



**Accountable
Now**

GLOBAL STANDARDS LOCAL TRUST



Terre des Hommes International Federation Independent Review Panel Feedback

**Accountability Report 2016
Review Round April 2018**



Terre des Hommes International Federation Feedback from the Independent Review Panel

Review Round April 2018

18 May 2018

Dear Eylah Hamouda-Kadjar,

Thank you for submitting your Accountability Report. We, the Independent Review Panel of Accountable Now, appreciate your efforts to continuously strengthen accountability to communities, local partners, supporters, staff, donors, or other key constituencies. Our key focus is on accountability to those you serve. It is against this background that we critically discussed your report and came to the individual assessment below.

Terre des Hommes International Federation (henceforth TDH for succinctness) is commended for being the first member of Accountable Now to submit an accountability report under our new framework and questions.

This is TDH's third report overall, and provides a sound overview of policies, processes, and commitment to accountability. The Panel is pleased to see some of its recommendations from previous feedback letters – such as increased clarity in the Annual Report on financial scope, steps to create an anti-fraud policy at Secretariat level, and including more examples from member organisations – have been taken into consideration.

In some parts, the Panel felt that the report did not explore fully enough *how* TDH implements certain policies or procedures, and more evidence that these work well in practice would be welcome in the next report. TDH is encouraged to consider how some of its other programmes, such as the Girls Advocacy Alliance, could also be used to demonstrate a variety of TDH's successes.

The Panel commends TDH on the publication of an [institutional learning report](#) on its Destination Unknown campaign on the TDH website. This is seen as **good practice**. TDH's overall approach to stakeholder engagement and feedback (E1 and E2) are also good practice examples.

Areas for improvement remain complaints and feedback mechanisms (E1 and J3), development of an anti-fraud policy (I3), and broader reporting on members of the federation (K3). Specifically, the Secretariat could be more proactive in ensuring that complaints are handled and resolved properly by its member organisations, and could strengthen its policy and action plan to address fraud, corruption, and the misuse of funds throughout the federation. While the Panel recognises that TDH is highly decentralised, and that the report only covers the International Secretariat, it feels that the Secretariat could take actions to drive stronger commitments to accountability and transparency throughout the federation. The Panel also feels that TDH should strive to be more transparent regarding its policies and activities.



Finally, the Panel appreciates the fact that TDH includes its membership of Accountable Now on its [website](#). TDH is encouraged to update reference to the new 12 Accountability Commitments and the new [reporting framework](#).

Our intention is that this feedback letter, and any response you may wish to provide, is made publicly available on the Accountable Now website along with your report – as it is the case with all previously reviewed reports. However, should there be errors of fact in the feedback above or in the note below; we would of course wish to correct these before publication. Please share any comments or amendments by 8 June 2018.

If you have any other feedback or comments on our work, please share them with us by sending them to the Accountable Now Secretariat.

Yours sincerely,

Mihir Bhatt

John Clark

Louise James

Jane Kiragu

Saroeun Soeung



Terre des Hommes International Federation's Accountability Report 2016

Review Round April 2018

Feedback on the Executive Summary Report

Terre des Hommes International Federation's (TDH) executive summary report opens with an introduction stating how TDH defines accountability and expressing the organisation's determination to learn and improve their accountability practices.

As the new reporting framework requests, an overview of the impact achieved, stakeholder involvement, and organisational effectiveness is included. Overall, these have some relevant updates, successes and challenges from the reporting period, but also include a substantial amount of organisational, governance, and procedural information which should rather be included in the full report.

The Panel commends TDH on the publication of an [institutional learning report](#) on this campaign, on the TDH website. This is seen as **good practice**. Successes from the Children Win Campaign and improvements regarding environmental footprint are also mentioned.

Regarding **stakeholder involvement**, information on the TDH national organisations and children and youth is provided, including main likes and dislikes from these stakeholders. The Panel again recommends including a few lines on how this feedback is being acted upon.

