



## **Accountability Report**

**Terre des Hommes International Federation  
International Secretariat**

**Period covered: 2019**

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## Opening Statement from the Head of organisation



2019 has been an important year for the Terre des Hommes International Federation (TDHIF), first and foremost as the world celebrated the 30<sup>th</sup> anniversary of the most ratified Treaty in the history of mankind, the Convention on the Rights of the Child. As an organisation committed to working in alliance with others, we celebrated this milestone anniversary with partners from the Joining Forces Alliance at the global and local levels, and colleagues from the Child Rights Action Group at the regional European level.

While, three decades after the adoption of the CRC, children are happier, healthier and more educated than at any other point in time, many children, in particular those living in vulnerable circumstances or those marginalised by society, are lagging behind dramatically. Keeping the interest of all children and the full respect of their rights at the heart of our work, is our primary aim, and underlines Terre des Hommes' commitment to accountability.

To honour these commitments, efforts were made in 2019 to continue a reflection on the role of child participation as well as on the involvement of stakeholders in our governance and programming, including a full day workshop aimed at developing a vision for child participation for the Federation. Conversations were also held around the importance of creating an open and transparent culture, and about increasing our efficiency and impact as a Federation throughout the work of the 9 member organisations of TDHIF.

Efforts were furthermore made to improve our integrity standards, among others by undertaking a full mapping of internal and external policies and practices, and developing practical recommendations for further improvement. In addition, Terre des Hommes re-affirmed its commitment to child safeguarding through a re-certification process with Keeping Children Safe. With an ambition to contribute to the gender balance in our family, the International Secretariat and two member organisation furthermore joined the FairShare Campaign, which includes regular reporting on the share of women in leadership positions.

While progress has been achieved, 2019 was also a difficult year for the Federation, as one of our largest members faced an unprecedented financial crisis. The crisis impacted the process for a whole organisational review launched in 2018, and stimulated further discussions within the organisation around the value added of the Federation vis-à-vis the work of the members as well as on the importance of mutual accountability among the members. Challenges faced regarding the financial sustainability of member also led to conversations about the contribution members of members to the Secretariat. Against the backdrop of the pandemic which emerged early 2020 and which affected children and communities worldwide, Terre des Hommes now looks forward to a new cycle of work, which will build on lessons learned in 2018 and 2019, focussing on:

- Increasing our collective voice by working better together in the field of advocacy
- Improving efficiency by further piloting joint programming in a key geographical region to be confirmed
- Further aligning integrity and standards across the membership.

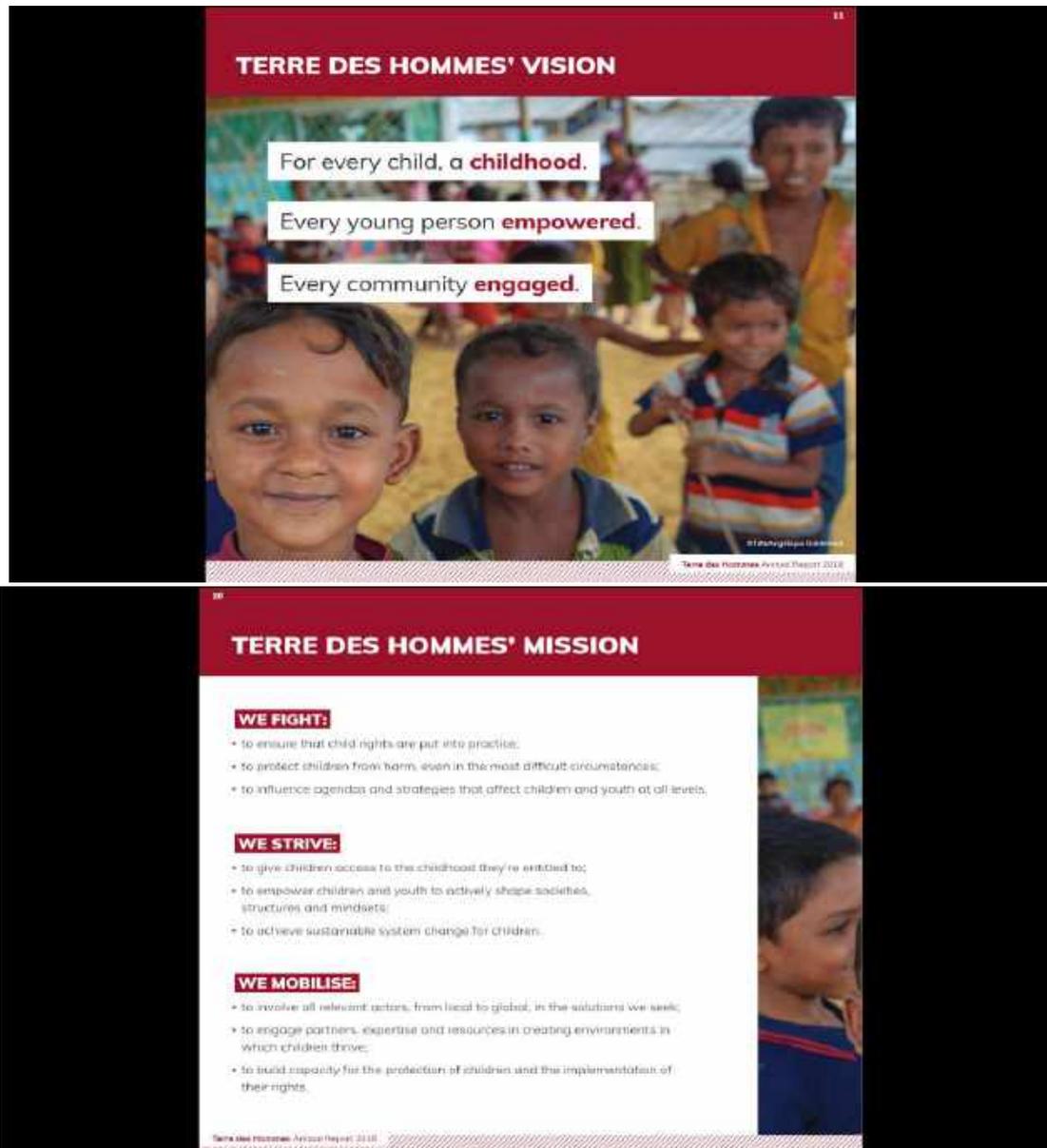
2020 will be the year of the 60<sup>th</sup> anniversary of our movement. Looking back, we have a lot to be proud of, but with challenges faced by children in the world today, it is clear that much more remains to be done. True to our values, child and youth participation will remain a cornerstone of our work. Growing in our journey towards accountability will help us in achieving our goals, with and for children around the world.

Delphine Moralis  
Secretary General

## Cluster A: What we have achieved

### A. The impact we achieve

#### A1. What are your mission statement and your theory of change? Please provide a brief overview.



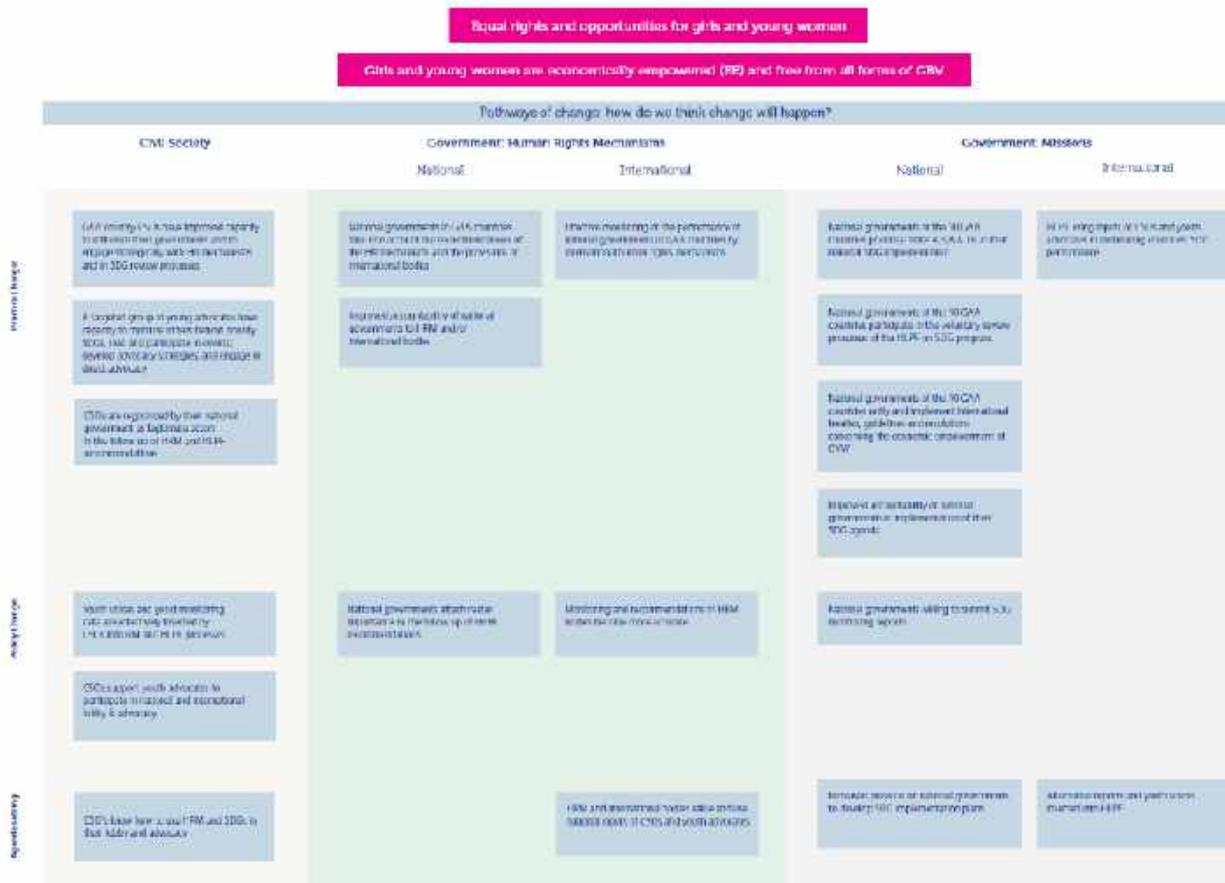
The guiding objectives of the Terre des Hommes International Federation (hereafter **TDHIF**) are to deliver impact for children, youth and communities and to realize the full implementation and respect for child rights internationally and in our home countries. Our work is to combine local support and solidarity with global action, engaging with and challenging those that can make the rights of children, youth and communities a reality.

