

# Feedback from the Independent Review Panel

Review Round March 2016

13 April 2016

Dear Ignacio Packer,

Many thanks for submitting your INGO Accountability Charter report. In times of conflict and climate change, when civil society organisations (CSOs) have an increasingly important role to play, the space for civil society is shrinking in many parts of the world. Strong accountability and the demonstration that we “walk our talk” have never been more important. It is also against this background that the Charter has initiated an alliance with seven national CSO accountability frameworks to strengthen our collective voice as we devise a shared [Global Standard for CSO Accountability](#).

Before providing you with an individual assessment of your report, there were some issues that arose in all or many reports that the Independent Review Panel wants to share with you:

## Getting fit for the digital age

Digitisation allows for unprecedented connectivity. At a time when citizens have increased levels of agency and literacy this is a game changer in the way CSOs work. Mobilisation and relationship building with large numbers of people to *co-create* the change they want to see is at the heart of most new CSO strategies – particularly in campaigning. Working *with*, not *for* stakeholders, is not just seen as the right thing to do, but also as the most impactful.

Important in this evolution is moving ICSOs from transparency to actively sharing information, from consultation to joint decision making and from taking responsibility for others to sharing mutually defined responsibilities.

The Charter has initiated the [Digital Accountability project](#) and Amnesty International, Greenpeace, Oxfam, Transparency International and others are already intensively involved in this project. We look forward to more cooperation with and among Member organisations on this particular issue and for these issues to be addressed more in future reports.

## Globalisation / National level accountability

Decentralisation processes usually place more responsibility and capacity at the national level. To ensure an ICSO presents a unified, coherent voice and can protect its brand, a strong and globally shared understanding of mutual accountability is key. Thus, decentralisation often goes hand in hand with a stronger mandate for the ICSOs’ global accountability mechanisms. These should help national entities build capacity in the accountability practice, and also demand stronger delivery on global commitments. Charter Members are encouraged to ensure that all their entities adhere at least to the following minimum standards: transparency, effective and independent oversight, involving people we serve, coordination with partners, sound financial management and impact focus.

## Inclusion and diversity

Many Charter Members still focus mainly on gender when demonstrating their accountability in terms of diversity. This is a lost opportunity. As we all know, there is also discrimination on the basis of disability, age, ethnicity, etc. Actively reaching out to these constituencies will strengthen their rights and their participation. For example, positive action can increase the employment of those with disabilities or from minority ethnic groups. Such inclusion is central

to a human rights based approach, but may also improve results by tapping into a wider base of experience. For further advice, click [here](#) on the outcome of a Charter webinar on inclusion or [here](#) to look at some good practice examples of Charter Members.

Please ensure that all points listed above are taken into consideration when further developing your accountability practices in the coming months and collecting data for the next INGO Accountability Charter report.

### Organisation-specific feedback to Terre des Hommes International Federation

Terre des Hommes International Federation's (TDHIF's) accountability report is good and comprehensive – in particular for being their first report submitted to the INGO Accountability Charter.

TDHIF has so far only joined for the International Secretariat which consists of nine staff members in Geneva and Brussels. It is highly supported by the Panel that TDHIF plans to move towards reporting for the federation as a whole and hence to make more comprehensive accountability reporting in the future since an organisation's commitment to accountability should be coherent across the brand. TDHIF is encouraged to get in touch with the Charter Secretariat in case they need any support in this regard.

In terms of **institutional commitment** to accountability, the report shows that the organisation uses accountability and this report as a learning exercise for more transparency and organisational development. While it is acknowledged that membership is mentioned in their Annual Report, the organisation does neither mention Charter membership nor link to the Charter's website on their homepage. In order for stakeholders to know what the organisation has committed to, this would be crucial first step and all Charter Members are requested to openly publish their membership. TDHIF could do so on their [webpage about "alliances"](#). The Charter will only be seen as a strong collective agreement of the entire sector to accountability if Members actively and proudly support communication around it.

Relevant **evidence** that policies or procedures work well in practice is provided in some areas but should be further improved in others in future reports (e.g. demonstrating that staff recommendations have shaped decision-making in the past or that resources are tracked effectively).