The section on **organisational effectiveness** could in future focus on the changes to the Statutes of TDH and the way in which members of the network have been working together. This will help highlight the mechanism for TDH's stakeholders, who are the target audience of this report. A dedicated complaints policy and page on the website is still highly recommended.

With the target group in mind, the Panel recommends that the next executive summary report focus on information specifically relating to news from the reporting period, as well as anything TDH would specifically like to highlight for its stakeholders, and that general information about TDH's structure be included in the full report only.



Feedback on the Full Report

Opening Statement from the Head of Organisation

The opening statement by the Head of Interim Management Team, Eylah Kadjar-Hamouda, explains that accountability is at the heart of Terre des Hommes International Federation (TDH)'s work. Some more specificity on how the IS seeks to strengthen standards of accountability and transparency throughout the federation is requested in the next report.

A review of the implementation of TDH's strategic plan was conducted in 2016, and the follow-up is one of the organisation's priorities for 2017. The panel notes that the strategic plan covers a 5-year period and is made available on TDH's website. The Panel would have liked to see a link to the review's recommendations as well as next steps for 2017.

Given that two of the five priorities identified in the strategic plan are to strengthen programmatic coordination and to "Share expertise, knowledge to improve complementarity and accountability", can we anticipate that the International Secretariat will have stronger roles regarding these in the future? What other bodies (such as IB working groups) will have responsibility towards achieving them?

Cluster A: Impact Achieved

A. The impact we achieve

1	<p>Mission statement and theory of change</p> <p>TDH's vision and mission are outlined, as well as its main actions and broad achievements in the promotion and implementation of children's rights.</p> <p>TDH's International Secretariat is engaged in three main advocacy programmes, each with their own theory of change. The theory of change of one of these – the Girls Advocacy Alliance – is presented. The theory of change is clear and detailed, outlining strategic goals relating to key stakeholders, and pathways to change.</p> <p>The information relating to organisational structures (composition of the network and the role of the Secretariat) would be better included in the question on the report's scope of coverage (K.3.).</p>
2	<p>Key strategic indicators for success</p>



	<p>Little specific information is provided. Does the question appear irrelevant to TDH, being a decentralised federation? Given that the strategic plan indicates a commitment to greater coordination, is attention being given to the development of federation-wide indicators acceptable to all MOs?</p> <p>A link to the Strategic Plan in which the TDH International Secretariat's strategic indicators for success are outlined was not provided, but is available online. The success indicators were developed through extensive consultation with all members of the TDH federation, and also incorporated feedback from stakeholders at all stages of the process. Which stakeholders does this refer to – children, CSO networks, community groups, etc? Overall, this appears to be a commendable process.</p> <p>The success indicators themselves all center around increased collaboration and sharing of knowledge within the federation, with ambitions to create several common principles/standards/rules. Are there specific targets set?</p>
3	<p><i>Progress and challenges over the reporting period</i></p> <p>In late 2016, TDH held a workshop examining the first phase of implementation of its Strategic Plan. The Panel would be interested in knowing, as in the above question, what the progress was measured against and whether there are set targets for future improvement, especially in the areas identified as needing development.</p> <p>Furthermore, were TDH's external stakeholders consulted in preparation for the workshop? The Panel does note positively that TDH will be consulting stakeholders for the mid-term review of the Strategic Plan.</p>
4	<p><i>Significant events or changes regarding governance and accountability</i></p> <p>In 2016, an Extraordinary General Assembly was held to revise the Statues of the organisation to update the description of the roles of the International Secretariat and Secretary General. A link to the Statues is requested in the next report so readers can see the details.</p> <p>The Panel wishes for more updates in the next report on how this change can better assist TDH to improve governance and accountability.</p>



