



Accountability Report

**Terre des Hommes International Federation
International Secretariat**

Period covered: 2017

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Opening Statement from the Head of organisation



Terre des Hommes International Federation is a network of 10-member organizations jointly promoting and supporting the rights of children in 67 countries worldwide. As an organization working for the rights of children and their equitable development, accountability – first and foremost to children empowered and served through our work – is at the heart of our concerns. We therefore welcome the possibility to report annually on progress to Accountable Now, and to learn from the recommendations from the panel.

2017 has been an exciting year for the Terre des Hommes International Federation (TDHIF). Jointly, our Member Organizations reached close to 7 million beneficiaries through 816 projects – covering child protection, humanitarian aid, health and nutrition activities, education and professional training, youth empowerment support and more.

Building on these results, a series of measures were taken in 2018, which illustrate the continued and increased commitment of the Federation to accountability principles:

- In March 2018, the International Board of TDHIF decided to proceed to a comprehensive strategic review process, with an aim to align programme goals and approaches across the Federation as well as the underlying structure and governance to a greater collective impact for children in the world. The review started from a thorough phase of diagnostic and evaluation, surveying and interviewing internal stakeholders from the various levels of the Federation (headquarters and field). In addition, the diagnostics phase included a series of in-depth qualitative interviews with external partners who were asked for feedback on our impact and work. The review process is led by a task force composed of the CEOs of two Member Organisations and the TDHIF Secretary General – accountable to the International Board. The review is implemented with the support of external consultants selected by the Board to make sure the methodology is sound and achieves envisaged results.
- Keen to further align policies and practices related to integrity, including issues related to child safeguarding, anti-fraud, harassment and bullying, a new position was created within the International Secretariat, funded by the Member Organizations. The Integrity Coordinator will, in the course of 2019, conduct a critical analysis of the members' policies and practices, and develop recommendations for improvement.
- Safeguarding of children being crucial, and a shared commitment, in the activities undertaken at all levels within the Federation, efforts are in the process of being stepped up in this area. Members of Terre des Hommes committed to jointly invest in the development of a new e-learning module which will provide for a better awareness, a great capacity of recognizing concerns and swifter response across the various layers of the Federation, including our work through partners and volunteers at field level.
- In order to improve internal communication and coordination, a handbook bringing together all procedures and internal policies of working together in the Federation has been initiated. The handbook will be finalized in 2019 and will provide for greater transparency within the network.

Terre des Hommes

International Federation

- Building on existing partnerships, Terre des Hommes has continued working closely with others, including children and young people at all levels. This has included closer cooperation with 5 other major child focused agency joining forces for child rights, as well as field work where young people and children are empowered as actors of change.

While accountability is a fundamental concern for all members of the Federation, the report focusses primarily on the efforts of the International Secretariat which coordinates the decentralized network of member organizations. With the above-mentioned developments in the pipeline, a more integrated and comprehensive reporting system is expected to become a reality towards 2020.

In line with the approach of Accountable Now, Terre des Hommes considers accountability as a dynamic process, embedded and improved on a day to day basis throughout the various layers of the organization. We are dedicated to fulfilling the 12 commitments, and look forward to the cooperation with Accountable Now.

Delphine Moralis
Secretary General

A. The impact we achieve

1. What are your mission statement and your theory of change? Please provide a brief overview.

The vision of Terre des Hommes (hereafter TDH) is a world where the rights set forth in the Convention on the Rights of the Child are implemented for all children, and in which children are active participants in their own development.

The mission of Terre des Hommes International Federation (hereafter TDHIF) as described in our Statutes, is “To promote concrete conditions for the full respect and implementation of child rights within a context of human rights-based approaches to sustainable and equitable development embedded in economic, social and cultural rights”.

Lead by our mission, the long-term ambition of the TDHIF is to deliver impact for children, youth and communities and to realize the full implementation and respect for child rights internationally and in our home countries. Our work is to combine local support and solidarity with global action, engaging with and challenging those that can make the rights of children, youth and communities a reality.

The TDHIF works to strengthen its position as a world-renowned child rights and child protection organisation, valued for our interlinked humanitarian aid, right-based development, capacity building and advocacy work. We work to position ourselves for our proximity, integrity and for the impact we achieve for children, youth, their families and communities. Our actions also seek to educate children and youth on the dynamics that drive poverty, suffering and abuse of rights, creating awareness and ensuring solidarity between the fortunate and less fortunate.

We work to maximise the value of complementary approaches across our network and grow collectively to meet collectively set high-quality standards. Our organisation works to remain agile and adaptable, working closely with partners, to improve our impact and influence.

Over the past 58 years, TDHIF has helped millions of children access their rights and a decent life by providing health care, education, a means of living, and offering protection against abuse, exploitation, violence and discrimination to children worldwide. TDHIF has helped children realise their full potential, and advocates to promote human rights and the full respect for the dignity of children.

2. What are your key strategic indicators for success and how do you involve your stakeholders in developing them?

The TDHIF strategic priorities have been developed after substantial debate, discussion and feedback across the TDHIF. They also take account of the evolving external environment and the 2030 Sustainable Development Goals.

Our five key strategic priorities are to:

1. **Focus** our collective international work on common programmatic areas.
2. **Boost** international campaigning and advocacy.

3. **Invest** in project country programmatic collaboration and cooperation.
4. **Share** expertise, knowledge to improve complementarity and accountability.
5. **Grow** our influence and resources.

Key strategic indicators for success have been developed during the consultations per each priority.

1. Focus our collective international work and common programmatic areas

1a - Build collaboration related to common programme areas of work.

- Child labour
- Children in context of crisis, displacement and migration
- Children affected and in danger of sexual exploitation

1b – Focus common programmatic areas and advocacy within the context of the child related Sustainable Development Goals (SDG)

Summary of success indicators:

Created and implemented a set of concepts and strategies related to common programmatic areas; agreed a ‘common language’ and engaged in high level public intervention on the common areas.

2. Boost international campaigning and advocacy

2a - Invest in co-owned/managed international campaigns 2016-2020 rooted in our project experience and identified collectively through agreed mechanisms

2b - Invest in international positioning for common programmatic areas agreed as part of the strategic plan.

2c - Design and implement a strategy for the use of a common visual identity for TDHIF

Summary of success indicators

TDHIF always has at least one running international campaign, 80% of international interventions in high level panels, citation of TDHIF documents/‘media-echo’ refer to programmatic areas and target key stakeholders; framework for common visual identity approved and implemented.

3. Invest in project country programmatic collaboration and cooperation

3a - Design and Implement common principles and rules for field collaboration.

3b - Establish pilots for common country and sectorial programming.

3c - Develop a common strategy for humanitarian action and systematically coordinate joint response, pooling competence and resources to ensure synergy of our action.

Summary of success indicators

Framework for common principles and rules for field cooperation approved and implemented; 3 pilots per year implemented and evaluated, common strategy & operating system developed and monitoring framework implemented; positive evaluations of joint humanitarian responses.

4. Share expertise, knowledge to improve complementarity and accountability

4a - Create and implement common TDHIF standards for governance and programme work.

4b - Further develop specialized focal points on priority topics to lead public positioning, support research and promote innovation

4c - Build a framework for peer to peer exchange, support and learning

4d - Align and, or interlink MO planning & reporting processes, enabling feedback and increasing coherence.

Summary of success indicators

Binding common standards are established, implemented, monitored and acted upon in case of non-compliance; all MO include relevant federal perspectives, activities and commitments in planning, monitoring and evaluation systems.

5. Grow our influence and resources

5a - Increase our external networks, engaging in selected alliances linked to common programmatic areas, increasing impact and influence.

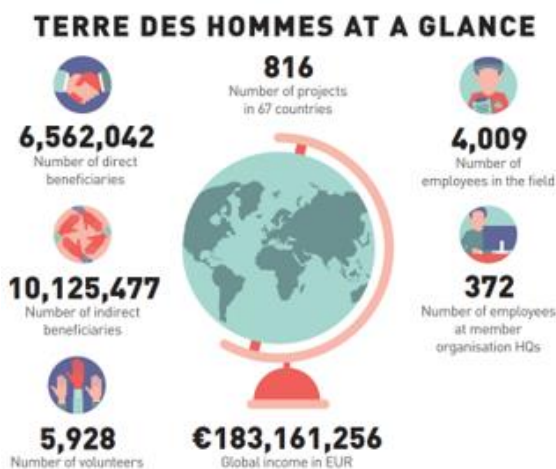
5b - Increase income and programmatic stability through joint and coherent institutional fundraising efforts on common programmatic areas

5c - Develop a strategic framework that will facilitate new diverse membership linked to increased funding and impact

Summary of Success indicators

Number of new strategic alliances, of successful joint funding applications and new membership framework.