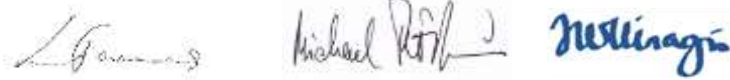
Direct links to mentioned policies and procedures are missing throughout the report and TDHIF is encouraged to provide these in future reports. Also we ask that, consistent with the enclosed **Improvement Analysis**, future reports deal more fully with: Steps towards reporting for the federation as a whole; setting up a formal evaluation framework (NGO3); taking a more consistent and focused approach to minimising negative environmental implications of their work (EN16); as well as implementing anti-corruption practices and trainings (SO3). Please let the Panel know if this does not reflect the organisation's own priorities.

The Panel is overall satisfied with Terre des Hommes International Federation's first accountability report so that the organisation moves from Affiliate to **Full Membership** with immediate effect.

Our intention is that this letter, and any response you may wish to provide, is made publicly available on the Charter website along with your report. You can find the reports that were previously reviewed on our [website](#). However, should there be errors of fact in the feedback above or in the note below; we would of course wish to correct these before publication. Please share these comments or amendments by 15 May 2016.

If you have any other feedback or comments on our work, please share them with us by sending them to the Charter Secretariat. We are also available for bilateral conversations with Members' senior leadership team and look always forward to hearing your views.

Yours sincerely,

Three handwritten signatures in blue ink. The first is "Louise James", the second is "Michael Röska", and the third is "Jane Kiragu".

Louise James · Michael Röska · Jane Kiragu

Three handwritten signatures in black ink. The first is "Rhonda Chapman", the second is "John Clark", and the third is "Saroeun Soeung".

Rhonda Chapman · John Clark · Saroeun Soeung

Review Round March 2016  
Cover Note on Accountability Report 2014

## Terre des Hommes International Federation

PROFILE DISCLOSURES	
I. Strategy and Analysis	
1.1	<p><b>Statement from the most senior decision-maker</b> <i>Addressed</i></p> <p>The report's opening statement by Ignacio Packer, Secretary General of Terre des Hommes International Federation (TDHIF), provides a comprehensive overview of achievements and developments in 2014 as well as an outlook to future progress such as the new Strategic Plan and the envisaged revisions of statutes for a more flexible governance structure. He explains well why accountability (and specifically reporting on the Charter commitments) is important to TDH.</p> <p>While it is evident that TDHIF uses this report and the INGO Accountability Charter to enhance their transparency and internal culture of accountability and learning, the Panel would be interested to know <i>how</i> accountability drives management decision-making. Moreover, the statement would have benefited from a more self-critical account on the reporting year, particularly as a first report – what has worked and what not and what needs to be handled in a different way from a senior perspective? It would also be interesting to understand what accountability specifically <i>means</i> to Terre des Hommes, i.e. what their definition is. The Charter's accountability definition can be found <a href="#">here</a> on the right.</p> <p>Finally, the Panel very much appreciates that TDHIF plans to get all Member Organisations (MOs) to report in a consolidated manner under the Charter. TDHIF is encouraged to get in touch with the Charter Secretariat in case they need any support in this regard.</p>
II. Organisational Profile	
2.1	<p><b>Name of organisation</b> <i>Fully addressed</i></p>
2.2	<p><b>Primary activities</b> <i>Fully addressed</i></p> <p>The response provides an interesting overview of TDHIF's vision, mission, primary activities, and 2012-2015 Strategic Objectives. It is particularly appreciated that the new Strategic Plan (2016-2020) focuses on a collaborative approach and specifically outlines "to improve complementarity and accountability".</p>
2.3 – 2.7	<p><b>Operational structure / Headquarter location / Number of countries / Nature of ownership / Target audience</b> <i>Fully addressed</i></p>
2.8	<p><b>Scale of organisation</b></p>

