

# **Three-Year Strategic Plan 2022-2024**

## **Terre des Hommes International Federation**

Terre des Hommes International Federation (TDHIF) is a global network composed of 9 children and youth focused organizations committed to bringing meaningful and lasting change to the lives of children and youth, especially the most vulnerable, to improve their well-being, and the effective application of their rights as defined by the Convention on the Rights of the Child and other international human rights instruments.

**The members of the TDHIF are:**

Terre des Hommes Denmark

Terre des Hommes France

Terre des Hommes Germany

Terre des Hommes Italy

Terre des Hommes Lausanne

Terre des Hommes Luxembourg

Terre des Hommes Netherlands

Terre des Hommes Spain

Terre des Hommes Switzerland

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## **1. Our Mission, Vision and Principles**

**Our vision:** For every child, a childhood. Every young person empowered. Every community engaged.

**Our mission:**

**We fight**

- to ensure that child rights are put into practice
- to protect children from harm, even in the most difficult circumstances
- to influence agendas and strategies that affect children and youth at all levels

**We strive**

- to give children access to the childhood they're entitled to
- to empower children and youth to actively shape societies, structures and mindsets
- to achieve sustainable system change for children

**We mobilize**

- to involve all relevant actors, from local to global, in the solutions we seek
- to engage partners, expertise and resources in creating environments in which children thrive
- to build capacity for the protection of children and the implementation of their rights”

### **Our Values & Principles:**

Commitment to the cause

- Respect
- Collaboration/Involvement/Participation
- Openness/Transparency

## **2. Context (external environment)**

The period of development coincided with the 2020 COVID -19 pandemic, a time when the whole world was impacted by crisis and a reminder of how vulnerable we all are, of how lives can be turn upside down in an instant. Also, a time when it was important not to neglect those most impacted, children and youth; those for whom COVID-19 was a crisis upon a crisis, or irrelevant in the face of something much more severe they were experiencing.

We thank all those who engaged in the development of this Strategic Plan through such a turbulent period. While this Strategic Plan defines a path for TDH as a movement, our purpose is to impact the lives of children and youth caught in situations of extreme vulnerability and we have tried to ensure this informs every choice made.

The future will be not only about how well the TDHIF itself evolves as an entity but at the same time about its ability to work together internally and with all actors towards a more collaborative future around respect for children's rights and for greater involvement of children and young people in the world they want to see.

The humanitarian and development landscape is complex and constantly evolving and it is difficult to do justice to the full range of views across the

membership of TDHIF let alone beyond. Below is a summary of the main inputs and themes identified during the development of the present document.

### **Nature of crisis**

Environmental change is both a direct and indirect driver of crisis; directly increasing the number and intensity of natural disasters and an indirect driver through its impact on agriculture, economies, conflict, people movement and increased vulnerability of children, especially girls, in poor countries. There is a disconnect between those causing environmental change and those suffering from it. The nature of conflict continues to evolve involving international, state and not state actors with massive human costs; chronically impacted countries. As urban centers grow larger, so does the intensity and regularity of human suffering. The gaps between rich and poor and other inequalities grow, contributing to vulnerability. In 2020, COVID-19 set a new standard in global health crises, in its own right, but also in the way it has impacted economies, lifestyles, livelihoods, diverted attention from other needs and created an uncertain future.

### **Inequalities**

Inequalities between and within countries diminish human lives and leave children behind. On current trends, almost two-thirds of developing countries are off-track towards meeting the SDG targets related to a cluster of basic needs, in areas such as food, health, education, water and sanitation. For fragile states, this proportion rises to four-in-five countries. From the perspective of children, the especially slow progress of the very poorest countries matters. These countries have proportionally large populations of under-18s, and their child populations are continuing to grow rapidly. They also have relatively weak states with limited capacity to meet people's basic needs. In most middle-income countries, in contrast, deprivation is increasingly concentrated in particular geographic areas and social groups.

Inequalities between persons is a factor of social unrest. It starts with the lottery of birth that accounts for variation in the resources and opportunities available to people. Discrimination of all kinds serve to disadvantage some individuals in many different and often invisible ways, throughout their lives. These patterns of inequality get passed on from generation to generation, therefore, early

interventions and investing in all children, especially the poorest and most marginalized, is central to breaking intergenerational poverty and inequality.

### **Localization and being increasingly networked**

The proliferation of humanitarian and development actors continues promoting both partnerships and competition. There are larger yet agile self-organised groups and the youth have shown massive leadership on environmental issues. Some in the private sector have engaged as humanitarian actors, at times quite intensively in regions such as south east Asia. The growth of local actors and the imperative for local rootedness has given traditional larger NGOs cause for reflection and adaptation, finding different ways to bring value. Organisations like TDHIF now find themselves among an increasing number of global networks that brings both value and complexity. Competition between actors is understandable, but ultimately it will be effective collaboration that will bring value. The rise of multi-stakeholder approaches is encouraging in this respect.

As a result of the World Humanitarian Summit (WHS 2016) the Grand Bargain, a set of 32 commitments of major donor countries, the UN system and major INGOs was formulated. The commitments for the reform of the humanitarian system included a de-bureaucratisation, increased transparency and more multi-year funding for humanitarian projects.

The signatories of the Grand Bargain made “localisation-focused” commitments in four major areas:

- Partnership
- Capacity strengthening
- Financing
- Coordination

In addition, the so-called Humanitarian-Development-Peace (HDP or Triple Nexus) gained high priority in the humanitarian reform debate to overcome the isolated work in divided silos.

5 Years after the WHS, major donors as the EU and national governments have renewed their commitment to the GB (Grand Bargain 2.0) and increasingly require projects and programmes to orient towards localisation and the HDP Nexus.

## **Shifting powers and the rise of technology**

As vacuums are created by the demise of some, the spaces are quickly filled by others. Along with the decline of US and UK power, Russia and especially China have grown stronger and more influential, including in their approaches to international assistance. The 2020 global surge against racism and bias may, or may not, result in lasting change as it competes with the decline of multilateralism and nationalistic inward thinking that has come from the financial crises, COVID-19 and negative reactions on migrant influx. However, whether it be the role of states, that of donors, north-south dynamics, global versus local actors, or anti-racism movements, power is shifting.

Technology has also given affected populations new means to communicate and independently and this is power.

## **Weakening of human rights**

Children's rights – and the broader human rights agenda – face sustained challenges for example through some government which question individual rights and assert cultural traditions or the rights of the family as a counterpoint. Meanwhile many countries who used to see themselves as champions for children's rights are more and more muting themselves, driven by compromise on migration and security policy. Civic space that enables people to claim rights and hold duty bearers to account is shrinking in number of countries. At the same time, children and youth are more than ever decided and organized to shape their future, opening unprecedented possibilities of action.

**All of these factors directly influence the resources and the environments in which our movement is acting.**

## **3. Taking Stock**

### **Key Accomplishments 2016 -2021**

Based on the five main priorities of its previous Strategic Plan the main accomplishments were:

- TDHIF has strengthened and further developed its involvement in key alliances and networks. TDHIF has become an active and proud member of the Joining Forces Alliance. Through the platform offered by the International Civil Society Centre TDHIF has raised its profile towards key partners in the sector.
- TDHIF has led two successful international campaigns, the Destination Unknown Campaign as well as the Children Win campaign and has hereby reached tangible results and gained in global voice. This with the involvement of all member organizations in one or the other.
- In 2018-2019 TDHIF has engaged in the ONETDH process. The main achievements of the process are a common vision and mission statement as well as shared values. The process has put the focus on the importance and the challenges of a better understanding between MOs.
- Over the period, several working groups have increased cooperation among members' organisations' staff. Currently, more than 40 staff members are involved in the Head of Programmes, communications, advocacy, safeguarding and emerging child/youth participation working groups; around ten staff members are involved in the various bodies of the Joining Forces Initiative.
- TDHIF has also engaged in joint thematic advocacy at global and EU levels, for example with the EU Strategy on the Rights of the Child or on child labour, in publishing a joint report every two years and in contributing to make the voice of working children more audible in international debates.

## 4. Moving Forward

**Our Strategic Plan is guided by the following intent:** To become a global voice with and for children and youth, to highlight the issues children and youth care about, and to mobilize effectively to address threats to their lives, safety and well-being.

In all of our work, Terre des Hommes International Federation seeks to harness the strengths of the children and youth we serve by embracing their diversity and working with them to influence change.



Our Strategic Plan provides for a phase of consolidation and strengthening of the TDHIF and is built around five Strategic Priorities and their related Framework for Action, about which we have different levels of experience of working together, some being more advanced than others. This is therefore reflected throughout the Plan which provides either for concrete commitments and action wherever we have already the ground to do so, or provides for processes aiming at further clarifying our goals, wherever this may be needed.

