



Terre des hommes Strategy 2021 - 2024

Short version



Terre des hommes

Helping children worldwide.

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Editorial

In 2020, we have engaged in a participative process to develop our new global strategy covering the period of 2021-2024. Terre des hommes is a Swiss non-profit organisation working for the promotion and realisation of children's rights since 1960. In 2016, it adopted a [change agenda for 2030](#), which has given the organisation a transformative impetus. Tdh intends to extend and deepen this transformation through its 2021-2024 strategy.

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 agents of change they wish to see in their lives.

Progress towards the Sustainable Development Goals 2030 is at a critical juncture. Even though poverty has been significantly reduced, 689 million people still live on less than US\$2 a day^[1]. An estimated two billion people live in fragile areas and/or are affected by armed conflict or other situations of violence. Added to these challenges are health crises such as the COVID-19 pandemic and the increase in climate-related disasters that affect more than 66 million children worldwide^[2].

Children and young people are disproportionately affected by the consequences of poverty and crises: some examples are lack of or interruption of schooling, lack of access to healthcare, situations of extreme stress, detention, separation from families, physical or psychological violence, displacement, risk of forced labour and human trafficking. Crises exacerbate entrenched gender inequalities. They have a disproportionately negative impact on women and girls, especially if they are from marginalised groups.

In some cases, organisations are restricted in their access to populations, while the risks associated with interventions increase. One example is the recent American and European legislation concerning the fight against terrorism and, more generally, the resulting tightening of state control over civil society organisations (the so-called 'shrinking space').

Tdh is continually adapting its operational and accountability systems to respect these frameworks, mainly to protect its partners and national teams, while reaffirming its firm respect for humanitarian principles, notably neutrality, impartiality, and independence.

The allocation of financial resources for humanitarian and development assistance remains far below what is required to meet the needs. The pressure from different actors in humanitarian and development activities for effective, efficient, and relevant action continues to grow. This is linked to strengthening local, national, and regional capacities for crisis prevention, management, and response. Organisations are required to maintain the highest ethical standards in their interactions with affected populations.

^[1] Poverty | Data (worldbank.org)

^[2] [Le changement climatique et les enfants | UNICEF France](#)

This 2021-2024 strategy is founded on the organisation's [vision, mission, principles of action, and values](#). It has been approved by the Council of the Foundation in June 2021. It takes effect from August 1, 2021 until December 31, 2024.

With this strategy, we wish to

- Strengthen the relevance and quality of Terre des hommes' work and nourish its voice at all levels through its field practice and expertise
- Act as an innovative organisation willing to improve the impact of activities and the efficiency and effectiveness of institutional processes
- Be a sought-after employer, bringing recognition to its staff through its reputation, its human resources management practices and its managerial culture
- Support diversity at all levels of the organisation
- Increase Terre des hommes' visibility and positioning in Switzerland and internationally as a children's rights organisation
- Be a partner of choice by field actors as a solid and reliable organisation, developing quality actions and collaborating transparently and respectfully
- Diversify Terre des hommes' funding sources through innovative and effective fundraising tools and approaches

Our strategy is ambitious, it is aligned with our vision and mission and responds to the needs of children, their families and communities in the countries of our activity. We will give our utmost to have a successful implementation and engage with other actors and partners. We hope that our donors will accompany us in this journey of bringing positive change for children with children.



A handwritten signature in blue ink that reads 'B. Hintermann'.