3. What progress has been achieved and difficulties encountered against these indicators over the reporting period?



The periodic consultation held with member organisations outlined progress in collaboration for field projects among TDH organisations, successes in advocacy and campaigning, and improvement in the functioning of internal working groups. Main challenges remain due to the lack of unity regarding ambitions, visual identity, use of common resources and operating principles.

Regarding priorities 1,2 and partly 4, TDHIF-IS is engaged in three main campaigns and an advocacy initiative on child labour, having in common a rights-based approach and a child protection and child participation focus:

- the Destination Unknown Campaign - to protect children on the move and offer them perspectives for the future (www.destination-unknown.org)
- the Children Win Campaign - to protect children in mega-sporting events (www.childrenwin.org)
- the Girls Advocacy Alliance (GAA) run through the lead of TDH Netherlands and several other Dutch organisations (<https://www.terredeshommes.nl/en/programmes/girls-advocacy-alliance>)

The Destination Unknown Campaign has shown relevance and timeliness with regards to the global migration crisis and to the negotiations on the Global Compacts on migration and on

refugees. It is still a unique campaign to deal with all aspects of child and youth mobility and has also demonstrated its credibility, since it is rooted in field work done at the side of children on the move and for and with them. The Campaign bridges the local, national, regional and global levels and has contributed to develop a reference work of 9 recommended principles for children on the move (<http://destination-unknown.org/wp-content/uploads/recommended-principle-EN.pdf>).

At national and regional level, the campaign has accompanied children all along their migration route, from origin through transit and destination. It has helped children on the move to be better informed about the conditions of safe migration and to protect themselves and make their views and opinions heard, it has also helped caregivers and service providers to increase the relevance of their activities with regards to child protection.

At global level, The Campaign contributed to increase knowledge about children on the move and to highlight their rights on the international agenda. 2017 has been a crucial time with the negotiations on the Global Compacts on Refugees and Migrations. TDHIF is a co-lead of the “Initiative for child rights in the Global Compacts” which is generally recognized to have allowed to substantively raise the provisions regarding children in the two Compacts. The Global Compact on Migration, which was adopted in December 2018, contains 38 paragraphs referring to children and establishes a solid platform for collaboration in protecting the rights of migrant children. The measures suggested by the Compact will help improve access to protection, care and support for the many vulnerable children who are on the move today. It will help set up predictable and suitable responses and provide tools for international, national and local authorities and other relevant actors to respond appropriately to the needs of children and act in their best interests.

The Destination Unknown Campaign has also however been affected by the migration crisis. This has made the campaign particularly relevant but has also diverted some of the activities from the original plans as well as the attention of external partners and the public. An external evaluation of the campaign delivered in May 2017 concluded that “the DU Campaign is relevant and sorely needed by child refugees and other children on the move and many of its objectives remain to be achieved.”

The GAA, after more than one year of implementation, has made important progress towards the expected outcomes. The 2017 Annual report, which investigates also the progress made in 2017, shows that most of the planned outputs have been delivered and the programme is on track with regard to the 2020 outcomes, despite a few challenges. The major one has been that the space for civil society is increasingly shrinking at the national and international level, making the engagement in International Human Rights Mechanisms even more strategic for the GAA programme. Although this has not particularly affected the activities carried out in 2017, it is a trend that needs to be taken into account and monitored in the coming years.

The Children Win Campaign shed light on children whose rights were jeopardised by mega sporting events and is part of international coalitions such as the ‘Sport and Rights Alliance’ (SRA). The Children Win Campaign has led to several improvements, for example in the establishment of the bidding documents for the EURO 2024 or the ‘sustainability concept’ (including stakeholder hearings with youth) which the German Football Federation (DFB) presented to UEFA. Through its former Secretary General, the TDHIF also sits as an expert on the ‘FIFA Human Rights Advisory

Board'. Overall, the Children Win Campaign has been able to influence and contribute to many major evolutions or human rights and child rights policies worked out by Sport Governing Bodies along with other major civils society organisation. A lessons learned exercise of the Children Win Campaign is scheduled for 2019.

Regarding joint advocacy work on child labour, the TDHIF-IS joined several other NGOs in the Time to Talk campaign which collected the voice of 1'822 working children (52% girls and 48% boys) on their views about their work (please see https://www.time-to-talk.info/wp-content/uploads/2018/05/T2T_Report_EN.pdf).

On the invitation of the ILO, the results of the Time to Talk campaign and the main recommendations of children were presented at the IVth Global Conference on the Sustained Eradication of Child Labour in November 2017 in Argentina. The Conference was attended by 3800 governmental and non-governmental participants.

Priorities 3, and partly 4 have been advanced essentially through internal working groups with the difficulties outlined above (lack of unity regarding ambitions, visual identity, use of common resources and operating principles). This led the International Board to decide, in March 2018, to proceed to a comprehensive strategic review process, with an aim to align programme goals and approaches across the TDHIF as well as the underlying structure and governance, to enhance and multiply our collective impact for children in the world.

Priority 5 is realised through diverse collaborations with other entities including closer cooperation with 5 other large child focused agency joining forces to push for renewed political commitments to and accountability for children's rights, as set out in the UN Convention on the Rights of the Child.

In 2017, the programmes implemented by TDHIF allowed to have the following impact:

- 816 development and humanitarian aid projects implemented in 67 countries
- Partnerships with 706 local organizations and 4'009 (local) employees in the field
- More than 6.5 million beneficiaries reached by protection, care and development projects with a view on opening opportunities to children

The programmes work has been enhanced by the advocacy work to:

- Lobby governments to make necessary changes in legislation and practice
- Raise general awareness about violations of children's rights
- Coordinate the sharing of knowledge to further develop MO capacity and provide quality work and be accountable to beneficiaries and stakeholders

4. Have there been significant events or changes in your organisation over the reporting period of relevance to governance and accountability?

Former Secretary General Ignacio Packer left in June 2017 and a new Secretary General, Delphine Moralis, was recruited and started in January 2018. The interim period (June-December 2017) was managed by the Head of the International Secretariat, Eylah Kadjar.

In 2018, the TDHIF started a Strategic Review designed to lead to a new vision and strategic plan.

B. Positive results are sustained

1. What have you done to ensure sustainability of your work beyond the project cycle, as per commitment 4? Is there evidence of success?

In terms of organisational development, the Strategic Review mentioned in part A3 outlines the will to strengthen the collective impact of the TDHIF and reinforce sustainability.

In terms of programmes TDHIF-IS engages in long-lasting advocacy and campaign work. The Destination Unknown Campaign to protect children on the move is now entering in its third phase and has been conducted for four years already. It is however itself the successor of a multi-year TDH campaign to stop child trafficking. Each phase of the campaign has been evaluated externally and built on the knowledge and experience acquired in the previous phase. Usually, when TDHIF-IS stops active campaigning work on a certain subject, it is followed by programmatic work done by the TDH organisations on the same subject, this happened for example for the questions of child soldiers and is also scheduled for the theme of children rights in mega sporting events.

The knowledge of collecting voices of affected children is also developing. As an example, the Destination Unknown Campaign has supported youth activists who have been able to advocate for the protection of children on the move from field opportunities to high-level multilateral meetings. As these young activists will continue their personal development and grow in their careers and social integration, it is hoped that they can ensure continuity of this thematic for the next decade.

When the TDHIF-IS addresses complex phenomenon such as child labour, it's always in a long-term perspective. As an example, it was already involved in the drafting of the ILO Convention 182 on worst forms of child labour in 1999 and since then it has developed its programming and advocacy to end the worst forms of child labour based on this framework.

Sustainability is a central issue for **Terre des hommes Germany**. In order to better establish sustainability in daily work flows, Terre des Hommes was one of the first NGOs to compare and harmonise its business policy with the criteria of the German Sustainability Code (DNK). The DNK fulfils the reporting duty of big companies in the field of corporate social responsibility, i.e. entrepreneurial responsibility for societal and socially sustainable action. In addition, Terre des Hommes Germany uses an environmental management system that is regularly checked by an environmental reviewer. Since December 2016 Terre des Hommes Germany has been certified under EMAS (Eco-Management and Audit Scheme) and also »Zukunft einkaufen« (buy the future).

2. What lessons have been learned in this period? How have the lessons been transparently shared among internal and external stakeholders? How do you plan to use these lessons to improve your work in the future?

