p>	<p>It clearly strengths the expertise of the members and it can be built easily in a short period of time.</p> <p>I also will leverage the competences of the different members</p>	

3. Consolidate or strongly coordinate operations to achieve efficiency gains.

This effort could involve initiatives of varying complexity. The type of initiatives that could be investigated further includes (from lowest to highest complexity):

- **Developing procurement agreements with key suppliers to reduce costs for all members.**

- **Outsourcing or developing multi-member shared services agreements** for support functions such as HR or finance.
- **Automating data flows between different member CRMs systems**, or investing in technological advances that can increase accurate and efficient sharing of data between Alliance members.
- **Consolidating operations in countries with a multi-member presence.** Whilst recognizing the independence of each Alliance member agency, our common vision and shared goals present an opportunity for consolidation of activities and presence in such countries. An example of such consolidation was in Cambodia where Educo and ChildFund Australia consolidated their operations, thereby resulting in greater impact and less cost on overheads and support.

In addition, related to our key criteria we identified the following strengths and weaknesses.

	Relative Strengths (+)	Relative Weaknesses (-)
<p><u>Desirability</u> Does this address an important need? Can we demonstrate impact? Is it compelling to all members?</p>	<p>Consolidating national office operations in countries with a multi-member presence</p> <p>It would allow for a stronger Alliance vision and program focus</p> <p>A common voice for government and other partners in our countries of operation. Greater impact with more funds directed to program work and less on operational costs across multiple national offices.</p> <p>The Outsourcing or developing multi-member shared services agreements initiative would be comparable to the above but at a lesser scale</p>	<p>Consolidating national office operations in countries with a multi-member presence</p> <p>It would only be compelling to those Alliance members who have multi-member presence.</p> <p>Perceived loss of control or influence Ability of member agencies to agree on thematic focus.</p> <p>The Outsourcing or developing multi-member shared services agreements initiative would be comparable to the above but at a lesser scale</p>

	<p>Automating data flows between different member CRMs systems</p> <p>Given the level of investment made by member agencies in their CRM systems, the ability for these systems to integrate with other Alliance members systems would result in greater efficiencies and less error.</p> <p>Impact could be demonstrated through time and resource savings on repetitive tasks undertaken by Alliance members.</p> <p>Developing procurement agreements with key suppliers to reduce costs for all members.</p> <p>This initiative would be less of a priority and is unlikely to have as big an impact as other initiatives.</p>	<p>Automating data flows between different member CRMs systems</p> <p>This might not be compelling to all Alliance members due to the volume of data transfers and/or existing system integration.</p> <p>Alliance member agencies might be at different stages of systems development, and integration with other member systems may be less of a priority.</p> <p>Developing procurement agreements with key suppliers to reduce costs for all members.</p> <p>Identifying Supplier or procurement relationships that are of a sizeable enough scale and consistency across member agencies to merit a material preferential agreement.</p>
<p><u>Viability</u> Can the Alliance realistically fund/support it? Will it contribute to financial growth?</p>	<p>Consolidating national office operations in countries with a multi-member presence</p> <p>Consolidations of this nature are often self-funding and will result in more efficient use of funds in the long term.</p>	<p>Consolidating national office operations in countries with a multi-member presence</p> <p>Consolidations of this nature may require difficult decisions around exiting communities, areas where an Alliance member has had a long term presence and brands.</p>

	<p>Allocation of a greater proportion of funds to program work will result in growth in programming activity.</p> <p>The Outsourcing or developing multi-member shared services agreements initiative would be comparable to the above but at a lesser scale</p> <p>Automating data flows between different member CRMs systems The level of funding required would depend on the level of integration required.</p> <p>Developing procurement agreements with key suppliers to reduce costs for all members. Such an initiative is unlikely to cost Alliance members much, other than the time of its personnel to investigate such an initiative.</p>	<p>Communicating such change to supporters can be challenging. Countries should not lose their presence in the country during the process. In that way the possibility to get funds would be higher.</p> <p>The Outsourcing or developing multi-member shared services agreements initiative would be comparable to the above but at a lesser scale</p> <p>Automating data flows between different member CRMs systems Such an initiative would not result in direct financial growth but would result in more efficient operations.</p> <p>Developing procurement agreements with key suppliers to reduce costs for all members. Identifying Supplier or procurement relationships that are of a sizeable enough scale and consistency across member agencies to merit a material preferential agreement.</p>
<p><u>Feasibility</u> Does this leverage or strengthen the Alliance's core competencies? Does this leverage or strengthen the Alliance brand?</p>	<p>Consolidating national office operations in countries with a multi-member presence Yes - both the Alliances core competencies and</p>	<p>Consolidating national office operations in countries with a multi-member presence No relative weaknesses identified here - other than it</p>

<p>Does this leverage or strengthen existing technical expertise? If new expertise, can it be built in 2-3 years?</p>	<p>brand should be leveraged as a result. consolidation in a county of operation would result in much clearer communications to beneficiaries and governments in-country. It might also result in less duplication of existing technical expertise across different Alliance member national offices.</p> <p>The Outsourcing or developing multi-member shared services agreements initiative would be comparable to the above but at a lesser scale</p> <p>Automating data flows between different member CRMs systems This initiative would not directly leverage Alliance core competencies, brand or technical expertise</p> <p>Developing procurement agreements with key suppliers to reduce costs for all members. This initiative would not directly leverage Alliance core competencies, brand or technical expertise</p>	<p>will be important to ensure that such consolidations are appropriately communicated to all impacted stakeholders.</p> <p>The Outsourcing or developing multi-member shared services agreements initiative would be comparable to the above but at a lesser scale</p> <p>Automating data flows between different member CRMs systems This initiative would not directly leverage Alliance core competencies, brand or technical expertise</p> <p>Developing procurement agreements with key suppliers to reduce costs for all members. This initiative would not directly leverage Alliance core competencies, brand or technical expertise</p>
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4. How do we create, develop and sustain an innovation culture across the ChildFund Alliance? Should we recognise its importance within the ChildFund Alliance strategy to identify, share and pilot transformational practices to increase growth, efficiency and effectiveness of members.

In addition, related to our key criteria we identified the following strengths and weaknesses.

	Relative Strengths (+)	Relative Weaknesses (-)
<p><u>Desirability</u> Does this address an important need? Can we demonstrate impact? Is it compelling to all members?</p>	<p>Yes. The level of disruption in the international aid and development space is going to increase and we need to be able to adapt as an Alliance. Yes. The need for a strong innovation culture would be compelling to all members. Yes - if we commit to innovation as part of the ChildFund Alliance strategy it should feed through to Alliance members individual strategies.</p>	<p>The difficulty for member agencies to recognise the need for innovation over and above our normal day to day activities and challenges.</p>
<p><u>Viability</u> Can the Alliance realistically fund/support it? Will it contribute to financial growth?</p>	<p>This is dependent on the level of engagement in innovation that the Alliance is willing to participate in. Big Idea - invest in and support an innovation lab/research hub/concept Medium idea - look at ways to better share learnings and new program interventions across the Alliance. Look to collaborate/partner with</p>	<p>Yes. In the long term, investing in innovation and developing an innovation culture will contribute to financial growth or stem the reduction in funding which is the environment that that Alliance is currently in.</p>

	<p>research or educational institutions to leverage their expertise and knowledge in identifying new and innovative approaches.</p> <p>Small idea - share individual members innovation strategy and approaches and learnings.</p>	
<p><u>Feasibility</u></p> <p>Does this leverage or strengthen the Alliance's core competencies?</p> <p>Does this leverage or strengthen the Alliance brand?</p> <p>Does this leverage or strengthen existing technical expertise? If new expertise, can it be built in 2-3 years?</p>	<p>Yes. We should be utilising the talent in our people and their competencies to drive such a culture. Any new innovative ideas once scaled, should assist in strengthening the brand e.g. the ChildFund Pass it Back program.</p>	<p>As an Alliance do we have the necessary risk appetite to be prepared to challenge norms and also not be afraid to fail.</p>

Recommended Option

We cannot recommend only one option. If we decide to focus on the financial health option we would choose the first one. Focusing in getting more multimember grants will help all members to grow. If we decide to focus on the organizational and culture option, we would choose number three. If we share systems, operations, ... our cultures would be closer through this sharing effort and at the same time we will be more efficient.

III. Challenges, assumptions or questions not yet answered.

A big challenge for option 1 would be the necessity to increase our eligibility. Not all our teams have the knowledge to look for grants.

Option 2 is more focus in smaller members and how the larger ones can help them to grow.

Option 3 is clearer in members with programs.

Option 4 has to have a strong political support. It is not easy to get innovative ideas if we don't promote and reward them.

IV. Background on Sources and Process

- How were perspectives of Alliance members, beyond those represented by individuals on the working group, included in your analysis? 6 members have been represented in the group, smaller and larger ones. (Australia, Spain, Canada, US, Japan and France)
- How were National Office staff perspectives included in your analysis? Through CCFC India office and CFI Equador office. Due to time constraints, we have not been able to include more people.
- How were European Office staff perspectives included in your analysis? Through Educo and Un enfant per la Main CEOs
- What other sources of evidence/expertise did you use to identify options or inform your evaluation of these options? We used the experience of two alliances, HIV /AID Alliance and the Bird alliance and the different experiences of the members.

[1] Data from the Alliance Member Data Report 2018, Section 7: Income Report indicates that total gross income from all Alliance Members decreased 10% from FY14 to FY18; Program Expenditures decreased 9%, while Fundraising and Communications and Management and General Expenditures Increased by 13% and 10%, respectively.