We are a rights-based organization and believe our work must at all times be child and youth centred. Child and youth participation as well as stakeholder engagement are at the heart of our work. We aim to add value to wider sector efforts and see partnerships and alliance-building as an important approach in how we implement our mission in the interest of children and young people.

Over the past 60 years, TDHIF has helped millions of children access their rights and a decent life by providing health care, education, a means of living; offering protection against abuse, exploitation,

violence and discrimination to children worldwide; and supporting children realise their full potential and participate in the life of their communities.

The Terre des Hommes International Secretariat (hereafter **TDHIS**) runs campaigns in participation with other agencies, which have their own theory of change. Here is the example of the theory of change of the Girls Advocacy Alliance, a campaign run by Terre des Hommes Netherlands in collaboration with Dutch organisations and with the TDHIS.



A2. What are your key strategic indicators for success and how do you involve your stakeholders in developing them?

The TDHIF strategic priorities have been developed after substantial debate, discussion and feedback with stakeholders. They also take account of the evolving external environment and the 2030 Sustainable Development Goals. The strategic priorities outlined below come from the TDHIF Strategic Plan which comes to an end in 2020, new strategic priorities are under discussion including for advocacy focus.

Our five key strategic priorities are to:

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

Key strategic indicators for success have been developed during the consultations with stakeholders leading to the adoption of the current Strategic Plan (coming to an end in 2020).

**1. Focus our collective international work and common programmatic areas**

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

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

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

**Summary of success indicators:**

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

**2. Boost international campaigning and advocacy**

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

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

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

**Summary of success indicators**

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

**3. Invest in project country programmatic collaboration and cooperation**

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

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

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

**Summary of success indicators**

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

**4. Share expertise, knowledge to improve complementarity and accountability**

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

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

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

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

**Summary of success indicators**

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

## 5. Grow our influence and resources

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

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

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

### Summary of Success indicators

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

## A3. What progress has been achieved and difficulties encountered against these indicators over the reporting period?

With regards to the TDHIS, prior consultations held with member organisations outlined progress in collaboration for field projects among TDH organisations, successes in advocacy and campaigning, improvement in the functioning of internal working groups and knowledge sharing, development of safeguarding and integrity practices and growing our influence. Main challenges remain due to lack of unity regarding overall ambitions for the future, mutualisation of resources, alignment of priorities and single visual identity.

In 2019, TDH Foundation in Lausanne, the largest member of the TDHIF, was hit by a financial crisis which led to the freezing of expenditure that was non-essential to its operations. A plan for continuing operations introduced in May 2019 enabled the costs at headquarters to be decreased of more than 20% compared to 2018. Since then, the financial management system has been strengthened, and supported by institutional partners and private donors, TDH Foundation has maintained an increase in operational volume to meet the needs of the children and families we support. Reforms continue in 2020 to consolidate the Foundation's financial recovery. This situation has greatly influenced the TDHIF and slowed down the overall process of strategic review which started in 2018. The outbreak of COVID-19 in 2020 has added to the crisis and is having a lasting impact on the programmes, finance and way of working of the TDHIF.

More specifically, regarding **priorities 1,2 and partly 4**, TDHIS is engaged in two main campaigns and an in several advocacy initiatives having in common a rights-based approach and a child protection and child participation focus:

- **Destination Unknown** - Destination Unknown is a network of currently over 100 organisations led by TDHIF which campaign for the rights of children on the move to be respected. Campaigning is based on practical expertise and evidence from working with children on the move worldwide. Destination Unknown member organisations support children on the move all along their journeys and campaign for change, bringing the voices of children to decision-makers at national, regional and global level. ([www.destination-unknown.org](http://www.destination-unknown.org))
- **the Girls Advocacy Alliance (GAA)** run through the lead of TDH Netherlands and several other Dutch organisations (<https://www.terredeshommes.nl/en/programmes/girls-advocacy-alliance>)



With regards to its **objective of increasing knowledge about what protects children on the move**, Destination Unknown shared learnings and recommendations about the rights of children on the move, highlighting experience from our members' work in eight regions with children and youth on the move and their families.

With regards to **its objective of ensuring child and youth participation**, at the Global Refugee Forum, [Destination Unknown pledged](#) to share capacity with, and provide a platform for, children and young people to bring what's important to them to decision-makers; expand our regional youth networks, with more refugee and migrant children and youth and develop and share guidance on the participation of children on the move. We facilitated the participation of young people, including with lived experience of being on the move, to speak out about migration at different levels. We supported the participation of two young people in the Global Refugee Forum. Our 3<sup>rd</sup> youth delegate, who volunteers as a translator with Arsis in Thessaloniki, was unable to get to Geneva as the airline was not satisfied with the paperwork, underlining the challenges for refugees to participate in global events. We made sure to highlight this challenge during the Forum.

Destination Unknown supported children and young people to share recommendations to the Global Forum on Migration and Development. The GFMD is a key opportunity for children and young people to participate in discussions on issues affecting them, yet attendance at such global meetings is often challenging for people on the move, particularly children and young people. We supported [26 young people across 4 Indian States](#) and [27 children and young people from 6 countries in West Africa](#) to discuss their experiences of key issues linked to migration.

**Priorities 3, and partly 4** have been advanced essentially through internal working groups gathering peer representatives of member organisations and through the strategic review process through which inter alia a number of high level principles have been defined as the orientation of our journey. Pilot experiences for enhanced joint programming among TDH organisations is also under way and lessons are being learned.

**Priority 5** is mostly realised through **Joining Forces**, an alliance of six leading international NGOs working with and for children to secure their rights and end violence against them. The alliance comprises ChildFund Alliance, Plan International, Save the Children International, SOS Children's Villages International, Terre des Hommes International Federation and World Vision International.

Our six agencies are appreciating how much more effective we can be by operating collectively. We are taken more seriously by power holders, and our combined expertise leads to more dynamic programming responses. We've also been learning together and from each other. Common obstacles we face in furthering children's rights and tackling violence include difficulty accessing communities, unreliable data on needs, and ensuring appropriate child participation. Common advantages of working together include being agile and able to respond swiftly to government requests for action and the ability to share useful information based on trust.

On the occasion of the 30th anniversary of the Convention on the Rights **Joining Forces published a Global Report “A second Revolution”** which forms a baseline for the Joining Forces collective joint advocacy to key stakeholders (<https://child-rights-now.org/>). The report shows that the UN Convention on the Rights of the Child (UN CRC) is a landmark in the struggle to recognise children’s rights; a contributor to the unprecedented progress made for children over the last thirty years; and a benchmark against which we can measure how far we must go to ensure the rights of all children are fully realised. The UN CRC has played a vital role in transforming the lives of millions of children since its adoption in 1989. But for all the extraordinary advances made since then, too many children have been left behind. The task ahead is clear: we must focus on the unfinished agenda and ‘the second revolution’ that will be required to realise the rights of all children.

**In 2019, the programmes implemented by TDHIF allowed to have the following impact:**

- 945 development and humanitarian aid projects implemented in 76 countries
- Partnerships with 681 local organizations and 4’161 (mostly local) employees in the field
- More than 7.4 million of direct beneficiaries reached by protection, care and development projects opening opportunities to children

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

- Hold governments accountable to their commitments to children
- Counter the general weakening of children’s rights
- Enhance child participation

#### A4. Have there been significant events or changes in your organisation or your sector over the reporting period of relevance to governance and accountability?

