



# Accountability Report

**Terre des Hommes International Federation  
International Secretariat**

**Period covered: 2016**

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## Opening Statement from the Head of organisation (ad interim)

### Step by step towards greater accountability



Accountability is generally defined as an ongoing dialogue which drives learning and change, develops trust with stakeholders and enhances the legitimacy and credibility of CSOs. As a responsible and learning organisation, accountability is at the heart of the preoccupations of the Terre des Hommes International Federation which is on a learning curve to gradually improve.

“Leaving no one behind” has accompanied Terre des Hommes since its inception, as it was created in 1960 in support to the most vulnerable children who were not reached by emergency aid provided by governmental or other agencies. Reaching the unreached is therefore also one of the fundamentals of our accountability towards the people we aim to serve. First and foremost, we are preoccupied for the children who are involved in our programmes, and Terre des Hommes has been awarded Level 1 Certification by the global child protection network, Keeping Children Safe.

To fulfil our mission, we must deliver quality work, and this requires an appropriate structure as well as committed individuals. The TDHIF is an association registered under the Swiss Civil Code. The supreme body of the organisation is the General Assembly which is composed of all the members of the network having an equal vote for making decisions. One fifth of members can also call for an extraordinary General Assembly, which ensures members a true democratic structure and the means to make their preoccupations heard. Led by the International Board, and the International Secretariat, a review process at the end 2016 looked at planning actions to accelerate the implementation of the strategic plan. The review included a self-assessment on roles and responsibilities of the International Board, the International Secretariat, the executive direction of Members and the TDHIF Working Groups. The follow-up to this review is one of the priorities for 2017.

Being able to collect and implement learning from experience and communicating clearly and accurately, and above all in a respectful way, are also among the pillars of our search for accountability. All these elements are developed in this report which is the third submitted by Terre des Hommes to Accountable Now. Our journey towards accountability and transparency has begun and we are determined to continue learning, searching and developing because our first aim is to improve the lives, in a most respectful way, of those we seek to serve and who have placed their confidence in us.

Eylah Kadjar-Hamouda  
Head of Interim Management Team (July-December 2017)

## 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 the Terre des Hommes organisations is to provide active support to children without racial, religious, political, cultural or gender-based discrimination, and generate positive change.

The Terre des Hommes International Federation (hereafter TDHIF) is dedicated to the promotion and implementation of children's rights around the world by:

- Running 854 development and humanitarian aid projects in 67 countries
- Delivering protection, care and development opportunities to children
- Lobbying governments to make necessary changes in legislation and practice
- Raising general awareness about violations of children's rights
- Providing quality work and being accountable to beneficiaries and stakeholders

TDHIF works for and with children. Over the past 50 years, it 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 it has fought to promote human rights and the full respect for the dignity of children.

The TDHIF is a network of national organisations with headquarters in Canada, Denmark, France, Germany, Italy, Luxembourg, the Netherlands, Spain, and Switzerland (where it comprises two organisations: Terre des Hommes Switzerland and the Terre des Hommes Foundation in Lausanne). The members of the network are independent national organisations legally registered in their own countries, they are not-for-profit entities, with the juridical form of either an association or a foundation.

TDHIF is managed by an International Secretariat (hereafter TDHIF-IS). TDHIF-IS focuses on work which reinforces the TDHIF and brings an added value to the work that is done by national organisations of Terre des Hommes, it also leads joint work for children's rights. The TDHIF-IS induces and stimulates collaboration amongst the Terre des Hommes organisations, it coordinates joint campaigns as well as advocacy and communication work, it leads representation at global and European levels, it defends and protects the Terre des Hommes brand and it monitors compliance with core quality standards. The TDHIF-IS is multi-location with offices in Switzerland and in Belgium.

TDHIF-IS is engaged in three main advocacy programmes which all have their specific theory of change having in common a rights-based approach and a child protection focus:

- the Destination Unknown Campaign - to protect children on the move and offer them perspectives for the future ([www.destination-unknown.org](http://www.destination-unknown.org))
- the Children Win Campaign - to protect children in mega-sporting events ([www.childrenwin.org](http://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 GAA Theory of Change aims at the elimination of gender-based violence and economic exclusion of girls and young women. In this context, the programme pays particular attention to Gender-Based Violence, Commercial Sexual Exploitation of Children (CSEC), sexual violence and abuse, Female Genital Mutilation/Cutting, child trafficking, child marriage, economic exclusion, access to post-primary education and vocational training, decent work and female entrepreneurship.

