



Credit: TDH Italy

# ACCOUNTABILITY REPORT

**Interim Report 2018**

## *Terre des Hommes International Federation*

### **ABSTRACT**

*This Interim Report gives a progress update for 2018 (continuing in 2019 in some cases) on significant changes that occurred during the reporting period and on aspects highlighted in the Improvement Analysis provided by the Independent Review Panel in February 2019.*

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## 1. STATEMENT FROM THE SECRETARY GENERAL OF THE ORGANIZATION



Terre des Hommes International Federation (TDHIF) is committed to the 12 Accountability Commitments and is systematically striving to improve its policies, activities and operations in line with this dynamic accountability framework. The annual reporting and feedback by the Accountable Now Panel provides us with an excellent opportunity to critically reflect and improve our approach.

Over the past year, TDHIF has focused a considerable amount of time and effort in responding to key questions around our collective role, legitimacy, way of working and culture, as part of an organizational transformation process. In addition to seeking to increase our impact and voice, the process also aims at making sure our primary stakeholders are even more firmly embedded and participating in our programme and governance.

Supporting the organizational transformation process, a review was undertaken of our policies and practices on integrity and safeguarding, covering the Member Organisations of the Federation and providing recommendations on the way forward. These recommendations will be implemented in the years to come and are based on the diverse nature of Terre des Hommes Members and their specific abilities. Work has also been invested in improving reporting measures and in providing opportunities for internal and external stakeholders to issue complaints, provide input and feedback. As a gender sensitive organization, Terre des Hommes (TDH) has furthermore joined the FairShare campaign. Efforts are also being undertaken to reduce our ecological footprint, by replacing travel with online meetings where feasible, and choosing venues which require more limited air transportation for physical meetings when needed.

At the level of the International Secretariat, findings from the annual staff satisfaction survey have led to new practices in exchanging between the decentralized teams. Efforts are ongoing to further focus the work of the team members of the Secretariat, allowing use to make better use of the available resources as well as to empower colleagues to lead in their field of expertise.

We look forward to continuing on the journey to learn and improve and thank Accountable Now for their support.

Delphine Moralis  
Secretary General


## 2. SIGNIFICANT CHANGES IN THE ORGANISATION DURING THE REPORTING PERIOD

In March 2018, the TDHIF International Board took a bold decision. Faced with both internal and external challenges, it decided to rethink the way the TDHIF members work together and to scale up activities through further integration, leading to a more impact-driven organisation and with increased stakeholder engagement.

In the course of one year, colleagues from across the TDHIF gathered in subgroups to develop a shared vision and mission, design principles for our future high level organisational structure, set up orientations for our future high level programme goals, and agree on values which shall serve as a passport for our journey.

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**TERRE DES HOMMES' VISION**



For every child, a **childhood**.

Every young person **empowered**.

Every community **engaged**.

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**TERRE DES HOMMES' MISSION**

**WE FIGHT:**


- to ensure that child rights are put into practice;
- to protect children from harm, even in the most difficult circumstances;
- to influence agendas and strategies that affect children and youth at all levels.

**WE STRIVE:**

- to give children access to the childhood they're entitled to;
- to empower children and youth to actively shape societies, structures and mindsets;
- to achieve sustainable system change for children.

**WE MOBILISE:**

- to involve all relevant actors, from local to global, in the solutions we seek;
- to engage partners, expertise and resources in creating environments in which children thrive;
- to build capacity for the protection of children and the implementation of their rights.



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In terms of membership, in 2018 Terre des Hommes Luxembourg became an associate member of the TDHIF.

Starting from December 2018, a Safeguarding and integrity Coordinator accompanied the International Secretariat for a one year mandate including a desk review of external standards and internal policies, and an analysis of common terminology, relevant standards, and shared principles of member organisations safeguarding and integrity policies. The outcomes of the study and related recommendations are presented to the International Board by the end of 2019.

Any concerns about child safeguarding within the communities where Terre des Hommes works can be reported to **[childsafeguarding@terredeshommes.org](mailto:childsafeguarding@terredeshommes.org)**. In 2018, the TDHIF managed 14 complaints on cases alleging these safeguarding commitments were not met, of which 10 were resolved in full.

TDHIF aims to meet the highest standards in preventing bullying, harassment, fraud and any other professional misconduct, with all stakeholders encouraged to report any concerns they have to the specifically designated **[concerns@terredeshommes.org](mailto:concerns@terredeshommes.org)** email address.

Working in coalitions to maximise impact for children has always been part of TDHIF engagement towards its stakeholders. TDHIF is part of several groups including “**Joining Forces**” an alliance of the six largest international NGOs working with and for children to secure their rights and end violence against them.