- In November 2019 a new **International Board** was elected for a period of three years and is now composed as follows :
  - Franziska Lauper (TDH Schweiz) Chair
  - Steven Fricaud (TDH Foundation Lausanne) Vice-Chair
  - Hélène Marchand (TDH France) Vice-Chair
  - Paolo Ferrara (TDH Italy) Treasurer
  - Carel Kok (TDH Netherlands) Board Member
  - Beat Wehrle (TDH Germany) Board Member
- TDH Canada has ceased being a member of the TDHIF.
- The TDHIF started the process for renewing its **Keeping Children Safe certification** (level 1) which was granted in 2020.

#### B. Positive results are sustained

##### B1. What have you done to ensure sustainability of your work beyond the project cycle, as per commitment 4? Is there evidence of success?

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

In terms of programmes TDHIS engages in long-lasting advocacy and campaign work. The Destination Unknown Campaign to protect children on the move is now entering in its third phase and has been conducted for more than four years already. It is however itself the successor of a multi-year TDH campaign to stop child trafficking. Each phase of the campaign has been evaluated externally and built

on the knowledge and experience acquired in the previous phase. Usually, when TDHIS stops active campaigning work on a certain subject, it is followed by programmatic work done by the TDH organisations on the same subject, this happened for example for child soldiers.

The first phase of the Girls Advocacy Alliance will end in 2020 but work is already in place to give a continuation to the campaign building on the results achieved.

**Child participation is....**

- ✓ **A goal** to increase fulfillment of children's rights
- ✓ **A principle** to be applied in each stage of programming, and in different thematic areas of work as well as at governance level
- ✓ **A means** to achieve other rights

Manual on children's participation

terre des hommes  
rapport d'activités 2018

Child and youth participation is also seen by TDH as a major factor to ensure sustainability of impact. Children are not only the adult decision makers of tomorrow but their voice is needed to shape responses and prepare to a fast changing world for which they have a deep understanding.

When the TDHIF-IS addresses complex phenomenon such as child labour, it's always in a long-term perspective. As an example, it was already involved in the drafting of the ILO Convention 182 on worst forms

of child labour in 1999 and since then it has developed its programming and advocacy to end the worst forms of child labour based on this framework while actively relying on the recommendations of working children to improve their situation and realise their rights.

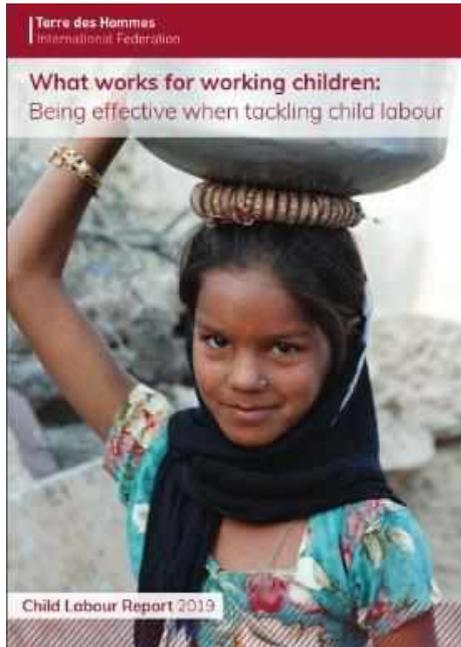
**TDH Switzerland** is convinced that, for change to be sustainable, the needs of the people who are most directly affected must be taken into account and civil society in general must be strengthened. Only then will positive trends become truly rooted in the population in the long term. Our commitment is always to the long term. However, we do withdraw from projects if their work no longer coincides with the areas of work in which our expertise lies, or if we are no longer convinced by their quality.

**B2. What lessons have been learned in this period? How have the lessons been transparently shared among internal and external stakeholders? How do you plan to use these lessons to improve your work in the future?**

In terms of organisational developments, in 2018, the International Board of TDHIF decided to proceed to a strategic review process as outlined above. The review started from a thorough phase of diagnostic and evaluation, surveying and interviewing internal stakeholders from the various levels of the TDHIF (headquarters and field). In addition, the diagnostics phase included a series of in-depth qualitative interviews with external partners who were asked for feedback on our impact and work. The lessons learned from this review have been transparently and widely shared with all the constituencies of the TDHIF through several means (webinars, Newsletter, email address for inquiries and a sharepoint) and have closely guided the subsequent review.

As to the GAA programme, the staff regularly engages in brainstorming activities and exercises to identify the main lessons learned that are subsequently reflected in the annual report every year and shared with relevant stakeholders such as the Ministry of Foreign Affairs of the Netherlands. More information on reporting and evaluation can be found [here](#).

Regarding joint advocacy work on child labour, in 2019, the TDHIF published a report entitled **“What works for working children: Being effective when tackling child labour”** which is a lessons learned exercise collecting the long term experience of TDH and partners. The report describes five different



types of intervention to tackle child labour and highlights the benefits of involving working children themselves in these interventions, both to find out what changes children say are most needed in their lives and to involve them in the action taken. The report presents four broad recommendations to ensure that future action on child labour (and investments by government and private donors) genuinely has the results that are intended—stopping young lives being blighted by child labour. The report can be consulted [here](#) and has been widely shared with the main stakeholders it addresses (including governments, international organisations, civil society).

Child focused agencies Kindernothilfe and TDHIF, as well as numerous others, are part of the international campaign **“It’s Time to Talk! – Children’s Views on Children’s Work”**. The aim of the campaign is to support the voices of working children from many different contexts to be heard and considered in

local, national and global meetings on child labour. In the course of the campaign about 1.800 working children from 36 countries were consulted on their views about child work.

<https://www.time-to-talk.info/en/home/>

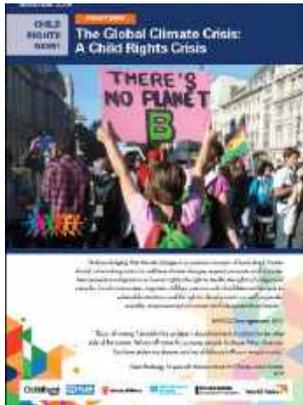
### C. We lead by example

C1 and C2. How does your organisation demonstrate excellence on your strategic priorities? What evidence is there that your expertise is recognised and welcome by your peers, partners and other stakeholders ?

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

Though acting in very close collaboration with populations affected by its campaigns, the TDHIF is still unable to measure the exact level of recognition other than in a qualitative way. The TDHIF is generally recognised as an expert voice regarding children’s rights and particularly children on the move. It is co-chairing the “Initiative for Child Rights in the Global Compacts” together with Save the Children, which is a multi-stakeholder partnership which brings together over 30 Civil Society Organisations, UN Agencies, Special Procedures, Philanthropy Foundations, Trade Unions, and individual experts with the common aim to ensure that children’s rights are at the very heart of the Global Compact on Safe, Orderly and Regular Migration (GCM) and the Global Compact on Refugees (GCR) and of their implementation.

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



Lost in Migration Conference and several events in New York and Geneva for the celebration of the 30<sup>th</sup> anniversary of the UN Convention on the Rights of the Child.

TDHIF is also generally recognised for its leadership with regards to children’s rights and the environment. In the framework of its participation in the above mentioned **Joining Forces Alliance** it has taken the lead in producing one of its policy briefs on “*The Global Climate Crisis: A Child Rights Crisis*” which can be accessed [here](#). (see also part C5 below).

In its *European Status Report on Preventing Child Maltreatment*, the World Health Organization has recognized **TDH Italy’s** monitoring survey as it’s source for monitoring system available at national level.

C3. How does your organisation practice being inclusive and protecting human rights, including promoting women’s rights and gender equality, in accordance with commitments 1-2?

Human rights are embedded in the Statute of the TDHIF which provide that “**The TDHIF is guided by the International Bill of Human Rights and the Convention on the Rights of the Child.**” Human rights are also at the core of the current TDHIF Strategic Plan (ending in 2020) which provides that “**the long-term ambition of the TDHIF is to deliver impact for children, youth and communities and to realise the full implementation and respect for child rights internationally and in our home countries**” so they are at the fundament of the organisation.

“Leaving no one behind” is also at the core of the TDH history and in the DNA of our organisation which was founded, 60 years ago, to bring help to the most disadvantaged children who were left aside from the existing development and humanitarian aid system. Since then, inclusiveness which was the rationale for the creation of TDH, has strongly remained among the main guiding principles of the organisation. Many of the target populations of the TDHIF projects and campaigns are groups severely discriminated and left behind, such as children on the move.

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

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

**TDH Lausanne** is committed to preventing and fighting against gender discrimination and to promoting diversity among our beneficiaries and staff, both in the field and at headquarters. This commitment was formalised in 2019 with the adoption of a gender and diversity policy. It aims to create a more inclusive working environment and ensure that gender and diversity form an integral part of TDH programmes and recruitment. An internal awareness-raising campaign against harassment and sexism in the workplace was conducted in parallel. [www.tdh.ch/gender-and-diversity](http://www.tdh.ch/gender-and-diversity)

C4. How do you minimise your organisation’s negative impacts on your stakeholders, especially partners and the people you work for? How does your organisation protect those most susceptible to harassment, abuse, exploitation or any other type of unacceptable conduct?