The Girls Advocacy Alliance's Theory of Change is structured around four strategic goals:

1. Effective implementation of legislation and public policies and improved practices of government actors in support of the prevention and elimination of gender-based violence and economic exclusion of girls and young women.
2. Improved policies and practices of corporate/private sector actors in support of the elimination of gender-based violence and economic exclusion of girls and young women;
3. Increased public support for the elimination of gender-based violence and economic exclusion of girls and young women;
4. Increased influence of civil society organisations and networks (in particular girls' and young women's organisations) on government and corporate/private sector actors to eliminate gender-based violence and economic exclusion of girls and young women.

The pathways of change each address one of these goals yet they are intertwined and mutually supportive. Each of the strategic goals is associated with a key stakeholder in the issues of gender-based violence and economic exclusion: Governments and international/regional intergovernmental bodies, Private sector actors, Traditional, religious and community leaders, and Civil society organisations and networks.

The GAA expects that three different stages can be distinguished in the change process in which these key stakeholders are involved.

The first stage of change entails the generation of public and political attention to certain problems or issues; for which we use the term 'agenda setting'.

Adoption or revision of laws and policies is the following stage of change; something which can be considered as 'policy change'.

Finally, the third stage of change is about the effective implementation and follow up of existing laws and policies by key stakeholders mentioned above. This is what the GAA perceives as 'practice change'.

Only policies and laws that are effectively implemented and enforced will generate positive and concrete effects in the lives of our final beneficiaries: girls and young women.

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

The strategic indicators for success for the TDHIF-IS have been developed in the Strategic Plan after extensive consultation with all the members of the TDHIF at head office and country office levels. The consultations were held first through a very large electronic survey sent to all the staff of the Terre des Hommes organisations, then through specific interviews with selected people and working groups, workshops within the International Secretariat and the International Board and finally through a General Assembly with a larger than usual attendance. The making of the strategic plan has been accompanied by a consultant who has incorporated feedback from stakeholders at all the stages of the process. The strategic indicators for success are linked to the five strategic priorities:

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

The key strategic indicators aim at measuring the progress in the involvement of the TDH organisation in the common work of the network, the linking of child rights to the SDG framework, the progress of common campaigns, high-level advocacy and common visual identity, field collaboration (for development and humanitarian projects), monitoring of quality standards, and progress in developing strategic alliance, as well as in the growing of the network and its resources. The key strategic indicators will be reviewed during the mid-term review of the Strategic Plan in 2018. A large consultation of stakeholders will be again foreseen for this mid-term review.

Each of the campaigns of the TDHIF also has key strategic indicators established in consultation with the stakeholders of the campaign through planning seminars and then joint reviews of results. The views of the children and youth affected by the campaigns are also collected in each campaign, though in a ununified way. For example, the Destination Unknown Campaign has facilitated the creation of young activists network who settle their own plans to advocate for the protection of children and youth on the move.

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

A workshop on strengthening collective implementation of the TDHIF Strategic Plan was held on 18 November 2016, on the basis of interviews with the member organisations conducted by an external consultant. The aims of the interviews and the workshop were to gather perspectives on the first phase of implementation of the strategic plan and the needs to be addressed to improve in the future. The workshop resulted in a clarification of the roles of the different components of the TDHIF (International Board, International Secretariat, Working Groups and Member Organisations) for the implementation of the strategic objectives. All in all, the workshop concluded that substantive progress has been made in the first period of implementation especially with regards to the campaign and advocacy work but that programmatic collaboration and growing the network are still in need of further development.

With regards to the advocacy programmes of the TDHIF-IS, the Destination Unknown Campaign has been affected by acute migration crisis which happened particularly in Europe and Asia. This has made the campaign all the more 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 started in 2016 and finished in 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 Children Win Campaign gave a voice to children whose rights were jeopardised by mega sporting events in 2016, such as by enabling children in Rio to show how the Olympic games has caused them suffering. 2016 also saw huge strides made by the Children Win campaign in triggering change within



the large sports governing bodies. Implementation of the new standards will be the challenge of the coming years.

