

**Terre des Hommes International Federation
International Secretariat
Accountability Report
Period covered: 2014**



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Profile Disclosures

1. Strategy and Analysis

1.1 Statement of TDHIF-IS Secretary General, about the relevance and accountability of the organisation and its strategy



2014 has been a year of significant progress for Terre des Hommes International Federation (TDHIF): in all, we ran 870 development or humanitarian projects with 1'120 partner organisations with a total of 4'822'000 direct beneficiaries in 68 countries. We have measurable attributions and contributions to our different advocacy work at local, regional and global level. This reflects a significant increase in the reach of our work.

We value greatly the International NGO Accountability Charter as a mechanism for reviewing and evaluating our work and increasing our transparency and accountability. This is our first year for which we are reporting to the Accountability Charter.

The reporting is focused on the International Secretariat of the Terre des Hommes International Federation as a first step to get all the Member Organisations of the Federation report in a consolidated manner under the Accountability Charter.

This report however consolidates our core commitments to accountability in terms of transparency, good governance, environmental responsibility, participation, people management, child safeguarding inclusion and diversity, and ethical fundraising. It forms part of our decisive plan to promote a culture of accountability and learning throughout the organization, so that we can ultimately increase and improve our impact.

A number of measurable results on synergies and common advocacy with an acceleration in 2014 and 2015 include:

- *Regional and country initiatives* for meaningful synergies have developed in different complementary ways.
- The *Destination Unknown Campaign* launched end of 2012 is proving to be relevant and all Member Organisations participate.
- The *humanitarian coordination* has known also major progress with reinforcement of funding, communication and operational synergies.
- TDHIF has also been able to position itself and influence in *global areas* using the added value of being a Federation.
- Assets of the TDHIF include an evolution from a focus on operational assistance addressing the violation of rights (which is needed) to increasing the recognition as an expert *policy/advocacy partner on child rights* and on focused range of issues.
- TDHIF is increasingly getting more effective with advocacy being backed by *campaigns* in which the public can be actively involved (DU Campaign, Sweetie, Children-Win etc...).

- There is a gradual move from a Brussels agenda to a *European agenda* by making the “European advocacy level” work relevant for national contexts around the EU.

One successful mechanism for circulation of information, common strategic thinking and common actions has been the functioning of 7 working groups. Approximately 55 staff coming from all member organisations are part of these working groups coordinated by the International Secretariat. The quality standard working group has a focus on child safeguarding standards as it reports directly to the General Assembly on the progress made by the Member Organisations and the management of child safeguarding incidents.

A great achievement that needs to be recognised while being difficult to measure is the better understanding between MOs and the progressive building of trust between organisations and their staff. This shift, a prerequisite for collaboration, is a foundation on which to further build the spirit and in culture across the Federation in the coming years.

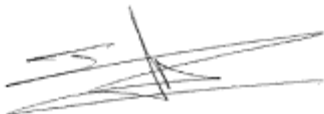
With a process initiated in 2014, one of our significant achievements has been the formulation of the new Strategic Plan validated at the General Assembly in November 2015. The Strategic Plan will guide our work until the year 2020. Beyond the existence of ambitious plans of what all the members of the Terre des Hommes International Federation want to do together, is it the participatory process and the energized leadership which is of key importance. The Strategic Plan is the output of a highly participatory process involving staff from close to 60 countries.

2014 was a challenging and important year. Internally, it showed acceleration in the common results of the members of the Terre des Hommes International Federation. It was full of transition and ambitious projects adapting to the external environment. Its choice of focusing in the rights of children in the context of migration for its global campaign started to reveal as most relevant and timely.

The International Secretariat’s role for external and internal leadership was increasingly recognized based on visible progress and on building trust within the Federation.

We were able to seize the opportunities that change always brings. The need to stretch our resources – particularly staff time – meant we achieved greater focus in our policy and campaigns work. The need to be more efficient, cost-effective and transparent with our limited resources also encouraged us to adapt policies and systems. .

2016 will be an exciting and transformative year. A year in which an Extraordinary General Assembly will decide in March 2016 on revisions of statutes for a more flexible governance structure. It will also renew the International Board for a three year mandate. 2016 will also bring several new organisations into our structure, expanding our influence and supporter base.



Ignacio Packer
Secretary General
Terre des Hommes International Federation

2. Organisational Profile

2.1 Name of the Organisation

Terre des Hommes International Federation – International Secretariat (hereafter TDHIF-IS)

2.2 Primary activities. Indicate how these activities relate to the organisation's mission and primary strategic goal

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

- Running 870 development and humanitarian aid projects in 68 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

The **vision** of Terre des Hommes 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.