B. Positive results are sustained	
1	<p>Sustainability of your work</p> <p>TDH provides several examples of how it engages in long-lasting and sustainable advocacy and campaign work. The Destination Unknown Campaign on children on the move succeeds a multi-year campaign to end child trafficking, and is itself entering a third phase, with each phase of the campaign externally evaluated and building on the previous phase.</p> <p>When TDH's Secretariat stops active campaign work on a subject, this is usually followed by programmatic work on the same subject, carried out by the country organisations. This was done with TDH's work on child soldiers.</p> <p>Another way TDH ensures sustainability is by supporting the development of children and youth. By encouraging them to advocate for themselves and their peers in a variety of fora, TDH hopes that they will continue this advocacy as they grow older and begin their own careers.</p> <p>TDH also mentions how they engage with complex issues such as child labour with a long-term perspective. In this example, TDH was involved in drafting the relevant convention in 1999, and has since developed programming and advocacy on the issue, with efforts continuing currently.</p>
2	<p>Lessons learned in the reporting period</p> <p>Evidence of learning at both the structural and programme levels is provided. Regarding the former, assessments of the Strategic Plan lead to sharing of lessons within the TDH network and planning to improve the next phase of implementation.</p> <p>At programme level, TDH conducted consultations with participants of the Destination Unknown Campaign and created an institutional learning report which is available on TDH's website.</p>
C. We lead by example	
1	<p>Leadership on strategic priorities</p> <p>TDH cites its expertise and leadership on children's rights, and particularly the issue of children on the move. TDH is co-chair of the "Initiative for child rights in the Global Compacts" which sees a large number of UN and CSO partners working on these issues which are at the heart of TDH's strategy. This is a strong example and the Panel</p>



	<p>commends TDH for its global leadership regarding a number of vitally important child-policy issues.</p> <p>In addition, TDH refers to the large number of invitations it receives to address high level international events dealing with migration. TDH says that it is difficult to provide evidence of this leadership. The panel suggests that possible indicators would be mentions of TDH evidence in parliamentary debates or column-inches of coverage of TDH policy work in national news outlets etc and, most importantly, specific policy changes with which TDH leadership has played a role.</p>
2	<p><i>Inclusivity, human rights, women's rights and gender equality</i></p> <p>TDH's Statute and Strategic Plan are underpinned by a commitment to human rights, in line with the International Bill of Human Rights and the Convention on the Rights of the Child. TDH's projects and campaigns are rooted in a rights-based approach and have a focus on non-discrimination and the best interests of children.</p> <p>The Girls Advocacy Alliance project is an example of how TDH is working to stop gender-based violence and to promote the economic empowerment of girls and women. The report also cites gender sensitive recruitment procedures. The Panel would also like to hear about TDH's work on inclusivity in relation to other diversity factors, such as age, nationality, disability, etc.</p>
3	<p><i>Minimising negative impacts on stakeholders</i></p> <p>TDH's members and Secretariat have child safeguarding measures in place – a link to the relevant document is requested in the next report though the Panel notes that the policy is available on TDH's website – and the organisation is a member of the Keeping Children Safe (KCS) coalition. TDH received level 1 certification by KCS in 2015, which is the highest level. KCS standards are also binding for all TDH member organisations.</p> <p>A Working Group on Child Safeguarding Measures meets several times per year to create and strengthen organisational standards, offer peer support, and review any cases relating to child safeguarding.</p> <p>Each TDH organisation has a code of conduct, and the Secretariat's code in the annex demonstrates a very strong and detailed stance on child safeguarding including sanctions for breaching the code. The Panel notes, however, that the Code only addresses child protection and does not, it appears, require staff to commit to high standards and probity in other matters. The report mentions the example of TDH</p>



	<p>requiring journalists it works with to adhere to the standards it expects of its own staff – including codes of conduct and guides for journalists visiting TDH projects. Are there similar guidelines or codes in place for other partners?</p> <p>Does TDH assess possible negative impacts of its work on stakeholders beyond children – such as the local communities, or environmental impacts?</p>
4	<p>Responsible stewardship for the environment</p> <p>The TDH International Secretariat states that it is aware of the need to monitor its energy consumption and reduce negative impact, and outlines the ways in which it is working to do so. Are these tracked, and are efforts to reduce negative impacts guided by environmental policies and/or targets? Does the Secretariat also play a federation-wide role in encouraging environmental stewardship?</p> <p>At programme level, TDH organisations run projects to promote alternative energies and environmental education for children and youth. The Panel commends TDH on this effort.</p>