	<p><i>Partially addressed</i></p> <p>While this response provides relevant information on TDHIF’s financial status, concrete programme or advocacy expenditure in 2014 as well as information on volunteers / supporters is missing.</p>
2.9 – 2.10	<p><b>Significant changes / Awards received</b></p> <p><i>Fully addressed</i></p>
<b>III. Report Parameters</b>	
3.1 – 3.4	<p><b>Reporting period / Date of most recent report / Reporting Cycle / Contact person</b></p> <p><i>Fully addressed</i></p>
3.5	<p><b>Reporting process</b></p> <p><i>Addressed</i></p> <p>TDHIF uses this first report to enter a learning curve for the development of its accountability. While it is understood that the Secretariat consists of only nine people, the Panel asks for a description of the process for consulting and engaging staff and stakeholders in the preparation of future reports. This can be included in the envisaged implementation plan for the Panel’s recommendation, e.g. offering a workshop for all staff members about the findings and defining who in the team is responsible for which progress area.</p> <p>The Panel appreciates that TDHIF plans to widely share the Panel feedback with the International Board, MOs and other stakeholders. It is suggested to have a look at Educo who have created an executive summary of their report (<a href="#">here</a>) to make the content more accessible for internal or external stakeholders. It will be interesting to see how stakeholders’ comments might affect future reports.</p>
3.6	<p><b>Report boundary</b></p> <p><i>Fully addressed</i></p> <p>Since Charter membership only applies to TDHIF, the report covers the activities of the International Secretariat only and neither the activities of MOs nor of their partners. The Panel elaborates on this issue in its feedback on 3.8.</p>
3.7	<p><b>Specific limitations</b></p> <p><i>Addressed</i></p> <p>TDHIF states that it does not measure its greenhouse gas emissions even though it implements a series of environmental-friendly measure to reduce greenhouse gas emissions and energy consumption (EN16). A bench line study to track reductions is recommended by the Panel which also suggests contacting Greenpeace or CBM for an easy to use method for making these calculations.</p>
3.8	<p><b>Basis for reporting</b></p> <p><i>Addressed</i></p> <p>TDHIF has only joined the Charter for their International Secretariat. Thus, this report covers foremost their activities and procedures. It is stated in 3.6 that accountability is high on the agenda of MOs. Nevertheless, as written in 2.2, the International Secretariat “protects the Terre des Hommes brand and it monitors compliance with core quality standards”. In this regard, the Panel would be interested to know how it ensures that MOs comply with strong accountability standards committed to at the international level.</p>

	<p>The Panel welcomes the intention to move towards reporting for the whole federation and would like to know what are the steps envisaged for this and the time-scale involved, and whether this process has been discussed within the Federation? We would advise that establishing a common approach to logging and processing complaints, including whistle-blower protection, be a first step to report for the full Federation. We also welcome the invitation to the Panel to make recommendations for further steps by TDH and that these would be discussed by the International Board and shared with members.</p>
3.10 – 3.12	<p><b>Significant changes / Reference table</b>  <i>Fully addressed</i>  A reference table is not necessary since IRW follows the usual GRI structure and numbering.</p>
<p><b>IV. Mission, Values, Governance, and Stakeholder Engagement</b></p>	
4.1	<p><b>Governance structure</b>  <i>Partially addressed</i>  The General Assembly, made up of all MOs, is the highest governance body of TDHIF. However, it is not clear who comprises the General Assembly – is it all (or a number) of trustees of the Member Organisations? Its competencies are clearly laid out. In addition, 2.6 describes responsibilities of the General Assembly as well as of the International Board (according to the new Strategic Plan). The report states that International Board members are not remunerated, but it also states that they are proposed by the member organisations and they “are usually the CEO or a senior staff or a Board member of the member organisations” – the first two categories surely ARE remunerated? Please clarify in the next report.</p> <p>It is not clear who is responsible for oversight and guarding the good name of the organisation. It appears to be the International Board, advising the General Assembly on quality standards and overseeing GA agreements; is this correct? Moreover, external specialised advisors support an effective risk analysis and management approach. Does this also include e.g. a risk registry, assessment of risks to staff and allocation of responsibilities for responding to risks?</p>
4.2 – 4.3	<p><b>Division of power between the governance body and management / Independence of Board Directors</b>  <i>Fully addressed</i></p>
4.4	<p><b>Feedback from internal stakeholders</b>  <i>Fully addressed</i>  Internal stakeholders can provide feedback (only) once a year at the General Assembly and senior staff usually attends Board meetings in which they can raise concerns. What other opportunities are there in place for sharing feedback? Other Charter Members, reporting for the whole federation though, also offer team or departmental meetings, regular intranet feedback loops, (recorded) lunch meetings, webinars, or working groups. Moreover, it would be interesting to provide <i>actual</i> evidence that staff / member organisations recommendations have shaped decision-making in the past.</p>
4.5	<p><b>Compensation for members of highest governance body</b>  <i>Addressed</i></p>