At organisational level, there are periodic assessments of the implementation of the Strategic Plan with the help of an external consultant. During the current review, internal and external stakeholders have been consulted, and lessons learned shared within TDHIF membership. Decisions to enter in a Strategic Review have been made based on the assessment of results.

At programme level, the main lessons learned exercise, based on extensive consultations of campaign participants, carried during this period has been an institutional learning report which is available online.

<http://www.terredeshommes.org/wp-content/uploads/2017/08/Institutional-Learning-Report.pdf>

This lessons-learned exercise has been used to shape the next phase of the Destination Unknown Campaign. This exercise has shown that knowledge management of phase 2 of the campaign had to improve and this is why it has been developed in the planning of phase 3.

The same lessons learned exercise is planned for the Children Win Campaign in 2019.

As to the GAA programme, the staff regularly engages in brainstorming activities and exercises to identify the main lessons learned that are subsequently reflected in the annual report every year and shared with relevant stakeholders such as the Ministry of Foreign Affairs of the Netherlands. In 2017, the GAA has realised that, given the more challenging and less human rights-friendly environment, it might be convenient to explore different opportunities and entry points to approach States, for instance by approaching new actors, including African or Asia Pacific regional groups. This lesson learned will be used to develop new advocacy strategies next year.

Regarding joint advocacy work on child labour, internal assessments are also regularly made and used to improve the quality of the biannual TDHIF report on child labour (<https://www.terredeshommes.org/wp-content/uploads/2017/06/CL-Report-2017-engl.pdf>).

C. We lead by example

1. How does your organisation provide national and/or global leadership on your strategic priorities? What evidence is there that this leadership is recognised and welcomed by your peers and stakeholders, especially the affected populations?

A survey of “critical friends” from several other organisations held in October-November 2018 clearly showed that the expertise of Terre des Hommes in the field of child migration, as well as the fact that it works in close collaboration with its stakeholders and its knowledge of field reality were highly valued by peers. They have also pointed out that TDHIF has an appreciated role in alliance building, they also fully appreciate the campaigns of the TDHIF, the fact that they are grounded in programmes, the expertise of TDHIF regarding child protection and child safeguarding.

Though acting in very close collaboration with populations affected by its campaigns, the TDHIF is still unable to measure the exact level of recognition other than in a qualitative way. The TDHIF is generally recognised as an expert voice regarding children’s rights and particularly children on the move. It is co-chairing the “Initiative for child rights in the Global Compacts” (<http://www.childrenonthemove.org/>) together with Save the Children which gathers many UN and CSO partners to raise awareness around and accountability for the rights of children on the move and other children affected by migration. Through drawing on States’ commitment to complying with the Convention on the Rights of the Child as well as on specific guidance from the Committee on the Rights of the Child, the Initiative aimed to ensure that both Global Compacts reflect a common and ambitious approach to protecting children on the move.

There are empirical evidence showing the recognition of the leadership of the TDHIF such as invitations to address high-level international events such as the Global Forum on Migration and Development or the IOM International Dialogue on Migration.

TDHIF is also generally recognised for its leadership with regards to Child Safeguarding Measures as stated in the above survey of “critical friends”. It has been awarded Level 1 certification by the “Keeping Children Safe” network.

The Balzan Foundation’s prize for humanity, peace and fraternity among peoples has been awarded to Terre des Hommes Foundation in Lausanne organisation on Friday 23 November 2018 in Rome. Endowed with one million Swiss francs, this sum will support a project combatting the mortality of new-born babies and their mothers in Mali. According to Vito Angelillo, TDH Foundation Director General: “It is a valued token of appreciation for Terre des Hommes and every one of our teams in the field and at headquarters. This prize honours the deeply-rooted commitment we have had for nearly 60 years.”

2. How does your organisation practice a) being inclusive and protecting human rights, and b) promoting women’s rights and gender equality, in accordance with commitments 1-2?

Human rights are embedded in the Statute of the TDHIF which provide that “The TDHIF is guided by the International Bill of Human Rights and the Convention on the Rights of the Child.” Human rights are also at the core of the current TDHIF Strategic Plan which provides that “the long-term ambition of the TDHIF is to deliver impact for children, youth and communities and to realise the full implementation and respect for child rights internationally and in our home countries” so they are at the fundament of the organisation.

The projects run by the TDH organisations as well as the campaigns run by the TDHIF-IS are rooted in a rights-based approach and implement the fundamental principles of the Convention on the Rights of the Child including non-discrimination and the best interest of the child. TDHIF-IS has raised many times its concern of seeing the undermining of the concept of children’s rights at global and national levels, for example with regards to difference of treatments regarding children on the move versus the national populations.

TDHIF is running the Girls Advocacy Alliance project, in partnership with other NGOs, which aims to stop gender-based violence and to economic empowerment of girls and young women. Structurally, the TDHIF-IS also applies gender sensitive recruitment procedures and strives to favour the advancement of youth and women. As an example, the two most senior TDHIF-IS leadership positions are held by women.

The TDHIF Working Group on Child Safeguarding Measures mentioned in part C3 below allows to share knowledge and good practices internally, but also to further promote and develop child safeguarding policies and practices on a wider scale, for example through training all staff and volunteers to apply codes of conduct in TDH programmes in countries of operations.

Terre des Hommes Germany sees children and young people not just as beneficiaries in project activity but as co-decision-makers, who contribute actively to the success of our projects. We strengthen the idea of active participation of boys and girls by giving them a say in our own organisation. For example, the International Youth Network of Terre des Hommes Germany, also

represented at the Terre des Hommes Delegates Conference in June 2018, co-decides on the goals and priorities of programme activity for the coming five years.

3. How do you minimise your organisation's negative impacts on your stakeholders, especially partners and affected populations?

TDHIF condemns all forms of violence and abuse against adults or children, whether they are beneficiaries or not. We require employees, partners and volunteers to act irreproachably, remaining non-violent and positive at all times. To help achieve this goal, we endeavour to continually analyse and improve institutional procedures and policies to ensure they meet the strictest international standards.

The members of the TDHIF are actively involved in a process of "Child Safeguarding Measures" to ensure the most effective possible mechanisms of safeguard for children who are part of the programmes run by the Terre des Hommes organisations. Child protection has a very high priority in the TDHIF which is a member of the Keeping Children Safe Coalition (KCS). TDHIF has been granted level 1 certification in 2015. Abiding to KCS standards is a programme which binds all TDH organisations member of the TDHIF and is mentioned in the Rules and Regulations of the organisation, therefore it is managed by the TDHIF-IS through the Working Group Child Safeguarding Measures. Members of the Working Group offer peer support to each other through regular meetings and advance collectively with standards. For example, a guide for journalists visiting TDH projects has been produced as well as several materials for volunteers and children attending UN conferences under the responsibility of TDH. During the face-to-face meeting of the Working Groups, individual cases are reviewed and cases of concern have to be submitted to the International Board. (See an example of Child Safeguarding Policy : <https://www.tdh.ch/en/media-library/documents/child-safeguarding-policy>)

The number of cases received is published in the Annual Report of the TDHIF. In 2017 TDHIF managed 14 new allegations. All cases are carefully and rigorously followed while prioritising the child's best interest and wellbeing (please see also J3).

The mandate of the Working Group is to:

- Review the annual reporting of the MOs and their plans of action
- Review possible Child Protection Policy cases
- Make recommendations to the member organisations and to the TDHIF International Board
- Yearly report to the General Assembly

The TDHIF-IS and the TDH organisations also have strict rules regarding the treatment of image of children which are based on the KCS standards. Parental consent is sought before publishing any photo of children on website or publications. The TDHIF-IS and the TDH organisations also request journalists to sign binding codes of conduct for example in case of visit to a project.

Each TDH organisations, including the TDHIF-IS, has a code of conduct which has to be signed by staff upon recruitment and which lists the possible sanctions in case of breach ([please see Annex 1 for TDHIF-IS code](#)). To ensure coherence and uphold practices all through the TDHIF, the TDHIF-IS recruited in December 2018 a Coordinator for Child Safeguarding and Integrity Practices whose

role will allow to bring the level of integrity compliance to a higher and more harmonised level across the membership of the TDHIF.

Building on the experience of around 2000 team members working in complex and dangerous situations around the world, **Terre des Hommes Lausanne** has developed and consolidated a risk management system based on three key components: the Child Safeguarding Policy, the Safety and Security Policy and the Anti-Fraud/Corruption Policy. A whistle-blowing procedure allows all employees to share information with managers or people in charge of dealing with cases, regardless of the incident type or location.

A new Code of Conduct, which compiles all institutional policies and rules, provides team members with a professional framework that covers all forms of behaviour and action. It must be strictly respected by all.

The Child Safeguarding Policy (CSP) is one of the organisation’s core documents, and must be signed by all team members, partners and visitors involved in our activities. This policy seeks to structure Terre des Hommes Lausanne operations to guarantee the protection and well-being of the children we work with directly or indirectly. For this reason, the Risk Management Sector collects information on all incidents that arise in the field. It monitors and analyses these cases in order to make recommendations and provide support to managers during decision-making.

Each TDH country delegation has a reference person who has received training in child safeguarding. This person ensures the CSP is respected, advises and assists staff in implementing procedures, and liaises with head office when incidents arise. In 2017, the Risk management Sector recruited a Roving Risk Specialist who moves between different field operations to implement risk management procedures and train local team members.

4. How do you demonstrate responsible stewardship for the environment?

In daily management, the TDHIF-IS environmental footprint comes from energy consumption (office equipment and buildings) paper and document management, waste management, and travel. The TDHIF-IS is well aware about the need to monitor its consumption and endeavours to reduce negative impact. The printing of documents uses recycled paper. Electricity consumption is controlled (including by the use of energy efficient lights, saving energy plugs, automatic system of lighting) and communication by electronic means (telephone, internet and video conferences), as well as electronic document management, is always preferred. Recycling of waste is systematic. For local movement, no car parking facility is offered to employees whereas facilities are offered for bicycle and public transport (bicycle parking, participation in bus and train expenses for example). Air travel is limited as much as possible. Moreover, remote working is also allowed and supported.

At programme level, the TDH organisations are fully involved in protecting children from climate change hazards and environmental degradations, they run several projects to promote alternative energies and environmental education for children and youth in high-risk countries. TDHIF also closely worked with the UN Committee on the Rights of the Child to organise the Day of General Discussion on children’s rights and the environment and ensure successful implementation on 23 September 2016. The recommendations coming out of the Day of General Discussion form our work programme for the next few years. Furthermore, the state reporting procedure to monitor the implementation



of children's rights was revised and expanded by the Committee on the Rights of the Child to cover environmental problems.

Following the Day of General Discussion, interest in the connection between environmental crises and human rights has grown. John Knox, the UN Special Rapporteur for the Environment and Human Rights mandated by the Human Rights Council, has been working since 2011 on a legal framework to clearly name the environmental rights and national obligations. The TDHIF supported John Knox in his work and focused above all on the interests and needs of children. In June 2017 TDHIF jointly organised an expert consultation in Geneva, and at the end of 2017 the Special Rapporteur submitted a report that clearly named the main rights of children and corresponding obligations of governments in terms of protecting the environment (www.tdh.de/bericht-knox).

Environmental problems also play an important role in many of the Terre des Hommes projects. Often it is a vital matter like accessing clean drinking water, protection from toxic pesticides or planting crops for healthy food in harmony with nature. One example is a project on environmental education led by Terre des Hommes Germany, which builds on indigenous knowledge in the Peruvian Andes.

D. Key stakeholders are identified with great care

1. Please list your key stakeholders. What process do you use to identify them?

The Statute of the TDHIF provides that:

The goals of TDHIF are to promote and support the work of the Member Organisations. This work is rooted in a clearly focused mission (both in programmatic work and advocacy) to promote concrete conditions for the full respect and implementation of child rights within a context of human rights-based approaches to sustainable and equitable development embedded in economic, social and cultural rights.

The aim of the TDHIF is therefore to promote and implement the rights of children throughout all its activities. Its key stakeholders are therefore children who are concerned by the campaigning and advocacy work of the TDHIF-IS.

The TDHIF-IS also services the members of the Terre des Hommes International Federation network and unites them to enhance their impact (TDH Italy, TDH Germany, TDH Foundation, TDH Switzerland, TDH Denmark, TDH Luxembourg, TDH Canada, TDH France, TDH Spain, TDH Netherlands). These members are also therefore key stakeholders of the TDHIF-IS.

The key stakeholders of the TDHIF-IS are therefore as follows:

- A. Groups of children and youth beneficiaries and involved in the advocacy and campaign work of the IS
- B. Members of the Terre des Hommes International Federation
- C. Funders (especially the Oak Foundation and the main funders of the Terre des Hommes organisations)

**Example from a Member Organisation:
Stakeholder mapping of Terre des Hommes Italy**



D. NGOs member of the Destination Unknown Campaign (to protect children on the move)

E. NGO Networks with which the TDHIF-IS is actively working (such as Child Rights Connect, CONCORD, Sports and Rights Alliance).

F. Governmental and non-governmental processes such as the Global Forum on Migration and Development.

The identification of key stakeholders is made in conformity with the Strategic Plan to enhance the realisation of the strategic priorities. The criteria for selecting stakeholders is also the careful consideration that they are in accordance with the fundamental values as expressed in the TDHIF

Statute. The process of identification and selection as well as subsequent relations with them depends of the nature of the relation (for example, donors, partners etc.).

2. How do you ensure you reach out to those who are impacted or concerned by your work?

The TDHIF-IS has several empirical ways of reaching out to those who are impacted or concerned by our work. For the members of the TDHIF network stakeholders, due to the service based nature of the TDHIF-IS, consulting them is regular and systematic. There have been extensive consultations for the making of the current and future Strategic Plans. The TDHIF-IS is an association registered under Swiss law and that implies a very democratic structure with a General Assembly, composed of a representative of all member organisations, which is the supreme body of the organisation and makes decisions through votes where all members have the same rights.

The TDHIF also has set up working structures, in the form of thematic working groups which gather all the member organisations, which are agile structures regularly monitoring their own methods of work and guiding the work of the TDHIF-IS.

For the children and youth affected by the campaigns of the TDHIF-IS there are several ways of reaching them such as involving children and youth participants in the Campaign assemblies, using questionnaires, and supporting children and youth on the move initiatives at national level.

In 2017, the Quality and Accountability Sector of **Terre des Hommes Lausanne** continued working to structure and strengthen teams by developing skills in the fields of project cycle management (PCM), information management, and data collection methods and tools. Over the course of the year, 65 team members from 20 delegations received training on monitoring and evaluation and mobile data collection. A new guide was developed on managing projects in emergencies and humanitarian crises, as were various methodological and educational tools, including the PCM Toolbox for Emergencies and Humanitarian Crises, the Methodological Pack on Surveying and

Programme Result Indicators. All these resources are available on the websites www.tdh-qa-unit.com and www.mdc-toolkit.org

3. How, specifically, do you maximise coordination with others operating in the same sectoral and geographic space with special reference to national and local actors?

Entering into alliances is part of the strategic priorities of the TDHIF Strategic Plan and has a high level of priority in the work of TDH. The TDHIF-IS is member of several alliances and networks including Child Rights Connect, CONCORD, the Global Forum for Migration and Development (GFMD), the Sports and Rights Alliance, the Keeping Children Safe network, the Global Partnership to End Violence against Children and many more. Members of the TDHIF-IS also accept responsibilities in these alliances as for example as current Vice-Chair of Child Rights Connect, or as member of CONCORD policy Direction Committee. These formal alliances usually involve NGOs but also other partners as for example the Sport and Rights Alliance which involves sport groups and trade unions.

The alliance strategy of the TDHIF-IS is periodically reviewed together with the International Board with a view to ensure a real added value to collaboration both in terms of programme effectiveness and results and pooling resources together with other organisations.

An example is the work achieved with Child Rights Connect, for example regarding support to the UN Committee on the Rights of the Child or input on the annual discussion on the rights of children at Human Rights Council, which could never be achieved by a single organisation. The same goes for the advocacy of the TDHIF-IS towards the EU for which the CONCORD network is one of the important vehicles.

The Terre des Hommes organisations also work with 706 local and national partners in countries of operations. These partnerships can take several forms but are often in the form of support to projects run by partners. This way of operating has an impact on the whole structure of the network and on the way of the TDHIF-IS of running campaign which are rooted in field work.

E. We listen to, involve and empower stakeholders

1. What avenues do you provide your stakeholders to provide feedback to you? What evidence demonstrates that key stakeholder groups acknowledge your organisation is good at listening and acting upon what you heard?

The TDHIF-IS has several layers of stakeholders. As an International Secretariat, it is first a service provider for the members of the TDHIF which are national organisations of Terre des Hommes. They are very closely associated to the design of programmes (advocacy and campaigning for the case of the TDHIF-IS). Seven transversal Working Groups or Steering Committees gather the staff of the TDH national organisations having a similar function. They are:

- WG Advocacy
- SC Destination Unknown Campaign
- WG Communications
- WG Humanitarian Coordination
- WG Heads of Programmes
- SC Children Win Campaign
- WG Child Safeguarding Measures

The activities and programmes of the TDHIF-IS are decided in close cooperation with these working groups which imply the active participation of the TDH member organisations. As an example the SC Destination Unknown Campaign has engaged in a lessons learned exercise, with the help of a consultant who conducted extended interviews with TDH and other partner staff active in the Destination Unknown Campaign. The outcome lessons learned report has been used to conceive the next phase of the Campaign based on the learning and experience collected (see also part B2).

The TDHIF- IS is also an advocacy and campaigning body. Its advocacy is deeply rooted in the field work run by the TDH national organisations in 67 countries. Links and consultations with the directly affected stakeholders' groups is made through the field offices of the TDH organisations and conveyed to the TDHIF-IS by them through the seven working groups mentioned above. This is the case for example of the Steering Committee Destination Unknown Campaign which gather the TDH organisations participating in the campaign (as well as other NGOs) running field programmes on children on the move.

The TDH organisations have also elaborated systems of programme monitoring and evaluation as part of Project Cycle Management and this includes learning, monitoring and evaluation.

2. What evidence confirms a high level of stakeholder engagement in your activities and decisions from beginning to end?

Child participation is at the core of TDH work and particularly high on the agenda of the TDHIF as a cross cutting element through programmes and as a learning agenda. Therefore, it has been decided to create a specific TDHIF working group on this topic so as to favour exchanges and learning among the TDH organisations. An important step forward for the TDHIF is also the production of a very comprehensive "Manual on Children's Participation" including a practical tool, which has been shared among member organisations.

The TDH organisations also work in very close collaborations with their main stakeholders in running programmes and this has an impact on the global advocacy and campaigning led by the TDHIF-IS.

Regarding structural and organisational development, the engagement of the main stakeholders of the TDHIF-IS (its member organisations) is intense and obvious at all levels of the organisation. The governance bodies (General Assembly and International Board) emanates from the member organisations and are responsible for all major decisions which are then implemented by the TDHIF-IS.

The delegates' conference of **Terre des Hommes Germany** is held every 5 years and decides on the strategic guidelines of Terre des Hommes international work. The elected representatives of the partner organisations, the voluntary and youth groups and employees of the head office are all entitled to vote and shape the strategy of the organisation.

3. What are the main likes/dislikes you have received from key stakeholders? How, specifically, have you reacted to their feedback?

In a survey conducted as part of the Strategic Review, the members of the TDHIF network usually appreciate its function of coordination. They also appreciate the function of global representation as it makes their voice and impact stronger for children. External stakeholders have pointed out

that TDHIF has an appreciated role in alliance building, they also fully appreciate the campaigns of the TDHIF, the fact that they are grounded in programmes, the expertise of TDHIF regarding child protection and child safeguarding.

The main dislikes come from the fact that the TDHIF is still a very decentralised network and this implies problems in communication between its different entities as well as loss of potential in impact due level of collaboration which are not optimised. The Strategic Review, mentioned several times in this report, has been engaged in 2018 to address this issue which is regarded as fundamental.

The TDHIF-IS is a small and agile structure which tries to adapt to the evolving needs of its members and is a listening organisation. The Working Groups (see list in E1) periodically assess their working methods to improve their functioning and make it more relevant to the needs of the participants and to amplify horizontal exchanges among them. As an example, upon request of its members, the TDHIF-IS is developing guidelines on engaging with private sector through the coordination of Working Group Advocacy.

4. How do you know that people and partners you worked with have gained capacities, means, self-esteem or institutional strengths that last beyond your immediate intervention? (You may skip this question if you have addressed it in your response to B. 1)

Sustainability of interventions is at the heart of the TDHIF preoccupations and is translated into different action in several ways. As an example, TDHIF tries to enhance the capacities of its partners to use human rights mechanisms and Treaty bodies such as the Committee on the Rights of the Child. In the framework of the GAA programme, the TDHIF-IS has extensively engaged in capacity building activities through in-person training and regular technical support via email and skype calls in Kenya, Uganda and the Philippines to provide the in-country GAA staff and other CSOs with knowledge and capacity to autonomously participate in the Human Rights Mechanisms well beyond the end of the programme in 2020.

Since 2013, **Terre des Hommes France** supports a project in the South of India run by the organisation FEDINA to promote access to human rights for marginalised populations. The project consists in informing and raising awareness of communities (in slums, villages, factories etc) on inter alia, trade unions for rural workers, wages, price increase. This work has enabled the creation of trade unions, women's groups, dalit groups and NREGA groups (National Rural Employment Guarantee Act) gathering close to 20'000 participants, which have been accompanied by the FEDINA network, and had a lasting impact in communities.

F. Our advocacy work addresses the root causes of problems

1. How do you identify and gather evidence regarding the root causes of the problems you address?

As a rule the TDHIF-IS only conducts advocacy work which is rooted in its field work and chooses campaign themes on the basis of analysis of the root causes of problems encountered by the communities with whom the TDH organisations work with and in collaboration with them.

As an example, the Children Win campaign made a baseline assessment entitled “Breaking Records – Child Rights Violations during the Rio 2016 Olympics”. It can be accessed at <http://www.childrenwin.org/wp-content/uploads/2016/09/Rio-2016-Briefing-Paper.pdf>

Regarding one of its priority area of work such as child labour, Terre des Hommes participates in the campaign “It’s Time to Talk!” aimed to give a systematic hearing to working children for the very first time. “It’s Time to Talk!” was launched in 36 countries, and involved asking 1,822 working girls and boys under 18 about their working conditions, how they see their lives and what demands and wishes they have. The children primarily mentioned that they wanted to be treated with respect and involved in local, national and global political decision-making processes. The interviewees have a clear opinion about the worst forms of child labour: they condemn exploitative, dangerous and health-threatening employment most severely and call for rigorous intervention by legislation, business and politics.

However, when the conditions are right, the children and young people even perceive positive sides to their work: most of them want to support their parents and contribute to the family income, or pay for their own education. The children found it particularly important that they do light work, are fairly paid and treated respectfully by employers and adults. Moreover, they want enough time for study and leisure. (See also part A3)

2. How do you ensure that stakeholders support your advocacy work and value the changes achieved by this advocacy?

The TDHIF-IS strives to ensure adequacy with its stakeholders’ views and expectations by dialogue and consultations in the planning and implementation of campaign phases as well as evaluations upon achievements of programme phase. The members of the TDHIF network have a long experience of working alongside the populations they serve, and this favours consultations with stakeholders and the inclusion of their views. There are however no systematic ways of doing so between the different campaigns run by the TDHIF-IS and they each have their own ways of consultation and dialogue with stakeholders.

G. We are transparent, invite dialogue and protect stakeholders’ safety

1. Are your annual budgets, policies (especially regarding complaints, governance, staffing/salaries and operations), evaluations, top executive remuneration and vital statistics about the organisation (including number of offices and number of staff/volunteers/partners) easily available on your website in languages accessible by affected populations? Please provide links, highlight membership in initiatives such as IATI and outline offline efforts to promote transparency.

Most of these data are published in an Annual Report in English which is easily accessible from the www.terredeshommes.org website. Here is the link:

<http://annualreport.terredeshommes.org/making-children-heard/1-1/>

Pages 11 to 13 of the Annual Report provide vital statistics.

Further information on offices and staff of the TDHIF-IS can be found on the website: <http://www.terredeshommes.org/contacts-2/>

and in the auditor's report available here: <https://www.terredeshommes.org/wp-content/uploads/2018/07/AUDITOR-S-REPORT-2017-E-FINAL.pdf>

The auditor's report provides details on the year's expenses, salaries of the International Secretariat, running costs, and programme funding.

All the information is in English which is the working language of the TDHIF-IS.

One member of the TDHIF, Terre des Hommes Netherlands, is part of IATI, please see:

https://www.iatiregistry.org/publisher/about/tdh_nl

2. What policies do you have in place to ensure a fair pay scale? Do you measure the gender pay gap in your organisation, and if so what is it? What are the salaries of the five most senior positions in the organisation, and what is the ratio between the top and bottom salaries? If this information cannot be provided or is confidential, please explain why.

The salaries scale is decided according to the small size and limited means of the International Secretariat and on the basis of usual practices in the global market (through a benchmarking). The policy is to propose salaries attractive enough to retain talents but commensurate to the small size and limited means of the International Secretariat. Other working conditions (such as the number of days of holidays, homework regulations, flexibility in working hours or retirement package) increase the attractiveness of the remuneration.

In 2017, the International Secretariat has a total work force of up to 11 staff persons (not including interns) composed of 3 men and 8 women. The salary of the five most senior positions (three women and two men) range from 131'000 EUR to 67'000 EUR, they are adapted to the location (Switzerland or Belgium). There is a different salary scale for each location and an equal system of salary progression irrespective of level of salary as well as currently no gender gap. The maximum ratio between the top and bottom salary in the same location is 2.8.

3. How do you ensure privacy rights and protect personal data?

The TDHIF-IS is extremely concerned by the right to privacy and personal data especially in the digital age. It has set up procedures to comply with the new GDPR regulations.

The TDHIF-IS careful choices of service providers in the domain of IT as well as its practice to store electronic data and documents and conserve archive reflect its strong preoccupation for the protection of privacy.

Please see also our privacy policy : <https://www.terredeshommes.org/privacy-policy/>

4. Who are the five largest single donors and monetary value of their contribution? Where names of private individual donors cannot be named due to requested anonymity, please explain what safeguards are in place to ensure that anonymous contributions do not have unfair influence on organisational activities.

The 2017 TDHIF core budget has been financed at 79% by membership fees. The second largest donor during the reporting period was the Oak Foundation. The rest amounted to less than 1%.

The TDHIF-IS has not received any anonymous contributions in 2017.

H. Staff and volunteers are enabled to do their best

1. Provide evidence that recruitment, employment and staff development is fair, transparent and in line with your values.

The recruitment and selection procedures of the TDHIF-IS reflect our commitment to help and protect children, they include the request for providing a criminal record and systematic reference check. In addition, each TDH organisation, including the TDHIF-IS, has a code of conduct which has to be signed by staff upon recruitment and which lists the possible sanctions in case of breach (please see Annex 1 for TDHIF-IS code). This code will be revised in the framework of a more general revision of TDH policy and practices that shall be conducted by the new Coordinator on Child Safeguarding and Integrity practices as mentioned in part C3.

The offices of the IS are located in Switzerland and Belgium. Recruitments are made on a local basis and do not include support for relocation. For the TDHIF as a whole, the very vast majority of 4'009 field staff is composed of local staff which shows a strong will to favour local workforce.

2. What are you doing to invest in staff development and ensure a safe working environment for everybody, including one free of sexual harassment? What indicators demonstrate your progress? What are your plans to improve?

The Staff rules provide that TDHIF encourages training for the workforce and list the modalities for deciding on training as well as the financial participation of the employer. An annual budget for training is also included in the IS budget (depending on financial situation). The training needs are identified with the direct supervisor during the annual performance appraisal. There are several examples of the usefulness of training in the TDHIF-IS for example in the field of communication, advocacy, or financial management.

Staff rules are annexed to the contract of employees, they include a procedure which determines the way to follow for raising grievance to management regarding working conditions. Staff can also benefit from individual support of a work psychologist if needed, this measure is to be approved by the TDHIF-IS Secretary General. The person was based in Switzerland till 2017, from 2018 the external person in charge of staff support is based in Brussels but will operate for the whole Secretariat in the same way as her predecessor.

Health and safety at work is a question which is of great concern to the management and which is regularly reviewed. Regular monitoring of holidays plans is made by supervisors. Efforts are made to have a healthy workplace including with appropriate tools such as large computer screens and appropriate light. In case where the office is shared with another member organisation, in Switzerland for example, common measures are taken for health and safety at work, for example

regularly check of measures to protect employees against fire or having a defibrillator in the office and emergency telephone numbers well visible in every rooms.

Regarding staff feedback, a staff satisfaction survey has been made at the beginning and at the end of 2018 and will become an annual feature so as to monitor staff satisfaction, engagement and wellbeing. Some of the main issues raised by staff were about workload and about decentralisation within the network which could lead to conflicting priorities. As a remedy, support from a work psychologist to handle difficulties was made available to members of the TDHIF-IS in 2017. Workload is also monitored through an annual retreat taking place with the whole team and through a periodic review of work plans.

The TDHIF-IS is a small structure with a limited budget so there is no global talent management system regularly identifying future HR needs and developing staff accordingly to meet key strategic priorities as such. However, this is replaced by a series of measures including an annual performance appraisal for every staff where the job description is also reviewed in the framework of the strategic priorities and training needs are identified. There are also mechanisms of periodic review of the Strategic Plan including the corresponding human resources needed and efforts to adapt the TDHIF-IS by offering learning opportunities.

To prepare team members for serious crisis situations, **Terre des Hommes Lausanne** ran a two-day crisis management exercise at head office for around 20 key people involved in crisis management. It also plans to enhance the skills of team members by developing an online training module, implementing child safeguarding measures and setting up working groups in each region.

I. Resources are handled effectively for the public good

1. How do you acquire resources in line with your values and globally-accepted standards and without compromising your independence?

For the moment the TDHIF-IS supports the fundraising of its members. It also administers joint projects funded by the Oak Foundation and receives funds for these projects. The members of the TDHIF have strict ethical codes for the acceptance or non-acceptance of funds and most of them are also certified by national labels regarding quality of work including for the use of funds. For the TDHIF-IS the acceptance or non-acceptance of external funds is the responsibility of the International Board.

The members of the TDHIF also abide to strict national accounting standards and their projects are submitted to strict monitoring and evaluation procedures which include monitoring of how funds are spent and the impact of projects. This system is however decentralised and the role of the TDHIF-IS consists for the moment in facilitating dialogue among its members according to its Strategic Plan priorities 3 and 4 and devising common standards. The TDHIF-IS is also currently coordinating the drafting of common guidelines on engaging with private sector and has entered in the second phase of this exercise.

2. How is progress continually monitored against strategic objectives, and resources re-allocated to optimise impact?

The TDHIF-IS reports quarterly to the International Board and yearly to the General Assembly on the implementation of the Strategic Plan, which can then exert a first layer of control over the implementation of objectives and propose corrective measures in case of needs.

A second layer of monitoring is the Management and Strategic Review currently undertaken which involves assessment from main stakeholders and external support from a consultant. The main programmes of the TDHIF-IS also have their own mechanisms of monitoring and evaluation, as requested by the donor, which are then used to plan the next phase of the work.

3. How do you minimise the risk of corruption, bribery or misuse of funds? Which financial controls do you have in place? What do you do when controls fail? Describe relevant situations that occurred in this reporting period.

The accounts of the IS are annually controlled by a licensed and independent auditor in accordance with Swiss law. The auditor's report is partially published as part of the Annual Report of the TDHIF and is also fully accessible from the TDHIF website: <https://www.terredeshommes.org/wp-content/uploads/2018/07/AUDITOR-S-REPORT-2017-E-FINAL.pdf>

Following comments from the Independent Review Panel the Annual Report now states more clearly that the financial report published is the one of TDHIF-IS and that financial information of each MO can be consulted on their respective website.

The auditor's report is examined by the International Board under the leadership of the Treasurer, presented to the TDHIF General Assembly and voted upon by the member organisations. The TDHIF Statute provide that the same auditor can control the accounts of the TDHIF-IS for a maximum period of five years in a row. The audit report is also sent to the donors of the TDHIF-IS, they include a specific part on projects financial reporting. The main external donor of the TDHIF-IS is the Oak Foundation. The TDHIF-IS provides an annual financial report to the Oak Foundation regarding the use of project funds. This report is examined by the Oak Foundation and allows for the disbursement of the yearly instalment according to project proposal.

The International Secretariat manages finances, and monitors that expenditures are in line with the budget which has been adopted the previous year by the General Assembly. It also submits a quarterly monitoring of expenses to the International Board. It has now a revised Financial and Legal Policy and Procedures which sets framework, responsibilities and rules.

In kind donation received by the TDHIF-IS are composed of pro bono services from experts, interns seconded by the Swiss unemployment system and free use of sharing an office and associated services provided by TDH Suisse.

Following several recommendations of the Expert Panel, TDHIF-IS has now drafted an Anti-Fraud and Anti-Corruption Policy. This goes together with the recruitment of the new Coordinator for Child Safeguarding and Integrity practices.

Regarding management of funds, the Statute and the financial policy mentioned above provide that a double signature is necessary to engage the organisation in any financial transaction and the name of the authorised signatories are confirmed every year in the report of the International Board to the General Assembly. This ensures a double control over any expenses and financial transactions. The accounts are also controlled every year by an independent and registered auditor who presents his report to the General Assembly through the International Board.

There has been no report of misuse of funds for the TDHIF-IS during this reporting period.

J. Governance processes maximise accountability

1. What is your governance structure and what policies/practices guide replacing and recruiting new trustees/board members?

The supreme body of the organisation is the General Assembly which meets once a year and is composed of all the member organisations. These member organisations delegate a representative to the General Assembly meetings (usually the Chair and the CEO of each member organisation) who is entitled to vote for the organisation. According to the TDHIF Statute, the competencies of the General Assembly are as follows:

ARTICLE 10 - GENERAL ASSEMBLY: COMPETENCIES

1. The GA shall be the central body for all questions concerning policy development by the TDHIF. The GA shall *inter alia* give a ruling on:
 - a. The final agenda of the GA, by vote of the majority of MOs present;
 - b. The strategic plan, annual work plan, and budget of the TDHIF, proposed by the IB;
 - c. The annual activity and financial report of the TDHIF;
 - d. A discharge of the IB;
 - e. The election and suspension of the members of the IB;
 - f. The election of the Chairperson, as well as early termination of the Chairperson's mandate;
 - g. The amount of the annual membership fee;
 - h. The approval of an independent registered auditor;
 - i. The admission of new MOs or the expulsion of MOs; *Accountability Report 2015 15*
 - j. The approval of the Statute;
 - k. The approval of internal Rules and Regulations, and, if necessary, their revocation;
 - l. Strategic partnership with other entities;
 - m. The dissolution of the TDHIF.

The **General Assembly**, which is composed of all the TDH organisations member of the TDHIF, elects the International Board which is a collegial body taking decisions usually by consensus. TDHIF Board member are usually directors or Board members of the TDH organisations. A balance between larger and smaller organisations is ensured. The Statute of the TDHIF provides that MOs representatives to the International Board have the profile, time and commitment required to take up the respective responsibilities.

The **International Board** (IB) reports to the GA, it presents a yearly report to the GA which is discussed in plenary and voted upon. The GA also gives a yearly discharge to the International Board on the basis of information submitted.

The Statute of the TDHIF provides that:

1. The IB ensures the functioning of the TDHIF on the basis of the decisions of the GA. IB members perform their duties on a voluntary basis.
2. The IB will have the overall responsibility for the functioning of the TDHIF.
3. The IB is the legal representative of the association. The IB can delegate fully or partially its powers to the Secretary General.

Terre des Hommes

International Federation

The International Board appoints a Chair, two Vice-Chairs and a Treasurer among its members. The Chairperson chairs the General Assembly and International Board meetings and represents the organisation whenever needed. The Vice-Chairs support the Chair and replaces him/her as appropriate.

The Treasurer has a responsibility to oversee the financial management and reporting of the organisation.

The International Secretariat manages the TDHIF and reports to the International Board.

An **independent auditor** is appointed every year by the General Assembly, for a period of maximum five years. The Treasurer can link with the independent auditor for any matter of concern. He/she presents the financial report of the previous year and the budget of the next year to the GA and responds to questions. The financial report and the budget are voted upon by the GA. Any member of the network is entitled to have access to the accounts any time if it so requests.

This governance structure ensures a truly democratic functioning of the network with a supreme governing body (GA) composed of all the member organisations of the network from which emanates the International Board. In practice, the achievement of the mission is best supported by the level of involvement of Board members and the extent to which they are able to draw the support of the national Terre des Hommes

organisations and the amount of resources they are ready to invest for the fulfilment of the TDHIF objectives. This has varied over the years but there is a constant move towards more collaboration, pulling of joint resources and delivering as one.



The TDHIF-IS ensures compliance with relevant laws and regulations in the jurisdiction within which it operates (Switzerland and Belgium) and benefits from the support of specialised external advisors in the fields of human resources, finance and law.

2. How does your board oversee the adherence to policies, resource allocation, potential risks and processes for complaints and grievances?

The International Board presents an annual report of activities to the GA which is discussed and adopted, so this provides space for feedback from member organisations to the Board.

The Secretary General and Head of International Secretariat attend the Board meetings so they can also convey concerns from the Secretariat through this channel.

External situations needing the attention of the International Board are also conveyed to it either by the International Secretariat or by member organisations or working groups in writing and/ or during Board meetings.

The TDHIF is a member-based network and the member organisations recommendations have a great impact on shaping decision making at all levels of the organisation. As an example, members

inputs have resulted in the launch of a Strategic and Management Review and in the recruitment of a TDHIF Coordinator for Child Safeguarding and Integrity Practices.

The International Secretariat also submits a yearly risk assessment analysis to the International Board.

3. What processes and mechanisms does your organisation have in place to handle complaints (internal and external)? Please provide an overview of the number and nature of complaints in the reporting period, the proportion of complaints that were resolved, and whether the resolution was satisfactory to the complainant.

The TDHIF-IS has been awarded level 1 certification of KCS and there are only two organisations in this case. In 2017, the TDH organisations managed 14 new allegations, two of which involved TDH staff, seven of which involved partner staff, one of which involved a volunteer, one of which involved other children and three of which involved members of the broader community. All cases were closely followed while prioritising the child's best interest and well-being. At the end of the year ten cases were considered as closed. Please see also a video which explains how TDH commits to ensure safeguarding measures for the children we work with: <http://www.terredeshommes.org/child-safeguarding-measures>

In accordance with the recommendations of the Independent Review Panel, the TDHIF-IS also has made a complaint mechanism accessible from the website : <http://www.terredeshommes.org/contacts-2> It is linked to the position of the Coordinator for Child Safeguarding and Integrity Practices.

For internal complaints, a process is embedded in the staff rules which provides detailed steps for complaints, contact points as well as measures of prevention against suffering at work.

Anyone who wants to complain about a matter to Terre des Hommes Germany, can address the **ombudsperson** if other possibilities of lodging a complaint have proved to not be sufficient. The ombudsperson is neutral, independent and works voluntarily. Since March 2015 the lawyer Stephan Konrad has been Terre des Hommes Germany ombudsperson.

K. Leadership is dedicated to fulfilling the 12 Commitments

1. How is the governing body and management held accountable for fulfilling their strategic promises including on accountability?

The TDHIF-IS is an association registered under Swiss law where the General Assembly is the supreme body of the organisation. It is composed of all the members of the organisation, having an equal vote for decisions (please see J1). It also votes a yearly discharge to the International Board for the fulfilment of its mandate.

The implementation of the Strategic Plan is also submitted to a mid-term review and end of term review where main stakeholders are consulted.

The International Secretariat reports several times a year to the International Board on how it fulfils the strategic promises and responds to its questions at each Board meeting. It also reports at each Board meeting on implementation of Board decisions, how this was done, which decisions are completed, ongoing or pending.

2. What steps have you taken to ensure that staff are included in discussing progress toward commitments to organisational accountability?

The International Board presents an annual report of activities to the GA which is discussed and adopted, so this provides space for feedback from member organisations to the Board.

The Secretary General and Head of International Secretariat attend the Board meetings, so they can also convey concerns from the Secretariat through this channel, and including matters arising from the staff satisfaction survey.

External situations needing the attention of the International Board are also conveyed to it either by the International Secretariat, by the TDHIF working groups or by member organisations in writing and/ or during Board meetings.

The staff is also included in discussing progress toward commitments to organisational accountability through regular internal meetings and a yearly retreat.

The TDHIF is a member-based network and the member organisations recommendations have a great impact on shaping decision making at all levels of the organisation as already mentioned above.

The Accountability report is established in consultation with the staff of the TDHIF-IS and the recommendations of the Independent Review Panel are presented to and discussed with the International Board.

3. What is your accountability report's scope of coverage? (i.e. are you reporting for the whole organisation or just the international secretariat?) What authority or influence do you have over national entities and how, specifically, are you using it to ensure compliance with the accountability commitments and to drive the overall accountability agenda?

TDHIF is managed by an International Secretariat (hereafter TDHIF-IS). The TDHIF-IS supports its member organisations, facilitating co-operation and mutual accountability. It also acts as a catalyst enabling TDHIF leadership externally, engaging with and advocating to those with the resources and power of influence. It therefore leads and coordinates joint campaigns for children's rights as well as advocacy and communication work to represent member organizations (MOs) at global and European levels. The TDHIF-IS defends and protects the Terre des Hommes brand and it monitors compliance with core quality standards. It has two offices in Geneva (Switzerland) and in Brussels (Belgium).

In line with the approach of Accountable Now, Terre des Hommes considers accountability as a dynamic process, embedded and improved on a day to day basis throughout the various layers of the organization. While accountability is a fundamental concern for all members of the TDHIF, the Accountability Report focusses primarily on the efforts of the International Secretariat which coordinates the decentralized network of member organizations and not the activities of the TDH organisations as such nor the activities of their partners. With the Strategic Review process in the

pipe-line, a more integrated and comprehensive reporting system is expected to become a reality towards 2020.