Over the past 50 years, TDHIF has helped millions of children access their rights and a decent life. They have provided health care, education, a means of living, and offered protection against abuse, exploitation, violence and discrimination to children worldwide. Terre des Hommes has helped children realise their full potential, and it has fought to promote human rights and the full respect for the dignity of children.

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. 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.

The current Strategic Plan of the TDHIF covers the period 2012-2015 and includes four Strategic Objectives.

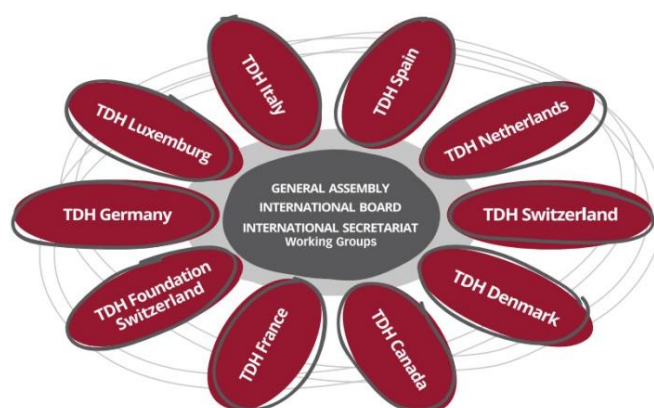
1. TDHIF has consolidated its basis for a common mission, identity and brand, as well as communication and quality standards.
2. TDHIF is running an effective joint campaign and, in addition, new synergies and/or activities have started.
3. TDHIF has gained influence on stakeholders, brand visibility, and advocacy expertise issues.
4. TDHIF has defined an expansion strategy as a Federation and convened a perspective for building a relevant advocacy platform for global child rights issues a; the first phase of implementation is under way.

These objectives which guide the work of the TDHIF-IS allow to create a stronger network, to deliver work of enhanced quality for the benefit of children, to have a stronger and respected voice among policy makers and to advocate globally for and with children.

A new Strategic Plan (2016-2020) has just been adopted by the TDHIF General Assembly in November 2015 and will enter into force in January 2016. It provides for the following 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

2.3 Operational structure of the organization including national offices, sections, branches, regional and field offices, main divisions, subsidiaries and joint ventures



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 and it's the International Secretariat which has adhered to the Accountability Charter. This report therefore covers the activities of the TDHIF-IS and not the activities of the TDH organisations, even though accountability is very high on the agenda of the member organisations and they themselves abide to different quality and accountability standards.

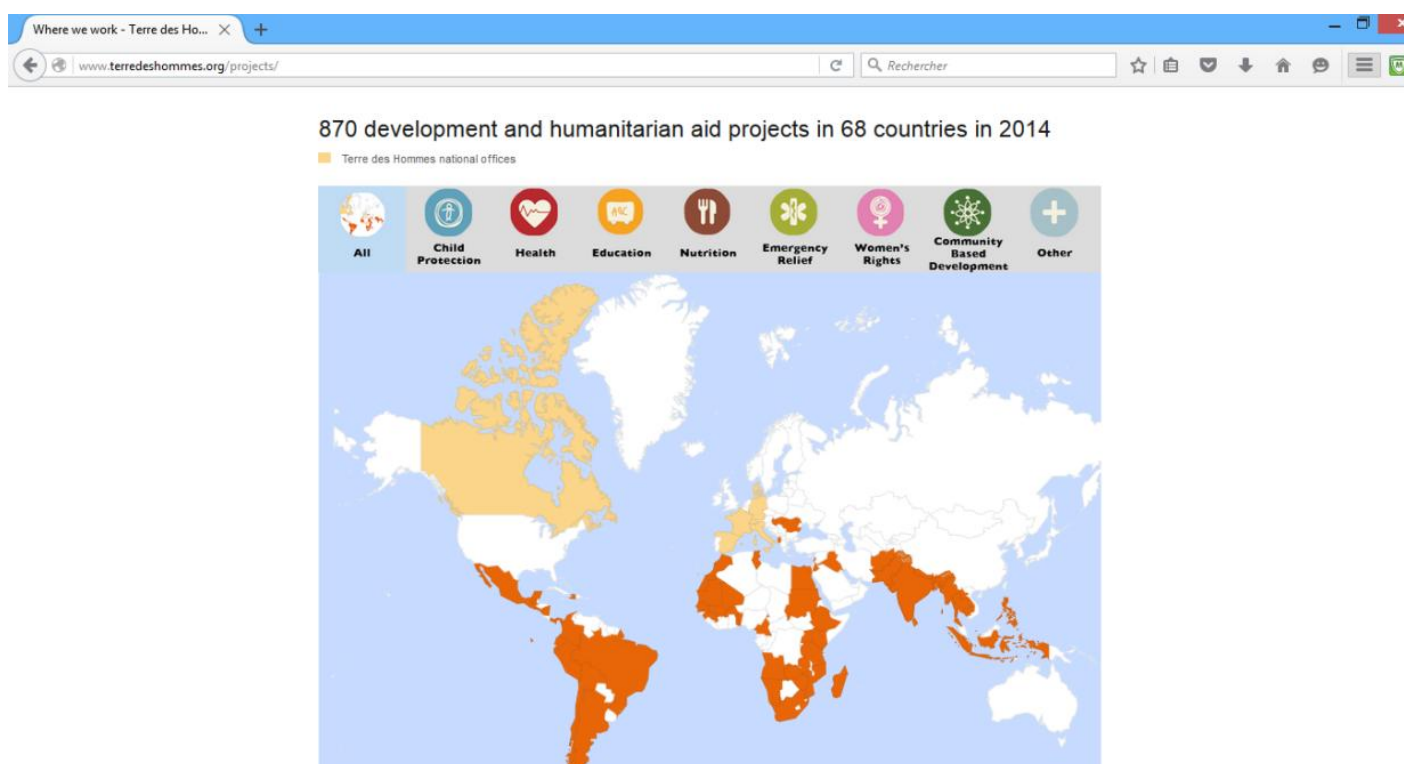
According to the new Strategic Plan the role of the TDHIF-IS is as follows:

The secretariat and, in particular the Secretary General, will take an increasingly forward role in representation with the Secretary General being the main spokesperson for TDHIF externally. The Secretariat will be a centre point for coordinating/monitoring international work, supporting members, assisting in the leadership of projects (as agreed by the International Board), scanning for new opportunities and gathering intelligence. The secretariat will take the lead on providing a link between working groups and the International Board, coordinating their planning and ensuring they have a mandate that enables them to deliver their objectives.

2.4 Location of organisation's headquarter

31 chemin Frank-Thomas
1223 Coligny
Geneva
Switzerland

2.5 Number of countries where the organisation operates and name of countries with either major operations or such that are specifically relevant to the accountability issues covered in the report.



The TDHIF- IS itself does not operate in all the countries represented in the image above, however all the advocacy, campaigning, communication and coordination work that it does is deeply rooted in the operations of the Terre des Hommes national organisations in these countries.

2.6 Nature and ownership and legal form. Details and current status of not-for-profit registration

TDHI-IS is a non-profit organisation in accordance with Article 60 and follows the Swiss Civil Code. It is legally registered in Switzerland and holder of a tax-exempt status. Its trademark is deposited in Switzerland.

It is governed by a General Assembly which is composed of all the members of the organisation within the network. It is the supreme organ of TDHIF, meets once a year, defines the global vision and policy of the organisation, approves its accounts and budget, and elects the International Board. The latter is responsible for the implementation of the General Assembly decisions and for providing direction and supervision to the International Secretariat.

Extract of the new Strategic Plan 2016-2020

The International Board (IB)

The IB will be delegated strategic oversight by the GA. The IB will set priorities and will guide the implementation of the strategic plan, also ensuring that the resources are in place.

The IB will have the responsibility for approving frameworks and policies or making recommendations to the GA as needed. Examples of specific IB responsibilities related to the strategic priorities include:

Main Priority 1 – Approving adjustments to the list of common programmatic areas

- Approving high level positioning papers fall outside agreed frameworks

Main Priority 2 – Approving international Federation campaign themes

- Recommending the framework for a common visual identity to the GA

Main Priority 3 – Approve frameworks/rules for in-country work

- Approve plans for piloting innovative collaborative projects
- Approving the framework for humanitarian response

Main Priority 4 – Making recommendation to the GA for TDHIF quality standards

- Appointing MOs as focal point leads
- Approving guideline for peer to peer support

Main Priority 5 – Approving formal alliances

- Agree guidelines/ principles for common funding applications
- Make recommendations to GA for new membership criteria /applications

In addition to approvals the IB will have a role in overseeing the implementation of agreements, ensuring accountability and will need to be used as a forum to deal with conflicts and non-compliance should they arise.

TDHIF has consultative status with the UN Economic and Social Council, UNICEF, the ILO, the IOM and the Council of Europe. It is registered as a recognised Civil Society Organisation engaging in policy and programme work with European Union institutions.