Cluster B: Stakeholder Involvement

D. Key stakeholders are identified with great care

1	<p>Key stakeholders and how they are identified</p> <p>TDH's International Secretariat identifies its key stakeholders as children and youth involved in the advocacy and campaign work of the Secretariat, members of the TDH International Federation, funders, NGOs and networks TDH is working with, and governmental and non-governmental processes on issues relevant to TDH's work.</p> <p>Stakeholders are identified in line with the Strategic Plan and with TDH's fundamental values. The process varies depending on the type of stakeholder. The Panel would welcome more information on the process of identifying the main stakeholder group (children and youth) in the next report, including assessment of any groups at risk of being excluded from TDH's work.</p>
2	<p>Reaching out to those impacted or concerned by your work</p> <p>For its own member organisations, the TDH Secretariat has solid and systematic ways of reaching out, with meetings of the General Assembly where all members are represented and regular</p>



	<p>consultations on important policies and processes such as the Strategic Plan.</p> <p>As for children and youth, the TDH Secretariat involves them in Campaign assemblies, via questionnaires, and by supporting children on the move initiatives at national level. The Panel requests further details in the next report – what methods work particularly well? Are there any challenges? Have children and youth provided feedback on how they prefer to be communicated with?</p>
3	<p>Maximising coordination with others operating in the same space</p> <p>Entering into alliances is one of the priorities in TDH's Strategic Plan. TDH's International Secretariat is a member of several alliances and networks, and has a view towards increased programme effectiveness and results by pooling resources and collaborating with other organisations.</p> <p>At the local and national level, partnerships are often in the form of support to projects.</p>

E. We listen to, involve and empower stakeholders

1	<p>Stakeholder feedback</p> <p>The response focuses on avenues of feedback available to TDH member organisations. Interaction with the Secretariat is mainly via the nine working groups on various issues, which allow staff in similar functions (e.g. advocacy, communication, heads of programme) to exchange experiences and feed in to the Secretariat's decision making. A box describing TDH-Germany's actions to engage programme stakeholders in its 5-yearly priority-setting is an example of good practice regarding stakeholder engagement and the Panel would be interested to learn whether other MOs are following suit?</p> <p>Are there also broader mechanisms for all staff to provide feedback – e.g. through an annual survey, a dedicated feedback and complaints policy, etc?</p> <p>Regarding children and youth, the report states that consultations are made through TDH's field offices and conveyed to the Secretariat via the working groups. Again, the Panel would like to know whether there is a dedicated feedback mechanism, or what other avenues there are for all stakeholders to provide feedback. Is online feedback submission possible? Can TDH provide examples that demonstrate mechanisms</p>
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	<p>have worked well, and stakeholders feel they have been heard and reacted to?</p>
2	<p>Stakeholder engagement</p> <p>The Panel commends TDH on its strong processes for engaging its stakeholders and encouraging them to shape the organisation's work. While reference to policies underpinning TDH's approach would have been appreciated, a number of helpful examples are provided to demonstrate how this works.</p> <p>The response explains how consultation with stakeholders led to TDH shifting its campaign on "trafficked children" to "children on the move".</p> <p>The Destination Unknown campaign involves youth activists, engages a youth group in decision making processes, and shares this key stakeholder group's perspective in a "Youth Call" outlining demands and proposals raised by youth.</p> <p>The Panel also appreciates the example from TDH Germany, where representatives of the Youth Network conveyed TDH's demands to the relevant governmental ministries and commissions.</p> <p>On the whole, the Panel can highlight TDH's approach to stakeholder engagement as an example of good practice.</p> <p>In the next report, can TDH provide any figures on the rates of youth engagement in the design, implementation and evaluation of programmes?</p>
3	<p>Main likes/dislikes from stakeholders and organisation's response</p> <p>While members of the TDH network usually appreciate the Secretariat's role in coordinating the network and amplifying members' voices at the global level, they have also expressed that there are some problems in communication between TDH's various entities, and that collaboration can be further optimised to ensure stronger impact. How is TDH responding to these issues?</p> <p>As for external stakeholders, the example of the evaluation of the Destination Unknown Campaign was provided again. Some stakeholders regard the campaign as too broad (a sort of "tent village"); does TDH regard this as fair, and if so how is it responding?</p>
4	<p>People and partners have gained capacities that last beyond your immediate intervention</p>