### 3. PROGRESS UPDATE BASED ON IMPROVEMENT ANALYSIS

#### Stakeholder identification and engagement (D1, E2).

Children and youth are the main stakeholders of the Terre des Hommes International Federation (hereafter TDHIF) which is guided by the SDG principle of “leaving no one behind”. Regarding how TDHIF identifies and prioritises these primary stakeholders, a revision of the process is part of the strategic review which is currently mapping our programme work through the lens of the SDGs, in order to review programme goals and focus. TDHIF does not particularly focus on children coming from a specific background but identifies its main areas of operations for children whose rights are not respected as a result of inequalities and who are discriminated against wherever and whoever they may be. With regards to design of development programmes, target groups are quite often identified at community level through a participatory approach (some examples are described below). This ensures that actions are relevant and adapted to specific local contexts and mitigates risks of exclusion.

As part of the strategic review, an expert group has been set up in September 2019, to further develop a vision on what child and youth participation should look like in our programme and governance, as well as a road map to reach the vision proposed. The group also mapped the ongoing initiatives and practices on child and youth participation across the TDHIF and exchanged with leading experts on the matter. The starting point for the work of the experts has been shared understanding of 1) child participation as a right, a principle, a means and an end, as well as a shared understanding, 2) the different types of participation requiring ‘space, voice, audience and influence’ (Lundy model) and 3) the 9 basic requirements for ethical and qualitative child participation.

TDH Germany has also developed a Manual on children’s participation which is accessible [here](#). It contains examples of changes implemented in response to external feedback.

With regards to how the Terre des Hommes International Secretariat (hereafter TDHIS) implements child participation at international level, we ensure and facilitate the active participation of child and

youth delegates in global advocacy. In the framework of the Girls Advocacy Alliance (GAA) which is a programme of Terre des Hommes Netherlands run in partnership with other CSOs, the TDHIS engages in international human rights monitoring and accountability mechanisms to ensure that national governments uphold human rights obligations with regards to gender-based violence and economic exclusion of girls and young women. TDHIS works most notably with the Committee on the Rights of the Child (CRC), the Universal Periodic Review (UPR) and the Committee on the Elimination of All Forms of Discrimination against Women (CEDAW). Thanks to its contacts with Permanent Missions and International Organizations, the TDHIS seeks to support girls and young women to meaningfully and effectively conduct advocacy on issues that affect them. Young advocates from a number of countries in Africa and Asia have been empowered through capacity-building sessions and technical workshops to engage in advocacy not only at the local level, but also at the global level within the Human Rights Mechanisms at the UN, for instance by submitting youth-led reports and, more recently, by speaking in an official panel at the UN for the Universal Periodic Review.

The youth organize themselves in clubs in order to be more effective in their advocacy and awareness-raising at the community level. Inclusiveness is usually one of the elements that youth consider, trying to involve other girls from as many (religious, cultural, social) background as possible. Given the specific topics that youth advocate for, they have usually experienced gender-based violence.

