

Accountability Report

Period covered: 2015

Terre des Hommes International Federation
International Secretariat

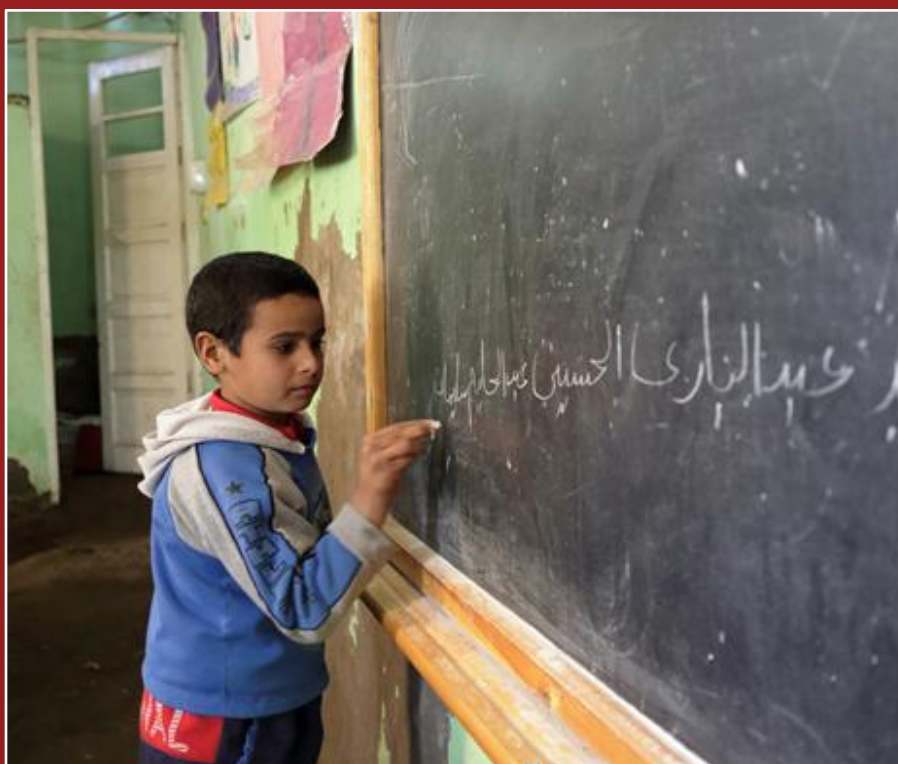


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Profile Disclosures

1. Strategic Commitment to Accountability

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



We continue to tackle new challenges every year in increasingly complex environments.

The Terre des Hommes International Federation strategic plan (2016-2020) sets the priorities over the next years. Its validation in November 2015 follows a participative process. Tracking progress with reference to the strategic plan and the annual plan of work is becoming systematic.

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.

The statutes were reviewed in March 2016 at an Extraordinary General Assembly which decided on a governance reform aiming at more member ownership of the Federation and increasing the organisation's agility.

The priorities for the coming years look particularly at the Sustainable Development Goals. From looking to influence them, now we are looking that Terre des Hommes are designed so as to help make them a reality.

The Accountability Charter Panel's feedback on the 2014 report's opening statements included comments on a) how accountability drives TDH management of decision-making, b) level of self-criticism and c) specific understanding of accountability for Terre des Hommes. I address these points in the second part of my statement.


Accountability is understood at Terre des Hommes as: "Clear commitments – in the eyes of others - that have been kept". So, as first step on the road to reinforce an accountability culture, we streamline "accountability" to carry a positive connotation through the decision-making processes and human resource management.

Accountability begins with clear expectations and is a shared responsibility. A Terre des Hommes communication agreement including the understanding of this responsibility is used as reference when planning and implementing.

Increasingly throughout the Federation and certainly valid for its International Secretariat, accountability is a part of the hiring process, specifically addressing personal accountability in interviews for instance. We are working in making it policy to only recruit and retain employees who embrace accountability as part of their personal values.