	<p>The report states that TDH's Secretariat conducts regular assessment of its advocacy programmes, including on empowerment of its partners. Do these findings suggest that the youth involved in the programme have gained particular strengths, and are these likely to last beyond the programme cycle?</p>
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F. Our advocacy work addresses the root cause of problems

1	<p>Evidence regarding the root causes of the problems you address</p> <p>TDH'S Secretariat only conducts advocacy work rooted in its field work, and chooses campaign themes based on analysis of the root causes of problems in the communities it works with. Regular baselines assessments are conducted, usually with the children and communities TDH serves.</p> <p>An example is provided of the base line assessment for the Children Win campaign – this is engaging and includes links to interviews with affected stakeholders.</p>
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2	<p>Stakeholders support your advocacy work and value changes achieved</p> <p>It is stated that the Secretariat strives to meet stakeholders' expectations by consulting them in the planning, implementation, and evaluation of campaigns and programmes.</p> <p>TDH's member organisations also consult stakeholders and aim to include their views, but there is no systematic way of doing so and each member has their own processes.</p> <p>The Panel notes positively the example of how TDH German monitor the impact of its projects together with partners and target groups.</p>
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G. We are transparent, invite dialogue and protect stakeholders' safety

1	<p>Availability of key policies and information on your website</p> <p>Link to relevant statistics and information is provided, but the key area the Panel feels should be strengthened is the presentation of policies. The Panel would expect to see information on a complaints policy, environmental policy, etc. on the website, and points to Restless Development as an example of good practice in this regard (see their page on Open Information Policy, with relevant information and policies linked in the Appendix).</p>
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	<p>Furthermore, are the policies available in different languages, and in child-friendly formats?</p> <p>Finally, there is a page on standards TDH has signed up to, including Accountable Now and the Keeping Children Safe network.</p>
2	<p>Pay scale, gender pay gap and top salaries</p> <p>The TDH Secretariat's pay scale is set based on a benchmarking exercise of global usual practices. TDH aims to balance the need to acquire and retain talents with the limited means of the Secretariat by offering additional benefits such as flexible working arrangements and retirement packages.</p> <p>The range of the salaries of the five most senior positions is provided (60,700 – 130,000 EUR) but is not broken down by position. The Panel would like to see a breakdown in the next report, as this is quite a large range, even keeping in mind variances in location (Switzerland and Belgium).</p> <p>There is a salary scale for each location and equal salary progression regardless of salary level. The Panel would like to see the scale and relevant policy outlining how salaries are set.</p> <p>Finally, the Panel would like to know what the member organisations' approach to setting salaries is. Do they use the same salary scale as the Secretariat? Is there information on the gender pay gap in member organisations?</p>
3	<p>Ensuring privacy rights and protecting personal data</p> <p>TDH notes the importance of the right to privacy and personal data but has not yet established a policy. It states its willingness to learn from peer organisations, and the Panel will make sure to highlight any good practice examples as the new reports are submitted by other members.</p>
4	<p>Largest donors and their contributions</p> <p>In 2016, TDH's core budget was financed 76% by membership fees, and the next largest source of income was funding from the Oak Foundation. The remaining funds amount to less than 0.5% of TDH's income.</p>



Cluster C: Organisational Effectiveness

H. Staff and volunteers are enabled to do their best

1	<p>Recruitment, employment and staff development is fair and transparent</p> <p>The report states that recruitment and selection procedures reflect TDH's commitment to help and protect children, and staff are required to sign a code of conduct upon recruitment.</p> <p>Local recruitment is favoured and the majority of TDH field staff are stated to be local hired. Are there exact figures about this?</p>
2	<p>Staff development and safe working environment</p> <p>TDH encourages training for its workforce, and funds are included in the annual budget of the Secretariat, around 1000 CHF per staff member. Training is seen as a way of strengthening both technical skills and personal development of employees. Needs are identified with line managers during annual performance appraisals. TDH has staff rules which include a grievance mechanism regarding working conditions, and a work psychologist is available to staff. Health and safety is regularly reviewed and some examples of efforts in this regard are mentioned.</p> <p>Do all MOs have comparable policies regarding training, grievance mechanisms, and access to external professional support (such as a work psychologist)? Is the federation taking action to prevent or punish acts of bullying, harassment, discrimination etc? Does the IS play any role in encouraging such employment good practice across the federation?</p>

I. Resources are handled effectively for the public good

1	<p>Resources are acquired in line with your values, globally accepted standards and without compromising independence</p> <p>TDH's Secretariat supports the fundraising efforts of its member organisations, and administers joint projects with funds from the Oak Foundation. It is stated that the member organisations have strict ethical codes guiding the acceptance of funds. What are the key points in the codes; what is/isn't acceptable? Finally, the Panel notes that the Secretariat is coordinating the drafting of common guidelines on engaging with the private sector.</p>
2	<p>Monitoring of progress and re-allocation of resources</p> <p>The Secretariat of TDH reports to the General Assembly annually on the implementation of TDH's Strategic Plan, and corrective measures can be proposed if necessary. There is also a mid-term review of the Strategic Plan</p>



	<p>which includes feedback from stakeholders and support from an external consultant. Are there any opportunities for stakeholders to provide feedback more frequently?</p>
3	<p>Minimising risk of corruption, bribery and misuse of funds</p> <p>The report describes how the TDH Secretariat's accounts are subject to an independent audit every year, with the auditor's report published online and presented to the International Board as well as to donors. The Panel appreciates that TDH's Secretariat has taken its recommendations into account and is drafting an anti-fraud policy based on existing policies of TDH member organisations.</p> <p>There were no reports of funds being misused in the Secretariat in 2016. Does the IS or the International Board gather information from the MOs on incidents of fraud or the misuse of funds? If so, what are the issues that this information has revealed? If not, is the board not concerned about reputational damage to the federation caused by an incident in one MO? Does the IS play a role in seeking to minimise problems of corruption and misuse of funds throughout the federation, for example by pooling and sharing information of relevance, providing guidance on appropriate policies and management practices, providing training, offering independent investigation service etc?</p>
<p>J. Governance processes maximise accountability</p>	
1	<p>Governance structure and recruitment of trustees/board members</p> <p>A clear description of the TDH governance structure is provided, and it is explained how this ensures the network to function democratically. The General Assembly, made up of representatives of all member organisations, is the highest governance body of TDH. Are there any criteria guiding the recruitment of members of the Board, such as a skills evaluation or requirements for a balance of gender/geographic representation? The International Board is elected by the General Assembly (GA) – is it elected from the GA membership, or does it include members from outside the GA? Given that the GA comprises a balance of MO trustees and CEOs, does the Board have a similar balance, or does it comprise (non-remunerated) trustees only?</p>
2	<p>Board oversight of adherence to policies, resource allocation, potential risks, and complaints processes</p> <p>The Board provides an annual report of activities to the General Assembly, which allows member organisations to also provide feedback to the Board. The Panel requests more detail on how the Board oversees adherence to policies, resource allocation, etc. Is there a periodic review? How do they</p>



