PROGRAM STANDARDS

April 2017

free from violence and exploitation

ChildFund
Alliance

ChildFund Alliance is a global network of 11 child-focused development organizations working in more than 50 countries to create opportunities for children and youth, their families and communities.

The members of the Alliance are:
Barnfonden (Sweden)
ChildFund Australia
ChildFund Deutschland (Germany)
ChildFund Ireland
ChildFund International (USA)
ChildFund Japan
ChildFund Korea
ChildFund New Zealand
Christian Children's Fund of Canada
Educo (Spain)
Un Enfant par la Main (France)

These standards were developed by the ChildFund Alliance Program Committee and approved by the CEO Forum at its November 2015 meeting.

ChildFund Alliance Program Standards

Category A: CHILD SAFEGUARDING

Standard A1: Member has a safeguarding policy that describes its commitment to keeping children safe by preventing and responding to harm to children.

CRITERIA: How do we see that in ChildFund's work?

- A.1.1. A safeguarding policy and procedure is mandatory for all ChildFund Alliance members.

EVIDENCE: What could you show to prove compliance?

- A.1.1. Provide sample policies and procedures implemented in the organization's head office, the partner's in-country program office and field offices that address safeguarding. Give examples where procedures have been effective in minimizing risks.

- A.1.2. Demonstrate through training materials, recruitment documentation (i.e., working with children checks).

Standard A2: Member trains staff and partners and places clear responsibilities and expectations on its staff and partners.

CRITERIA:

- A.2.1.Staff and partners are trained and sign onto the child protection policy and procedures.

EVIDENCE:

- A.2.1. Job descriptions, TORs, training documentation, member approach/ guideline documentation.

Standard A3: Member creates a child-safe environment through implementing child safeguarding procedures that are applied across the organization.

CRITERIA:

- A.3.1. Child safeguarding measures are integrated with existing processes and systems (strategic planning, budgeting, recruitment, program cycle manage-ment, performance management, procurement, partner agreements and management systems).

EVIDENCE:

- A.3.1. Demonstrate through the provision of informed consent policies and forms, management of child information procedures, local mapping exercises, the portrayal of children in photographic and written material policies and practice, risk matrices and training material.

Standard A4: Member monitors and reviews its safeguarding measures.

CRITERIA:

- A.4.1. Progress, performance and lessons learned identified through monitoring are reported to key stakeholders. Lessons learned inform policy review and practice.

EVIDENCE:

- A.4.1. Demonstrate through monitoring and reporting documents, updated policies and stakeholder correspondence.

Category B: CHILD PROTECTION

Standard B1: Member is committed to reducing child protection risks and strengthening protection for children as part of programming.

CRITERIA:

- B.1.1. Recognizing the holistic needs of the child, program activities focus on prevention and response to violence against children.

EVIDENCE:

- B.1.1. Demonstrate through the provision of training materials, program documents, context mapping and community-based plan that activities contribute to the development of the community-based mechanisms.

CRITERIA:

- B.1.2. Programs aim at promoting and supporting comprehensive community-based protection mechanisms, and links with formal child protection systems.

EVIDENCE:

- B.1.2. Demonstrate through the provision of training materials, program documents and community-based plan that interactions are ongoing between the community-based mechanisms and the formal, local or national system.

CRITERIA:

- B.1.3. Member has child protection risk assessment at all stages of the program cycle.

EVIDENCE:
- B.1.3. Child protection risks matrices included in program design, monitoring and evaluation documents. Reports on management of risks documented.

Standard B2: When responding to emergencies, member complies with the UN "Minimum Standards for Child Protection in Humanitarian Action."

CRITERIA:
- B.2.1. Child protection is considered in every stage of emergency response, particularly during assessment.

EVIDENCE:
- B.2.1. Emergency response documentation reveals specific child protection action is taken in response to assessment, e.g., child-friendly spaces, contact training and reunification of separated children, child-focused psychosocial support.

Category C: CHILD-CENTERED DEVELOPMENT

Standard C1: Member's programs and projects are child-centered and foster the empowerment, democratic ownership and meaningful participation of children, youth and families.

CRITERIA:
- C.1.1. Program and project goals are explicit in their intended benefit to children.

EVIDENCE:
- C.1.1. Result targets for all programs and projects show how the lives of children and families will improve. Documented evidence.