The TDH organisations are legally registered in their countries and operating on their own budget. Accountability is very high on the agenda of the member organisations and they themselves abide to different national binding quality and accountability standards to which they regularly report.

Accountability towards beneficiaries is very high on the agenda of the TDHIF and strongly shared among all its components. Member organisations report to the TDHIF General Assembly on their activities and on their implementation of child safeguarding measures. The question of exchanges on accountability and quality standards is also on the agenda of the TDHIF Working Group Heads of Programmes which gathers the Heads of programmes of all the Terre des Hommes organisations.

Following the advice of the Independent Panel, the report of this year contains more information on the activities of the TDHIF member organisations to attest that preoccupation for accountability is shared throughout the network. Some examples coming from the members of the TDHIF network are presented in boxes throughout this report.

Eylah Kadjar-Hamouda
Head of International Secretariat
December 2018

[Glossary](#)

GAA Girls Advocacy Alliance

KCS Keeping Children Safe

MOs Member organisations

TDH Terre des Hommes (this refers to the national organisations of Terre des Hommes)

TDHIF Terre des Hommes International Federation (this refers to the entire Terre des Hommes network)

TDHIF-IS Terre des Hommes International Federation International Secretariat

Annex 1

Code of Conduct

The Code of Conduct must be signed by all staff and standing volunteers BEFORE commencing duties.

Terre des Hommes (TdH) considers all forms of abuse towards children to be unacceptable, and recognises that it has a duty to safeguard children – that is to keep them safe, promote their wellbeing and protect them from abuse and harm. Neglect, physical, psychological/emotional and sexual violence are the main forms of abuse.

Our Child Safeguarding Policy and Procedures set out the measures we will take to safeguard children. This includes proactive actions to prevent situations of abuse and harm occurring and reactive actions to respond to situations where a child is, or may be, suffering abuse.

A child is any human under the age of 18 as stipulated by the UN Convention on the Rights of the Child, 1989.

As part of our Child Safeguarding Policy, it is a requirement that all staff (including paid employees, consultants and interns), whether full or part time, agree to abide by the Child Safeguarding Policy and specifically to agree to work in accordance with this Code of Conduct which sets out responsibilities for safeguarding children and expected behaviour of staff. THIS IS A MANDATORY REQUIREMENT.

Any form of unacceptable behaviour which breaches this Code of Conduct must be reported. In the case of situations which are not covered by the Code of Conduct, TdH expects its representatives to apply common sense whilst focusing on the “child’s best interests”.

TdH respects the Convention on the Rights of the Child and the following five principles:

- I. Children’s rights: all TdH staff must respect and promote children’s rights. Above all, they must protect the right of each child to live in safety, without risk of abuse or exploitation and must act, at all times, in the child’s best interests.
- II. Zero tolerance : TdH will not tolerate any form of abuse and will take all necessary measures to implement the Child Safeguarding Policy.
- III. Risk management : TdH ensures that risks are identified and minimised from the planning stage through to the implementation stage of activities.
- IV. Everyone’s responsibility : the successful implementation of the Child Safeguarding Policy is based on the individual and shared responsibility of all TdH representatives including staff. TdH will seek to ensure that partner organisations’ programmes also comply with international safe- guarding standards.
- V. The duty of notification : any suspected violation or any actual violation of the current Code of Con- duct must be reported immediately to the super- visor or the TdH Country Child Safeguarding Focal Point. Confidentiality will be maintained through- out the entire procedure.

BY SIGNING THE CODE OF CONDUCT, I explicitly agree that :

I will always:

- Treat children with respect and equally, regard- less of their age, sex, language, religion, opinion or nationality, ethnic or social origin, status, class, caste, sexual orientation, or any other personal characteristics.

- Help children to take part in decisions which concern them according to their age and their level of maturity.
- Maintain a culture of communication and create trust with the children and their families, communities, other staff and volunteers and representatives of partner organisations so that concerns may be shared and discussed.
- Use non-violent and positive behaviour methods when supervising children.
- Encourage children and communities to speak openly about their interactions with adults and with each other.
- Inform children and communities of their right to report any worrying situations and how they can raise a concern.
- Empower children so that they are in a position to better protect themselves.
- Make sure that another adult is present or try to be visible when I am in contact with a child.
- Try to preserve the child's autonomy and make sure that I do not do things that a child can do for herself/himself.
- Plan activities and organise the work place in such a way so as to minimise the risk of harm taking into account the age and development of the child.
- Ensure that information concerning children, families and communities remains confidential.
- Behave in a way that sets a good example (avoid smoking, showing disrespect towards colleagues, etc.).
- Obtain permission from the child and their parents before taking a photograph, recording or using the child's image, what they have said or their history. This includes explaining to children and their parents how the photos or messages will be used.
- Ensure that the child does not pose in a degrading manner or in a way that may be interpreted by others as having sexual connotations.
- Raise any concerns and queries concerning the Child Safeguarding Policy with my manager/supervisor or the Child Safeguarding Focal Point.
- Immediately report any suspicions or allegations to the Child Safeguarding Focal Point of behaviour which goes against the principles of the Child Safeguarding Policy and Code of Conduct including any form of child abuse – even if the information or allegation is vague.

I will never:

- Engage in any form of sexual relations with anyone under 18 years old, regardless of the age set by the sexual majority, the law or local customs. Mistaking a child's age is not a defence.
- Exchange money, job, goods or services or humanitarian aid for sexual favours or subject the child to any other kind of humiliating, degrading or abusive behaviour.
- Touch children or use language or make suggestions in an inappropriate manner, to provoke, harass or degrade the child or show disrespect for cultural practices. This includes acting in a manner which is likely to have a negative impact on the child's confidence and feelings of self-worth.
- Exploit a child for labour (for example through domestic work).
- Discriminate against, treat children unequally or unfairly for example by favouritism and excluding others.
- Invite a child or their relatives to my home or develop a relationship with a child and/or their family which may be considered outside normal professional boundaries.
- Work with or transport a child alone without the prior authorisation of my manager, unless absolutely necessary and the child is in danger.
- Be under the influence of drugs or alcohol while working with children.
- Take photos or videos of beneficiaries for use that is not strictly professional unless the Country Delegation gives permission.

- Watch, publish, produce, or share pornography showing children, and/or show such material to children.
- Show the faces of children who are exploited sexually, victims of trafficking, abuse, in conflict with the law, linked to armed groups or who can easily be located even if their identity has been modified.
- Take and publish photos when children are entirely naked or dressed in a manner which is not adapted to the situation in which they are represented.
- Represent children as victims (weak, powerless, unassisted, desperate, etc.).
- Publish a story or image which may endanger the child, their family or community.
- Use photos which have not been checked and approved by my manager and/or Communications Team or post unofficial pictures or information about children on personal websites or social networks (such as Facebook).
- Maintain contact with children and their families via social networks, unless a specific Terre des Hommes project requires me to do so and I have been given express permission.
- Close my eyes to, ignore or fail to report any concern, suspected violation or violation of the Child Safeguarding Policy and the Code of Conduct to the Child Safeguarding Focal Point.

I understand that, in the event of suspicions or allegations of my violation of the Code of Conduct: TdH will take any action they deem necessary, which may include, but is not limited to :

- Providing assistance for the victim and taking immediate steps to protect and support the child.
- Attempting to establish the facts in the most objective manner possible (the presumption of innocence prevails) while protecting the reputation and confidentiality of the adults involved.
- Undertaking disciplinary actions, which may result in my suspension or termination of contract.
- Initiating judicial proceedings and/or reporting to the competent authorities any violation of the Code of Conduct which may breach national legislation.
- Taking appropriate measures in order to ensure that such incidents do not occur again, for example, informing other organisations which may apply for professional references regarding the termination of contract due to violation of the principles of the protection of children (within the legislative framework applicable to the protection of information)

Declaration of commitment

I, the undersigned,

Declare I have received, read and understood the Terre des Hommes' Child Safeguarding Policy and I commit to know and agree to work in accordance with it.

I understand that any failure to uphold the Code of Conduct may result in the termination of my engagement with Terre des Hommes, or further disciplinary or judicial proceedings as mentioned above.

Furthermore, I declare that I have no criminal records regarding an offence towards a child (which I have not previously declared) and nor do I know of any reason why anyone would deem me unsuitable to work with children. Terre des Hommes shall reserve the right to inform other institutions which may apply for professional references of the termination of contract for serious violation of the principles of the protection of children within the legislative framework applicable to the protection of information.

Date, place, signature