



© Taly/Ahmad Farhat

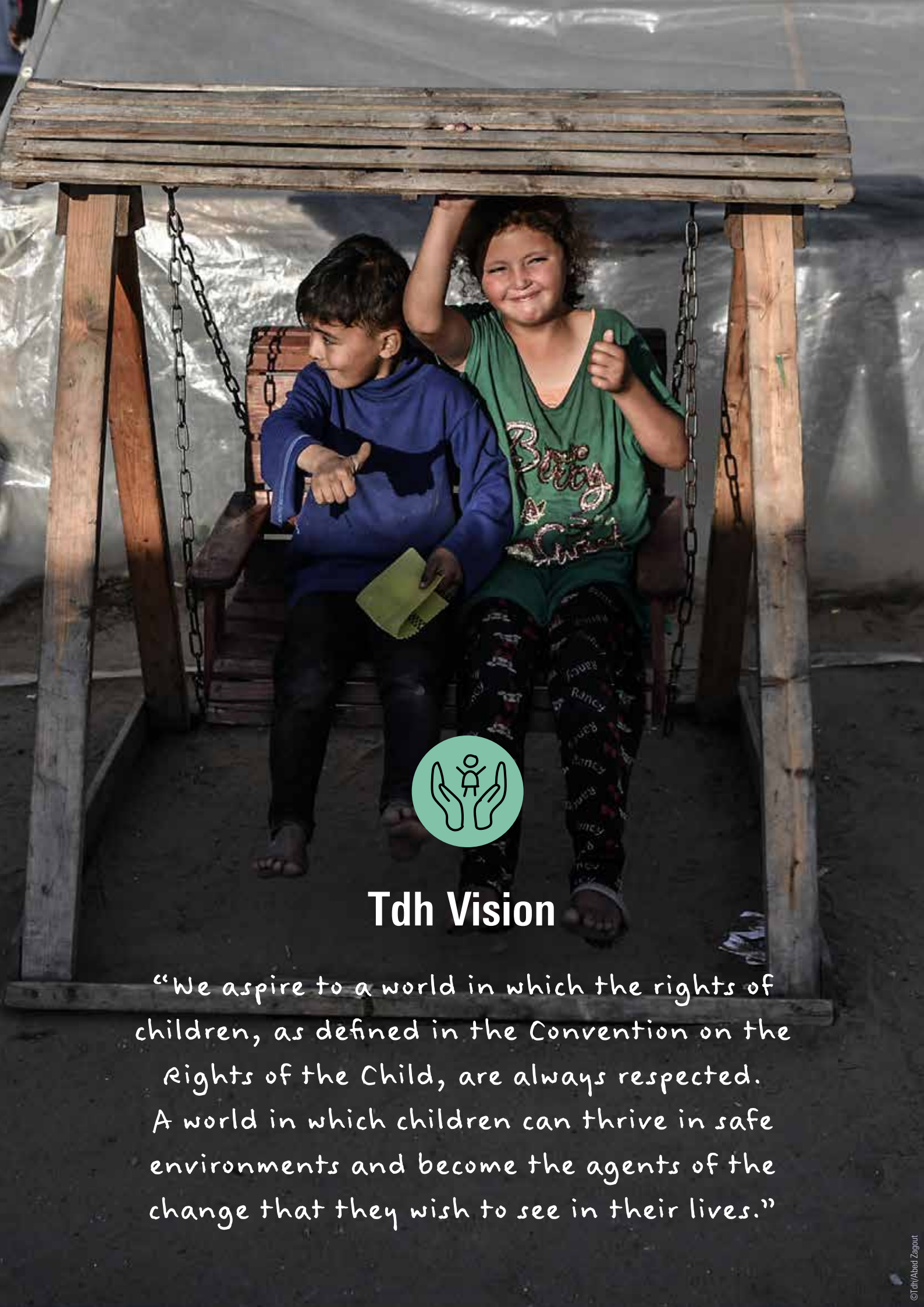
# Terre des hommes

## Strategy 2025 – 2028

Short version



Terre des hommes  
Helping children worldwide.



## Tdh Vision

“We aspire to a world in which the rights of children, as defined in the Convention on the Rights of the Child, are always respected. A world in which children can thrive in safe environments and become the agents of the change that they wish to see in their lives.”