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

An Extraordinary General Assembly was held in March 2016, to revise the Statutes of the organisation. The main changes to the Statutes is a more elaborated definition of the role of the International Secretariat and its Secretary General in accordance with the evolution of the organisation as well as the mode of designation of the Chairperson, now appointed by the International Board (and no more elected by the General Assembly) for a period of one year (instead of three). Consequently, a new Chair of the organisation, Lysiane André, has been appointed in March 2016.

## **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?

The 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 since four years already. It is more than ever needed in view of the migration crisis affecting many parts of the world and the drafting of the two UN Global Compacts on Safe, Orderly and regular Migrations and on Refugees. The Destination Unknown Campaign is 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.

The knowledge of collecting voices of affected children is also developing. As an example, the Destination Unknown Campaign has started to support youth activists who will be 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 child labour based on the principle of the best interest of the child. The TDHIF-IS has also joined other NGOs in the Time to Talk campaign which collected the voice of 1'822 working children (52% girls and 48% boys) and brought their main recommendations to the IV Global Conference on the Sustained Eradication of Child Labour. The Conference was attended by 3800 governmental and non-governmental participants.

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 structural level, there are periodic assessments of the implementation of the Strategic Plan with the help of an external consultant. The lessons learned are shared with the network and used to improve the next phase. In 2016 a workshop on the implementation of the strategic plan created a process leading to commitments of the TDH organisations to increase their membership fees for the core budget of the TDHIF-IS for 2018.

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 starting 2018. 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.

### **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?

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 a large number of UN and CSO partners to raise awareness around and accountability for the rights of children on the move and other children affected by migration. In particular, 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 aims 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 a large number of high level international events such as the Global Forum on Migration and Development or the IOM International Dialogue on Migration. 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.

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 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 running the Girls Advocacy Alliance project, in partnership with other NGOs, which aims is 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. Since 2018, the new CEO of the TDHIF-IS is a woman.

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

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. This Working Group holds several skype calls per year and a face-to-face meeting. Members of the Working Group offer peer support to each other and advance collectively with standards. For example, a guide for journalists visiting TDH projects has been produced as well as several materials for volunteers as well as for 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 particular concern have to be submitted to the International Board.

The number of cases received is published in the Annual Report of the TDHIF (please see chapter 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](#)).

#### 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.

At programme level, the TDH organisations are fully involved in protecting children from climate change hazards, 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 plan for the Day of General Discussion on children's rights and the environment and ensure successful implementation on 23 September 2016.

Since 2009 TDH Switzerland and partners run a programme called "Robin des Watts". Following awareness raising work with students of primary school in Geneva, saving of energy (water, electricity and heat) allow, with the financial support of the cities, to renovate schools located in Andean rural areas where studying conditions are harsh. "Robin des Watts" is now a well-known international solidarity programme. In Peru for example, a partner organisation of Terre des Hommes, has already been able to improve the studying conditions in a dozen of school: a greenhouse heats the school and is used as school garden, a better insulation and double glazing glasses preserve heat inside classes, solar panels provide hot water and electricity, improved kitchen facilitates the work of the canteen, dry toilets initiate more environmentally friendly practices, etc.

In 2014, the Executive Board of Terre des Hommes (Germany) decided to have the head office environmentally certified. The initiative « Zukunft einkaufen » («shop the future ») was called for support for efforts at implementation and certification. It was successfully completed in December 2016; the Osnabrück Chamber of Industry and Commerce issued the official certificate in February 2017. Terre des Hommes (Germany) is now one of 3 certified companies in the Osnabrück area. One requirement for certification is the yearly creation of an environment report containing all environmentally relevant data.

## **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 TDHIF is guided by the International Bill of Human Rights and the Convention on the Rights of the Child.

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

The TDHIF-IS is also a service provider for the members of the Terre des Hommes International Federation network (TDH Italy, TDH Germany, TDH Foundation, TDH Switzerland, TDH Denmark, TDH Luxembourg, TDH Canada, TDH France, TDH Spain, TDH Netherlands).

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)
- 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 members of the TDHIF also run 854 field projects with a large number of local and national partner organisations but they are not included in the above list as they primary work directly with the TDH organisations.

The identification of key stakeholders is made in conformity with the Strategic Plan so as 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.).

## Example from member organisation : Stakeholder mapping of Terre des Hommes Italy



## 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 Strategic Plan as well as for the mid-term review and the monitoring of the implementation. 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.