Barbara Hintermann
Director General

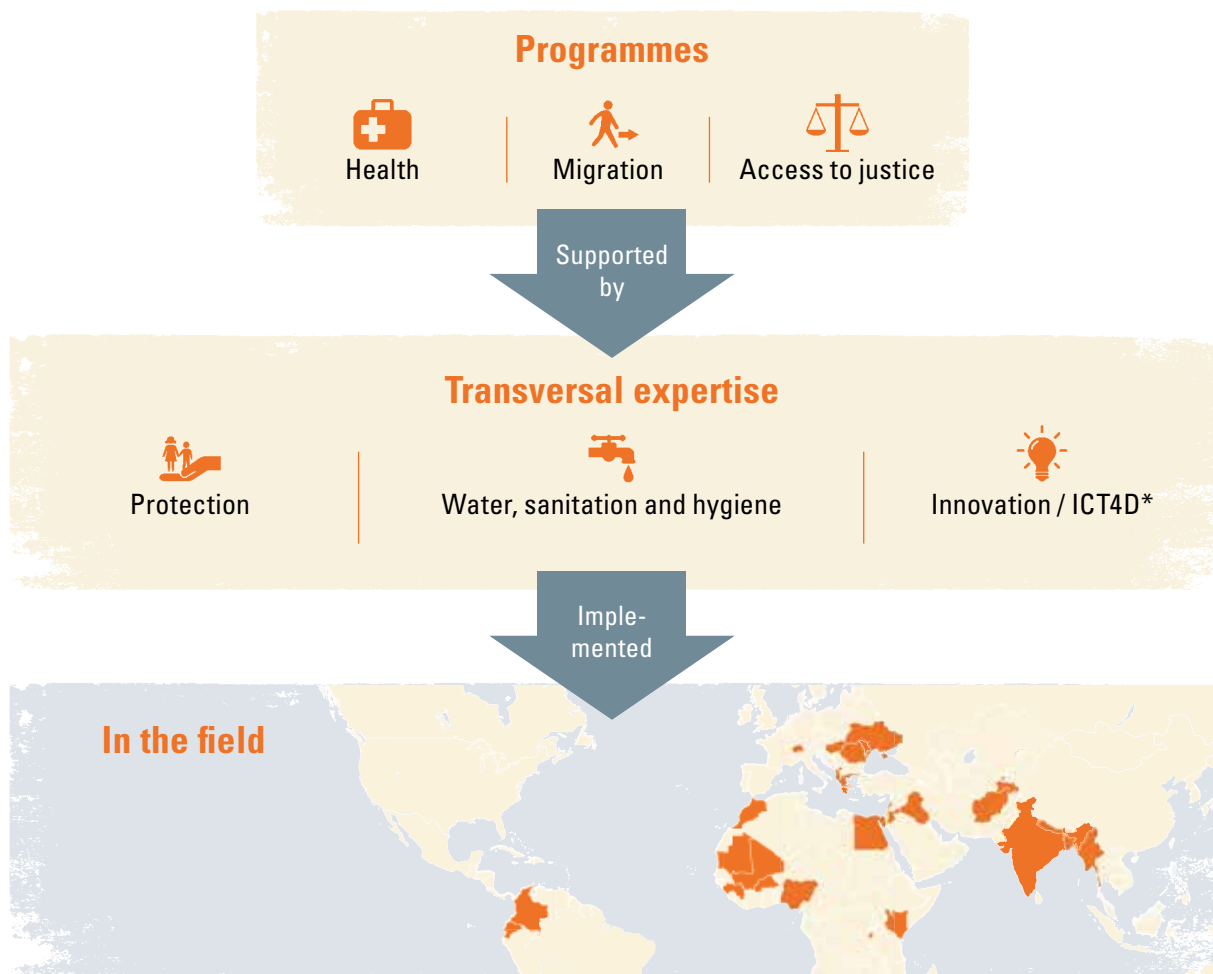
1. Tdh today and tomorrow

Tdh has learnt lessons from the implementation of its previous 2016-2020 strategic plan. Changes have been initiated, and value-based leadership has been affirmed as a core principle while Tdh wants to make a meaningful, immediate, and lasting difference to children, young people, and their families in the countries where it works. Addressing complex challenges requires bold and innovative solutions designed and implemented in partnership with those most affected and strengthening their structures, capacities, and resilience. To achieve this, Tdh relies on its programmes, expertise, experience and high-quality standard. Tdh addresses humanitarian, development and peace-building challenges through the Nexus approach qualified by a coherent response by the programmes.

Tdh's three programmes work in synergy and are implemented in fragile contexts and conflict areas, as well as in more stable environments, by strengthening children's rights to

- **child, newborn and maternal health**
- **safe migration**
- **access to justice**

Cross-cutting technical expertise in child protection, Water, Sanitation and Hygiene (WaSH) and innovation/Information and Communication Technologies for Development (ICT4D) enriches them.



* Information and Communication Technologies for Development

Tdh's presence in the field

Tdh will maintain its presence in five regions of the world, mainly in the same countries as in 2021, directly via delegations, through its teams as well as in collaboration with local and international partners. Tdh will also work with a presence via partner organisations in a limited number of countries.

Europe



Tdh will continue to strengthen child protection systems through strong partnerships.