	<p>Members of the International Board are not remunerated (but see comment in 4.1 above). While the explanation on a salary scale in regard to limited resources vs. attracting talents sounds reasonable, the Panel would be interested in a direct link to the mentioned pay scale and policy in the next report. This would help to receive a more comprehensive picture of salaries paid. Finally, the Panel would like to know if there are any succession arrangements in place.</p>
4.6	<p><b>Conflicts of interests</b> <i>Partially addressed</i></p> <p>All staff sign a code of conduct as outlined in the report. TDHIF's Statute and Rules of Regulations form the basic document for ensuring independence of the organisation. A direct link to the document is highly appreciated in the next report since information is currently not sufficient for a comprehensive understanding in this regard. Is there a particular Conflict of Interest Policy in place? Are board members' registers of interest externally published?</p> <p>Moreover, how does the International Secretariat ensure that MOs have a rigid conflict of interest procedure in place before they can make nominations for the International Board?</p>
4.10	<p><b>Process to support highest governance body's own performance</b> <i>Partially addressed</i></p> <p>The International Board is elected every three years by the General Assembly. Are there any term limits in place? Does this mean the entire board changes for the following three-year term? Good practice is to have a staggered rotation of board members to ensure continuity of governance. There is no formal process for evaluation of the governance body and the Panel would be interested to know if TDHIF is planning to establish such a (self-) evaluation process in the near future. The Panel furthermore encourages the organisation to publish Board meeting minutes on their website. The Annual Report cites eight members of the International Board in 2014, while the Accountability report says seven; has there been a reduction?</p>
4.12	<p><b>Social charters, principles or other initiatives to which the organisation subscribes</b> <i>Fully addressed</i></p>
4.14 – 4.15	<p><b>List of stakeholders / Basis for identification of stakeholders</b> <i>Fully addressed</i></p> <p>More clarity on TDHIF's cooperation with no less "1,120 partner organisations" (see 1.1) will be interesting in the next report.</p>

## PERFORMANCE INDICATORS

### I. Programme Effectiveness

NGO1	<p><b>Involvement of affected stakeholder groups</b> <i>Addressed</i></p> <p>TDHIF aims to include stakeholders as part of Project Cycle Management. It is foremost a service provider for MOs with whom they engage via seven federation-wide Working Groups to reach the organisation's strategic objectives. It would be interesting to learn in future reports if these forums have led to reshaping</p>
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	<p>procedures? TDHIF is also an advocacy and campaigning body for which they coordinate efforts with MOs' field offices. The response refers to an illustrative example how stakeholders influenced decision-making and changed a campaign's focus from "trafficked children" to "children on the move" to better reflect on realities on the ground.</p> <p>There was no information in the report on how MOs' projects and thus engagement with stakeholders actively informs the International Secretariat's advocacy campaigns. The report only mentions that they are based on programmes and activities but not how stakeholders are involved. The Panel understands that this is a more top-down than participatory approach (e.g. TDH MOs have elaborate M&amp;E systems but it is not clear how the International Secretariat taps into this information or used it to develop advocacy campaigns).</p>
NGO2	<p><b><i>Mechanisms for feedback and complaints</i></b> <i>Addressed</i></p> <p>Members of the TDHIF are actively involved in a process of "<a href="#">Child Safeguarding Measures</a>" which also includes a written feedback and complaints policy. More information on this policy would be appreciated in the next report. In the future, this section should cover all complaints by members of the public and other stakeholders, not just those related to Child Safeguarding Measures. Moreover, it is understood that the International Secretariat itself does not have a policy in this regard but publishes contact details of all staff on their website (<a href="#">here</a>). In addition, TDHIF is encouraged to openly state they welcome constructive feedback to enrich their decision-making. It is suggested to have a look at Oxfam GB's comprehensive approach and procedures to invite feedback and complaints (<a href="#">here</a>).</p> <p>The report refers to the quality standard working group and its role in monitoring "the management of child safeguarding incidents". The Panel would be interested to learn how this working groups works, what sort of incidents it deals with, and which body finally resolves the measures to be taken both to protect children and safeguard the NGO's good name?</p> <p>The organisation publishes the number of cases received via their Child Safeguarding Measures in their <a href="#">Annual Report 2014</a> (page 14) and in SO1: "In 2014, Terre des Hommes managed 11 allegations of which 2 involved Terre des Hommes staff, and 6 partner staff. At the end of the year, 4 of the 2014 newer cases were considered closed in administrative terms, together with the cases of previous years. All cases are carefully and rigorously followed while prioritising the child's best interests and well-being."</p>
NGO3	<p><b><i>Programme monitoring, evaluation and learning</i></b> <i>Partially addressed</i></p> <p>The Panel appreciates that external consultants monitor and evaluate TDHIF's two main campaigns (Destination Unknown and ChildrenWin) and capitalisation workshops are offered to discuss findings among staff. However, what about the monitoring and evaluation of the 870 projects or 68 country programmes? Are external reviews and evaluations publicly available? Is there a formal evaluation framework detailing the levels, responsibilities and requirements for evaluation of operations and campaigns? What role do the International Secretariat and Board play in ensuring good quality evaluations and learning lessons of experience among the federation? And is there evidence to adjustments and management response from learning? The Panel suggests having a look at <a href="#">CARE's Evaluation</a></p>