	<p>gather the necessary information? Does the remit include programme matters or just advocacy and coordination (since the MOs are autonomous)? Given that the strategic plan is approved by the International Board and General Assembly and covers operational programme priorities (not just campaigning), what accountability do MOs have to these bodies for their programmes?</p> <p>External situations requiring the Board's attention are conveyed to it by the Secretariat, member organisations, or working groups. Are potential risks discussed on a regular basis (e.g. at Board meetings) even if there is no specific situation ongoing?</p>
3	<p><i>Complaints handling mechanisms and overview of complaints (internal and external)</i></p> <p>Complaints can currently be submitted via the info email address on the TDH website's contact page – however, there is no specific reference to complaints on the website. The Panel regards this, and a lack of public policy regarding complaints and whistle-blowing policies, as weaknesses.</p> <p>The Panel notes that TDH still does not have a federation-wide official complaints mechanism, at least for external complaints, but is aware that it is working towards setting one up drawing on the existing model of the “Keeping Children Safe” mechanism on child safeguarding incidents. Is there an expected timeline for its completion and implementation? The Panel stresses that to protect its own good name, as well as its primary stakeholders, it is highly advisable for the TDH federation to agree uniformly high standards of responsiveness to both external and internal complaints, to ensure these processes are accessible and understood by relevant stakeholders, and to institute referral mechanisms (preferably independent) in the event that complainants are not satisfied with the direct response from the relevant MO. The panel suggests that the IS move discussion along these lines within the federation.</p> <p>It is stated that when reports are received, the Secretariat sends on complaints to the member organisations the complaint concerns, and responds itself to those concerning the Secretariat. Does the Secretariat follow up with member organisations on the resolution of complaints?</p> <p>Member organisations have their own mechanisms in place. Is there data on whether this is the case for all members?</p> <p>Nine complaints relating to child safeguarding were submitted in 2016. Six cases were considered closed at the end of the year – is TDH able to provide information on whether the resolution was satisfactory to the complainant? What is the status of the remaining three cases? Was the International</p>



	Secretariat not aware of any complaints (external or internal) other than those related to child safeguarding?
K. Leadership is dedicated to fulfilling the 12 Commitments	
1	<p><i>The governing body and management are held accountable for fulfilling strategic promises</i></p> <p>The Secretariat reports to the Board several times a year on how it is fulfilling its strategic promises, and responds to any questions at each Board meeting. The Secretary General also has an annual appraisal with the Board.</p> <p>Are there any review mechanisms in place for the General Assembly? What is the division of responsibilities between the Secretary General and the head of the International Secretariat?</p> <p>What questions or concerns have the International Board and General Assembly raised regarding the implementation of TDH's strategy and the fulfilment of its mission?</p>
2	<p><i>Inclusion of staff in discussing progress toward organisational accountability</i></p> <p>Opportunities for the head of the Secretariat and member organisations' representatives to the General Assembly (usually those leading the member organisations) to provide feedback on TDH's activities and decisions are outlined.</p> <p>However, it is not clear how all staff (and principal partners) are given the opportunity to contribute, rather than just the top management levels. Are there periodic discussions or surveys of TDH's successes and challenges relating to accountability?</p>
3	<p><i>Scope of this accountability report and influence over national entities</i></p> <p>The report covers the activities of the TDHIF International Secretariat, and not those of member organisations or their partners. The Panel appreciates that TDH has taken on Panel feedback and included more information and examples from member organisations in this report. It is stated that accountability is high on the agenda of member organisations, which abide by quality and accountability standards in the countries they are based. The Panel also notes positively that accountability is also on the agenda of the Heads of Programmes working group.</p> <p>The Panel notes references in the report to TDHIF exploring ways to become less decentralised, more cooperative, and to adopt joint standards/policies on a number of issues. This is also echoed in the current strategic plan, which</p>



calls for greater coordination and collaboration across the federation and more emphasis on the sharing of skills and knowledge.

The Panel is aware that this will be a lengthy process. What steps are currently planned to forward these strategic priorities and what role will the IS play in these? While the Panel appreciates that TDH is a decentralised organisation, our key message is that we expect the secretariats of federations who are members of Accountable Now to be as proactive as possible in elevating standards of accountability and good governance practice throughout the federations.