Tdh will use its expertise and advocacy capacity in places of arrival of migratory flows.



Innovative projects such as [ChildHub](#) will be used to strengthen services, particularly in the migration and justice programmes and in safeguarding.



An intervention in digital health will be studied.

Latin America



Tdh will build on its experience on access to justice in the Andean countries.



Tdh will focus on the protection of children and youth in areas affected by violence in Colombia.

Africa



The access to justice and the promotion of restorative justice will be reinforced for children and youth, including the ones associated with armed groups. To initiate innovative judicial practices, Tdh will develop delegated criminal mediation.



The nexus approach will be developed through an increased number of activities to promote social cohesion and peace.

Switzerland

A study will be carried out to position itself on the relevance of implementing a new activity in Switzerland with either the health, migration, or justice programmes.

Asia



Digital health will be advanced.



The nexus approach will be developed to create learning and expertise on mitigation or response to disasters and climate change induced phenomenon.



The migration and justice programmes will be developed more strategically.

Middle East and North Africa



Tdh will continue to work on access to justice and promote tailored justice practices for girls and young women (e.g. on the issue of child marriage).



The protection of people on the move or in migration, particularly the ones affected by the Syrian crisis, will be reinforced.



Multidisciplinary actions in favour of refugees, returnees and internally displaced persons (particularly in the Sahel) will be intensified in connection with the protection and support of children and youth affected by migration within the region and on the migration routes to North Africa and Europe.



Our flagship approaches **leDA** in digital health and **SIMESON** in perinatal health will be deployed in new areas.



Health



Protection



Nexus



Justice



Innovation



Migration



2. Tdh ambitions for its programmes and expertise



2.1 Health programme

Every year, more than 5.4 million children under the age of five still die worldwide^[3]. Half of these deaths occur in the first 28 days, one third in the first day of life. Outside the neonatal period, pneumonia, diarrhoea, and malaria are major causes of death. Most of these deaths occur in low-resource settings and could be prevented if access to quality medical interventions was guaranteed.

Ambitions for 2024:

Tdh will continue to ensure access to quality care for newborns, children under five, and their mothers in rural and semi-urban areas of Africa and Asia. Tdh will progressively explore other fields of action based on needs in the Middle East, North Africa, Latin America and Europe. Tdh will work with national authorities, communities and other relevant actors by focusing on three interrelated priority areas:



Perinatal health, to reduce mortality due to lack of quality care at birth.

By 2024, a "perinatal health – safe births for every baby and mother" component will be integrated into all countries where Tdh develops health interventions.



Digital health as a tool to amplify the impact. Today, Tdh is one of the first organisations to explore the use of artificial intelligence in its interventions while promoting ethical use and equitable access to digital technologies.

By 2024, Tdh plans to become a reference organisation in West Africa in this field. In general, Tdh will continue – thanks to access to digital technologies – to improve the quality of care, in particular the management of malnutrition, to increase the performance of health systems, the accuracy of diagnosis, and the exploitation of data (including the surveillance of epidemics).



Strengthening health systems to ensure sustainable impact. Tdh will continue to develop resilient of local capacities, rehabilitate health facilities, as well as prevent and control infections.

By 2024, Tdh will have formalised agreements with local health authorities and will ensure alignment with local policies and sustainability of actions.

^[3] Garantir la survie des enfants ([unicef.ch](https://www.unicef.ch))



2.2 Migration programme

In 2020, there were more than 740 million internal migrants worldwide and 280 million international migrants, of whom about 45 million forced to flee in their own country and 35 million forced to take refuge abroad^[4]. The world's migrant population continues to grow. Half of those affected by forced migration are under 18 years old, and about 25% of all internal and international migrants are under 25 years old. Whether forced or by choice, their mobility is often the cause or consequence of violations of their rights, including lack of access to essential services.

Ambitions for 2024:

In 2021-2024, Tdh will continue to reduce the vulnerability of children and youth affected by migration and promote their integration and empowerment in the following zones: Sahel-Guinea, Greece-Albania-Kosovo, Romania-Moldavia-Ukraine, Egypt-Lebanon-Jordan, India-Nepal. New areas such as Bangladesh, Syria, Iraq, Afghanistan, Colombia-Ecuador, Kenya and Burundi will be explored.