	<p><a href="#">Policy</a> for good practice in this regard.</p> <p>Finally, the Panel looks forward to more information on these issues in the next report.</p>
NGO4	<p><b><i>Gender and diversity</i></b> <i>Addressed</i></p> <p>The organisation’s mission is “to work for the rights of the child and for equitable development, without racial, religious, political, cultural or gender-based discrimination.” In this regard, TDH organisations work with disadvantaged children and tackle gender and diversity in their projects. Hence, as TDH moves towards reporting for the federation as a whole it will be necessary to describe what <i>specific</i> systems, guidelines or policies are in place to identify stakeholders that risk being excluded from TDHIF’s work – e.g. due to disability, ethnicity, poverty, illiteracy, age or gender? How does this in turn inform monitoring, evaluation and learning?</p> <p>Moreover, the Panel recommends setting improvement targets for the future and track progress. And are they IS targets or MO targets?</p>
NGO5	<p><b><i>Advocacy positions and public awareness campaigns</i></b> <i>Addressed</i></p> <p>Advocacy and campaigning is at the heart of the organisation’s work. A solid field-basis is the foundation of every advocacy work to ensure credibility and legitimacy but the Panel does not know how they use that field information to develop and test their advocacy work – it is just assumed to occur. TDHIF has a written procedure in place which requires “approval of TDH focal points working in the country as the concern is both to be as truthful and respectful as possible and also to protect the TDH projects staff and stakeholders from possible negative impact of public positions”. The Panel would welcome a direct link to this procedure in the next report. The system of reference persons, strict rules regarding the image of children, and binding code of conducts for cooperation with journalists are furthermore positively noted.</p> <p>Corrective actions follow, if necessary, periodical reviews and an example is given in addition to the trafficking campaign example from NGO1. Exiting a campaign usually requires decision of the General Assembly which, however, only meets once a year. Is there evidence for a respectful exit from the past?</p>
NGO6	<p><b><i>Coordination with other actors</i></b> <i>Addressed</i></p> <p>The answer provides relevant information on TDHIF’s existing partnerships and alliances (e.g. Child Rights Connect, CONCORD, or the Sports and Rights Alliance). A systematic process on the avoidance of duplication and how the organisation works in consortiums to leverage each other’s expertise could strengthen current efforts. This is of particular importance since the new Strategic Plan highlights collective international work (#1) and country programmatic collaboration and cooperation (#3).</p> <p>For future reporting, when reporting for the federation as a whole, TDHIF is encouraged to demonstrate how it seeks evidence of accountability from potential partners and/or how it assists partners to meet the same high standards of accountability. Are any commitments to accountability included in the selection</p>