## 5. Priorities

### **Strategic priority One: Advocate for Child Rights with Children and Young people**

To have a functioning and strong child and youth protection system to support the successful implementation of the CRC, and ensure that children and youth are protected from all forms of violence and exploitation.

#### **Specific priorities:**

- Empowering children and youth; building spaces for children and youth to participate in decisions that affect their lives, and being key actors in their own development.
- Changing policies, practices and legislation to benefit children and youth.
- Holding states accountable to recognize children's and youth's rights (particularly those of disadvantaged), and to fulfil their international obligations.
- Strengthening existing relationships with Member States/governments, relevant regional bodies, such as European Union Institutions, UN entities, coalitions and other stakeholders, and establish new ones based on strategic value.
- Strengthening TDH positioning as a reference voice for and with children and youth at global and regional level for selected common programmatic areas.
- Investing in an international common campaign rooted in our programme experience linked to children and youth.
- Strengthening internal and external communications to ensure that the Federation advocates and speaks with one voice.
- Strengthening advocacy capacity across the Federation.

## **Strategic priority Two: Strengthening the collective ability of Member Organizations to actively engage in and influence global, regional or national level mechanisms and dialogue through alliances and networks to ensure the best interest of children and youth.**

To increase TDH footprint globally through a networking and alliances strategy.

### **Specific priorities:**

- Establish a Federation networking and alliance framework to increase impact and influence.
- Engage in a selected number of high added value networks, initiatives and alliances linked to programmatic areas and /or advocacy priorities and periodically assess the results of this engagement.
- Strengthen the collective ability of Member Organizations to actively engage in and influence global, regional and local relevant networks and alliances (e.g. UN agencies), donors, regional bodies.
- Ensure a dynamic support to Member Organizations in developing strategic thinking and in navigating change.

## **Strategic priority Three: Share expertise, knowledge, standards**

Find common ground for cooperation to improve complementarity and accountability to children and youth, to partners, donors and ourselves.

### **Specific priorities:**

- Mutualize standards and procedures and tools between Member Organizations (project management, monitoring and evaluation, administration and finance, child safeguarding, safety and security management, staff care ..).
- Recognize specific expertise and knowledge of each member organizations and mutualize to the benefit of each MO. Develop, when

this is possible, specialized focal points<sup>1</sup> on priority topics to lead public positioning, support research and promote innovation.

- Building evidence and best practices from programme experience, sharing them among MOs and scaling up successes.

## **Strategic priority Four: Project country programmatic collaboration and common emergency responses**

Enhance our impact to protect children, their family and communities.

### **Specific priorities:**

- Programme work:
  - Develop a strategic framework and criteria that facilitates collaboration in countries.
  - Promote structured exchanges on programme collaboration among MOs, leading to a possible common country strategy based on the added value of each MO.
- Humanitarian Coordination:
  - Restart the WG Humanitarian Coordination as a first step to set conditions leading to mutualization of Member Organization resources when emergencies occur and a coordination mechanism between Member Organizations.
  - A communication coordination mechanism between Member Organizations under the umbrella of the TDHIF to amplify TDH emergency response with European and national public, donors and medias.

## **Strategic priority Five: Strengthen Membership Engagement and development, recruit new members**

To increase our diversity and to expand the Federation's global reach and expertise.

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<sup>1</sup> The roles and responsibilities of the focal points are to be defined in the Operational Plan

### **Specific priorities:**

- Develop a strategic framework and criteria that facilitates new diverse membership.

### **Organizational priority**

- Strengthened governance and financial stability
- Building an innovative, agile and well-performing organization

## **6. Delivering the Strategic Plan**

**The Strategic Plan is the plan of the TDHIF as a whole and a successful delivery will depend on the active involvement of the main constituencies of the TDHIF, in a setting where it is envisaged to keep a small and agile International Secretariat during the whole strategic period.**

### **The General Assembly (GA)**

As the highest governance body, the GA will need to be involved in the high-level monitoring of the plan and the MOs commitments within it.

### **The International Board (IB)**

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

### **Member Organisations (MOs)**

MOs increased collaboration and engagement in the implementation of the Strategic Plan are crucial for its success. MOs will need to take leadership for selected international issues and be prepared to share with and support other MOs.

### **International Secretariat (IS)**

The International Secretariat is at the heart of the TDHIF and ensures a representation, coordination and regulatory function. The Secretariat will be a central point for global and European advocacy and representation,

coordinating/monitoring of international and European work, supporting members, taking part in the leadership of projects (as mandated by the IB) and scanning for new opportunities.