Tdh is committed to advocating for, actively promoting, and contributing to implement **the rights of children and young people affected by migration.**



Tdh wants them **to be better protected according to their situations** along the migratory routes.



Tdh will keep providing **adequate support and build the capacities of service providers and local communities**, enabling children and youth to seize development opportunities, and integrate or reintegrate locally.

Tdh will extend its action to internally displaced children and youth and will strengthen their access to humanitarian aid, development aid and peace. Until 2024, Tdh will continue to deploy safe and digitalised spaces ([RIF – Resilience Innovation Facilities](#)), equipped with innovative methods and services for protection, empowerment, and socio-economic integration along migration routes and in refugee/displaced camps.



2.3 Justice programme

Access to justice is a fundamental right and an indicator of judicial institutions' functioning and good state governance. Without justice, the fundamental rights of children in contact with the justice system or in conflict with the law cannot be respected.

Ambitions for 2024:

The 'Access to Justice' programme will be deployed in West Africa, the Middle East, Asia, Latin America, and Europe, with a focus for Tdh to be recognised as a key organisation in the following areas:



The promotion and **application of non-custodial measures**, particularly in detention centres and the reintegration of perpetrators and victims, while contributing to the respect of sanitary conditions that comply with international standards.



Gender justice – with a focus on victims (survivors) of gender-based violence, concentrating on the judicial process to make it gender- and diversity-sensitive.



Legal pluralism – the co-existence of different justice systems – will be promoted to guarantee children's rights.

Capacity building for all social and judicial actors will remain a fundamental approach. In partnership with academic actors, training courses will be offered in juvenile justice and in the field of children's rights such as the Certificate of Advanced Studies (CAS) on Juvenile Justice. Tdh will coordinate the organisation of [world congresses](#) based on the global initiative "[Justice With Children](#)".

^[4] Forced migration or displacement data (migrationdataportal.org)



2.4 Child protection expertise

The cross-cutting expertise in child protection will develop high quality, evidence-based **knowledge** and **know-how** adapted to different contexts to improve the protection of children's rights and their right to protection from all forms of violence in collaboration with and in support of the three programmes. Tdh will continue to strengthen social participation, empowerment and resilience of children, youth, families and communities; provide technical support and capacity building to strengthen protection systems and services; and influence global child protection standards and approaches.



Ambitions for 2024:



Tdh will have demonstrated that rights-based participation, empowerment, and active involvement of children and communities in defining and implementing responses are essential to improve child protection.



Tdh will be called upon as a reference organisation for its expertise in case management, in the digitalisation of services and capacity building of social actors through online platforms.



2.5 Water, Sanitation and Hygiene (WaSH) expertise

Access to drinking water, good hygiene practices, sanitation, and waste management are among the main conditions for preventing infections and epidemics. Tdh will continue to improve access to quality sanitary services (in health centres, schools, and detention centres) with the involvement of local communities and authorities. Tdh's WaSH projects aim to help provide or restore livelihoods to the most at-risk families and communities. They support services, promote behavioural change and empower local groups to improve the overall sanitation.



Ambitions for 2024:



Tdh will carry out WaSH activities in an innovative and relevant way.



These activities will have a minimal negative impact on local natural resources.



They will sustain and enhance these resources and contribute to protect the environment.





2.6 Innovation / ICT4D (Information and Communication Technologies for Development) expertise

Information and communication technologies help with leverage of innovative responses to societal challenges and improve the impact on children and families in humanitarian and development contexts. Tdh has already encouraged or designed the emergence and scaling up of several solutions.

Through this new strategy, Tdh will ensure an overall vision and consistency by strengthening the synergy between digitalisation^[5] and innovation, data-driven management and the culture of innovation.



Ambitions for 2024:



Tdh will be a recognised and credible organisation in terms of innovation in its responses to the needs of beneficiaries.



Tdh's ambition is to become a significant technological reference in the humanitarian and development sector through the importance of innovative projects tested, evaluated, and deployed as well as scaled up or replicated.

^[5] Digitalisation means to convert documented processes over to use digital technologies, instead of analogue or offline systems such as paper or whiteboards.





3. Tdh approaches to achieve the ambitions

3.1 Operational partnerships / localisation

Forming partnerships with key stakeholders is the basis for relevant and efficient action, maximising the impact and sustainability of interventions. By 'localising' aid, Tdh recognises the importance of engaging in an evolution of power dynamics between the different actors in humanitarian and development contexts.