	process by Member Organisations (e.g. due diligence or MOUs)?
<b>II. Financial Management</b>	
NGO7	<p><b>Resource allocation</b> <i>Partially addressed</i></p> <p>TDHIF shares its audited financial report (Annex II) which is also published in its <a href="#">Annual Report</a> (pages 32-35). However, is there also evidence in place for effective resource allocation, tracking of resources and thorough control frameworks? 2014 income/expenditure for the International Secretariat is about 20% below budget (about \$2M). Why is this, given that overall the total income of the Federation rose 3% from 2013-4; for some reason did MOs transfer less than was anticipated to the IS? Or did Oak Foundation cut their contribution? Did it create difficulty coping with the shortfall?</p> <p>The annual report was useful and impressive; however, the audited accounts annexed are surprising. While the main report indicates the overall federation income of Euro 134M, the auditors cite much lower figures – some CHF1.6M (for Geneva and Brussels) – presumably just referring to the International Secretariat. This is somewhat misleading; are there audited accounts for the federation as a whole, and if not, does each MO have audited accounts?</p>
NGO8	<p><b>Sources of Funding</b> <i>Fully addressed</i></p>
<b>III. Environmental Management</b>	
EN16	<p><b>Greenhouse gas emissions of operations</b> <i>Not available</i></p> <p>TDHIF states that it does not measure its greenhouse gas emissions even though it implements a series of environmental-friendly measure to reduce greenhouse gas emissions and energy consumption. However, climate change poses a fundamental and cross cutting threat to equitable and sustainable development which is also reflected in the post-2015 debates. Only if CSOs have convincing practices and a focused approach in place to limit their own environmental impact, can they credibly demand progress from others. A baseline study to track envisaged reductions and compare future years is recommended by the Panel – bearing in mind that the larger environmental impact depends on the Member Organisations.</p> <p>The Charter Secretariat would be happy to connect TDHIF with other (smaller) Members / Secretariats (e.g. Transparency’s headquarters in Berlin) which found ways of doing this – please get in touch.</p>
EN18	<p><b>Initiatives to reduce emissions of operations</b> <i>Addressed</i></p> <p>While TDHIF describes initiatives to reduce its greenhouse gas emissions, the Panel would be interested to see if there is a <i>systematic</i> approach to environmental management guided by senior management oversight and regular assessment? Are there any concrete reduction targets? The Panel looks forward to progress in coming years, as reports move towards the federation as a whole.</p>
EN26	<b>Initiatives to mitigate environmental impact of activities and services</b>

	<p><i>Addressed</i></p> <p>Energy consumption (office equipment and buildings), paper and document management, waste management, and travel are the main environmental impacts of TDHIF's work. TDH organisations' efforts to protect children from climate change hazards and to support environmental education for children (e.g. Robin the Watts programme) are highly appreciated. However, are there any forms of conducting environmental assessments prior to carrying out activities or campaigns?</p>
<b>IV. Human Resource Management</b>	
LA1	<p><b><i>Size and composition of workforce</i></b></p> <p><i>Fully addressed</i></p> <p>The answer provides an interesting overview of the nine-staff International Secretariat located in Geneva and Brussels.</p>
EC7	<p><b><i>Procedure for local hiring</i></b></p> <p><i>Partially addressed</i></p> <p>Specific information is missing on TDHIF's approach to local hiring including senior staff. Being situated in Switzerland and Belgium, it is recommended to focus on a diverse workforce rather than local hiring. Alternatively, does TDH provide opportunities for staff from a range of MOs to move to the Secretariat? LA13 states that only two out of nine staff members have Latin American or Asian roots (vs. Western backgrounds). An early step towards reporting for the federation as a whole would be to aggregate personnel data across all Member Organisations to assess whether there is a more balanced and diverse picture of the whole federation.</p>
LA10	<p><b><i>Workforce training</i></b></p> <p><i>Partially addressed</i></p> <p>TDHIF provides information on what is understood as training and how specific needs are identified. The organisation encourages workforce training as outlined in the Staff Rules (a footnote in English instead of French will be appreciated in the next report); it would be interesting to see their <i>systematic</i> approach and active offer to staff members. The 2014 budget allocated 4,558 CHF to staff training which is approximately 0.5% of their core costs (see Annex II of report).</p> <p>It will be relevant for the next report to identify how much staff has participated in trainings and what process is used to evaluate training programmes.</p>
LA12	<p><b><i>Global talent management</i></b></p> <p><i>Fully addressed</i></p> <p>All staff receive annual performance appraisals where the job description is also reviewed in the framework of the strategic priorities and training needs are identified. However, since the International Secretariat with only nine staff members is a small structure with a limited budget, there is no global talent management system to regularly identify future HR needs and developing staff accordingly.</p>
LA13	<p><b><i>Diversity of workforce and governance bodies</i></b></p> <p><i>Addressed</i></p> <p>There are small gender imbalances in the International Board (two women vs. six men) and among staff (six women vs. three men); however, perhaps a more</p>