# Table of contents

<b>Editorial</b> .....	<b>1</b>
<b>Focused on our mission</b> .....	<b>2</b>
<b>Our seven strategic objectives</b> .....	<b>4</b>
<b>A deliberate commitment to our mission</b> .....	<b>4</b>
1. Quality and integrity	
2. Local partnerships	
3. Child and youth participation	
<b>An efficient and adaptable organisation</b> .....	<b>5</b>
4. A secure and attractive working environment	
5. A diversified funding model and increased influence	
6. Decentralised responsibilities and strengthened decision-making powers	
7. Environmental and climate action for a sustainable future	
<b>Enablers for implementing the strategic objectives</b> .....	<b>7</b>
A. Strategic partnerships	
B. Solid and stable institutional processes and supervision	
C. Meaningful utilisation of data, digitalisation and innovation	





© Tdh/Saraha Shrestha

## Terre des hommes stands firm in its commitment to protect children, no matter the challenges

In the face of the challenges resulting from global polycrises that continue to increase in scale and complexity with every passing day, Tdh strives to rise up to meet them at the level they dictate. Our irrepressible motivation: to ensure children are protected and lead dignified lives, no matter what.

Tdh's vision remains as strong as ever. Our teams are focused not only on addressing the immediate needs created by crises but also on tackling the deeper issues behind them. We confront the power dynamics, support children in building resilience and empower them to take charge of the future they deserve.

Today, the rights of millions of children and young people worldwide are under threat. Ongoing conflicts in Ukraine, Gaza, the West Bank, and Lebanon, alongside the devastating impacts of food insecurity and displacement in the Sahel and the Horn of Africa, are putting countless lives at risk.

Yet, even as the need for aid grows, organisations like ours face new obstacles. With government funding in decline, the financing gap is widening, forcing us to think creatively.

We are diversifying funding sources, forming innovative partnerships at every level, and using technology and data to improve efficiency and make a greater impact. By combining emergency relief with long-term development and peacebuilding efforts, Tdh continues to drive meaningful, lasting change. The challenges are significant, but we remain focused and flexible, ready to overcome whatever lies ahead.

To our teams worldwide, we offer our deepest gratitude. Your dedication and resilience are a source of inspiration. As we look to the next four years, together, we keep pushing forward, embracing opportunities to build a better world for and with children.



**Barbara Hintermann**  
Director General



## Focused on our mission



As conflicts and climate-related disasters have deepened existing inequalities, with children and young people disproportionately affected, it is crucial that we implement activities to support those in need while also advocating for policy change to address the root causes. We put particular focus on the people 'left behind' – that is, all those who are especially vulnerable and marginalised in times of crisis and disaster or in terms of economic or social inequities.

With the Best Interest of the Child and Do No Harm among its key guiding principles, Terre des hommes (Tdh) prioritises areas where its efforts can create the greatest impact, complementing and supporting its partners. Tdh also works closely with children, young people, and the duty-bearers responsible for upholding their rights. The aim is to confront inequalities, thereby empowering the children and young people to effectively claim and exercise their rights.

### Tdh focuses on five key outcomes:

#### For maternal, newborn and child health

Newborns, children under five, and pregnant and breastfeeding women have increased access to improved quality primary health and nutrition services through innovation, participatory approaches, and digital tools.

To achieve this, Tdh focuses on improving access to quality primary healthcare services in perinatal health, on promoting digital and innovative tools as a catalyst for impact, and on strengthening health systems to ensure they are prepared to prevent health crises and to respond to them.

#### For children and young people in migration

Children and young people affected by migration and displacement and their families live in a protective environment, are treated with equity and dignity, and empowered to seize opportunities.

To achieve this, Tdh focuses on providing adapted and quality information along migratory routes, on empowering children and young people as they move through education, innovative skills strengthening and livelihood opportunities, as well as on advocating for legal and policy frameworks that promote rights and social inclusion.

## For children and young people's access to justice

Children and young people in contact with the law access rights-based, innovative, safe, restorative, inclusive and contextually relevant justice systems, which contribute to social cohesion, good governance and peace.