We are using as example the work carried out on peer review, collective work and specific reporting to the General Assembly on the implementation throughout the organisations of Child Safeguarding Standards to develop an additional set of standards which are reported to the General Assembly. The binding aspect and the sanctions for not complying are some of the challenging issues for the TDHIF.

Accountability strengthens relationships among team members and among organisations of the same Federation because they know they can count on each other. This leads to performance and higher quality. This is of course not the only issue tackled in changing the culture of accountability seen as a positive term describing commitments that - in the eyes of others - have been kept.



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

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

- Running 1046 development and humanitarian aid projects in 69 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, which was conceived, drafted and adopted in 2015, covers the period 2016-2020 and includes five strategic priorities.

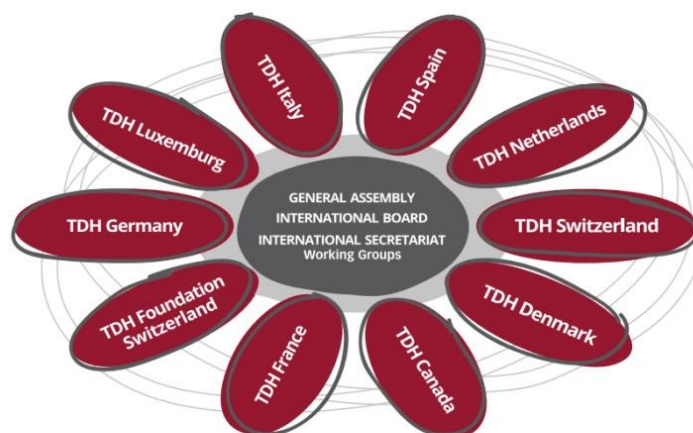
1. **Focus** our collective international work on common programmatic areas
2. **Boost** international campaigning and advocacy.
3. **Invest** in project country programmatic collaboration and cooperation
4. **Share** expertise, knowledge to improve complementarity and accountability
5. **Grow** our influence and resources

Terre des Hommes

jointly promotes concrete conditions for the full respect and implementation of child rights within a context of rights framework embedded in the 2030 Agenda.



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



Terre des Hommes International Federation

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 run individually by the TDH organisations, even though accountability is very high on the agenda of the member organisations and they themselves abide to national binding 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

Terre des Hommes International Federation

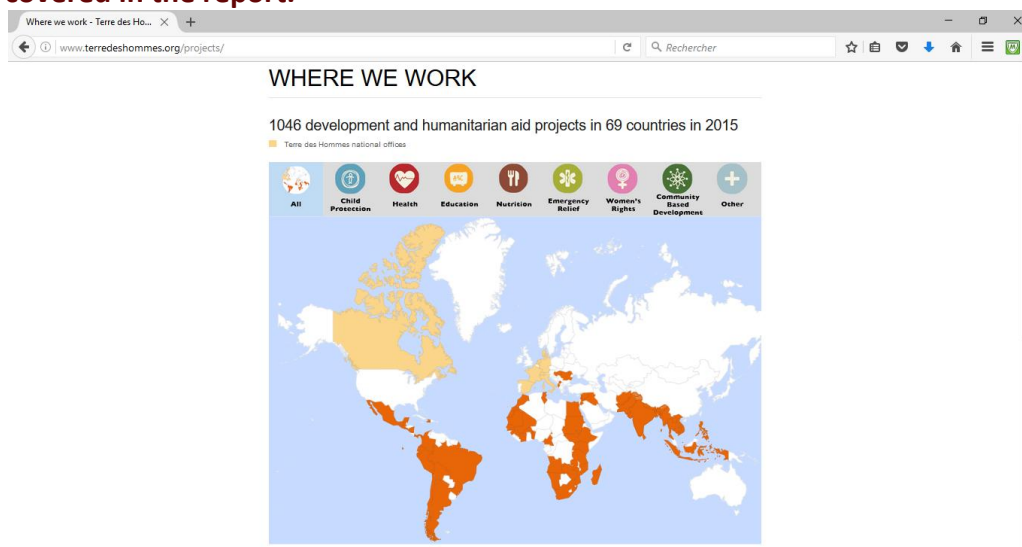
31, Chemin Frank-Thomas

1223 Cologny

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

The Statute of the TDHIF provides that:

The goals of TDHIF are to promote and support the work of the Member Organisations (hereafter MOs).

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 Strategic Plan of the TDHIF defines common programme of work as follows, one of them including youth:

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

- Child labour

- Children in context of crisis, displacement and migration

- Children affected and in danger of sexual exploitation

1b – Focus common programmatic areas and advocacy within the context of the child and youth related to the 2030 Sustainable Development Agenda.

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

2015 budget for the International Secretariat: 1'475'300 CHF

2015 income: 2'047'242 CHF

2015 expenditure: 1'972'855 CHF

Number of employees: 9 + 4 interns

The members of the TDHIF are ten national Terre des Hommes organisations. All together the TDHIF benefits from the support of 6'885 volunteers and 2'279 members and supporters

[Please see extract of Audit report in Annex 1 for more information on programme expenditures](#)

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

- Conception, drafting and adoption of the new Strategic Plan at the November 2015 TDHIF General Assembly.
- Level 1 certification of Keeping Children Safe (KCS) obtained in 2015.

2.10 Awards received in the reporting period

In 2016, two films made or supported by the TDHIF-IS have received awards.

- The documentary film **2 Girls** explores the circumstances, decision-making, experiences and consequences of migration for adolescent girls in Bangladesh and Ethiopia. It is funded by Terre des Hommes, the University of Sussex and Feminist Review Trust. **2 Girls** has been awarded the First Prize for the best Italian Documentary at the RIFF (Rome, November 2016) and the Grand Prix for the Best Foreign Film at 7th HumanDoc International Documentary Film Festival (Warsaw, December 2016). This documentary movie and its shorter version are two of the outcomes of the research led and conducted by the Global Migration Centre (GMC) of the Graduate Institute (Geneva) with the collaboration of Terre des Hommes and funded by the Swiss Network for International Studies (SNIS).
- **The Fighter** is a documentary which tells the story of a young girl whose community is being forcibly removed and the houses torn down in preparation of the Rio Olympic Games 2016. The Fighter has received the "One World Awards" under the "Short Film" category. This festival has the aim to highlight the significant work of journalists and filmmakers in uncovering under-reported stories and looking at familiar stories in new ways.

3. Report Parameters

3.1 Reporting period

2015

3.2 Date of most recent previous report

December 2015 (covering 2014)

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

3.5 Process for defining reporting content and using reporting process

The report has been drafted by Eylah Kadjar-Hamouda in consultation with colleagues from the International Secretariat and from other member organisations. The report integrates the comments of the Independent Review Panel in each sections.

The recommendations of the Independent Review Panel for the previous report have been shared with the International Board, the International Secretariat and with main stakeholders (the member organisations, especially through working groups) to define a process for the implementation of the recommendations and sharing of tasks. It is planned to do the same with this report.

This report being the second 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 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 run by the TDHIF-IS which gathers the Heads of programmes of all the Terre des Hommes organisations. The report of last year was also seen as a first step in a process to gradually include examples from the member organisations in the report of the TDHIF-IS under the Accountability Charter. The report of this year includes more examples coming from MOs.

3.7 Material content limitation of the report

Last year the report of the TDHIF-IS indicated that regarding the indicator EN16, the TDHIF-IS did 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, recycle waste and reduce energy consumption. This year we can report on a first trial to measure greenhouse gas emission which is to be developed.