## 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 and many more. Members of the TDHIF-IS also accept responsibilities in these alliances as for example the current Vice-Chair of Child Rights Connect. 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 Terre des Hommes organisations also work with 882 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). Nine transversal Working Groups gather the staff of the TDH national organisations having a similar function. They are:

- WG Advocacy
- WG Destination Unknown Campaign
- WG Communication
- WG Humanitarian Coordination
- WG Heads of Programme
- WG Children Win Campaign
- WG Child Safeguarding Measures
- WG EU funding
- WG fundraising

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 WG Destination Unknown Campaign has engaged in a lessons learned exercise, with the help of a consultant who conducted extending interviews with TDH and other partner staff active in the Destination Unknown Campaign. The outcome lessons learned report will be used to conceive the next phase of the Campaign based on the learning and experience collected.

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 directly conveyed to the TDHIF-IS by them through the nine working groups mentioned above. This is the case for example of the working groups Destination Unknown Campaign and Children Win Campaign which gather the TDH organisations participating in the two campaigns (as well as other NGOs for WG DU Campaign) running field programmes on children on the move and on children and sports who convey their experience of working with stakeholders to the two campaigns. Another example

is WG Humanitarian Coordination where humanitarian operations managers of different TDH organisations can exchange on their methods of work based on working alongside with affected communities.

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?

The example below has been presented in previous reports to illustrate the direct influence of affected stakeholders on campaign decision making. The previous campaign of the TDHIF was on the theme of child trafficking. Field research during this campaign as well as extensive consultation with children and youth have shown that many of them who were treated as “trafficked children” had in fact moved voluntarily in search of better opportunities for forging their lives. These children and youth were also concerned about being called “trafficked children” as they saw their situation differently. After several researches on this question, based on direct contacts with stakeholders, the TDHIF decided to reorient its main campaign towards “children on the move” which refer to a broader group of children including, but not only, trafficked children.

The Destination Unknown Campaign made a valuable contribution to advocacy at international level by involving youth activists and putting a focus on youth participation. It started at the Global Forum on Migration and Development in 2014 in Sweden and led to the appointment of a Youth Rapporteur. A youth group is also directly associated with the Destination Unknown Campaign and participates in its main decisions, for example through attending the Campaign Assembly. It has produced in 2016 a “Youth Call: Children on the move - our views, demands and proposals” based on the views collected from 70 youth participants from 19 countries. For more information please see <http://destination-unknown.org/youth-call-for-children-on-the-move/>

Terre des Hommes (Germany) associates its main stakeholders to the determination of long term strategic priorities. The delegates’ conference is held every 5 years and decides on the strategic guidelines of Terre des Hommes (Germany) international work. Entitled to vote are the elected representatives of the project partners, the voluntary and youth groups and employees of the head office.

On October 2013, the delegates to the conference resolved upon the strategic sphere of action up to the year 2018. Based on the work in Terre des Hommes (Germany) long-term focus on education, health, environmental protection and protection from violence and exploitation, four strategic targets were formulated for the international programme work:

- to strengthen the participation of children and young people so that they are able to stand up for their rights more effectively and actively shape their social environment
- to create havens which are free of violence and exploitation, where children and young people can find protection and safety, and are able to assert themselves
- to assert children’s ecological rights so that children can live in an intact environment, both now and in the future
- to anchor children’s rights in international politics, so that the interests of children and young people are taken into account when important international decisions are made.

Representatives of the Terre des Hommes (Germany) Youth Network were invited to Berlin twice in 2016. On 27 April, they debated with members of the Bundestag Children’s Commission, and on 6 June they participated in an exchange at the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth. At both meetings, they drew attention to the demand of Terre des Hommes to



improve the situation of refugee children in Germany. »Whether or not refugee children receive appropriate medical care or a place in day-care or school shouldn't be treated as a matter of cost«, according to Joshua Hofert, member of the Youth Network and the Terre des Hommes presidium. «The Convention on the Rights of the Child clearly states that all children, no matter their origin, have the same rights».

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

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.

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 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. 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.

Regarding external stakeholders, the main exercise made in 2016-2017 was a comprehensive external evaluation of the Destination Unknown Campaign conducted on the basis of interviews with TDH staff involved in the campaign, external organisations participating in the campaign, external organisations not participating in the campaign but working on similar issues and young people involved in migration. The same partners have also participated in the Campaign Assembly held in September 2016 in Cyprus. Some of the likes that they provided is that the Campaign is strongly relevant at a time of migrations crisis. Some of the dislikes provided, especially by the network of youth, was that the campaign is a “tent village” in effect encompassing several projects and campaigns at the same time.