TDHIF condemns all forms of violence and abuse against adults and children. We require employees, partners and volunteers to act irreproachably, remaining non-violent and positive at all times. To help achieve this goal, we endeavour to continually analyse and improve institutional procedures and policies to ensure they meet the strictest international standards.



The members of the TDHIF are actively involved in a process of “Child Safeguarding Measures” to ensure the most effective possible mechanisms of safeguard for children who are part of the programmes run by the TDH organisations. Child safeguarding 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 and this certification has been renewed in early 2020. [Level 1 certification](#) means that the organisation has developed a child safeguarding framework that, when implemented, protects children from harm and if a child safeguarding incident should occur, has the appropriate response mechanisms in place.

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 TDHIS through a Working Group on Child Safeguarding Measures. Members of the Working Group offer peer support to each other through regular meetings and advance collectively with standards. During the face-to-face meeting of the Working Groups, individual cases are reviewed and cases of concern have to be submitted to the International Board.

The number of cases received is published in the Annual Report of the TDHIF, in 2019 TDHIF managed 14 allegations. Ten cases were considered as closed at the end of the year. All cases are carefully and rigorously followed while prioritising the child’s best interest and wellbeing (please see also J3).

The TDHIS 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 TDH organisations also request journalists to sign binding codes of conduct for example in case of visit to a project. Each TDH organisation, including the TDHIS, has a code of conduct which has to be signed by staff upon recruitment and which lists the possible sanctions in case of breach (please see Annex 1 for TDHIS code).

In 2019, a **Coordinator for Safeguarding and Integrity** accompanied the TDHIS for one year. She made a desk review of external standards and internal policies, interviews and visits, and presented a report at the end of the year including recommendations of improvement for the general TDHIF system of implementing child safeguarding and integrity.

**TDH Lausanne** Quality & accountability and Risk management sectors support the development of institutional policies, procedures and tools in order to ensure compliance with international humanitarian and development standards and that our programmes do not harm children, their communities or our staff. Commitments 4 and 5 of the Core Humanitarian Standard on Quality and Accountability require, among other things, that populations and communities targeted by a humanitarian response are able to participate in the decisions that affect them and have access to appropriate feedback and complaints

mechanisms. In line with these commitments, TDH adopted an operational standard procedure in 2019 which allows to harmonise the handling of complaints and feedback in all programme areas. This new tool ensures that each request is treated in the most appropriate way, regardless of its content or author, and whether it relates to beneficiaries, communities, partners, staff members or to any other person. It improves accountability with respect to the people concerned, as well as to all stakeholders, and ensures a minimum standard for handling sensitive complaints, such as breaches of our Global Code of Conduct. [www.tdh.ch/complaint-feedback-response](http://www.tdh.ch/complaint-feedback-response)

#### C5. How do you demonstrate responsible stewardship for the environment?

In daily management, the TDHIS environmental footprint comes from energy consumption (office equipment and buildings) paper and document management, waste management, and travel. The TDHIS 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 by the choice of meeting locations and by giving priority to the train. Moreover, remote working is also allowed and supported as well as virtual meetings whenever possible. The TDHIS has therefore decided to lower the number of face-to-face meetings and replace them by virtual calls. The location of the remaining face-to-face meetings is also carefully chosen so as to allow a maximum number of participants to reach locations by train. The TDHIS is also reflecting on its ways of working and how to further develop environmentally responsible practices following the experience of the COVID-19 pandemic.

At programme level, the TDH organisations are fully involved in protecting children from climate change hazards and environmental degradations, they run several projects to promote for example alternative energies, sustainable water management and environmental education for children and youth in high-risk countries.



A central area in the programme activity of **Terre des Hommes Germany** is protecting people from the consequences of climate change and environmental degradation. In order to demand changes at the political level, numerous young people members of our International Youth Network – from Peru to Indonesia – followed the call of the Fridays for Future movement to support a global climate strike; they took part in the international action days on 20 September and 29 November 2019 with creative activities. Work at the

political level focuses at present on the programme launched by Terre des Hommes Germany and UNEP called the **Children's Environmental Rights Initiative**. In the past few months, the initiative has organised – for the Latin America / Caribbean region in Colombia and for East Asia / Pacific in Indonesia – joint consultations for children with experts from the United Nations and David Boyd, the UN Special Rapporteur for human rights and the environment. They discussed models of a new, different environmental policy and also named the most urgent issues for the respective regions and nations.

At these consultations the children developed numerous demands themselves. They press for the respect for environmental conventions and argue for the abolition of disposable plastic items. Renewable energies and public transport should be more strongly subsidised. Another topic was media access by children to information about environmental hazards and possible solutions. In order to implement this

demand, the International Children’s Rights Initiative created the website [www.childrenenvironment.org](http://www.childrenenvironment.org). Besides environmental topics, the page contains a blog in which children and young people, along with experts and environmental initiatives, can discuss ecological issues and the importance of children’s rights. The platform also contains an interview page (#MyPlanetMyRights) on different environmental topics. Here boys and girls who have not yet attended the consultations can have their say. So far young people from 60 countries have taken part in the interviews.

Another request of the young people at the consultations was for a dialogue between the generations and likewise between those who cause environmental degradation and those it affects. Children, they concluded, should be actively involved in environmental decisions relevant to the future. They also criticised the lack of respect and discrimination suffered by children and young people who work for environmental topics. In his report to the UN General Assembly in October 2019 on climate change and human rights, David Boyd, Special Rapporteur on human rights and the environment, expressly referred to the consultations.

## D. Key stakeholders are identified with great care

### D1. Please list your key stakeholders. What process do you use to identify them?

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



The Statute of the TDHIF provides that:

The goals of TDHIF are to promote and support the work of the Member Organisations.

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

The aim of the TDHIF is therefore to promote and implement the rights of children throughout all its activities. Children and youth are the main stakeholders of the TDHIF programmes which is guided by the SDG principle of “leaving no one behind”. Therefore, TDHIF does not particularly focus on children coming from a specific background but identifies its main areas of

operations for children whose rights are not respected as a result of inequalities and who are discriminated against wherever and whoever they may be. With regards to design of development programmes, target groups are quite often identified at community level through a participatory approach. This ensures that actions are relevant and adapted to specific local contexts and mitigates risks of exclusion.

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

The key stakeholders of the TDHIF are therefore as follows:

A. Groups of children and youth beneficiaries and involved in the advocacy and campaign work of the TDHIF

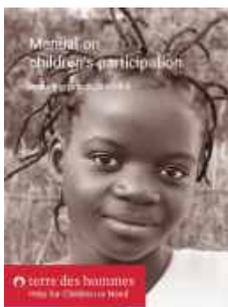
- B. Members of the Terre des Hommes International Federation
- C. Funders (especially the Oak Foundation and the main funders of the Terre des Hommes organisations)
- D. Partners member of the Destination Unknown Campaign
- E. NGO Networks with which the TDHIS is actively working (such as Child Rights Connect, CONCORD, Joining Forces).
- F. Member of multi-stakeholder processes where TDHIF has a key role such as the Initiative for Child Rights in the Global Compact.

For the TDHIS the identification of key stakeholders is made in conformity with the Strategic Plan to enhance the realisation of the strategic priorities. The criteria for selecting stakeholders is also the careful consideration that they are in accordance with the fundamental values as expressed in the TDHIF Statute. The process of identification and selection as well as subsequent relations with them depends on the nature of the relation (for example, donors, partners etc.). As an example, TDHIS engages in advocacy and campaign work in areas where its members are well experienced and run programmes with communities. Careful consideration is also given to the added value that an organisation like TDHIF can bring to a particular cause, the positive impact it can have and the principle of leaving no one behind. Alliance and partnerships is also a main feature of TDHIF advocacy and campaigning work. It is through criteria of this kind that the TDHIS engaged in its main campaign to protect children on the move and this was a decision of the whole network with the creation of a Steering Committee composed of member organisations.

With regards to design of development programmes by TDH organisations, target groups are quite often identified at community level through a participatory approach and an example coming from TDH Switzerland is provided in our 2018 Accountability report. This ensures that actions are relevant and adapted to specific local contexts and mitigates risks of exclusion.

### D2. How do you ensure you reach out to those who are impacted or concerned by your work?

The TDHIS has several empirical ways of reaching out to those who are impacted or concerned by our work. For the members of the TDHIF network stakeholders, due to the service-based nature of the TDHIS, consulting them is regular and systematic. There have been extensive consultations for the making of the current strategic plan and the strategic review through meetings, surveys, interviews and webinars. The TDHIS is an association registered under Swiss law and that implies a democratic structure with a General Assembly, composed of representatives of all member organisations, which is the supreme body of the organisation and makes decisions through votes where all members have the same rights. The TDHIF also has set up working structures, in the form of thematic working groups which gather all the member organisations, and are agile structures regularly monitoring their own methods of work.



Child participation is a guiding principle of the TDHIF work and we are guided by our manual on child participation which is accessible [here](#).

As an example, children and young people actively participate in the Destination Unknown campaign to design and deliver it. We believe that children and young people on the move are well placed to initiate activities which could address problems faced by children on the move and so we seek to support them in this (please see also part A3).