2.7 Target audience and affected stakeholders. Market served (including geographic breakdown, sector served, and types of affected stakeholders/consumers/beneficiaries)

The Statute of the TDHIF provides that:

1. The goals of TDHIF are to promote and support the work of the Member Organisations (hereafter MOs).
2. 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.
3. 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 International Secretariat 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) so they are also a target audience.

2.8 Scale of the reporting organization including number of members and/or supporters; number of volunteers total income; number of employees; net sales or net revenues; total capitalisation: report net assets broken down in terms of debt and equity or report in terms of assets and liabilities; and scope and scale of activities, or quantity of products or services provided

2014 budget for the International Secretariat : 1'999'580

2014 income: 1'575'739 CHF

2014 expenditure: 1'540'461 CHF

Number of employees (not including interns): 9

The members of the TDHIF are ten national Terre des Hommes organisations.

Please see extract of Audit report in Annex 1

2.9 Significant change during the reporting period regarding size, structure or ownership

None

2.10 Awards received in the reporting period

None

3. Report Parameters

Report Profile

3.1 Reporting period

2014

3.2 Date of most recent previous report

N.A.

3.3 Reporting cycle

Annual

3.4 Contact point for questions regarding the report and its contents

Eylah Kadjar-Hamouda

Head of International Secretariat

Email : kadjare@terredeshommes.org

Tel +41 22 736 33 72

Report Scope and Boundary

3.5 Process for defining report content

The report has been drafted by Eylah Kadjar-Hamouda in consultation with colleagues from the International Secretariat.

It is planned to share the recommendations of the Independent Review Panel with the International Board and with main stakeholders (the member organisations) and to define a process for the implementation of the recommendations. As a second step, sharing the recommendations with other stakeholders can be envisaged.

This report being the first one, the TDHIF-IS is really keen to enter in a learning curve for the development of its accountability and quality of work.

3.6 Boundary of the report

The report 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 binding quality and accountability standards to which they regularly report (for example ISO, Core Humanitarian Standards, national binding certification mechanisms).

They also report to the TDHIF General Assembly on their activities and on their implementation of child safeguarding measures.

This report is also seen as a first step in a process to gradually include reporting from the member organisations in the report of the TDHIF-IS under the Accountability Charter.

3.7 State any specific limitations on the scope or boundary of the report

Regarding the indicator EN16, the TDHIF-IS does not measure its greenhouse gas emissions even though it implements a series of environmental friendly measures (*eco-gestes de bureau*) to reduce greenhouse gas emissions and reduce energy consumption.

3.8 Basis for reporting

The activities of the member organisations of the TDH network are reported here in as much as they are part of the joint projects run by the TDHIF-IS.

3.10/3.11 Significant changes from the previous reporting periods in the scope, boundary or measurement methods applied in the report

N.A.

Assurance

3.13 External assurances for the report

Financial audit (extensively reproduce in Annual Report <http://www.terredeshommes.org/wp-content/uploads/2015/07/tdh2014ar-web-mail.pdf>)

ECOSOC consultative status (quadrennial report currently under review)

Application submitted for level 1 certification of Keeping Children Safe (KCS).

The external KCS audit team is currently reviewing the self-audit results. Following this, the audit team will be looking into doing all the documents reviews and checking the self-audit result with reviewed policy documents.

4. Governance, Commitments, and Engagement

4.1 Governance structure of the organisation, including committees under the highest governance body for specific tasks such as setting strategy or organisational oversight

The supreme body of the organisation is the General Assembly which meets once a year and is composed of all the member organisations. According to the TDHIF Statute, its competencies are as follows :

ARTICLE 10 - GENERAL ASSEMBLY: COMPETENCIES

1. The GA shall be the central body for all questions concerning policy development by the TDHIF.
The GA shall *inter alia* give a ruling on:
 - a. The final agenda of the GA, by vote of the majority of MOs present;
 - b. The strategic plan, annual work plan, and budget of the TDHIF, proposed by the IB;
 - c. The annual activity and financial report of the TDHIF;
 - d. A discharge of the IB;
 - e. The election and suspension of the members of the IB;
 - f. The election of the Chairperson, as well as early termination of the Chairperson's mandate;
 - g. The amount of the annual membership fee;
 - h. The approval of an independent registered auditor;
 - i. The admission of new MOs or the expulsion of MOs;

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 and its Chair. The International Board is a collegial body which takes 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. During 2014-2015 the International Board created a “Working Group Strategic Plan” which was in charge of leading the process of drafting of the new Strategic Plan which has been adopted at the General Assembly 2015 (27 November 2015) and covers the period 2016-2020.