The Secretariat will provide a link between Working Groups and the IB, coordinating their work and ensuring they have conditions that enable them to deliver their objectives.

### **Working Groups (WG)**

Working groups and the Joining Forces Coordination Group will be a driving force for most of the priorities. As we go forward we will need to review the working groups mandates when needed and ensure they are fit for the purpose of delivering this Strategic Plan. The work provided by their participants has to be recognised in their own organisation and become part of their job description.

The framework for Action below adds further concrete elements regarding the responsibilities of these different constituencies.

## **7. Framework for Action**

<b>Objectives</b>	<b>Tasks</b>	<b>Time frame</b>	<b>Success criteria</b>	<b>Responsibilities</b>
<b>Strategic Priority 1</b> <b>Advocate for Child Rights with Children and Young people</b>			<b>At the end of the Strategic period, TDH has increased its capacity to advance policy and practices on the protection and empowerment of children and youth. Evidence shows that positive changes occurred for children and youth for each thematic priority and TDH is recognized at global level as a thought leader for at least half of these priorities. TDH has also learned from obstacles and is adapting its strategy to address them.</b> <b>One successful campaign on children's rights is ongoing.</b>	
	Mandate is given to WG Advocacy to come up with the thematic priorities for the period of the Strategic Plan and in line with the priorities identified in the Strategic Plan.	First quarter Y1		WG Advocacy and approval of the IB
	Agree on a focal point for each thematic priority (coming from IS or MOs according to who has the lead) and create a core group composed of	Y1		IS and WG Advocacy

	interested MOs (on the model of the core group on child labour).			
	The focal point and the core group will develop joint analysis, evidence, positioning and demands on each thematic priorities and develop a specific three year advocacy workplan for each priority (on the model of the TDHIF workplan on child rights governance).	Y1-Y3		IS and WG Advocacy
	Review the mandate of WG Advocacy so as to become the real heart of TDHIF joint advocacy and provide coherence between the thematic priorities (this would mean that members of the WG shall have adequate time, be of senior level and have this task as part of their job description.)	Y1		SG and WG Advocacy
	Organize a follow-up to the advocacy training and create a community of practice having a share point, under the umbrella of WG Advocacy	Y1-Y3		IS and WG Advocacy
	Develop high level institutional contacts including through periodic meetings between the IB, SG and key UN and EU officials	Y2-Y3		IB and SG
	Develop our ability to realise meaningful child and youth participation and empowerment in our advocacy by creating a working group that will learn from campaigning experience of (#covidunder19, Dialogue Works etc)	Y2-Y3		MOs with support of IS
	Have one joint child rights campaign at any time, financed by external funding and with the participation of a significant number of MOs.	Y1-Y3		Decision by the IB
	Organise an inclusive consultation of MOs to determine the theme of the next campaign which can be shared by the largest number of MOs and its potential of impact as well as funding and planning	Y3		IS for the consultation, IB for the decision on the theme of the next campaign
	Launch and running of the new child rights campaign	end Y3		IS Head of Campaign
<b>Strategic Priority 2</b> <b>Strengthen the collective ability of Member Organization to actively engage in and influence global, regional or national level mechanisms and dialogue through alliances and</b>			<b>At the end of the strategic period TDHIF has organized its participation in a handful of highly relevant networks, has taken responsibilities in half of these networks and is able to demonstrate the added value that this collaboration has brought in terms of influencing changes in favour of children and youth.</b>	

<b>networks to ensure the best interest of children and youth.</b>				
	Keep Joining Forces as the top priority for engagement, increase involvement of MOs, develop internal coordination and information flow between global and national level. Ensure regular information to the IB.	Y1-Y3		IB, IS and MOs
	Establish a Federation networking and alliance framework to increase impact and influence	Y1		IB with support of SG
	Design a focal point (from IS or MOs) for each selected network who will be in charge of ensuring the participation and coordination of MOs, establish engagement strategy and desired outcome for each network and ensure regular feedback to the IS and/or MOs as relevant.	Y1		IS and MOs
	Participate in the selected networks and be ready to take responsibilities in a few key ones and make a mid-term evaluation.	Y1-Y3 Mid-term evaluation Y2		IS and MOs
<b>Strategic priority 3: Share expertise, knowledge, standards</b>			<b>At the end of the Strategic period MOS and the TDHIF have established strong joint mechanisms for mutual sharing and learning, and the joint safeguarding of children is consolidated.</b>	
	All TDH member organisations are <b>implementing</b> the standards of Child Safeguarding according to Keeping Children Safe adapted to the specific context of each MO.  To attain this we will continue to <b>share expertise and harmonize tools and procedures</b> . We support TDH MOs and local partner organisations to implement CS standards.  At the beginning of the third year we will assess and decide if we want to seek for <b>upgraded certification with Keeping Children Safe</b> .	Y1-Y3		WG Child Safeguarding
	Have a harmonized presentation of MOs complaint procedure through a shared core part expressing the basic principles in the same way for all MOs, while the handling of complaints is left to each MO in all strict confidentiality.	Y2		MOs with coordination support of IS WG Child safeguarding focus on