**Terre des Hommes Switzerland** supports a youth network composed of young people who advocate in Switzerland for the rights of the child through public events and in talking to their peers. In 2019 more than 500 children and youth have engaged and talked to their peers about children's rights. On the occasion of the 30<sup>th</sup> anniversary of the Convention on the Rights of the Child (20 November 2019) more than 1200 child and youth reporters, aged from 2 to 25 years, created 165 reports in 9 countries regarding their vision of the rights of the child, with the support of Terre des Hommes Switzerland.

**D3. How, specifically, do you maximise coordination with others operating in the same sectoral and geographic space with special reference to national and local actors?**

Entering into alliances is part of the strategic priorities of TDHIF and has a high level of priority in the work of TDH. TDHIF is part of **Joining Forces**, an alliance of the six largest international NGOs (ChildFund Alliance, Plan International, Save the Children International, SOS Children's Villages International, Terre des Hommes International Federation, and World Vision International) working with and for children to secure their rights and end violence against them (see also part A2).

The TDHIS is also member of several alliances and networks including Child Rights Connect, CONCORD, the Global Forum for Migration and Development (GFMD), the Sports and Rights Alliance, the Keeping Children Safe network, the Global Partnership to End Violence against Children, Alliance 8.7. Members of the TDHIS take their responsibilities in these alliances for example as past Vice-Chair of Child Rights Connect, or as current member of CONCORD Board.

The alliance strategy of the TDHIS is periodically reviewed together with the International Board with a view to ensure a real added value to collaboration both in terms of programme effectiveness and results and pooling resources together with other organisations. An example is the work achieved with Child Rights Connect, for example regarding support to the UN Committee on the Rights of the Child or input on the annual discussion on the rights of children at Human Rights Council, which could never be achieved by a single organisation. The same goes for the advocacy of the TDHIS towards the EU for which the CONCORD network is one of the important vehicles.

The Terre des Hommes organisations also work with 681 local and national partner organisations in countries of operations. These partnerships can take several forms but are often in the form of support to projects run by partners. This way of operating has an impact on the whole structure of the network and on the way of the TDHIS of running campaign which are rooted in field work.

**E. We listen to, involve and empower stakeholders**

**E1 and E2. What avenues do you provide your stakeholders to provide feedback to you? What evidence demonstrates that key stakeholder groups acknowledge your organisation is good at listening and acting upon what you heard?**

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

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

TDHIS. The yearly workplan and associated budget of the TDHIS is discussed and approved by the General Assembly of the TDHIF which gathers all the member organisations.

The member organisations are also very closely associated to the design of programmes (advocacy and campaigning for the case of the TDHIS). Regarding the operational level, six transversal Working Groups or Steering Committee gather the staff of the TDH national organisations having a similar function. The activities and programmes of the TDHIS are decided in close cooperation with these working groups which imply the active participation of the TDH member organisations. The TDHIS regularly consults with working groups through meetings and surveys. Recently a survey conducted with the WG Advocacy outlined the desire from members for training opportunities regarding advocacy tools and tactics and this has been placed on the agenda of the TDHIS for the coming year.

The TDHIS is also an advocacy and campaigning body for children's rights and is therefore accountable to external stakeholders. Its advocacy is deeply rooted in the field work run by the TDH national organisations in 76 countries. Links and consultations with the directly affected stakeholders' groups is made through the field offices of the TDH organisations and conveyed to the TDHIS by them mostly through the working groups mentioned above. This is the case for example of the Destination Unknown Steering Committee which gathers the TDH organisations participating in the campaign (as well as other NGOs) running field programmes with children on the move. The TDH organisations also work in very close collaboration with their main stakeholders in running programmes and this has an impact on the global advocacy and campaigning led by the TDHIS.

**Child participation** is at the core of TDH work, it is part of the TDHIF mission statement and particularly high on its agenda. TDHIF is also deepening its knowledge about how to ensure meaningful and respectful child participation and has created an internal expert group on this question which met in a workshop. An important step forward for the TDHIF is also the production of a very comprehensive "Manual on Children's Participation" including a practical tool, which has been shared among member organisations. It contains several examples of changes implemented in response to external feedback. (see also parts D2).

In 2020, TDH Lausanne with support of the internal expert group and other partners launched a major survey 'Life under Coronavirus' through a questionnaire for children aged 8-17 years old. The survey was developed by a team from The Centre for Children's Rights at Queens University Belfast in cooperation with the #CovidUnder19 initiative, including an international children's advisory group. #CovidUnder19 brings together children, child human rights activists, experts and other key stakeholders, to work together in understanding what children are experiencing due to Covid-19 and to involve children in responding to these issues. The 'Life Under Coronavirus' survey adopts a child rights-based approach in order to understand how children are experiencing this moment in time.

Stakeholders of **Terre des Hommes Germany** are engaged in the organisation's strategy. The delegates' conference of Terre des Hommes Germany is held every 5 years. The delegates' conference decides on the strategic guidelines for the international work. Entitled to vote are the elected representatives of the partner organisations, the International Youth Network, the voluntary groups and employees of the head office.

**TDH Netherlands** define priorities together with colleagues and partner organisations in the countries of operations. This way, we aim to localise our global objectives as effectively as possible. In that context we organised conferences at our offices in Asia, East Africa and in the Netherlands, during which we tried to involve our local staff as much as possible in determining our strategy and finding answers to basic questions. What is, for example, the approach that Terre des Hommes is known for? What do we do differently than other organisations? And what should we continue to do in the future? Such conferences have proven to be a successful formula.

**E3. What are the main likes/dislikes you have received from key stakeholders? How, specifically, have you reacted to their feedback?**

In a survey conducted as part of the strategic review, the members of the TDHIF network usually appreciate its function of coordination. They also appreciate the function of global advocacy and representation as it makes their voice and impact stronger for children. External stakeholders have pointed out that TDHIF has an appreciated role in alliance building, they also fully appreciate the campaigns of the TDHIF, the fact that they are grounded in programmes, the expertise of TDHIF regarding child protection and child safeguarding.

The main dislikes come from the fact that the TDHIF is still a very decentralised network and this implies problems in communication between its different entities as well as loss of potential in impact. The strategic review, mentioned several times in this report, has been engaged in 2018 to address this issue which is regarded as fundamental. As a first step, the TDHIF has now a unified vision and mission (see part A1). In the meantime, operational steps have also been taken to strengthen our common voice, such as a global review of the policy on engaging with private sector or our signoff procedure for public statements.

**E4. How do you know that people and partners you worked with have gained capacities, means, self-esteem or institutional strengths that last beyond your immediate intervention? (You may skip this question if you have addressed it in your response to B. 1)**

Sustainability of interventions is at the heart of the TDHIF preoccupations and is translated into different action in several ways. The efforts of TDH to support children as human rights and environmental defenders for example through the Time to Talk and the Destination Unknown Campaigns are meant not only to solve the problems of today but do also empower children to become responsible and respected citizens of tomorrow.

Another example is the GAA programme where TDHIF tries to enhance the capacities of its partners to use human rights mechanisms and Treaty bodies such as the Committee on the Rights of the Child. TDHIF has extensively engaged in capacity building activities through in-person training and regular technical support in Kenya, Uganda and the Philippines to provide the in-country GAA staff and other CSOs with knowledge and capacity to autonomously participate in the human rights mechanisms well beyond the end of the programme in 2020. For the young girls who participated in UN conferences and were able to address a large audience of country representatives and present the problems they are facing, this has been an unforgettable experience with profound impact on their self-esteem and confidence in their own strength.

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

**TDH Lausanne** monitors and evaluates the quality of interventions to measure and understand the changes brought about by projects. Has a specific family changed their hygiene practices after a

community awareness-raising session? Do children feel more confident after participating in our activities? Continuous steering and analysis of our results allow us to adapt our projects where needed, and to subsequently provide adequate support to children, their families and their communities. The ultimate objective is to enable populations to become self-reliant when the context permits it and to strengthen the systems in place so they can provide appropriate support to children and their families.

#### F. Our advocacy work addresses the root causes of problems

F1 and F2. How do you identify and gather evidence regarding the root causes of the problems you address and use this to support your advocacy positions ?

How do you ensure that the people you work for support your advocacy work and value the changes achieved by this advocacy?

Advocacy is one of TDHIF fundamental pillars for defending the rights of children worldwide and is seen as complementary to our field work and firmly rooted in it. This ensures that TDHIF only engages in advocacy work for situations that it knows well from the ground through the active engagement with stakeholders and principally children, youth and communities.

The members of the TDHIF network have a long experience of working alongside the populations they support, and this is built on consultations with stakeholders and the inclusion of their views. There are different levels of advocacy in the TDHIF from the local to the global level so there are therefore no systematic ways of consulting with stakeholders as this depends on the nature, the location and the specific objectives of the advocacy work.