The International Board elects a Vice-Chair and a Treasurer among its members. The Vice-Chair supports the Chair and replaces him as appropriate. The Treasurer has a responsibility to control that the resources are used appropriately and efficiently and that financial integrity is assured.

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. It 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 if it so requests.

The International Secretariat reports to the International Board.

This governance structure ensures a truly democratic functioning of the network with a supreme governing body (GA) composed of all the members 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.

4.2 Indicate whether the Chair of the highest governance body is also an executive officer. Report the division of powers between the highest governance body and the management and/or executives.

The Chair of the highest governance body is not an executive officer and is not paid by the TDHIF-IS. There is a clear division of powers between governance and management. The International Board focuses on setting the strategy of the organisation and monitoring performances of the TDHIF-IS. It doesn't have an operational role and doesn't get involved in the daily business of the TDHIF-IS. Since the International Board also represents the members of the network, it also has prerogatives in conducting relations with the member organisations, for example if a member is in a difficult situation and needs support, or in assessing the situation of current members or creating new ones. Two members of the International Board conduct a yearly appraisal of the Secretary General.

The current situation is one of self regulating mechanism and there is no external assessment on how governance and management optimally support each other.

4.3 Number of members of the highest governance body that are independent and/or non-executive members

The Board of the TDHIF is composed of seven members elected by the GA:

Raffaele Salinari, (Chair)

Albert Jaap van Santbrink, (Vice-Chair) TDH Netherlands

Jean-Luc Pittet (Treasurer), TDH Suisse

Lysiane André, TDH France

Vito Angelillo, TDH Foundation (Lausanne)

Bruno Neri, TDH Italy

Danuta Sacher, TDH Germany

They represent their organisation and act on a volunteer basis as members of the International Board. The International Board usually operates by consensus.

4.4 Mechanism for internal stakeholders, shareholders and employees to provide recommendations or direction to the highest governance body

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 most senior staff attend most of the Board meetings so they can also convey concerns from the Secretariat through this channel.

4.5 Remuneration

Members of the International Board are not remunerated. TDHIF has a tax exempt status in Switzerland and this is one of the recommendations to benefit from such a status.

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 or retirement package) increase the attractiveness of the remuneration.

4.6 Conflicts of interest for governing bodies

The Rules and Regulations of the TDHIF provide:

Members of the International Board shall handle their personal and professional affairs in a way that avoids, to the maximum possible extent, conflict of interest with the TDHIF.

The Statute and the Rules and Regulations form the basic document for ensuring the independence of the organisation.

The Board members are proposed by the member organisations and they are usually the CEO or a senior staff or a Board member of the member organisations, so it is trusted that vigilant control is performed by member organisations regarding their nomination for International Board members.

4.8 Internally developed codes of conduct

All the staff have signed a code of conduct as follows:

I, the undersigned,

hereby declare :

- 1) That I have not in the past been subject to any sentence for individual behaviour incompatible with the responsibility of caring for or overseeing children or minors, and have never been subject to any administrative measure of investigation for criminal acts or breach of conduct jeopardising the physical or psychological integrity of children;
- 2) That I have received and taken due note of the document relating to the Child Protection Policy (child protection procedures and support materials) and that I undertake to respect this policy; this document being continually redefined, the latest version will always be accessible and all members of staff will be adequately advised of any new developments;
- 3) That I have been informed that in the event of suspicion of behaviour incompatible with responsibility for children and contrary to the policy of prevention established by Terre des Hommes, the institution reserves the right to take protective measures involving provisional suspension; that I have been informed that in the event of consistent evidence and known incidents contradictory to the protection of the children placed under my responsibility, the institution shall take appropriate administrative and legal measures, without limit of time or place, both in the country where the incident is alleged to have taken place and in my country of origin and/or main domicile;
- 4) That I have been informed that in the event of termination of contract on the grounds of violation of the physical and/or psychological integrity of children, the institution 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.

4.10 Evaluation of the governance body

There is no formal process for evaluation of the governance body a part from the yearly control exercised by the GA and from the election process of Board members.

4.12 External charters of principles endorsed by the organisation

The TDHIF is a member of the Keeping Children Safe Coalition and has applied to certification from this body. The process is under way.

Stakeholder Engagement

4.14 List of stakeholders groups engaged by the organisation

A. Members of the Terre des Hommes International Federation

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

- B. Groups of children and youth beneficiaries and involved in the advocacy and campaign work of the IS
- 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

4.15 Basis for identification and selection of stakeholders with whom to engage

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).

PERFORMANCE INDICATORS

Programme effectiveness

NGO1 Stakeholder involvement

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). The TDHIF-IS coordinates seven transversal Working Groups which 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

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.