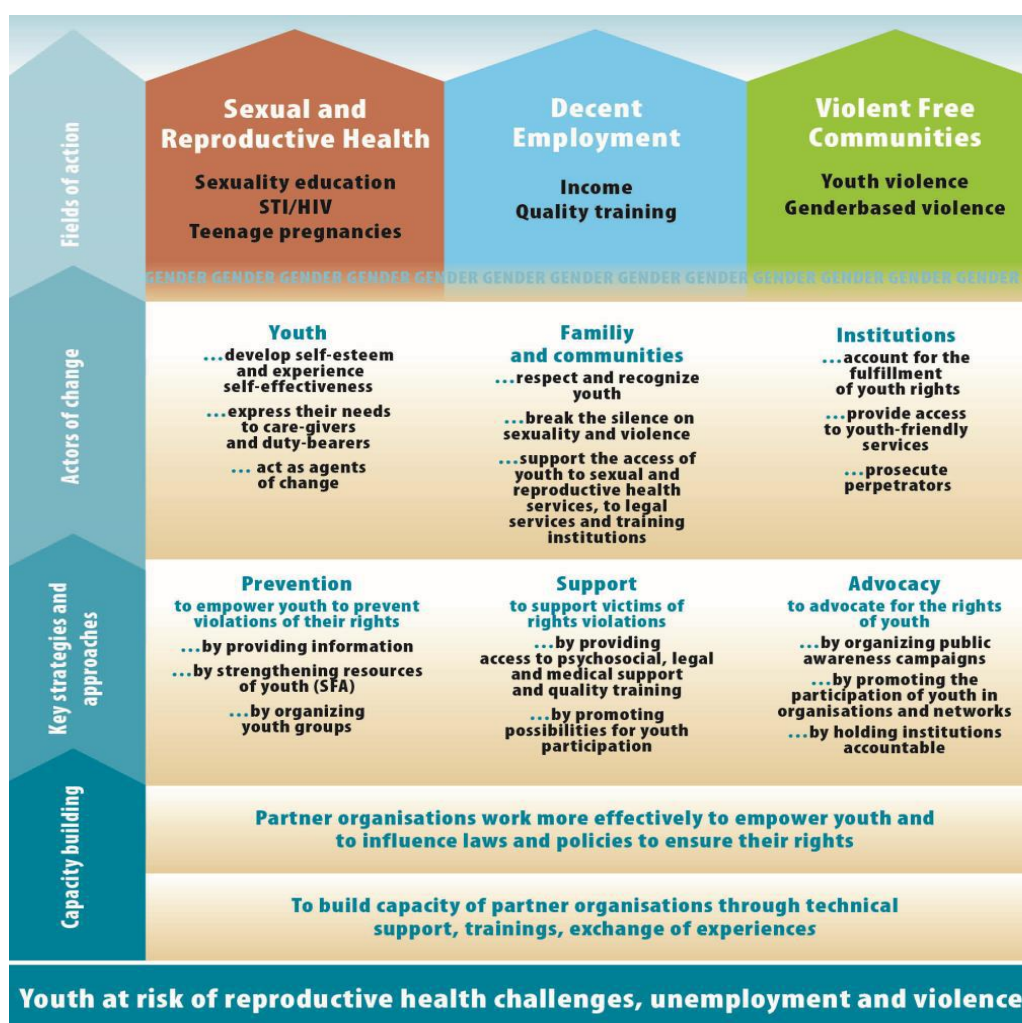
They lead the meetings with the communities where they live, and they decide independently what to talk about and in which terms (speeches, theatre performances, etc.). At the global level, they select on their own the youth they want to be represented by and the TDHIS (or partner organizations on behalf of the TDHIS) facilitates the process through which they discuss with a very participatory approach what issues to raise in the international settings (for instance which recommendations to suggest to specific governments at the UN in order to overcome certain issues, mostly related to gender-based violence and economic exclusion, that they experience at the community level). While working with the youth, the TDHIS plays mostly the role of a facilitator, providing them with the technical and logistic support they may need to run activities at the global level.

Within TDH international network, the TDHIS supports the regular sharing of MOs knowledge and expertise in involving youth from different backgrounds. Respect of diversity and children and youth participations are key values of TDHIF. Target groups are identified in cooperation with local partner organizations, based on the member organisation's focus area and on the specific vulnerabilities and capacities of youth groups in diverse local contexts.

A concrete example is the approach used by TDH Schweiz in Sub-Saharan Africa called the *Solution Focused (SFA) and Youth participation approach*.

Psychosocial support (PSS) and youth participation are areas where TDH Schweiz accumulated a lot of experience and know-how in the last decades, and this allows to provide meaningful support to local partner organizations and identify best ways to work with locally identified target groups.

The image below shows how key solution focused and youth participation strategies are used to identify priority groups and ensure programs' impact in areas related to health, employment and violence.



These approaches are cross-cutting and provide spaces for young people to organize focus group, speak openly in peer groups, and identify appropriate strategies to make programs more impactful for them. The methods used include:

- Life Skills Trainings (Personal development in empathy, communication skills, active participation in social debates, personal responsibility, reliability, integrity, working moral, stimulation of the critical thinking, rights trainings)
- Individual solution focused counselling
- Peer-to-peer support
- Psychosocial assistance of Gender Based Violence (GBV) survivors
- Juridical assistance of GBV survivors
- Psycho-social support and youth participatory methods to reach more youth and develop adequate training tools and instruments to involve and empower them.
- Self-care for youth leaders (structures and awareness to facilitate debriefing when dealing with trauma)

The use of these methods with youth contributes to:

- Increased knowledge about their rights
- Adequate guidance to services (legal services)
- Strengthen identity and self-esteem
- Overcome trauma
- Respect of themselves and others
- Shaping their own future

- Strengthen group identity, how to cooperate and act as team players
- Break the culture of silence and taboos
- Project ownership
- Support social engagement

These participatory approaches ensure that TDH projects are implemented in a need- and rights-focused manner and that they reach youth most in need. It also allows project ownership of the target groups and avoids that the project follows organizations' self-interests. At the same time, TDH Schweiz understands the risk of overburden for youth groups and ensures that the level of participation required is appropriate to the target group.