Global advocacy is led by the TDHIS which acts in close collaboration with the member organisations and represents their voice for example in the Initiative for Child Rights in the Global Compact. The TDHIS strives to ensure adequacy with its stakeholders' views and expectations through dialogue and consultations in the planning, implementation and evaluation of campaign phase. When it comes to advocacy public positions, the TDHIF has very strict rules regarding the content of the advocacy messages expressed at global level, which requires consultation with all countries concerned to ensure that positions taken are fully supported by the people we work for.

**Terre des Hommes Switzerland** evaluates results of its programmes through a participatory approach, with children and youth (based on a sample of individuals). In 2019, 80% of them expressed that they experienced sustainable improvement of their living conditions linked to their education, protection or participation. Evaluating our impact directly through the eyes of children and youth enables Terre des Hommes Switzerland to improve its programmes to respond as adequately as possible to real needs.

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

G1. Are your annual budgets, policies (especially regarding complaints, governance, staffing/salaries and operations), evaluations, top executive remuneration and vital statistics about the organisation (including number of offices and number of staff/volunteers/partners) easily available on your website in languages accessible by affected key stakeholders ? Please provide links, highlight membership in initiatives such as IATI and outline offline efforts to promote transparency.

Most of these data are published in the Annual Reports of the TDHIF in English which are easily accessible from the [www.terredeshommes.org](http://www.terredeshommes.org) website. The [Annual Reports](#) include vital statistics.

Further information on governance, offices and staff can be found on the website, for example here:

<https://www.terredeshommes.org/about/structure/> and here :  
<http://www.terredeshommes.org/contacts-2/>

and in the auditor's report available [here](#) .

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

The child safeguarding policy is available here :

<https://www.terredeshommes.org/child-safeguarding-measures/>

The complaint procedure is available here : <https://www.terredeshommes.org/about/complaints-procedure/> and the address for child safeguarding concerns is available here :

<https://www.terredeshommes.org/contacts-2/>

Our privacy policy is available here : <https://www.terredeshommes.org/privacy-policy/>

All the information is in English which is the working language of the TDHIS.

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

[https://www.iatiregistry.org/publisher/about/tdh\\_nl](https://www.iatiregistry.org/publisher/about/tdh_nl)

G2. What policies do you have in place to ensure a fair pay scale? Do you measure the gender pay gap in your organisation, and if so what is it? What are the salaries of the five most senior positions in the organisation, and what is the ratio between the top and bottom salaries? If this information cannot be provided or is confidential, please explain why.

The TDHIS is a small secretariat and strives to be an equal opportunity employer. The salary scale reflects the small size and limited means of the organisation on the basis of usual practices in the national 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 TDHIS. Other working conditions (such as the number of days of holidays, homework regulations, flexibility in working hours, training opportunities or retirement package) are set up for the wellbeing of the employees and increase the attractiveness of the remuneration.

In 2019, the TDHIS had a total work force of 9 staff persons (not including consultants and interns) composed of 8 women and one man. The total annual gross salary of the four most senior positions (all women) range from 114'000 EUR to 70'000 EUR, they are adapted to the location (Switzerland or Belgium). There is a salary scale for each location and an equal system of salary progression irrespective of level of salary as well as currently no gender gap. The maximum ratio between the top and bottom salary in the same location is 2.7.

The TDHIS and two member organisation furthermore joined the **FairShare Campaign**, which includes regular reporting on the share of women in leadership positions.

### G3. How do you ensure privacy rights and protect personal data?

The TDHIS is extremely concerned by the right to privacy and personal data especially in the digital age. It has set up procedures to comply with the GDPR regulations. Please see also our privacy policy [here](#). The TDHIS careful choices of service providers in the domain of IT as well as its practice to store electronic data and documents and conserve archive reflects its strong preoccupation for the protection of privacy.

All the member organisations of the TDHIF share very strict rules regarding protecting the privacy of children with whom they get in contact. As an example, employees signing the TDHIS Code of Conduct presented in Annex 1 commit inter alia to:

- 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.

### G4. Who are the five largest single donors and what is the monetary value of their contribution? Where private individual donors cannot be named due to requested anonymity, please explain what safeguards are in place to ensure that anonymous contributions do not have unfair influence on organisational activities.

All the donors of the TDHIF are listed in the financial report available [here](#). The 2019 TDHIF core budget has been financed at 82% by membership fees and member donations for specific projects. The second largest donor during the reporting period was the Oak Foundation (16%). The third largest funding came from Missing Children Europe (1%) and the rest amounted to 1%.

The TDHIS has not received any anonymous contributions in 2019.

### H. Staff and volunteers are enabled to do their best

#### H1. Provide evidence that recruitment and employment is fair and transparent.

The recruitment and selection procedures of the TDHIS reflect our commitment to help and protect children, they include the request for providing a criminal record and systematic reference check. In addition, each TDH organisations, including the TDHIS, has a code of conduct which has to be signed by staff upon recruitment and which lists the possible sanctions in case of breach (please see Annex 1 for TDHIS code).

The TDHIS strives to be an equal opportunity employer and this is recalled in recruitment procedures, contracts and staff rules. The offices of the TDHIS are located in Switzerland and Belgium. Recruitments are made on a local basis and do not include support for relocation. For the TDHIF as a whole, the very vast majority of the 4'161 field staff is composed of local staff which shows a strong will to favour local workforce and economic development. In 2019, the workforce of the TDHIS (not including interns and consultants) was composed of 9 persons (representing 8 women and 1 man / 5 full time and 4 part time/ 8 nationalities / 33 to 61 years of age). The most senior positions were held by women.

## H2. What are you doing to invest in staff development? What indicators demonstrate your progress? What are your plans to improve?

The TDHIS is a small structure which offers salary commensurate to its size and therefore of average level with regards to the local market. Despite limited means, it strives to offer to its employees conditions of work conducive to personal and professional development and that ensure work-life balance such as very flexible hours of work, possibility of working from home or a longer maternity leave than the local legislation.

The Staff rules provide that TDHIF encourages training for the workforce, if the financial situation allows, and list the modalities for deciding on training as well as the financial participation of the employer. The training needs are identified with the direct supervisor during the annual performance appraisal. There are examples of the usefulness of training in the TDHIS for example in the field of financial management. If the financial situation would allow, we are planning for joint IT training for the whole TDHIS.

The TDHIS employees can also benefit from knowledge sharing with the different TDH organisations in domains where these have advanced expertise and this happened in 2019 in the field of safeguarding and integrity. The TDHIF is also developing E-learning for its employees. As an example, following a survey of people involved in advocacy in the whole TDHIF it was decided to plan for an E-training on advocacy based on the priorities outlined by the respondents to the survey.

## H3. How does your organisation ensure a safe working environment for everybody, including one free of sexual harassment, abuse, exploitation or any other unacceptable conduct. What indicators demonstrate your progress ? What are your plans to improve.

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 and appropriate lighting. 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 regular check of measures to protect employees against fire or having a defibrillator in the office and emergency telephone numbers well visible in every rooms. In 2020, due to the COVID-19 pandemic, a large number of additional safeguarding measures have been put in place and ways of working have been completely revised.

Staff rules are annexed to the contract of employees, they include a procedure which determines the way to follow for raising grievance to management. The staff rules provide that the Treasurer has a specific role regarding human resources. The staff can also benefit from individual support of a coach if needed, this measure is to be approved by the TDHIS Secretary General. The TDHIS adopted in 2019 a new whistle blowing policy, in conformity with the existing staff rules, which applies to its nine employees and is easily accessible for them through the share point. The policy provides that "Any concern shared will be kept confidential" and lists the procedure for responding to concerns. In case the person who has raised the concern is not satisfied with the treatment of the request, the policy provides the possibility to refer to a designated member of the International Board.

Regarding staff feedback, a staff satisfaction survey has been made at the beginning and at the end of 2018 and will become an annual feature so as to monitor staff satisfaction, engagement and wellbeing. Some of the main issues raised by respondents were about workload and about decentralisation within the network which could lead to conflicting priorities. As a remedy, support from a coach to handle difficulties is made available to members of the TDHIS (see above). Workload is also monitored through an annual retreat taking place with the whole TDHIS team (face-to-face or virtual according to circumstances) and through periodic reviews with each supervisor. In 2020, during the COVID-19 pandemic, weekly “virtual coffee breaks” are organised for all the staff of the TDHIS to allow the keeping of contacts and peer support.