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 68 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 seven working groups mentioned above. The TDH organisations have elaborated systems of programme monitoring and evaluation as part of Project Cycle Management and this includes learning, monitoring and evaluation.

As an example of these links and of the direct influence of directly 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 research 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.

NGO 2 Mechanisms for feedback and complaints

The members of the TDHIF are also 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 TDH. This includes written feedback and complaints policy. The monitoring of the Child Safeguarding Measures and their progresses is part of a programme which is coordinated by the TDHIF-IS through the Working Group Child Safeguarding Measures. A yearly report is submitted to the TDHIF General Assembly. The number of cases received is published in the Annual Report of the TDHIF. The certification mechanism for the Keeping Children Safe standards is under way. The TDHIF-IS has also an open policy of publishing the name, function and email address of its staff on its website (<http://www.terredeshommes.org/contacts-2/>) so in this way general feedback and complaints can be collected. The TDHIF-IS would be pleased to be connected to other Charter members to learn from their experience in this regard.

NGO 3 Program monitoring, evaluation and learning

The two main campaigns of the TDHIF are closely monitored and evaluated with the help of external consultants. The logframe of each campaign includes indicators for monitoring and these indicators form the basis of the periodic reporting of the two campaigns. For the Destination Unknown Campaign a capitalisation workshop of two days for years 2014 and 2015 is planned for September 2016. The findings of this workshop as well as lessons learned will be published. For the ChildrenWin campaign an internal capacity assessment has been commissioned to an external consultant and the findings have been discussed in a one day workshop on 8 October 2015. These evaluations will be used to plan the next phases of the two campaigns, this is ongoing work and more information can be provided in the next annual accountability report.

NGO 4 Gender and diversity

The TDH organisations work for children and youth with children and youth and run 870 development and humanitarian projects in 68 countries. They have put systems in place to regularly imply their stakeholders in the designing, implementation and monitoring of these projects. Most of the projects have a target for the most disadvantaged children and have a very strong dimension of equality tackling gender and diversity (for example project encouraging education for girls or project for universal health coverage). The TDH organisations provide the content of the advocacy and campaign work of the TDHIF-IS. The principle of non-discrimination is deeply rooted in the DNA of TDH and guides its activities since the origin as TDH was created in 1960 to support the children who had been left out of relief work provided by other existing agencies. The TDHIF-IS itself has not set specific written targets regarding gender and diversity other than the basic principles enshrined in the Statute of the TDHIF.

NGO 5 Advocacy positions and public awareness campaigns

Advocacy and campaigning are at the core of the work of the TDHIF-IS. Since the TDHIF is predominantly a project based organisation, advocacy and campaigning is conceived as deeply rooted in field reality, which represents the daily work of the TDH organisations, and as complementary to field work; this allows problems to be tackled through a chain from the local to the global level. Therefore the TDHIF-IS only engages in advocacy and campaign work for which it considers to have a solid enough field basis and this approach gives credibility and legitimacy to its work.

The TDHIF-IS sees its role towards global institutions as conveying field realities into international debates and decisions which may have an impact on the lives of children. Since TDH is predominantly a field based organisation, working sometimes in a dangerous environment, a specific written procedure has been put in place for country specific public positions. This procedure makes it mandatory to get the approval of TDH focal points working in the country as the concern is both to be as truthful and respectful as possible and also to protect the TDH projects staff and stakeholders from possible negative impact of public positions. For the thematic positions (for example on child labour) the TDHIF-IS has put in place a system of reference persons coming from the member organisations, who are expert on this theme and participate in the elaboration of positions.

Positions are periodically reviewed and amended, where necessary, based on TDH evolving experience and developments in the external environment, including those in the international human rights bodies such as the Committee on the Rights of the Child. One example is the advocacy of TDH regarding sexual exploitation of children and ICT which is constantly reviewed in accordance with the developing knowledge and experience in this regard.

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.

The process to exiting a campaign is linked to evaluation of its results and potential for the future and usually requires a decision of the General Assembly for the main campaigns of the TDHIF.

NGO 6 Coordination with other actors

Entering into alliances is part of the strategic priorities of the TDHIF Strategic Plan and has a high level of priority in the work of TDH. The TDHIF-IS is member of several alliances and networks including Child Rights Connect, CONCORD, the Global Forum for Migration and Development (GFMD), the Sports and Rights Alliance, the International Civil Society Center 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 and the current Chair of the Civil Society Days of the Global Forum on Migration and Development (GFMD). 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, which could never be achieved by a single organisation.