To achieve this, Tdh focuses on providing services tailored to children in contact with the law to promote their reintegration. The aim is to promote the participation of children and young people in justice systems as well as in peace and governance initiatives. It also involves encouraging, through the Global Initiative on Justice with Children supported by Tdh, a participatory approach in developing regulatory work, policies, and advocacy campaigns related to juvenile justice.

## For improving child protection

Children and young people (at risk of or affected by violence, affected by migration or in contact with the law) are empowered to claim their rights and protected by inclusive and effective global, regional and local child protection systems.

To achieve this, Tdh focuses on providing mental health and psychosocial support to strengthen their resilience, on training the relevant stakeholders to effectively protect children and young people, and on developing mechanisms, procedures and services to strengthen child protection systems.

## For improving access to basic services

Children, young people and their families, especially the most vulnerable or those exposed to humanitarian crises, have access to basic services and information to improve their living conditions and strengthen their capacity to cope with crises and climate change.

To achieve this, Tdh focuses on three key areas: providing access to water and sanitation services for children and young people in institutions and at the community level; covering the basic needs of crisis-affected children and their communities; and strengthening the capacity of children and community members to adapt to and mitigate the effects of climate change.

## Defending and promoting child rights in Switzerland

Based on its international experience and expertise, Tdh aims to be the benchmark in Switzerland with respect to the rights of the child. This includes:



Raising awareness and training actors working in the field of children's rights.



Supporting private-sector multinationals and other stakeholders concerned with upholding the rights of children within value chains, and being a strategic partner of choice in the field of Child Rights and Business.



Supporting and influencing Swiss policymakers and the administration to bring Swiss policy in line with the Sustainable Development Goals and advocating for the Swiss government's constructive engagement on Child Rights and Business.



Advising sports federations and other sports bodies on the respect for and the protection of children's rights in their strategies and practices.



## Our seven strategic objectives

Tdh's seven strategic objectives and ambitions for 2028 focus on two key and complementary directions: one aims to implement its mission, showing its deliberate and meaningful commitment to that mission, while the other targets the organisation's culture and functioning as an efficient and adaptable organisation.

### A deliberate commitment to our mission

#### 1. Quality and integrity

By 2028, Tdh aims to demonstrate the quality of its work and its contribution to positive outcomes for children and young people, including its sensitivity to diversity and inclusion issues, in operations as well as in advocacy. To this end, Tdh is set to establish and implement clear quality standards and performance indicators grounded in its values, within a framework that supports the improvement of quality and accountability as well as recognition for its operations.

Quality improvement is at the centre of the work Tdh does with its partners, and learning and knowledge sharing mechanisms are becoming an integral part of its activities. The quality of Tdh operations is supported by a strengthened Monitoring, Evaluation, Accountability and Learning system with dedicated resources and strong institutional support.

#### 2. Local partnerships

In line with the Tdh Partnership and Localisation Policy and long-term vision, Tdh's role as an intermediary will be strengthened: direct operations are increasingly carried out by national and local organisations capable of taking charge of the strategic, programme-related and institutional challenges posed by projects, and Tdh is recognised for its expertise.

Tdh has developed its support for the organisational development of its national and local partners and other players. The aim is to help them to strengthen their structure, sustainability, development and capacity for quality action. Tdh will have mostly long-term partners with which consortium agreements are signed and new funding mechanisms will be in place to increasingly cover our partners' indirect costs.

### 3. Child and youth participation

Tdh's ambition is to support children and young people's individual and collective skills and capacities alongside addressing structural power dynamics, to claim their rights and be agents of positive change in their communities. Tdh promotes child and youth participation and empowerment in all aspects of its work, from project design to evaluation, advocacy and governance, supported by comprehensive capacity-building initiatives. Tdh's ambition is to make child and youth participation a core component of its *modus operandi*.



#### Children and young people's participation in Tdh governance

Tdh is considering different ways to change its relationship with children and young people, including for children and young people to take part in its own governance system, through decision-making mechanisms, advisory boards or other frameworks for their involvement at different levels.

