

## TERMS OF REFERENCE

### PROGRAM CHOICES

#### Background

In March 2020, ChildFund Alliance paused long-term planning undertaken by the Program Choices working group, due to the uncertainties created by the pandemic. In June 2020, the Board and CEO Forum approved a timeline for continuing long-term planning as needed to create a final strategic plan by May 2021 that will cover the period FY22-FY25.

#### Purpose and Scope

In FY21, the Program Choices working group will build on the research already undertaken, and the decisions made over the last year, while accounting for the new realities created by COVID-19.

Specifically, the Board and CEO Forum made decisions in FY20 that will guide this working group, including:

- With this strategic plan, the Alliance aims to have a clear goal for the impact we wish to have for children.
- We will focus our efforts to create impact in FY22-FY25 on Ending Violence against Children (EVAC), building on our extensive expertise, reputation, and achievements in this area.
- To create this impact, we will undertake two EVAC-focused campaigns.
- The first campaign topic will be selected in FY21, launched in FY22, and executed in FY22-FY23.
- A decision on the second campaign topic will be made in FY23; it will be implemented in FY24-25.

Aligned with these decisions, the purpose of the Program Choices working group is to:

- Recommend a focal topic for the first of two EVAC campaigns.
- Create a high-level plan to guide the implementation of the campaign starting in FY22.

To ensure shared understanding, we clarify the intended meaning of key terms below.

- We define **EVAC-related topics** as those which relate to targets and indicators for Sustainable Development Goal 16.2 (End abuse, exploitation and trafficking and all forms of violence against and torture of children) as well as related SGD targets, namely:
  - Provide a safe and non-violent learning environment. (4.a)
  - Eliminate violence, trafficking and sexual exploitation of girls (5.2)
  - Eliminate child marriage, female genital mutilation and harmful practices (5.3)
  - End the recruitment of child soldiers and eliminate the worst forms of child labor (8.7)
  - Provide birth registration (16.9)
- We recognize that a **campaign** may have policy, programmatic and fund-raising outcomes. We further clarify that:
  - The ultimate goal of the campaign, and thus the highest weighted criterion for any topic, is the likelihood that a two-year campaign would result in clear policy change related to EVAC at multiple levels (e.g., global, country-level.)

- In order to do this, the optimal topic must be supported by *existing* programmatic evidence and experience amongst ChildFund members and be an area of interest and/or priority to existing Alliance partners and coalitions.
- While we anticipate that the primary impact from this two-year campaign will be meaningful policy change related to EVAC, we will also evaluate topics for their likelihood to produce secondary outcomes in branding, funding, and expansion of programming related to the topic.

## Composition and Structure

The working group will be led by Anne Goddard with support from Wendy Hirsch.

### *Core Team*

Based on learnings from the last year, the working group will be driven by a core team of seven (7) participants, plus two (2) Secretariat staff, for a total of nine (9) participants. This group will engage with stakeholders, develop and consolidate findings, and make recommendations. Given the desired outcomes of the campaign, we recommend this group include member staff with demonstrated expertise in:

- Policy (2)
- Program (3)
- Fundraising (2)

For the core team, we are aiming to leverage staff with requisite technical skills and experience, who can work collaboratively as a team to identify and plan the optimal EVAC-campaign for the Alliance.

Policy and Program representatives will be drawn from operational members. We will ask the CEOs from the operational members to jointly decide on the staffing for these positions (ChildFund International, ChildFund Korea, ChildFund Australia, Educo, and Children Believe). The fundraising representative will be drawn from a non-operational member. We will ask the CEOs of non-operational members to jointly decide on the staffing of this position (ChildFund Deutschland, Barnfonden, ChildFund New Zealand, ChildFund Japan, Un Enfant par la Main).

In addition, the Secretariat will have one voting member on the team and a non-voting member who provides research and technical support to the team.

Those on the core team are requested to commit to participate from August 2020 – April 2021. The specific time commitment will vary by month; please see the timeline on the following page for an indication of the level of effort required.

### *Engaging more broadly*

The core team is tasked to engage more broadly with stakeholders across the Alliance for input and perspectives to inform its proposals. To support the working group in doing so:

- *Headquarters*: Each Alliance member will be asked to designate a point person from its headquarters staff to provide input/feedback on proposals developed by the core team. (This point person can engage more broadly amongst member staff, but will provide a single response to the core team.) The core team will use input to ensure broad perspectives are considered in evaluating optimal campaign topics.

- *Regional/Country Office:* All operational-member CEOs will be asked to pass along any surveys developed (anticipated to be no more than 2, one in Fall and one in Spring) to Regional and National Office Directors for input on potential relevance of campaign topics in their contexts.
- Finally, core team members are expected to engage with relevant committees (Policy – ATF; Program – APC; Fundraising – GSC/CMC).

## Process, Deliverables and Timeline

### July & Aug

- **Onboarding.** Working group members are identified and brought on board.
- **Monitoring developments (Secretariat).** Secretariat staff will monitor COVID-19 developments as they relate to potential EVAC campaign topics. Through this effort we will prioritize review of key topics considered previously (e.g., child labor, sexual exploitation) while remaining open to other EVAC-related topics that may take on new importance in a post-COVID world. (For more, please see the definition of EVAC-related topics provided on p. 1)

### Sept

- **Review and summarize knowledge to date.** The core group will review a summary of research and COVID-related developments provided by Secretariat staff in early September and develop a small list of topics (<5) for consideration in November.
- **Engage with stakeholders.** The group is encouraged to engage with broader audiences (member point persons and country directors) to gather perspectives to inform discussion on potential topics (e.g., which of the suggested topics has greatest relevance for them? What COVID-related developments are most impacting the communities they serve? Where do they have existing investments or programs?)

### October

- **Working group provides the CEO Forum and Board with background to support discussion on potential campaign topics no later than October 15, 2020.** This background should include a list of potential topics with relevant analysis related to COVID and potential for success as an EVAC campaign topic. At this time, the working group is expected to indicate if it feels there is sufficient clarity on the implications of COVID-19 to inform a productive discussion on campaign topics, or, if not, how much time will be needed to understand the effects of the pandemic on potential campaigns.

### November

- **Working Group sponsor(s) will lead a discussion amongst the Board and CEO Forum on potential campaign topics.** The intended outcome of this discussion is to narrow the potential list to two potential topics.

### Dec – Feb

- **Working Group further evaluates the short-listed topics** to identify a recommended topic for the EVAC Campaign.
- **Engage with stakeholders.**
- **Provide pre-read to CEO Forum for March meeting by end of February.**

### March (Early)

- **Working Group CEO sponsor presents topic recommendation to the CEO Forum for decision on the first campaign topic.** At this time, the working group will provide key outcomes that would be achieved through a campaign on the topic, and a high-level plan of how the campaign would be executed to demonstrate its feasibility.

**April**

- **Working group will submit its final deliverable** outlining key outcomes and major first year deliverables for the campaign. This will be integrated into the final strategic plan presented to the Board in May 2021.

**May**

- **CEO Sponsor(s) support discussion of the campaign amongst the CEO Forum and Board** as part of the final strategic plan approval process.