Financial Management

NGO 7 Resource allocation, tracking and control

The accounts of the IS are annually controlled by a licensed and independent auditor in accordance with Swiss law. The auditor's report is entirely published as part of the Annual Report of the TDHIF. For the year 2014 please see

<http://www.terredeshommes.org/wp-content/uploads/2015/07/tdh2014ar-web-mail.pdf>

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.

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 provided by TDH Suisse.

NGO 8 Sources of funding

The main sources of funding of the IS for 2014 are:

- Membership fees: 629'749 CHF
- Oak Foundation: 894'574 CHF
- European Union: 12'222 CHF

Please see also Extract of Audit report in Annex 2

EC7 Local hiring

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.

Environmental Management

EN16 Greenhouse gas emissions

Not available

EN 18 Initiatives to reduce greenhouse gas emissions

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 of the employer in bus and train expenses for example). Air travel is limited as much as possible.

The TDH organisations are fully involved in protecting children from climate change hazards, they runs several projects to promote alternative energies and environmental education for children and youth in high-risk countries. TDHIF also works with the UN Committee on the Rights of the Child to prepare for the next Day of General Discussion on children's rights and the environment.

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.

EN 26 Initiatives to mitigate environmental impacts of activities and services

Please see EN 18 above

Human Resource Management

LA1 Size and composition of total workforce

For 2014

Switzerland

Secretary General 100%

Head of International Secretariat 90%

Administrative Officer 50%

Campaign Coordinator 100%

Programme officer 50%

Belgium

Head of European Office 100%

Advocacy Officer 70%

Communication Officer 100%

Communication assistant 100%

+ Interns at the two offices

NGO9 Mechanisms for workforce feedback and complaints

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.

As an example, to remedy to the issue of workload, 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 workplans.

LA10 Workforce training

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.¹

An annual budget for training is also included in the IS budget. 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 example of the success and the usefulness of training in the TDHIF-IS for example in the field of communication, advocacy, or financial management.

LA12 Performance and career development reviews

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.

LA13 Composition of workforce and governance body

During 2014, the International Board was composed of two women and six men, all of them being in their 40s and above, and coming from Western Countries.

During 2014 the staff was composed of three men and six women, five of them being in their 40s or above, and all of them coming from Western Countries, while at the same time two of them also being from Latin America and Asia.

In 2014, senior staff was composed of two men and two women.

Responsible Management of Impacts on Society

SO1 Impact of activities on the wider community

The main programmes of the TDHIF-IS being its advocacy work and campaigns, the assessment of the impact on the wider community is made through the evaluation of the campaign work.

Child protection has a very high priority in the TDHIF which is a member of the Keeping Children Safe Coalition. The certification process is under way and the TDHIF has already submitted its report.

¹ TDHFI encourage la formation continue des employés. Il s'agit de toutes les activités de formation qui visent l'exercice d'une fonction et qui ont pour but de parfaire les connaissances et le savoir-faire professionnels. Toute demande de formation doit être étudiée avec le/la responsable direct/e de la personne concernée avant d'être transmise au responsable du bureau pour décision.

Lorsqu'il s'agit d'une formation en lien direct avec la fonction et le plan d'action de TDH l'intégralité des frais du cours est prise en charge.

En principe, la durée de la formation ne peut excéder 10 jours ouvrables par an, cumulables sur deux années.

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 material for volunteers as well as for children attending UN conferences under the responsibility of TDH.

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. During the face-to-face meeting of the Working Groups individual cases are reviewed and cases of particular concern shall be submitted to the International Board. The Working Group also reports annually to the GA and the number of cases are published in the Annual Report. In 2014 Terre des Hommes managed 11 allegations. At the end of the year four cases of the new cases were considered closed in administrative terms together with the cases of previous years. All cases are carefully and rigorously followed while prioritising the child's best interest and well being.

SO3 Anti-corruption training

The TDHIF-IS doesn't run trainings for anti-corruption policies.

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.

SO4 Actions taken in response to corruption

For the moment the TDHIF-IS has never been faced with incidents of corruption or fraud however it is well aware that this way of functioning is not sustainable and that and that the development of anti-corruption and anti-fraud policy is needed. Some of the TDH organisations have an anti-corruption policy and could support the TDHIF-IS in developing one. This question has already been discussed within the management of the TDHIF-IS which is well aware about its importance.

Ethical Fundraising

PR6 Ethical fundraising and marketing communication

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.

The TDHIF-IS doesn't receive donations in kind as such but benefit from pro bono services of experts, from an internship programme subsidised by the unemployment office and from a free office shared with TDH Switzerland. These data are not published in the financial report.