### 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)

The TDHIF-IS conducts regular assessments of its advocacy programmes including on empowerment of its partners which are then used to shape the next phases. As an example, an external evaluation of the “Destination Unknown Campaign” has been completed in April 2017 which assessed factors like the relevance of the campaign and its effectiveness, and child and youth participation.

## **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 it works with.

As an example, the Children Win campaign made a base line 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>

The members of the TDHIF also carefully assess the root causes of the problems they address and conduct regular baseline assessments most of the time together with the children and the communities they serve.

### **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 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.

Terre des Hommes (Germany) promotes transparency and utmost quality on all levels of its work. Hence the work in Germany – but also the work in the various countries where Terre des Hommes has offices and projects – is subjected to regular expert controls and audits. The aim is to ensure that all project work, advocacy work and publicity work have the greatest possible impact, and that funds are used properly and appropriately.

At Terre des Hommes (Germany) impact monitoring is based on the joint activity agreements signed with the local specialist organisations. With the aid of various indicators, parameters are used to describe the initial status quo and the desired results. The partner organisations submit annual reports providing information on their progress, possible hindrances and intermediate results. When monitoring the impact of projects, Terre des Hommes (Germany) attaches great importance to involving the target groups – in other words, those whose lives are intended to benefit by the project.

## **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](http://www.terredeshommes.org) website.

Here is the link: <http://annualreport.terredeshommes.org/changing-lives/1-1>

Pages 11 to 15 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 : <http://www.terredeshommes.org/wp-content/uploads/2013/04/AUDITOR-S-REPORT-2016.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](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 2016, the International Secretariat has a total work force of 11 staff persons (10.4 FTE not including interns) composed of 4 men and 7 women. The salary of the five most senior positions

(two women and three men) range from 130'000 EUR to 60'700 EUR, they are adapted to the location (Switzerland or Belgium). There is a 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 2.5.

### 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 but has not yet established a privacy policy and it will be keen to learn in this regard from peer organisations, especially in light of new European regulations.

The TDHIF-IS choice 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.

### 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 2016 TDHIF core budget has been financed at 76% by membership fees. The second largest donor during the reporting period was the Oak Foundation. The rest amounted to less than 0.5%.

The TDHIF-IS has not received any anonymous contributions in 2016.

## 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. In addition 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).

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 3'650 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 (usually 1000 CHF per staff). Training is understood both as measures to enhance technical skills of employees but also personal development.

The training needs are identified with the direct supervisor during the annual performance appraisal. There are several examples of the success and the usefulness of training in the TDHIF-IS for example in the field of communication, advocacy, or financial management.

In 2016 several staff have benefitted from trainings in the field of finance and communication. There has also been a collective training for organisational issues and time management.

There are Staff rules which are annexed to the contract of employees. There is a procedure in the Staff Rules 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.

Health and safety at work is a question which is of great concern to the management and which is regularly reviewed. Efforts are made to have a healthy workplace including with appropriate tools such as large computer screens. 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 to regularly check measures to protect employees against fire or having emergency telephone numbers well visible in every office.

The main issue raised in 2016 by staff was about workload. As a remedy, a special programme to ensure life balance between work and private life and to handle workload has been set up with the help of the work psychologist. This programme is monitored through annual meeting with the whole team and the psychologist 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.

Terre des Hommes (Foundation, Lausanne) provides aid in high-risk situations. To be able to give children the support they need, we must first make sure our delegations are safe. This is the role of the risk management team of Terre des Hommes (Foundation Lausanne). In 2016, 30 employees at head office took part in a two-day course on severe crisis management. Professionals presented examples of crisis situations and provided expert advice on how to interact with rebel groups, embassies, governments and international organisations, as well as with staff members, their families and the media. The course reinforced employees' capacities to set up crisis units at head office and in the field in the event of major incidents.

Four levels of risk have been identified, which are used to determine the measures to implement to ensure optimal safety and working conditions for the teams.

#### Level 1

Normal situation: working conditions in the country are normal and communication systems are operational.