	<p>important issue is the over-representation of people coming from Western Countries in both bodies. Are there any improvement targets for the future? Is there a general diversity policy in place to ensure the organisation's legitimacy and effectiveness by inclusion of also people with disabilities or minority groups?</p>
NGO9	<p><b><i>Mechanisms to raise grievances</i></b> <i>Addressed</i></p> <p>The Staff Rules determine the way to follow for raising grievance to management regarding working conditions. A link to this document will be appreciated in the next report. Have there been grievances raised in 2014? If yes, how many, which kind and could they be resolved?</p> <p>TDHIF's general approach to health and safety at work, including individual support of a work psychologist and ensuring a good work-life-balance, is positively noted.</p>
<p><b>V. Responsible Management of Impacts on Society</b></p>	
SO1	<p><b><i>Managing your impact on local communities</i></b> <i>Addressed</i></p> <p>TDHIF abides to the standards of the <a href="#">Keeping Children Safe Coalition</a> in regard to their work on child protection. Moreover, all staff have to sign a code of conduct (see page 13 of the report) and serious cases of breach would be submitted to the International Board.</p> <p>However, does TDHIF conduct needs assessments, situation analyses, problem analyses, stakeholder analyses, envisaged project impact or baselines prior to every intervention? While this is more difficult with advocacy programmes, a broader analysis of potential impact (positive and negative) of TDHIF's advocacy work is required beyond child protection. In this regard, the Panel would like to better understand the mechanisms used by TDHIF to analyse the potential impact of their work on communities – e.g. how can TDHIF draw on field experience and feedback that MOs received from communities?</p>
SO3	<p><b><i>Anti-corruption practices</i></b> <i>Partially addressed</i></p> <p>TDHIF demonstrates how a double-signature system and external annual audits prohibit and prevent cases of corruption. However, it would be useful to understand if the organisation assesses where it could be potentially exposed to corruption, bribery, or fraud? Financial systems will need reviewing as well as active checking. It is suggested to have a look at the <a href="#">anti-corruption webinar outcome summary</a> offered by the Charter in 2014 which also includes guidance from Transparency International UK.</p> <p>In regard to anti-corruption training for staff, it is foremost important that staff with financial and management responsibility in the MOs as well as the International Secretariat is aware of procedures in place and where to turn to in case of detection of corruption cases. It is recommended to include at least a section in the Staff Rules and also look into free online courses such as offered by Transparency International Chile (<a href="#">here</a>).</p>
SO4	<p><b><i>Actions taken in response of corruption incidents</i></b> <i>Addressed</i></p>

	<p>While TDHIF-IS is not aware of any incidents of corruption or fraud, it is well aware that this way of functioning is not sustainable and that and that the development of an anti-corruption and anti-fraud policy is needed. Some of the TDH organisations have an anti-corruption policy and could support the International Secretariat in developing one. The Panel looks forward to progress in this regard.</p>
<p><b>VI. Ethical Fundraising</b></p>	
<p>PR6</p>	<p><b><i>Ethical fundraising and communications</i></b>  <i>Fully addressed</i></p> <p>While it is understood that fundraising activities are mainly carried out by the members and not by the International Secretariat, the Panel would nevertheless like to know how it is ensured that procedures respect the dignity of affected people and that funds are used in the designated way (beyond adhering to national accounting standards).</p> <p>There have been no recorded instances relating to fundraising in 2014.</p>