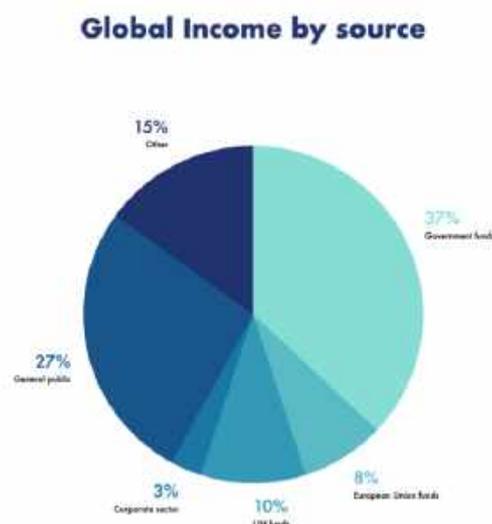
**TDH Netherlands** further strengthened its rules of conduct in 2019 and made them more easily accessible to all employees in all regions. In this way, the entire organisation knows which code of conduct is applicable in any given situation and how to report abuses. TDH Netherlands strives to continuously improve its integrity system and has given particular attention in 2019 to the quality standards laid down by the Ministry of Foreign Affairs with regard to integrity, for which the Partos ISO 9001 certification serves as a monitoring instrument. In addition, TDH is a participant in the sector-wide Joint Integrity Action Plan for Emergency Aid and Development Organisations. In January 2020, TDH Netherlands will receive the Partos ISO 9001 certification. This certification is a sector-specific application of the Partos ISO 9001 standard, in which, in addition to the ISO 9001 standard, specific requirements are set with regards to integrity. The Partos ISO 9001 certification confirms that TDH is recognised as NGO to submit grant applications for projects to the Ministry of Foreign Affairs.

## I. Resources are handled effectively for the public good

### I1. How do you acquire resources in line with your values and globally accepted standards and without compromising your independence?

In 2019, the budget of the TDHIS was composed of membership fees at 82% (see part G4). The TDHIS also manages the joint Destination Unknown Campaign which is funded by the Oak Foundation for 16% of its budget.

The members of the TDHIF have strict ethical codes for the acceptance or non-acceptance of funds and most of them are also certified by national labels regarding quality of work including for the use of funds. For the TDHIS the acceptance or non-acceptance of external funds is the responsibility of the International Board. Overall, the TDHIF is funded as follows:



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 consists for the moment in facilitating dialogue among its members and setting common guidelines for example concerning engaging with the private sector of which an extract is reproduced below.

**The aim of TDHIF in engaging with private sector is to improve the situation of children through project and advocacy work, be it:**

- a. through enforcement of child rights and international labour standards in policies and business mechanisms
- b. through funding
- c. through shared value partnership to prevent or end child rights violations
- d. through engagement in Multi Stakeholder Initiatives
- e. through critical dialogue
- f. through campaigning against companies or businesses that constantly and systematically violate child rights

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

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

The main programmes of the TDHIF (Girls Advocacy Alliance and Destination Unknown Campaign) have their own mechanisms of monitoring and evaluation, as requested by the donors, which are then used to plan the next phase of the work.

**TDH Netherlands use the PM&E (Planning, Monitoring & Evaluation) system to measure and monitor the impact of the projects.**

In 2019, we made the transition to a new project management and information system (PRIMAS). This new system allows us to even better analyse the data and further improve and refine our operations.

- We ask project partners for interim reports at least once every quarter.
- We collect information on the results achieved and sample case studies.
- We compare our approach in the different countries in order to build best practices.
- We collect lessons learnt per theme.
- We compare our results with the indices of the United Nations, UNICEF and ILO.

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

The TDHIF has an [“Anti-fraud and anti-corruption policy”](#) including definitions, roles and responsibilities to apply the policy, reporting mechanism and anti-fraud and anti-corruption clause for partners, consultants, contractors and suppliers.

The accounts of the TDHIS are annually controlled by a licensed and independent auditor in accordance with Swiss law. The auditor's report is fully accessible from the [TDHIF website](#) .

The auditor's report is examined by the International Board under the leadership of the Treasurer, presented to the TDHIF General Assembly and voted upon by the member organisations. The TDHIF Statute provide that the same auditor can control the accounts of the TDHIS for a maximum period of five years in a row. The audit report is also sent to the donors of the TDHIS, they include a specific part on projects financial reporting. The main external donor of the TDHIS is the Oak Foundation. The TDHIS 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 TDHIS manages finances, and monitors that expenditures are in line with the budget which has been adopted the previous year by the General Assembly. It also submits a quarterly monitoring of expenses to the International Board. It has a "Financial and Legal Policy and Procedures" which sets framework, responsibilities and rules and is part of its "Handbook on cooperation and coordination" also distributed to all the member organisations.

Regarding management of funds, the Statute and the financial policy mentioned above provide that a double signature is necessary to engage the organisation in any financial transaction and the name of the authorised signatories are confirmed every year by the General Assembly. This ensures a double control over any expenses and financial transactions.

There has been no report of misuse of funds for the TDHIS during this reporting period.

## J. Governance processes maximise accountability

### J1. What is your governance structure and what policies/practices guide replacing and recruiting new trustees/board members?

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

#### **ARTICLE 10 - GENERAL ASSEMBLY: COMPETENCIES**

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

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

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

The **General Assembly** elects the International Board which is a collegial body taking decisions usually by consensus. The TDHIF is a membership network and the **International Board** (IB) consists of four to seven member organisations who designate a delegate and a substitute who are then proposed to the GA for election. The International Board is therefore composed of organisations and not individuals, though each organisation is represented by a designated person who participates in the IB meetings. The mandate of Board members is of three years (renewable).

Each candidate member organization presents to the General Assembly a pair of representatives composed of a delegate and a substitute accompanied by a short biography for each person. The Statutes provide that: “if a member organisation nominates another representative in the course of the said period, he/she is entitled to take part in the International Board meetings”. The vote takes place at the General Assembly by secret ballot. The skills evaluation is therefore done within member organisations and for the moment not at the level of the International Board itself. Member organisations are expected to present their highest executive or one of their Board members. The representatives must also comply with the criteria outlined in the TDHIF Statutes in terms of profile, time and commitment required to take up their respective responsibilities. The geographic representation is influenced by the geographical spread of the TDHIF member organisations. In 2020, a training was organised for the International Board to reflect on key functions of a governing board in a global organisation.

Due account is given to gender balance. The new International Board elected in November 2019 is composed of two women and four men. The new Chair is a woman and the TDHIF Secretary General and Deputy Secretary General, who are not member of the International Board but attend meetings ex officio, are women. The Board is composed of non-remunerated trustees only, as they are not paid by the TDHIF for their working time in the International Board and this is in accordance with good associative practices in Switzerland. A thorough revision of the governance is on the agenda for 2021.

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

The Statute of the TDHIF provides that:

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

The International Board elects a Chair, two Vice-Chairs and a Treasurer among its members. The Chairperson chairs the General Assembly and International Board meetings and represents the organisation whenever needed. The Vice-Chair supports the Chair and replaces him/her as appropriate. The Treasurer has a responsibility to oversee the financial management and reporting of the organisation.

**The International Secretariat** (TDHIS) manages the TDHIF and reports to the International Board. The TDHIS 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.

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

This **governance structure** ensures a truly democratic functioning of the network in accordance with the Swiss law on associations, 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.

### J2. How does your board oversee the adherence to policies, resource allocation, potential risks and processes for complaints and grievances?

The International Board is accountable to the whole organisation and 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. External situations needing the attention of the International Board are also conveyed to it either by the TDHIS or by member organisations or working groups in writing and/ or during Board meetings.

The TDHIF is a member-based network and the member organisations recommendations have a great impact on shaping decision making at all levels of the organisation. As an example, members inputs have resulted in the recruitment of a TDHIF Coordinator on Safeguarding and Integrity in 2019.

The International Board has an oversight or appeal role in the different safeguarding and integrity policies of the TDHIF, this role and the corresponding responsibilities are stipulated in each policy.

The International Secretariat submits a quarterly budget monitoring to the International Board. It also submits a yearly risk assessment analysis to the International Board, this risk assessment goes beyond the financial matters. The Secretary General and Deputy Secretary General also attend the Board meetings ex officio (though they are not member of the International Board) so they can convey concerns from the TDHIS through this channel.

### J3. What processes and mechanisms does your organisation have in place to handle external complaints, including those relating to unacceptable conduct? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.

There are two addresses for complaints which are accessible from the [TDHIF website](#). For any questions or concerns about the wellbeing of children who Terre des Hommes work with the following address can be used: [childsafeguarding@terredeshommes.org](mailto:childsafeguarding@terredeshommes.org). For questions or concerns about any other aspect of TDHIF work the following address can be used: "concern@terredeshommes.org".

Regarding child safeguarding, the TDHIS has been awarded renewed level 1 certification of KCS in 2020. In 2019, the TDH organisations managed 14 allegations, 4 of which involved TDH staff, 1 of which involved partner staff, and 9 of which involved members of the broader community. All cases were closely followed while prioritising the child's best interest, safety and well-being. At the end of the year 10 cases

were considered as closed. Please see also a [video](#) which explains in a friendly manner how TDH commits to ensure safeguarding measures for the children we work with and how this work is informed by the recommendations of the children themselves.

With regards to other complaints received through the address [concern@terredeshommes.org](mailto:concern@terredeshommes.org) the complaint procedure is available [here](#) on the TDHIF website. For complaints which concern the TDH organisations, the role of TDHIS is to record the complaint and then direct it to the TDH organisation referred to and ensure that response is given in the appropriate time. The management of the complaints is therefore handled by the TDH organisation referred to in the complaint who has to rapidly respond and keep the complainant informed about the course of action. The procedure is confidential. In 2019 three complaints were received and channelled to member organisations.

