

Improvement Analysis Terre des Hommes International Federation January 2019

Stakeholder identification (D1)

TDH's International Secretariat identifies its key stakeholders as children and youth involved in the advocacy and campaign work of the Secretariat, members of the TDH International Federation, funders, NGOs and networks TDH is working with, and governmental and non-governmental processes on issues relevant to TDH's work.

Stakeholders are identified in line with the Strategic Plan and with TDH's fundamental values. The process varies depending on the type of stakeholder. The Panel repeats its question about how the main stakeholders (children and youth) are identified and prioritised. Is there a focus on children from a particular ethnic/socio-economic/educational background? How does TDH identify groups at risk of being excluded from its work? This is flagged as an area for improvement, as it is not clear exactly how stakeholders are identified.

Stakeholder feedback (E1)

The response focuses on avenues of feedback available to TDH member organisations. Interaction with the Secretariat is mainly via the working groups or steering committees on various issues, which allow staff in similar functions (e.g. advocacy, communication, heads of programme) to exchange experiences and feed in to the Secretariat's decision making.

Although not mentioned under this section of the report, TDH conducted a staff satisfaction survey in 2018 and this is expected to be conducted annually, which the Panel notes positively. Information on internal complaints mechanisms open to staff are outlined under J3.

Regarding children and youth, the report states that consultations are made through TDH's field offices and conveyed to the Secretariat via the working groups. Again, the Panel would like to know whether there is a dedicated feedback mechanism, and what other avenues there are for stakeholders to provide feedback – e.g. satisfaction surveys, consultation processes, community visits, feedback boxes. Is feedback actively sought, and if so how regularly? Is online



feedback submission possible? Are there special child-friendly mechanisms in place?

Can TDH provide examples of changes implemented in response to internal and external feedback?

Stakeholder engagement (E2)

Child participation is considered to be at the core of TDH's work, and is a cross-cutting element through programmes and learning. It has been decided to create a working group on the topic, and a manual on children's participation has been produced. The Panel encourages TDH to make the manual publicly available to share experiences and learnings more broadly.

More specific information about how key external stakeholders such as children are involved in programme planning, implementation, monitoring, evaluation, decision-making etc. would be welcome in the next report, as well as any data about how many programmes actively engage key stakeholders. TDH might want to refer to Amnesty International's [2017 report](#) (responses NGO1 and NGO3) as an example. An example is provided of how TDH Germany includes representatives of partner organisations, voluntary and youth groups, and employees of the head office in decision-making around strategy through a delegates' conference every five years. The Panel also notes that TDH's approach and the example provided from the Children on the Move campaign was identified as a good practice in their previous report.

Regarding the TDH member organisations, it is stated that these are engaged through participation on the governance bodies, and their participation in decision-making has also been elaborated earlier in the report.

Recruitment of Trustees (J1)

A clear description of the TDH governance structure is provided, and it is explained how this ensures the network to function democratically. The General Assembly, made up of representatives of all member organisations, is the highest governance body of TDH. The General Assembly elects the International Board, which has responsibility for the functioning of the Federation, and oversees the Secretariat, which manages the Federation. The report states that there is a constant move towards more collaboration, pooling of joint resources, and delivering as one within the organisation.



The Panel repeats its questions from its previous feedback letter regarding the recruitment of Board members. Is there a skills evaluation or requirements for a balance of gender/geographic representation? The International Board is elected by the General Assembly (GA) – is it elected from the GA membership only, or does it include members from outside the GA? Given that the GA comprises a balance of member organisations' trustees and CEOs, does the Board have a similar balance, or does it comprise (non-remunerated) trustees only?

Complaints handling mechanisms and overview of complaints (internal and external) (J3)

At the date of reviewing this report, complaints to the Secretariat could still only be submitted via the general info email address on TDH's [website](#), with no information provided about the complaints process. However, the Panel notes positively that a federation wide complaints mechanism is expected to be integrated into the website by the end of January 2019. This will be a major improvement and the Panel looks forward to seeing the outcome – ideally with the complaints policy also uploaded online.

Does TDH plan to have a child-friendly version of the complaints mechanism? SOS Children's Villages, for example, has separate complaints submission forms for adults and children (see [here](#), under the drop-down sections on children's safety and corrupt conduct)

The report states that the internal complaints process is embedded in the staff rules, which provide detailed information and guidance. The Panel encourages TDH to make this available online, or to share a copy of the relevant policies/guidance so that we can better assess this key component of Accountable Now's commitments.