	Set up a shared learning process to draw lessons from the handling of cases.			complaints procedures for child safeguarding
	Assess and decide if we want to adhere as a Federation to the Core Humanitarian Standards with an analysis of the resources that would be needed. Put in place the right structure for implementation through a specific working group if the decision is positive.	Y1 Y2		MOs with coordination support from IS and new WG on CHS if relevant WG Child safeguarding will share expertise
	Systematic exchanges on project management, monitoring/evaluation staff care and safety, PSEAH and scaling up between MOs, also integrating the programmatic learning developed by Joining Forces. This should lead to consolidating common ground as a basis for cooperating in projects.	Y1-Y3		WG Heads of Programmes (WG HoP) WG Child safeguarding will contribute to the discussion
	Systematic exchanges on administration, finance, IT, and procurement measures resulting in mutualizing of resources and sharing of services where possible.	Y1-Y3		MOs with coordination support of IS
	Have a lead thematic focal points for each chosen thematic priority (either from IS or MOs) ensuring TDHIF public positioning and policy advice to MOs. This implies that the focal points have the adequate time in their job description for that role.	Y2-Y3		IS and MOs
<b>Strategic priority 4: Project country programmatic collaboration and common emergency responses</b>			<b>By the end of the Strategic period MOs have enhanced their programme collaboration. They also collaborate on new emergencies through a flexible mechanism of internal coordination and funding.</b>	
	Select a sample of countries where there is multiple MO presence and develop structured and systematic exchanges on programme collaboration (including courtesy visits in the fields) building on, wherever possible, the coordination mechanisms already established for Joining Forces. Optional creation of a joint consensual country strategy for MOs willing to join.	Y1-Y2		WG HoP
	Develop a consensual strategic framework and criteria that facilitates collaboration in countries and the promotion of joint programmes in regions of high potential	Y2-Y3		WG HoP



	Restart WG Humanitarian Coordination as a first step to set conditions leading to mutualization of Member Organization resources when emergencies occur including setting principles of humanitarian collaboration and a communication coordination mechanism under the umbrella of the TDHIF.	Y1-Y3		Restarted WG Humanitarian Coordination
	Identify potential to fundraise for joint projects and operations.	Y2-Y3		WG HoP and WG Humanitarian Coordination
<b>Strategic priority 5: Strengthen Membership Engagement and development, recruit new members</b>			<b>At the end of the Strategic period TDHIF has a clear outreach strategy, and has enhanced diversity in its membership</b>	
	Develop a strategic framework and criteria that facilitates new diverse membership and determines whether we want to be an open network or a family network of organisations having the same name	Y1 and Y2 for development and Y3 for implementation		IB with SG support
	In line with the above mentioned strategic framework, decide about either continuation or abandonment of TDH Sweden. If continuation is preferred, make a business plan with active involvement of at least three MOs.	End of Y1 for decision and Y2-Y3 for implementation if relevant		IB – TDH Netherlands
	In line with the above mentioned strategic framework, enhance diversity in the TDHIF membership in terms of regions and age groups (identifying and preliminary contacts with possible new members from the global south and from youth networks)	Y3		IB and MOs with IS support
<b>Organisational priority</b>				
	Produce an <b>Operational Plan</b> as a key document for the TDHIF to ensure implementation of the Strategic Plan and effective management of the IS . The Plan shall include monitoring, evaluation and learning.	Y1		SG
	Strengthen <b>financial stability</b> .	Y1		IB and IS
	Ensure <b>increased involvement of MOs</b> in the activities of the TDHIF through the existing and new Working Groups. This means that time that MOs representatives devote to TDHIF matters has to be valued in their own organization and be part of their job description.	Y1-Y3		MOs

	Review the <b>governance model</b> of the TDHIF in developing diversity in the composition of the International Board, revising the role/mandate of the IS and creating an Advisory Council composed of main stakeholders of the TDHIF including children and youth.	Y3		IB
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