TDH Schweiz Psycho-social support /Youth Participation methods support:

- Strengthening youth competences and abilities
- Empowering youth to find their own well-informed solutions and support them to become actors of their own change
- A systematic approach which fully considers the youth social environment, i.e. family, communities, networks and local institutions
- The respect of people's dignity and their environment
- Equality principles which are culturally adapted to the context

Another example comes from the West Africa region where TDHIF member organisations have developed programme guidance on the "protective accompaniment of children" working with children on the move, and with children who are vulnerable to trafficking, exploitation or abuse. The protective accompaniment of children recognises the active role of the child in his/her protection, and in protecting others. The way of working increases children's ability to analyse their needs and choices, and to find solutions, and it focuses on strengthening their relationships with other people and with their surroundings. The approach also emphasises the importance of building social relationships within families, communities, and NGOs. It ensures systematic efforts to strengthen the protective environment of children on the move taking into account the views of the child, family members, and community members.

## Stakeholder feedback (E1), Complaints handling mechanisms and overview of complaints (J3)

Dedicated feedback mechanisms exist both at [international](#) and at local level for stakeholders to provide feedback.

At TDHIF level, online feedback submission is possible through three email addresses available on the TDHIF public website, i.e. "info", "child safeguarding" and "concerns". These avenues allow any person around the world to contact the TDHIS, ask questions and share feedback and/or concerns on the work of TDH offices in different regions. Feedback is welcome as it allows the TDHIS and its member organisations to ensure accountability and improve quality of service. Messages sent to these email addresses are received by identified TDHIS staff members, taken seriously and treated confidentially.

In practice, dedicated TDHIS team members respond to messages, carefully identify the concerned member organisation and project location, and ensure following up with their relevant focal points or leaders, depending on the issue. Member organisations ensure that appropriate action is taken to deal with the feedback and/or improve the current project/practice. The full complaint policy is also being finalised and will be uploaded in the near future.

The TDHIF Child Safeguarding working group in 2018 produced a [video](#) to disseminate the child safeguarding email, and in 2019 produced a practical toolkit “Youth Participation in Child Safeguarding” to guide consultation processes with children, map risk factors, and identify elements to mitigate them at community level.

Other TDHIF feedback mechanisms include global webinars where TDHIF staff can raise questions and give feedback and polls. As part of the strategic review process, a global survey on organisational culture and values is taking place as well as discussions around how to better involve staff and country partners to ensure the organisation is investing in priority areas.

With regards specifically to the TDHIS, the internal complaint procedure is embedded in the staff rules and in addition, an internal whistle blowing policy has also been adopted in 2019 to encourage TDHIS staff members to raise genuine concerns about malpractice in the workplace without fear of reprisals. These are internal documents applicable to the about nine staff persons composing the TDHIS. In addition, a staff satisfaction survey is held every year and has been very helpful in understanding how staff feel about the management of the organization and about the evolving tendencies. Measures have already been taken based on the survey outcomes, such as having more exchanges between decentralised teams.

In countries of operations, several MOs have developed child friendly material to inform children on unacceptable behaviours and how to report any issue. The images below are examples from projects of TDH Lausanne in Middle East and Asia.



Changes deriving from feedback mechanism include organizational transitions from a pure compliance approach to more focus on quality and accountability.

An example is the process undertaken by TDH Lausanne, where the Child Safeguarding Policy is now included into a broader system called the Safeguarding system. The new system aims at operationalizing the Global Code of Conduct and includes the Policy on the Protection from Sexual Exploitation and Abuse, as well as a directive on Staff Misconduct at the Workplace. The

Safeguarding positions have recently been incorporated in the Quality and Accountability Unit and are under the direct responsibility of the General Direction. This new organigram ensures the zero-tolerance approach and the accountability of the organization.

## Recruitment of Trustees (J1)

According to the Statute of TDHIF the International Board is composed of **member organisations** (4 to 7) and not by individuals. These members of the International Board are elected by the General Assembly for a term of three years. The General Assembly is composed of all the member organisations of the TDHIF.

Each candidate member organization presents to the General Assembly a pair of representatives composed of a delegate and a substitute accompanied by a short biography for each person. The Statutes provide that: “if a member organisation nominates another representative in the course of the said period, he/she is entitled to take part in the International Board meetings”. The vote takes place at the General Assembly by secret ballot. The skills evaluation is therefore done within member organisations who are expected to present their highest executive or one of their Board members. The representatives must also comply with the criteria outlined in the TDHIF Statutes in terms of profile, time and commitment required to take up their respective responsibilities. The geographic representation is determined by the geographical spread of the TDHIF member organisations.

Due account is given to gender balance. The new International Board elected in November 2019 is composed of two women and four men. The new Chair is a woman and the TDHIS Secretary General and Deputy Secretary General who attend the Board ex officio are women. The Board is composed of non-remunerated trustees only, as they are not paid by the TDHIS for their working time in the International Board and this is in accordance with good associative practices in Switzerland. TDHIF has also joined the **Fair Share Campaign** on equal representation of women in leadership positions.

Revising the governance is part of the strategic review process with a view to increase diversity and geographic representation in order to better reflect the composition and vision of the organisation.