For the moment the TDHIF-IS has not been faced with complaints or breaches regarding fundraising or communication activities.

Glossary

KCS Keeping Children Safe

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

Terre des Hommes International Federation
(Geneva Office and Brussels Office), Geneva

CONSOLIDATED BALANCE SHEET AS AT DECEMBER 31, 2014
 (with comparison as at December 31, 2013)

	31.12.2014			31.12.2013
	Geneva CHF	Brussels CHF 1.2100	Total CHF	Total CHF
ASSETS				
Current assets				
Cash	69.08	72.09	141.17	530.79
Cash at banks	832'639.93	58'460.16	891'100.09	218'744.37
Part Développement Durable	12'188.00	-	12'188.00	12'188.00
Accounts receivable	7'889.95	1'254.53	9'144.48	57'569.75
Accrued assets	29'575.35	472.53	30'047.88	44'816.61
Total Assets	882'362.31	60'259.31	942'621.62	333'849.42
LIABILITIES AND OWN FUNDS				
Current liabilities				
Specific reserves (Note 2)	-	-	-	10'693.96
Project funds (Note 6)	659'395.30	-	659'395.30	-
Accrued expenses (Note 7)	36'964.78	48'002.03	84'966.81	160'306.68
	696'360.08	48'002.03	744'362.11	171'000.64
Own Funds				
Capital, ordinary account	163'002.23	12'257.28	175'259.51	141'848.78
Capital 'Reserve' account	21'000.00	-	21'000.00	21'000.00
	184'002.23	12'257.28	196'259.51	162'848.78
Total Liabilities and Own Funds	882'362.31	60'259.31	942'621.62	333'849.42

Terre des Hommes International Federation
(Geneva Office and Brussels Office), Geneva

CONSOLIDATED STATEMENT OF INCOME AND EXPENDITURE 2014

(with comparison as to the year 2013)

	2014			2013
	Geneva CHF	Brussels CHF	Total CHF	Total CHF
INCOME				
Contributions of Members	384'247.73	245'501.14	629'748.87	834'616.87
Other resources	38'286.65	786.50	39'073.15	-
Bank interest and gain on exchange	103.20	12.97	121.17	2'346.17
Total income for current activities	422'642.58	246'300.61	668'943.19	837'963.99
OAK Grant III	-	-	-	200'184.40
OAK Grant IV (Note 3)	46'672.70	48'993.95	95'666.65	571'323.35
OAK Grant V (Annex 1 and note 4)	106'650.49	33'938.26	140'588.75	-
Children Wm Grant (Annex 2 and note 5)	606'338.41	53'979.84	660'318.25	-
Special grants	-	12'222.09	12'222.09	9'668.19
Total income for special activities	759'661.59	147'134.15	906'795.74	901'319.85
Total income	1'182'304.17	393'434.75	1'575'738.93	939'176.84
EXPENDITURE				
Core Costs				
Cost of personnel	391'294.55	266'773.96	660'068.51	317'690.29
Staff training	2'550.00	2'007.87	4'557.87	3'613.99
Office rent and charges	-	10'260.41	10'260.41	10'245.89
Office insurances	314.20	477.28	791.48	778.92
Communication costs	4'161.50	2'786.60	6'948.20	7'169.82
Office supplies and equipment	4'037.31	3'900.56	12'937.87	5'689.99
Bank charges	532.70	214.94	747.64	747.75
Loss on exchange	1'855.34	-	1'855.34	-
Third party resources	3'550.00	1'467.50	5'017.50	3'530.00
Travel expenses	18'246.07	4'780.70	23'026.77	21'133.34
Internet website/maintenance	1'319.35	3'403.00	4'722.35	18'711.77
Publications, communication	7'764.72	308.55	8'073.27	8'047.09
Meeting and representation costs	364.10	766.03	1'130.13	811.55
Contributions paid/networking fees	22'875.00	12'251.25	35'126.25	27'954.74
International Board expenses	14'071.72	-	14'071.72	4'535.07
General Assembly	3'294.40	-	3'294.40	21'644.65
Development of the Int. Federation	10'417.25	-	10'417.25	9'394.81
Miscellaneous expenses	7'721.62	308.17	8'029.75	7'129.12
Sub-total	494'369.93	316'706.79	811'076.72	647'275.20
Expenditure for special activities				
Expenditure for special activities	675'270.15	54'113.75	729'383.91	290'362.58
Sub-total	675'270.15	54'113.75	729'383.91	290'362.58
Total expenditure	1'169'640.08	370'820.54	1'540'460.63	937'637.79
Excess of Income for the year	12'664.09	22'614.21	35'278.30	1'539.06