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. As stated under 3.6 the question of exchanges on

accountability and quality standards is also on the agenda of the Working Group Heads of Programmes run by the TDHIF-IS which gathers the Heads of programmes of all the Terre des Hommes organisations.

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

According to the recommendations of the Independent Review Panel, this year the report contains more examples coming from Member Organisations as well as information on a first trial to measure greenhouse gas emissions and more concrete examples to illustrate the content.

3.12 Reference Table

This report follows the template by Accountable Now and does not need a reference table

3.13 External assurances for the report

Financial audit (partly reproduced in Annual Report: <http://www.terredeshommes.org/wp-content/uploads/2016/07/TDHar2015-web-1.pdf>)

ECOSOC consultative status (renewed in 2015 for a period of four years)

Level 1 certification of Keeping Children Safe (KCS) obtained in 2015.

4. Governance Structure and Key Stakeholders

4.1 Governance structure and decision making process at governance level

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

ARTICLE 10 - GENERAL ASSEMBLY: COMPETENCIES

1. The GA shall be the central body for all questions concerning policy development by the TDHIF.

The GA shall *inter alia* give a ruling on:

- a. The final agenda of the GA, by vote of the majority of MOs present;
- b. The strategic plan, annual work plan, and budget of the TDHIF, proposed by the IB;
- c. The annual activity and financial report of the TDHIF;
- d. A discharge of the IB;
- e. The election and suspension of the members of the IB;
- f. The election of the Chairperson, as well as early termination of the Chairperson's mandate;
- g. The amount of the annual membership fee;
- h. The approval of an independent registered auditor;
- i. The admission of new MOs or the expulsion of MOs;

- 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 any time 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 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.

4.2 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, this is specified in the Statute and in accordance with non-profit practice in Switzerland.

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 mediation, 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 regular external assessment on how governance and management optimally support each other. However, a consultant specialised in all areas of organisational development, especially governance, strategy, executive reorganisation, performance and accountability is supporting the International Board and the International Secretariat in drafting the Strategic Plan, in its implementation and in the leading role of the International Board.

4.3 Number of members of the highest governance body

The Board of the TDHIF is composed of eight 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

Albert Recknagel, TDH Germany

Brendan Cavanaugh, TDH Canada

The International Board members represent their organisation and act on a volunteer basis as members of the International Board. This means that they are not remunerated by the TDHIF to be member of the International Board and only travel fees are reimbursed by the TDHIF.

The International Board usually operates by consensus. New elections for the International Board have taken place in March 2016 as well as a change in the election process of the Chair, now elected by the International Board and no more by the General Assembly, on a rotational basis.

4.4 Mechanism for internal stakeholders (e.g. members or 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 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 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 2015 members input have resulted in the creation of a new TDH entity in Sweden or in the decision of recruiting a campaign coordinator and EU funding Officer for 2016.

4.5 Compensation

Members of the International Board are not remunerated for their tasks performed for the International Board (see also 4.3). 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 highest 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. It is not requested by the TDHIF Statute that member organisations provide their conflict of interest procedure before nominating a candidate.

4.10 Process to support the highest governance body's own performance

The International Board is elected every three years by the General Assembly but there is no term limit for Board members as they are expected to be the highest executive officer of member organisations as this is viewed as to ensure coherence in the network and effective implementation of decisions. The revised Statute adopted in March 2016 provides that the term of the Chair is of one year.

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. However, in the framework of an assessment conduct by an external consultant in 2016 on accelerating the implementation of the TDHIF Strategic Plan, interviews were conducted with internal stakeholders including on the role and functioning of the International Board as a basis for the consultant's report.

4.12 External developed environmental or social charters of principles or other initiatives to which the organisation subscribes

The TDHIF is a member of the Keeping Children Safe Coalition and has been granted level 1 certification in 2015.

4.14 Stakeholders groups of 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

The members of the TDHIF also run 1'046 field projects with a large number of partner organisations but they are not included in the above list as they primary work directly with the TDH organisations.