The Terre des Hommes organisations have their own whistleblowing mechanisms for handling complaints and easily accessible way for the public to reach the organisations. For example, anyone who wants to make a complaint to **Terre des Hommes Germany** can address the **ombudsperson** if other possibilities of lodging a complaint have proved to not being sufficient. The ombudsperson is neutral, independent and works voluntarily. Since March 2015 the lawyer Stephan Konrad has been Terre des Hommes Germany's ombudsperson

**J4. How are internal complaints handled? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.**

For TDHIS internal complaints, a process is embedded in the staff rules. It is complemented by a broader whistleblowing policy for the employees of the TDHIS which covers all concerns, provides safeguards and confidentiality rules for the complainant, roles and responsibilities as well as roadmap on how to raise a concern and steps to receive a response (see also part H3).

No complaint regarding the TDHIS has been recorded during the reporting period. Three TDHIF internal complaint regarding a member organisation has been received and channelled to the designated person of that organisation in accordance with the [complaints procedure](#).

**J5. How do you make decisions about the need for confidentiality and protecting the anonymity of those involved?**

Protecting confidentiality and the way complaints are handled is a major concern for the TDHIF and therefore is clearly outlined in the different policies and procedures mentioned above. The **complaints procedure** states that complaints will be kept confidential, that there will be no consequences in the services received by the complainant. As the TDHIF is a network of member organisations the procedure explicitly requests the complainant to specify to which national organisation of TDH the complaint is addressed to enable the TDHIS to channel the complaint to that particular organisation.

The TDHIS **Anti-fraud and anti-corruption policy** provides that all reports are managed in strict confidentiality and are only disclosed to authorized individuals and investigators. In case of a reasonable fear of reprisals from the person(s) suspected to have committed a fraud or corruption act, anonymous reports may also be acceptable. TDHIS also ensures that those who report in good faith any suspicions of fraud or corruption act suffer no reprisals. At the same time the policy respects the presumption of

innocence and states that the suspects' reputations should not needlessly be tarnished during the investigation of allegations and that proven abuse of the process by raising false, vexatious or malicious allegations will be regarded as a breach of the Code of Conduct.

Signatories to the **Code of Conduct** presented in annex 1 declare to understand that in the event of violation to the Code, TDHIS will take any commensurate measure that is deemed necessary, which may include 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).

### K. Leadership is dedicated to fulfilling the 12 Commitments

#### K1. How is the governing body and management held accountable for fulfilling their strategic promises including on accountability?

The TDHIS is an association registered under Swiss law where the General Assembly is the supreme body of the organisation. It is composed of all the members of the organisation, having an equal vote for decisions (please see J1). The GA votes a yearly discharge to the International Board for the fulfilment of its mandate after having received a written and oral report and discussed them in plenary.

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

#### K2. What steps have you taken to ensure that staff are included in discussing progress toward commitments to organisational accountability?

As stated above, 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 Deputy Secretary General attend the Board meetings ex officio though they are not member, so they can convey concerns from the TDHIS through this channel, including matters arising from the staff satisfaction survey or discussed during the regular staff coordination meetings of the Secretariat. The Working Groups of the TDHIF, composed of staff of the TDH organisations, also report to the International Board at each of its meetings (usually through the TDHIS) and can raise any matter of importance to them through this channel.

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

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

The TDHIF is a member-based network so the member organisations recommendations have a great impact on shaping decision making at all levels of the organisation. For example in 2019 a members request resulted in taking a strong TDHIF human rights based public position on the plight of child returnees.

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

K3. What is your accountability report's scope of coverage? (i.e. are you reporting for the whole organisation or just the international secretariat?) What authority or influence do you have over national entities and how, specifically, are you using it to ensure compliance with the accountability commitments and to drive the overall accountability agenda?

In line with the approach of Accountable Now, TDHIF considers accountability as a dynamic process, embedded and improved on a day to day basis throughout the various layers of the organization. While accountability is a fundamental concern for all members of the TDHIF, the Accountability Report presented here focusses primarily on the achievements of the International Secretariat (TDHIS) and not on the activities of the TDH organisations as such nor the activities of their partners. However, following the advice of the Independent Review Panel, this report also contains information on the activities of the TDHIF member organisations (mostly in coloured boxes presented throughout the report) attesting that preoccupation and principles for accountability are shared throughout the organisation.

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

Accountability towards beneficiaries is very high on the agenda of the TDHIF and strongly shared among all its components, therefore the reporting of member organisations on child safeguarding measures is centrally managed at the level of the TDHIF (see part C4). The question of standards has such a high level degree of priority for the TDHIF that discussions on adhering to other standards as a Federation is on the agenda for 2021.

Terre des Hommes International Federation  
International Secretariat  
September 2020

## Glossary

**GAA Girls Advocacy Alliance**

**KCS Keeping Children Safe**

**MOs Member organisations**

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

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

**TDHIS Terre des Hommes International Federation International Secretariat**

## Annex 1

### Code of Conduct

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

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

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

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

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

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

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

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

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

**I will always:**

- Treat children with respect and equally, regard- less of their age, sex, language, religion, opinion or nationality, ethnic or social origin, status, class, caste, sexual orientation, or any other personal characteristics.
- Help children to take part in decisions which concern them according to their age and their level of maturity.
- Maintain a culture of communication and create trust with the children and their families, communities, other staff and volunteers and representatives of partner organisations so that concerns may be shared and discussed.
- Use non-violent and positive behaviour methods when supervising children.
- Encourage children and communities to speak openly about their interactions with adults and with each other.
- Inform children and communities of their right to report any worrying situations and how they can raise a concern.
- Empower children so that they are in a position to better protect themselves.
- Make sure that another adult is present or try to be visible when I am in contact with a child.
- Try to preserve the child’s autonomy and make sure that I do not do things that a child can do for herself/himself.
- Plan activities and organise the workplace 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 col- leagues, etc.).

- Obtain permission from the child and their parents before taking a photograph, recording or using the child's image, what they have said or their history. This includes explaining to children and their parents how the photos or messages will be used.
- Ensure that the child does not pose in a degrading manner or in a way that may be interpreted by others as having sexual connotations.
- Raise any concerns and queries concerning the Child Safeguarding Policy with my manager/supervisor or the Child Safeguarding Focal Point.
- Immediately report any suspicions or allegations to the Child Safeguarding Focal Point of behaviour which goes against the principles of the Child Safeguarding Policy and Code of Conduct including any form of child abuse – even if the information or allegation is vague.

### **I will never:**

- Engage in any form of sexual relations with anyone under 18 years old, regardless of the age set by the sexual majority, the law or local customs. Mistaking a child's age is not a defence.
- Exchange money, job, goods or services or humanitarian aid for sexual favours or subject the child to any other kind of humiliating, degrading or abusive behaviour.
- Touch children or use language or make suggestions in an inappropriate manner, to provoke, harass or degrade the child or show disrespect for cultural practices. This includes acting in a manner which is likely to have a negative impact on the child's confidence and feelings of self-worth.
- Exploit a child for labour (for example through domestic work).
- Discriminate against, treat children unequally or unfairly for example by favouritism and excluding others.
- Invite a child or their relatives to my home or develop a relationship with a child and/or their family which may be considered outside normal professional boundaries.
- Work with or transport a child alone without the prior authorisation of my manager, unless absolutely necessary and the child is in danger.
- Be under the influence of drugs or alcohol while working with children.
- Take photos or videos of beneficiaries for use that is not strictly professional unless the Country Delegation gives permission.
- Watch, publish, produce, or share pornography showing children, and/or show such material to children.
- Show the faces of children who are exploited sexually, victims of trafficking, abuse, in conflict with the law, linked to armed groups or who can easily be located even if their identity has been modified.
- Take and publish photos when children are entirely naked or dressed in a manner which is not adapted to the situation in which they are represented.
- Represent children as victims (weak, powerless, unassisted, desperate, etc.).
- Publish a story or image which may endanger the child, their family or community.
- Use photos which have not been checked and approved by my manager and/or Communications Team or post unofficial pictures or information about children on personal websites or social networks (such as Facebook).
- Maintain contact with children and their families via social networks, unless a specific Terre des Hommes project requires me to do so and I have been given express permission.
- Close my eyes to, ignore or fail to report any concern, suspected violation or violation of the Child Safeguarding Policy and the Code of Conduct to the Child Safeguarding Focal Point.

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

**TdH will take any action they deem necessary, which may include, but is not limited to :**

- Providing assistance for the victim and taking immediate steps to protect and support the child.
- Attempting to establish the facts in the most objective manner possible (the presumption of innocence prevails) while protecting the reputation and confidentiality of the adults involved.
- Undertaking disciplinary actions, which may result in my suspension or termination of contract.

- Initiating judicial proceedings and/or reporting to the competent authorities any violation of the Code of Conduct which may breach national legislation.
- Taking appropriate measures in order to ensure that such incidents do not occur again, for example, informing other organisations which may apply for professional references regarding the termination of contract due to violation of the principles of the protection of children (within the legislative framework applicable to the protection of information)

### **Declaration of commitment**

I, the undersigned,

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

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

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

Date, place, signature