## An efficient and adaptable organisation

### 4. A secure and attractive working environment

By 2028, Tdh is to be fully recognised as a safe and desirable workplace, with significantly increased capacity to attract, develop, and retain the most committed and competent professionals in their field. Tdh promotes a common culture of openness and inclusion, focusing on equity and respecting the diversity and the cultural uniqueness of each country and region without judgement or prejudice. Tdh's people policies are supported by a consistent, global reward framework. Its socio-cultural values are promoted and adopted by every Tdh member, fostering a sense of belonging to the organisation, and senior managers play a critical role by exemplifying these values in their actions.

### 5. A diversified funding model and increased influence

A stable funding model will enable Tdh to employ more technical expertise, give more space for innovative design, and to be more strategic in managing our funding pipeline. This means financial resources are sufficient in terms of quantity and are consistent in terms of quality, efficiency and impact.



To this end, Tdh will have developed its networking and positioning on its areas of expertise, strengthening its visibility and installing new ways and methods of engagement with a wide range of external parties, including goodwill ambassadors. Tdh will have also identified key donors and developed strategic relationships with them. By engaging more flexible and unrestricted funds, and diversifying new partnerships, the Foundation will have increased its capacity for self-determination and financial autonomy.

## 6. Decentralised responsibilities and strengthened decision-making powers

Tdh's new organisational model encourages greater autonomy and adaptability at local level, applying the principle of subsidiarity. The headquarters in Lausanne focuses on its global role as a strategic centre of expertise, supervising the organisation, worldwide controls and compliance, fundraising and positioning in Switzerland. Tdh regional offices share a common culture and positioning while ensuring activities strengthen relationships with regional and country stakeholders, increase funding and fit with changes in context.

This means better contextualisation of our presence in countries and the way we work with our partners, and an improvement in our intervention outcomes, including that children, their families and their communities receive more relevant, need-specific, and culturally appropriate attention.

## 7. Environmental and climate action for a sustainable future

By 2028, Tdh is to have taken further steps towards mainstreaming climate mitigation and adaptation in its operational model. In particular:



▶ The organisation is on track to meet its greenhouse gas emissions reduction target set in its Climate and Environmental Roadmap for the main sectors, including energy, travel, transport, procurement and waste (a 50% overall reduction compared to the 2021 baseline by 2030).

▶ Tdh operations have integrated adaptation measures that empower children and young people in response to the planetary crisis. Specific approaches, methodologies and monitoring frameworks centred on climate response will be included in the programme approach, and new projects focusing on this theme are being launched.

▶ Tdh is renowned for supporting child and youth movements and initiatives advocating for greater recognition of children's right to a clean, healthy and sustainable environment and for more ambitious global climate action.





## Enablers for implementing the strategic objectives

Tdh views an enabler as a means to achieve the seven strategic objectives outlined above, serving to support and drive their effective implementation. **The enablers are:**



**A. Strategic partnerships** to support each strategic objective and mobilise appropriate skills and interests, increase efficiency and influence, optimise fundraising and the use of resources, and share knowledge. We also aim to strengthen the role of Tdh as an intermediary – thereby supporting the implementation of the institutional policy on localisation.



**B. Solid and stable institutional processes and supervision** developed or revised to support the adoption of the new organisational model. We aim to secure the level of Tdh reserves to cover its costs appropriately, and ensure the capacity for meaningful investment.







**C. Meaningful utilisation of data, digitalisation and innovation:** we aim to further develop our data culture, aligning all activities and services with our protection and security policies, and also extending this to our implementation partners. In operations, technical solutions and artificial intelligence will support digital innovation and staff are empowered to embrace exploration, experimentation, learning from failures, collaboration and risk taking.

Every child in the world  
has the right to a childhood.  
It's that simple.



Siège | Hauptsitz | Sede | Headquarters  
Route des Plaines-du-Loup 55, 1018 Lausanne  
T +41 58 611 06 11, donorcare@tdh.org  
www.tdh.org, CH41 0900 0000 1001 1504 8

 [www.tdh.org/donate](http://www.tdh.org/donate)  
 [www.facebook.com/www.tdh.org](https://www.facebook.com/www.tdh.org)  
 [www.linkedin.com/company/tdh-org](https://www.linkedin.com/company/tdh-org)  
 [www.instagram.com/tdh\\_org](https://www.instagram.com/tdh_org)



**Terre des hommes**  
Helping children worldwide.