4.15 Process for identification, selection and prioritisation of key stakeholder groups

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

I. Programme effectiveness

NGO1 Involvement of affected stakeholder groups

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 eight 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
- WG EU funding

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 69 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 eight 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.

The example below has been presented in the 2014 report 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 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.

In 2015 the TDHIF has involved consultation with youth groups as part of its policy making. It has first participated in the Global Refugee Youth Consultation for Europe (see <http://reliefweb.int/sites/reliefweb.int/files/resources/2200-WRC-Youth-Report-LR.pdf>) resulted in a series of recommendations for humanitarian actors coming from refugee youth.

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 a “Youth Call”. For more information please see <http://destination-unknown.org/youth-call-for-children-on-the-move/>

NGO2 Mechanisms for stakeholder feedback and complaints

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 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. In 2015 TDHIF managed 11 allegations, three of which involved other children, six of which involved partner staff and two of which involved care givers or members of the child community. At the end of the year five cases were considered closed.

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 MOs and to the TDHIF International Board
- Report to the GA

The TDHIF-IS has also an open policy of publishing the name, function of its staff on its website (<http://www.terredeshommes.org/contacts-2/>). Two email addresses are also included on the webpage so in this way general feedback and complaints can be collected and directed to the appropriate recipient for response.

NGO3 System for programme 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 lessons learned exercise has been planned in 2015 and conducted in 2016. The findings 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 are used to plan the next phases of the two campaigns.

The TDH organisations are responsible for the management and evaluation of the 1046 field projects in a decentralised way. There is no unified model of evaluation framework however the question of exchanges among TDH organisations regarding evaluations has been put on the agenda of the WG Heads of Programme which is convened by the International Secretariat.

One member of the TDHIF, TDH Lausanne has published its own experience on designing and implementing a monitoring system:

https://www.tdh.ch/sites/default/files/tdh_gmm_en_nouvelleversion_ang.pdf

NGO4 Gender and diversity

The TDH organisations work for children and youth with children and youth and run 1046 development and humanitarian projects in 69 countries. They have put systems in place to regularly involve 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 principle of equality and 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 TDH organisations provide the content of the advocacy and campaign work of the TDHIF-IS which also has a very strong focus on non-discrimination and equality as well as caring for the most vulnerable and left aside. Since 2016, the TDHIF-IS is engaged in the global advocacy segment of the “Girls Advocacy Alliance” which focuses on combating violence against girls and young women and increasing their economic participation:

<https://www.terredeshommes.nl/en/programmes/girls-advocacy-alliance>

The ChildrenWin campaign of the TDHIF-IS also targets specific groups of children who are excluded or harmed by mega-sporting events and urges all stakeholders involved to ensure that child rights are not violated before, during or after mega-sporting events and that a positive legacy for children is left behind. <http://www.childrenwin.org/>

The Sweetie campaign run by TDH Netherlands, a member of the TDHIF, has also identified, researched, disclosed and responded to hidden phenomenon of girl exploitation

<https://www.terredeshommes.nl/en/sweetie-face-webcam-child-sex-tourism>

TDH very strong focus and history regarding non-discrimination and equality reflects in the Statute and Strategic Plan of the TDHIF-IS. A part from that, 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.

NGO5 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. There are different reasons for the TDHIF-IS of exiting a campaign. An example in the past is when the leadership for the campaign to stop the use of child soldiers was passed from the TDHIF-IS to one of its members (TDH Germany) when the campaign evolved from a global based initiative aiming at having an impact on the conception of international instruments (such as ILO Convention 182 and the UN Optional Protocol to the CRC on involvement of children in armed conflicts) to their actual implementation in countries.

NGO6 Coordinate 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 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 or input on the annual discussion on the rights of children at Human Rights Council, which could never be achieved by a single organisation.