Ambitions for 2024:



Tdh will have a clarified positioning on partnership and localisation.



An institutional framework will set out the organisation's approach to partnerships. It will include conditions of engagement in a partnership (ethics, data protection, etc.).



The support to the project's implementation teams (Tdh and partners) will be improved by strengthening skills and organisational capacities.

3.2 Acting on systems

Tdh works to strengthen systems that aim to ensure the respect of children's rights. Tdh supports the connection between communities that are the primary actors for child care and protection, and the public and private institutions and service providers. These dynamics are analysed with children and youth and other stakeholders through the realities experienced by children in their context.



Ambitions for 2024:



Tdh will support strengthening public services, and developing the capacities of service providers.



Tdh will foster and strengthen community engagement in child protection.



Tdh will act for the implementation of regulations, policies and norms for the respect of children's rights.

3.3 Humanitarian, development and peace Nexus

In complex contexts, humanitarian, development and peace-building challenges are intertwined. For Tdh, implementing a Nexus approach means that its three programmes provide a coherent approach and appropriate services to address these challenges and needs.

It allows, when relevant, to implement emergency and development interventions concurrently. The peace promotion component will be integrated more strategically by 2024, capitalising on experience and lessons learnt. While responding to emergency needs, Tdh is working to strengthen community-based networks that have been profoundly disrupted by the crises, to facilitate the reconstruction of people's access to services.



Ambitions for 2024:



Tdh will have consolidated its experience and know-how in complex / mixed contexts response and the implementation of activities combining programmes and expertise. It will focus on strengthening social cohesion, and on protecting children in contexts of high insecurity.



Tdh will have the capacity to respond rapidly to crises within 48 hours in countries where it is present and within 72 hours in other countries or areas of high insecurity.



Tdh will remain the Swiss reference in child protection in high insecurity areas and promote its work and methods to other actors involved in the humanitarian field.

3.4 Child and youth participation

The participation of children, young people and communities, is at the heart of our mission. Tdh is committed to empowering children to define what matters to them regarding the realisation of their rights, express their perceptions, and have their views taken into account. This involves creating the conditions for their meaningful engagement. This means also implementing opportunities for inclusive and ethical participation of all children, including more marginalised groups, such as girls in most countries, children and youth victims of violence, children and youth in migration contexts, in contact with the justice system or in conflict with the law and in humanitarian contexts.



Ambitions for 2024:



Tdh is committed to equipping children and youth with skills to become agents of change.



Tdh will design capacity development and empowerment activities.



Activities will enable children and youth to engage in action research and advocacy initiatives to defend and promote their rights.

3.5 Climate change

The magnitude and importance of climate change, environmental crises, increased climate-related disasters and their impacts on future generations are well acknowledged. Tdh is deeply concerned by the current and future crises linked to this situation and recognises the potential negative impact of activities on the environment. Facing up to it and taking action has become a priority.



Ambitions for 2024:



Tdh will join the Climate Action Accelerator initiative to learn from others and to promote best practices.



Environmental and climate dimensions will be further integrated and implemented in Tdh programmes.



Tdh has established an assessment of its environmental footprint at the organisational level and is implementing an action plan to reduce it.

3.6 Advocacy

Tdh encourages and accompanies the development and implementation of policies that guarantee children's rights and challenges systems and policies that lead to violations of rights.

Tdh will systematically seek to partner with actors who have duties and responsibilities in the implementation of children's rights. It will focus on positive or incentive advocacy based on evidence, and on participation & empowerment of children and young people so they can claim their rights and influence the processes and decisions that affect their lives.

Global priorities include children's right to a safe and healthy environment, including safe drinking water, and children's right to protection. Other increasingly important issues include the rights of children in the digital environment^[6] and engagement with the private sector to uphold children's rights.




Children's rights and the environment, including the right to water as a public good:


This new topic for Tdh will be based on field experience. Tdh will relay an activist approach to the climate and environmental emergency carried by the youth affected by it.


^[6] As per General Comment 25 from the Committee on the Rights of the Child



In addition, priorities have been defined for each of Tdh's programmes:

 **Health:** Tdh aims to promote access to digital health and the appropriate and ethical use of data to improve the quality of healthcare services in low and middle-income countries. Tdh will also advocate for increased engagement of international donors and governments on perinatal health and health system strengthening.

 **Migration:** Tdh promotes the protection and empowerment of children and youth affected by migration. Tdh will also advocate for access to safe, quality, and adapted essential services for young migrants and refugees along the migration routes and the issues of (re)integration and inclusion of young migrants and refugees to be adequately addressed. Tdh will continue supporting the implementation of the Global Compacts on Migration and on Refugees^[7] and will support advocacy actions initiated or carried out by organisations or groups of young migrants or refugees.

 **Justice:** Tdh's advocacy focuses on non-custodial measures, plural legal orders, and child-friendly justice. Their respective objectives are to reduce incarceration rates (especially in pre-trial detention), produce hybrid justice mechanisms, and promote the development of specialised jurisdictions.

Ambitions for 2024:



Tdh has contributed to recognising situations of violation of children's rights in health, migration and justice.



Tdh has taken a public stand on these issues in Switzerland, in its countries of activity, and at the global level, proposing changes in legal frameworks, public policies, and practices.



Tdh has strengthened its collaborations with the Terre des Hommes International Federation and Swiss actors and is active in networks.

^[7] Refugees and Migrants ([un.org](https://www.un.org))





4. Resources

4.1 Financing plan

The financing plan presents the financial perspectives by comparing the strategy with the economic reality. It ensures the viability of the Tdh business model. The financing plan is centred around the unrestricted funds – the income that Tdh can freely dispose of. They come from donations from the general public, philanthropy, legacies and administrative costs ('overheads') collected on donor funding contracts. They enable Tdh to ensure the functioning of the organisation, both at headquarters and in the field.

Tdh aims to expand private fundraising, especially in the German-speaking part of Switzerland. The fundraising strategy and the investments made should start to generate more unrestricted income from 2023. This will enable the delegations to strengthen the quality of their activities and continue to implement operating standards, particularly in terms of HR policies (health, training, etc.).

The operations department plans for controlled growth of activities, based on the search for funding. The headquarters will remain vigilant on the budget volume and make it evolve according to the available resources.

The year 2022 is expected to show a balanced budget. The results of the fundraising strategy and the efficiency gained at all levels of the organisation will allow Tdh to continue implementing sustainable projects to guarantee children's rights.

4.2 Human resources

Tdh employees are those who make our actions possible and are at the heart of our social mission.

Ambitions for 2024:



Building on a global workforce

Tdh considers the entire workforce as a wealth of expertise and potential. The HR policy reaffirms Tdh's commitment to hiring and developing a diverse, multinational, multicultural, and multidisciplinary workforce to serve its mission best. The organisation will have developed further global HR tools to identify talents and skills, to mobilise and retain its employees.



Prioritise learning and development

A significant investment in learning and development (L&D), responding to the needs expressed by the Operations and Support departments, will be undertaken progressively. By 2024, L&D will be accessible to all based on a global policy with a tailored approach for each delegation.



5. Ethics, quality and compliance

Tdh applies demanding norms and standards according to laws and regulations, to the requirements of donors and the ethical standards of the sector^[8]. It reinforces its quality and accountability approach by implementing the Core Humanitarian Standard (CHS). Tdh is aiming to achieve a validated self-assessment process by 2024, supported by an accredited entity.

Sensitivity to gender and diversity and addressing power inequalities to promote inclusion are cross-cutting throughout the organisation and its actions. The institutional policy on gender & diversity is in its implementation phase. By 2024, all intervention strategies and periodic analysis of programmatic results and project evaluations will incorporate a gender, diversity, and inclusion dimension based on solid data and analysis.

Key frameworks respond to ethical issues and requirements, enhancing the quality of operations:



Tdh's **Global Code of Conduct** consists of policies, guidelines, and procedures and applies to all employees, partners, volunteers and visitors involved in Tdh activities, explaining the behaviours expected from them.



Project Cycle Management, including a Monitoring, Evaluation, and Learning framework, is in place. Methods and tools for collecting and analysing project data are being developed and deployed.







Accountability to concerned people and communities, includes their participation, mechanisms such as collecting and responding to feedback and complaints, consideration of gender and diversity, as well as the environment and climate change. A global framework will be established and deployed by 2024.

^[8] As an example, Tdh, as a Swiss organisation, applies the ZEWO financial and administrative standard.

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



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