CRITERIA:
- C.1.2. Programs build children's agency and voice within their community and more broadly, and their participation is evident in setting and achieving change in program design, implementation and evaluation. This approach demonstrates their free, prior and informed consent in the process.

EVIDENCE:
- C.1.2. Planning processes and implementation plans clearly demonstrate the informed engagement of, and strategized empowerment of, children in establishing and implementing programs, and their engagement in influencing local and national practice/policy. Examples given.

CRITERIA:

- C.1.3. Gender equality and women's rights are highlighted across programs and projects.

EVIDENCE:

- C.1.3. Activities demonstrate the importance of gender equality and the inclusion of girls. Members illustrate how gender issues have been promoted. Gender-specific documented evidence. Examples given.

Standard C2: Member strives for sustainability in all programs and projects.

CRITERIA:

- C.2.1. Member plans for sustainability and identifies and mitigates against risks in all programs and projects.

EVIDENCE:

- C.2.1. Sustainability and exit plans exist for all programs and projects. *Documented evidence.*

- C.2.2. Risk management plans are in place for all programs and projects. *Documented evidence.*

- Program/community milestones and affiliation/disaffiliation plans exist. *Documented evidence.*

- Training delivered to community members ensuring ongoing maintenance and support of program outcomes such as infrastructure, livelihood/ agricultural practices. *Examples given. Documented evidence.*

Standard C3: Member endeavors to harmonize with local and national platforms, coalitions and networks, encouraging group formation where they do not already exist, to improve development effectiveness.

CRITERIA:

- C.3.1. Member works in collaboration and coordination with formal and informal local and national institutions and groups.

EVIDENCE:

- C.3.1. Member describes engagement with formal and informal groups and institutions to demonstrate how harmonization is occurring. *List of key collaborations and description of engagement.*

CRITERIA:

- C.3.2. Member supports the formation of local and national institutions and

groups to improve development effectiveness.

EVIDENCE:

- C.3.2. *Examples given, e.g., letters of agreement, terms of reference, Memoranda of Understanding, or partnership assessments.*

CRITERIA:

- C.3.3. Cooperation between international and national organizations is also encouraged.

EVIDENCE:

- C.3.3. Organizational protocols/guidelines clearly promote active engagement and networking with other nongovernmental organizations (NGOs) with a view to building cooperative relationships and opportunities for collaboration. Examples of joint/collaborative efforts (where applicable) or minutes of meeting demonstrating participation in networks/level of cooperation should be provided.

Standard C4: Member seeks mutual clarity and agreement with partners on roles, objectives, policies, responsibilities and accountability mechanisms; and commits to building the capacity of, and learning from, the organizations it partners with.

CRITERIA:

- C.4.1. Member's partnership arrangements with other organizations are based on clearly defined agreements, outlining the roles and responsibilities of each, and the expected results of the partnership.

EVIDENCE:

- C.4.1. Demonstrate (by highlighting examples) that agreements clearly define respective roles and responsibilities; and especially ensure that partners activities are aligned with the member's (and ChildFund's) Mission.

CRITERIA

- C.4.2. Capacity building of partners and community organizations is Member's demonstrated primary goal of partnership with these partners.

EVIDENCE:

- C.4.2. Demonstrate that planned and implemented activities include partner capacity building and strengthening of local structures; and demonstrate achievement of this goal by demonstrating ongoing assessment process and through monitoring and evaluation reports.

Standard C5: Member has guidelines, policies and practices for program planning, design implementation, evaluation and learning that reflect the participation and needs of especially vulnerable groups (gender, legal status, disability, ethnicity, class, literacy, age, etc.).

CRITERIA:
- C.5.1. Member has policies and guidelines promoting programming for vulnerable groups and cross-cutting issues such as gender and human rights.

EVIDENCE:
- C.5.1. Provide documentation highlighting policies and guidelines to promote the inclusion of vulnerable groups in programming, and to address their needs.

Standard C6: Member invests in local partners' capacity strengthening to promote independence and sustainability.

CRITERIA:
- C.6.1. Member has a program in place to build local partners' capacity in areas of governance, finance, leadership in program management and advocacy with other development actors.

EVIDENCE:
- C.6.1. Provide evidence that capacity-building plans are in place for local partners.

CRITERIA:
- C.6.2. Women and marginalized communities should have leadership roles.

EVIDENCE:
- C.6.2. Provide evidence that the leadership structures overseen by ChildFund show fair and gender-equitable representation of community participants.

Category D: HUMAN RIGHTS

Standard D1: Member's program respects and promotes human rights within the framework of the UN Convention on the Rights of the Child.

CRITERIA:
- D.1.1. A Member respects and fosters human rights within the framework of the United Nations Convention on the Rights of the Child.

EVIDENCE:
- D.1.1. Provide the organization's Strategic Plan, development philosophies and other documentation, referencing the United Nations Convention on the

Rights of the Child, highlighting how the organization relates its work to this framework.

CRITERIA:
- D.1.2. Program activities promote the realization of the rights of the child as per the convention on the rights of the child: best interest, child participation, child survival, protection and development.

EVIDENCE:
- D.1.2. Demonstrate through the provision of training materials, program documents and community-based plan that activities relating to issues of best interest of the child, child survival and development, child participation and child protection and well-being are undertaken with community members on a regular basis.

Standard D2: Member is committed to integrating gender and diversity into program design, implementation, monitoring, evaluation and the learning cycle.

CRITERIA:
- D.2.1. A gender policy is in place and integrated in programming cycle.

EVIDENCE:
- D.2.1. Provide the organization's gender policy and explain how it is implemented in programming cycle

CRITERIA:
- D.2.2. Member has a system/mechanism in place to identify stakeholders that risk being excluded and marginalized, e.g., disability, ethnicity.

EVIDENCE:
- D.2.2. Provide evidence as to how the needs and rights of people with disabilities and those who are vulnerable and marginalized are incorporated into programs.

Standard D3: Member's programs contribute to the realization of the UN Sustainable Development Goals.

CRITERIA:
- D.3.1. Member strategies are aligned with the UN Sustainable Development Goals.

EVIDENCE:
- D.3.1. Provide the organization's Strategic Plan, development philosophies and other documentation, referencing the United Nations Sustainable Development Goals highlighting how the organization relates its work to this framework.

CRITERIA:

- D.3.2. Program activities contribute to the realization of the UN Sustainable Development Goals.

EVIDENCE:

- D.3.2. Demonstrate through the provision of training materials, program documents and community based plan that activities contribute to the UN Sustainable Development Goals.

Category E: MONITORING, EVALUATION AND REPORTING

Standard E1: Member supports ongoing, participative reflective learning, monitoring and evaluation to inform the quality and effectiveness of, and the impact of, Member's programs and projects. Qualitative and quantitative methods will be used.

CRITERIA:

- E.1.1. Monitoring and evaluation is done against a pre-defined, explicit logic of how the results they seek are to be accomplished.

EVIDENCE:

- E.1.1. Describe the system used to rate the effectiveness of programs and projects. Describe the organization's current monitoring and evaluation system and tools used to measure program outcomes/impact on beneficiaries. Attach relevant documentation demonstrating examples/results of this process.

CRITERIA:

- E.1.2. Capacity building for partners and community representatives to enable participation, leadership and independence in monitoring and evaluation has been developed. Member should have direct contact with in-country partners in measuring project outcomes and influencing program and project quality.

EVIDENCE:

- E.1.2. The organization adds value to the partnership through training and guiding the monitoring and evaluation process. Copies of communications demonstrating information sharing/training relating to program monitoring and evaluation should be provide.

Standard E2: Member follows a participatory approach with stakeholders to establish the goals of the evaluation process, the interpretation and the reporting of the results. Results are fed into a sharing, reflection and learning process.

CRITERIA:

- E.2.1. Unless there is sufficient reason not to do so, member ensures the participatory involvement of stakeholders (including children and youth) in evaluating and learning.

EVIDENCE:

- E.2.1. Member demonstrates the reflection, sharing and learning process.

Standard E3: Member reports results of programs in a manner that is consistent, accurate and timely and is informed by ongoing learning within and outside of ChildFund Alliance.

CRITERIA:

- E.3.1. Member provides regular and consistent progress reports on program and project results.

EVIDENCE:

- E.3.1. Implementing: Demonstrate (by providing examples) that results of community development programs and projects are reported in a consistent and accurate way to donors, beneficiaries and other relevant groups.

Category F: FINANCIAL AND PROGRAM ACCOUNTABILITY

Standard F1: Member demonstrates a high level of commitment to transparency, accountability and integrity in its use of resources and ensures diversity and equity in all levels of planning.

CRITERIA:

- F.1.1. Member has appropriate processes in place to allocate resources, and monitor their efficient use at the local level.

EVIDENCE:

- F.1.1. Describe the methods used (in the decision-making process) to assess and decide the appropriateness of using particular resources, for example, examination of project files, quarterly progress reports and budgets.

Standard F2: Member implements a risk mitigation strategy to identify and minimize major strategic and operational risks in all of its programs.

CRITERIA:
- F.2.1. Member has in place risk management strategies to ensure that programs achieve their objectives and are effective in benefiting those intended.

EVIDENCE:
- F.2.1. Provide examples of risk management strategies developed directly relating to project development, implementation and management.

Standard F3: Member is accountable to sponsors/donors for all donations and gifts through accurate and timely reporting.

CRITERIA:
- F.3.1. Member has in place a financial management system to track financial flows from donor to use.

EVIDENCE:
- F.3.1. Explain the financial management tracking system, from sponsor/donor to end use.

CRITERIA:
- F.3.2. Member provides regular report-backs to donors.

EVIDENCE:
- F.3.2. Explain sponsor/donor report-back mechanisms.

Standard F4: Member provides easy stakeholder access to organizational policies and documents on the issues that concern them, and a safe means by which concerns or issues can be voiced.

CRITERIA:
- F.4.1. Member has a well-publicized means by which stakeholders can access documentation on policies, processes and reports.

EVIDENCE:
- F.4.1. Explain how stakeholders are informed about their opportunities to consult documented policies, processes and reports.

CRITERIA:
- F.4.2. Stakeholders, including children, know how to safely voice any issues and concerns to ChildFund.

EVIDENCE:
- F.4.2. Describe the safe feedback process. Show evidence to illustrate how stakeholders, including children, are informed about a safe feedback process.

Standard F5: Member fosters opportunities and a conducive environment for systematic mutual learning.

CRITERIA:
- F.5.1. Members demonstrate lesson-sharing at local level, national level and international level – within and outside of the organization.

EVIDENCE:
- F.5.1. Describe how lesson sharing has taken place, south-south, across the Alliance, and more broadly.

Category G: DISASTER RISK REDUCTION

(The concept and practice of reducing disaster risks through systematic efforts to analyze and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events.)

Standard G1: Disaster Risk Reduction (DRR) initiatives have been internalized as a strategy for ongoing sustainable development.

CRITERIA:
- G.1.1. Strengthening closer collaboration with other actors (i.e., UN bodies, World Bank Global Facility for Disaster Reduction and Recovery (GFDRR), Government-National/Regional/District agencies and other NGOs) for promoting DRR programs in our communities.

EVIDENCE:
- G.1.1. Member will develop relationships to establish membership of and be adequately represented in appropriate networks (such as UNISDR, the Global Facility for Disaster Reduction and Recovery (GFDRR), UNDP DRR programs, Government institutions and local Governments and NGOs) to help implement DRR programs.

CRITERIA:
- G.1.2. Mainstreaming DRR programming.

EVIDENCE:
- G.1.2. Member will mainstream disaster risk reduction initiatives into its core

programming. This will be included in all planning processes at all levels (such as from the Community to Partner and to the Member's own annual planning). This will be rolled out to all disaster-prone communities.

> EXAMPLES:
> - Member allocates at least/up to 10% of its core funding for disaster risk reduction and emergency preparedness programming, including capacity building/training initiatives.
> - Member will have clear guidance/policy as to how best the National Offices/Country Offices can prepare and allocate resources for DRR initiatives.
> - Member has a list of the most vulnerable children communities and facilitates community-level vulnerability assessments, which will ideally give rise to the needs for DRR programming.
> - Member prioritizes child protection issues (e.g., safer school, development of curricula appropriate to school children, etc.) in DRR programs.
> - When feasible, Member undertakes external evaluations of DRR programs and shares lessons learned.
> - External/internal reviews assess the extent of adoption and progress against the five (5) Hyogo Framework for Action (HFA) Priorities for Action.

Standard G2: Emergency response. A Member that responds to emergencies provides an appropriate and high-quality response through clear policies and procedures, and quality control standards in line with the international humanitarian standards.

CRITERIA:
- G.2.1. Member has clearly defined criteria, policies and procedures for emergency response.

EVIDENCE:
- G.2.1. Member has in place clear policies, criteria and guidance for intervention in emergency response, including when it will and when it will not intervene.

> EXAMPLES:
> - Emergency/crisis response policies and procedures.
> - Examples of past decisions to intervene/not intervene in emergency/crisis situations, and reason or rationale for the decision.
> - Emergency response review process (such as Real Time Review, After Action Review and External Evaluations conducted).
> - Regularly updating the Emergency Response policy and procedures.

CRITERIA:

- G.2.2. A Member that responds to emergencies shall meet internationally recognized and current emergency response standards. (For example: The Code of Conduct of The International Committee of the Red Cross and Red Crescent Movement and NGOs in Disaster Relief; Code of Conduct on Protection from Sexual Abuse and Exploitation in Humanitarian Crisis; SPHERE Minimum Standards in Disaster Response; Minimum Standards for Child Protection in Humanitarian Action, etc.).

EVIDENCE:

- G.2.2. Demonstrate that all emergency response interventions are governed by and meet internationally recognized and current emergency response standards.

   EXAMPLES:
   - Emergency/crisis response policies and procedures.
   - Emergency response interventions and how they met international standards (e.g. staff, consultants and volunteers sign off adherence to child protection protocols in general and prevention of sexual exploitation and abuse, in particular).
   - Accreditation with emergency response organizations.
   - Conducts Real Time and After Actions Reviews of all the responses.
   - Undertakes external evaluations of all the major responses and share lessons learned.

Standard G3: Early Recovery.

(The importance of Early Recovery, a process of transitioning from relief to development is well recognized within the ChildFund Alliance programming. A member who undertakes Emergency Response should take every effort to participate in early recovery. The key aim of the Early Recovery is to avoid dependency and bring back the affected communities to normalcy and/or "build back better." Some prioritized areas include:

- *Recovery of livelihoods (i.e., agricultural production, fishing, etc.)*
- *Recovery of basic services including schools, hospitals, etc.*
- *Conducting risk assessment and developing plans for reducing further risks and/or vulnerabilities)*

CRITERIA:

- G.3.1. Member undertakes an "early recovery" programming initiative based on needs assessment planning, including monitoring and evaluation.

EVIDENCE:

- G.3.1. Member has in place clear policies that link emergency response and "early recovery" as part of the overall development process.

EXAMPLES:
- Member's Strategic Plan showing the link between emergency response and early recovery initiatives; or
- Member's programming principles and /or program approach documents
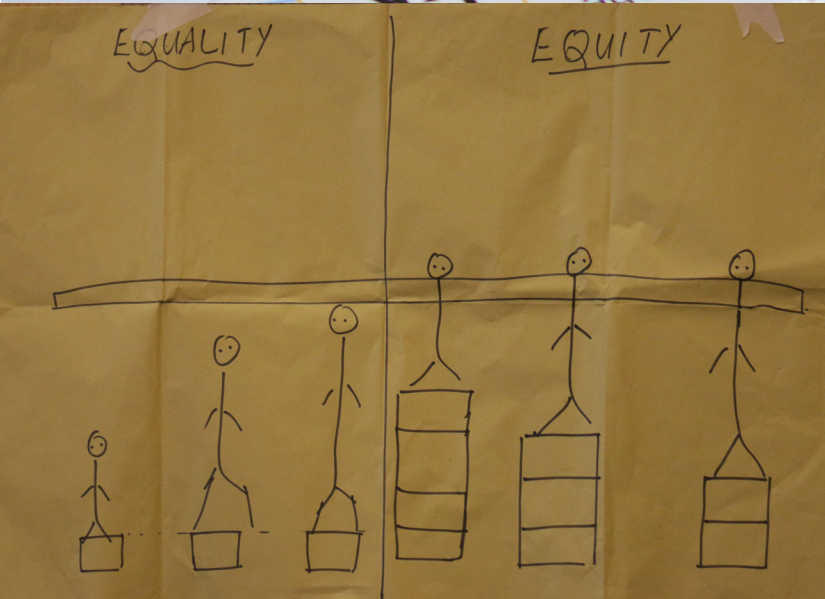
Category H: ENVIRONMENT

Standard H1: Member is able to assess and minimize the environmental impact of its activities and services, both at the program and at the organizational level.

CRITERIA:
- H.1.1. Member has appropriate processes in place to conduct environmental impact assessments prior to carrying out activities and to delivering services, both at the program and at the organizational level.

EVIDENCE:
- H.1.1. Describe the methods used to assess and report the environmental impact of the different activities and services (both at the program and at the organizational level), including Environmental Management Systems (EMS), if there are any in place.