II. Financial Management

NGO7 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 partially published as part of the Annual Report of the TDHIF. Following comments from the Independent Review Panel the Annual Report 2015 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.

<http://www.terredeshommes.org/wp-content/uploads/2016/07/TDHar2015-web-1.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.

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 Expert Panel contacts have been made with a member of the TDHIF having an anti-fraud policy with a view to adapt it to the TDHIF-IS.

NGO8 Sources of funding

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

Membership fees: 623'011 CHF

Oak Foundation: 1'273'917 CHF

Other resources: 150'312 CHF

[Please see also Extract of Audit report in Annex 1](#)

III. Environnemental Management

EN16 Greenhouse gas emissions

The TDHIF-IS has started to measure its greenhouse gas emissions, more information is shared with the Independent Review Panel in an annex, from whom we would welcome any further advice on how to develop the methodology.

EN18 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 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 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.

EN26 Initiatives to mitigate environmental impacts of activities and services

Please see EN 18 above

IV. Human Resource Management

LA1 Size and composition of total workforce

For 2015

Switzerland

- Secretary General 100%
- Head of International Secretariat 90%
- Administrative Officer 70%
- Campaign Coordinator 100%
- Programme officer 100%

Belgium

- Head of European Office 100%
- Advocacy Officer 70%
- Communications Officer 100%
- Communication assistant 100%
- + Interns at the two offices

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.

For the Federation as a whole the very vast majority of 3'333 field staff is composed of local staff which shows a strong will to favour local workforce.

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 (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 example of the success and the usefulness of training in the TDHIF-IS for example in the field of communication, advocacy, or financial management.

In 2015 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. Follow up tracking to the collective training have been made in 2016.

LA12 Performance reviews and career development 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.

LA13 Diversity in your organisation

During 2015, the International Board was composed of one women and seven men, all of them being in their 40s and above, and coming from Western Countries.

During 2015 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 three of them also being from Latin America and Asia.

In 2015, senior staff was composed of two men and two women.

NGO9 Mechanisms for your workforce to raise grievances and get responses

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

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.

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 2015 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.

V. 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. In 2017 the Destination Unknown Campaign will have an external evaluation that will inter alia monitor its impact on communities and which will serve to conceive the next phase of the campaign.

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 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 (please see Annex 2 for TDHIF-IS code). 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 2015 Terre des Hommes managed 11 allegations. At the end of the year five cases were considered closed in administrative terms. All cases are carefully and rigorously followed while prioritising the child's best interest and wellbeing.

SO3 Anti-corruption policies

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 who presents his report to the General Assembly through the International Board.

Contacts have been taken with a member of the TDHIF in Switzerland well advances in this regard, in order to reflect on developing anti-corruption practices and policies.

SO4 Actions taken in response of incidents of 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 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 and measures explained in the above paragraph have been taken and will be followed-up.

VI Ethical Fundraising and Communication

PR6 Ethical fundraising

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 doesn't receive donations in kind as such but benefits 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

MOs Member organisations

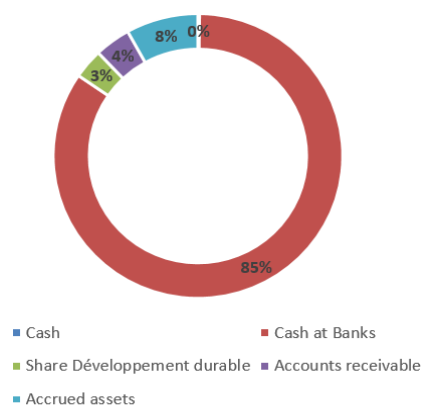
TDH Terre des Hommes

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

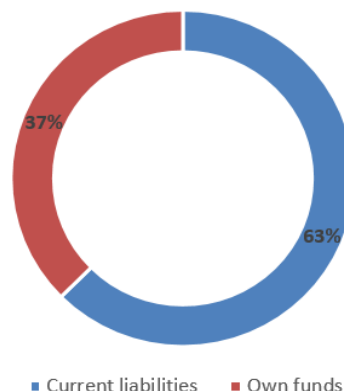
TDHIF-IS Terre des Hommes International Federation International Secretariat