#### Level 2

At-risk situation: the country is affected by street protests, increased crime at markets or riots.  
Consequence: the situation is closely monitored.

**Level 3**

Dangerous situation: the country is affected by violence, oppression or violent acts targeting NGOs or embassies.

Consequences: activities are restricted and non-essential staff are sent home. Very strict measures are implemented. Leaving TDH buildings is forbidden and all travel must take place with a driver.

**Level 4**

Extreme situation: police or law enforcement agencies are no longer operational and pillaging is widespread.

Consequences: working is impossible, the office is closed and a monitoring unit is set up.

## **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. 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. The TDHIF-IS is also currently coordinating the drafting of common guidelines on engaging with private sector.

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

The TDHIF-IS reports 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 mid-term review of the Strategic Plan which involves assessment from stakeholders and external support from a consultant. The main programmes of the TDHIF-IS also have their own mechanisms of monitoring and evaluation 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: <http://www.terredeshommes.org/wp-content/uploads/2013/04/AUDITOR-S-REPORT-2016.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 periodic written activity report to the International Board which is structured around the main priorities of the Strategic Plan and which tracks the use of resources per priorities.

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 Independent Review Panel, contacts have been made with members of the TDHIF having an anti-fraud policy with a view to adapt them to the TDHIF-IS. The TDHIF is also determined to make further steps regarding anti-corruption policies in a more centralised way and a mapping of the different policies of its member organisations has been decided as a first steps towards a more integrated policy.

Regarding management of funds, the Statute 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;

# Terre des Hommes

## International Federation

- 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** elects the International Board which is a collegial body taking decisions usually by consensus.

The **International Board** reports to the GA, it presents a yearly report to the GA which is discussed in plenary and voted upon. It can create working groups for specific purposes.

The International Board elects 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-Chair supports the Chair and replaces him/her as appropriate. The Treasurer has a responsibility to control that the resources are used appropriately and efficiently, and that financial integrity is assured. The International Secretariat 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 and pulling of joint resources.



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. In 2016 members input have resulted in progress towards a common visual identity or in discussions for a substantive increase in membership fees.

## 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 (please see Annex 2). In 2016, the TDH organisations managed nine new allegations, six of which involved partner staff, one of which involved other children and two 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 six 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>

The TDHIF-IS also has a website providing email address which can be used for complaints : <http://www.terredeshommes.org/contacts-2/> It receives complaints, directly dispatches those which concern the TDH organisations to them, dispatches complaints concerning the situation in a specific country to the TDH organisations working there and respond to those which directly concern the International Secretariat.

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.

The Terre des Hommes organisations have their own mechanisms for handling complaints and easily accessible way for the public to reach the organisations through their websites.

For example, every person who wants to complain about Terre des Hommes (Germany) can address the ombudsperson if other possibilities of lodging a complaint have proved to not being sufficient. The ombudsperson is neutral, independent and works voluntarily. Since March 2015 the lawyer Stephan Konrad is 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 all decisions (please see J1). It also votes a yearly discharge to the International Board for the fulfilment of its mandate.

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. The Secretary General has a yearly appraisal with the International Board.

### **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.

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 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. In 2016 members input have resulted in the drafting of guidelines on engaging with private sector or in the decision of recruiting an EU funding Officer.

### **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 a decentralised network composed of national organisations, legally registered in their countries and operating on their own budget. TDHIF is managed by an International Secretariat and it's this International Secretariat (TDHIF-IS) which has adhered to the Accountability Charter. The report therefore covers the activities of the International Secretariat and not the activities of the TDH organisations member of the TDHIF nor the activities of their partners. However, 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. They also 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 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 which remains quite decentralised. Some examples coming from the members of the TDHIF network are presented in boxes throughout this report.

Eylah Kadjar-Hamouda  
Head of Interim Management Team  
December 2017

## **Glossary**

**KCS Keeping Children Safe**

**MOs Member organisations**

**TDH 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 safeguarding standards.
- V. **The duty of notification:** any suspected violation or any actual violation of the current Code of Conduct must be reported immediately to the supervisor or the TdH country Child Safeguarding Focal Point. Confidentiality will be maintained throughout the entire procedure.

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

**I will always:**

- **Treat children with respect and equally,** regardless 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 prostitution (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 Delegate 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 identified 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 conduct, 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:**

- I 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..... at .....

Signature .....

**Annex 2**