Annex 1 : Financial Report

Assets (in chf)



Liabilities and own funds (in chf)



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

CONSOLIDATED BLANCE SHEET AS AT DECEMBER 31, 2015
(with comparison as at December 31, 2014)

	31.12.2015		31.12.2014	
	Geneva CHF	Brussels CHF	Total CHF	Total CHF
ASSETS				
Current assets				
Cash	169.00	1'066.38	1'235.38	141.17
Cash at banks	513'694.83	97'990.48	611'685.31	891'100.09
Part Développement Durable	24'004.25	371.91	24'376.16	12'188.00
Accounts receivable	29'174.93	-	29'174.93	9'144.48
Accrued assets	58'441.61	-	58'441.61	30'047.88
	-	-	-	-
Total Assets	625'484.62	99'428.76	724'913.38	942'621.62
LIABILITIES AND OWN FUNDS				
Current liabilities				
Project funds (Note 4)	358'135.99		358'135.99	659'395.30
Accrued expenses (Note 5)	33'145.98	62'200.83	95'346.81	84'966.81
	391'281.97	62'200.83	453'482.80	744'362.11
Own Funds				
Capital, ordinary account	213'202.65	37'227.93	250'430.58	177'259.51
Capital "Reserve" account	21'000.00	-	21'000.00	21'000.00
	234'202.65	37'227.93	271'430.58	198'259.51
Total Liabilities and Own Funds	625'484.62	99'428.76	724'913.38	942'621.62

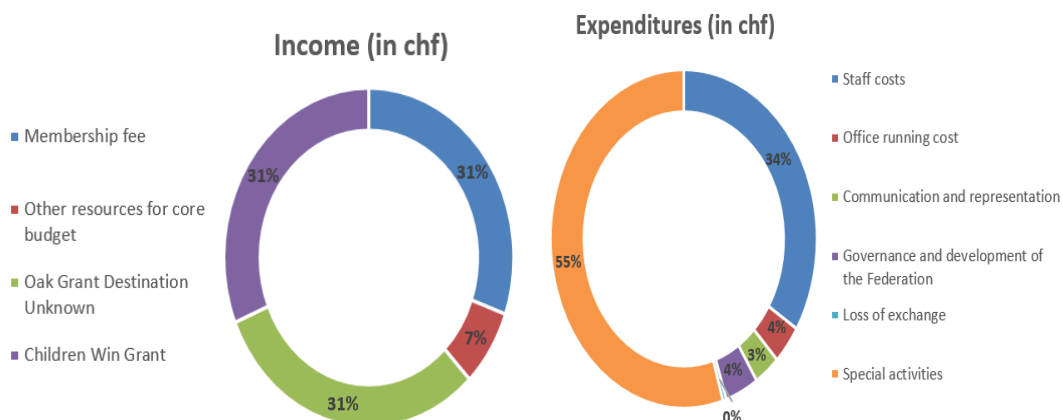
Terre des Hommes

International Federation

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

CONSOLIDATED STATEMENT OF INCOME AND EXPENDITURE 2015 (with comparison as to the year 2014)

	2015			2014
	Geneva CHF	Brussels CHF	Total CHF	Total CHF
INCOME				
Contributions of Members	390'852.57	232'159.10	623'011.67	629'748.87
Other resources	149'983.54	323.20	150'306.74	390'73.15
Bank interest and gain on exchange	-	6.34	6.34	121.17
Total income for current activities	540'836.11	232'488.64	773'324.75	668'943.19
OAK Grant IV	-	-	-	93'666.65
OAK Grant V (Annex 1 and note 2)	508'463.28	125'582.79	634'046.07	140'588.75
Children Win Grant (Annex 2 and note 3)	540'750.86	99'120.38	639'871.24	660'318.25
Special grants	-	-	-	12'222.09
Total income for special activities	1'049'214.14	224'703.17	1'273'917.31	906'795.74
Total income	1'590'050.25	457'191.81	2'047'242.06	1'575'738.93
EXPENDITURE				
Core Costs				
Cost of personnel	426'869.95	241'299.28	668'169.23	660'068.51
Staff training	850.00	-	850.00	4'557.87
Office rent and charges	-	17'942.53	17'942.53	10'260.41
Office insurances	314.20	428.29	742.49	791.48
Communication costs	3'215.88	6'283.42	9'499.30	6'948.20
Office supplies and equipment	9'408.63	4'713.09	14'121.72	12'937.87
Bank charges	1'304.25	130.57	1'434.82	747.64
Loss on exchange	8'373.93	-	8'373.93	1'855.34
Third party honoraria	6'425.00	-	6'425.00	5'017.50
Travel expenses	15'957.85	5'411.23	21'369.08	23'026.77
Internet website/maintenance	1'763.84	685.83	2'449.67	4'722.35
Publications, communication	6'761.66	2'997.50	9'759.16	8'073.27
Meeting and representation costs	4'117.16	285.25	4'402.41	35'126.25
Contributions paid/networking fees	23'588.10	12'126.25	35'714.35	1'130.13
International Board expenses	9'406.21	-	9'406.21	14'071.72
General Assembly	2'393.38	-	2'393.38	3'294.40
Development of the Int. Federation	14'840.11	2'484.00	17'324.11	10'417.25
Strategic Plan	50'551.79	-	50'551.79	-
Miscellaneous expenses	11'061.69	805.95	11'867.64	8'029.75
Sub-total	597'203.63	295'593.21	892'796.84	811'076.72
Expenditure for special activities				
Expenditure for special activities	944'646.20	135'412.11	1'080'058.30	729'383.91
Sub-total	944'646.20	135'412.11	1'080'058.30	729'383.91
Total expenditure	1'541'849.83	431'005.31	1'972'855.14	1'540'460.63
Excess of Income for the year	48'200.42	26'186.50	74'386.92	35'278.30



Annex 2: Code of Conduct

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 equality,** 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 labour (for example through domestic work).
- Discriminate against, treat children unequally or unfairly for example by favouritism and excluding others.
- Invite a child or their relatives to my home or develop a relationship with a child and/or their family which may be considered outside normal professional boundaries.
- Work with or transport a child alone without the prior authorisation of my manager, unless absolutely necessary and the child is in danger.
- Be under the influence of drugs or alcohol while working with children.
- Take photos or videos of beneficiaries for use that is not strictly professional unless the Country Delegation gives permission.
- Watch, publish, produce, or share pornography showing children, and/or show such material to children.
- Show the faces of children who are exploited sexually, victims of trafficking, abuse, in conflict with the law, linked to armed groups or who can easily be located even if their identity has been modified.
- Take and publish photos when children are entirely naked or dressed in a manner which is not adapted to the situation in which they are represented.
- Represent children as victims (weak, powerless, unassisted, desperate, etc.).
- Publish a story or image which may endanger the child, their family or community.
- Use photos which have not been checked and approved by my manager and/or Communications Team or post unofficial pictures or information about children on personal websites or social networks (such as Facebook).
- Maintain contact with children and their families via social networks, unless a specific Terre des Hommes project requires me to do so and I have been given express permission.
- Close my eyes to, ignore or fail to report any concern, suspected violation or violation of the Child Safeguarding Policy and the Code of Conduct to the Child Safeguarding Focal Point.

I understand that, in the event of suspicions or allegations of my violation of the Code of Conduct:

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

Declaration of commitment

I, the undersigned,

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

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

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

Date: at:

Signature: