

Terre Des Hommes International Federation
Strategic Plan 2016 – 2020

Balbalika¹

Moving together

Validated by the General Assembly 2015

¹ “Balbalika” means child, young person in Nepali

The 1st socialization of the Strategic Plan took place at the MO TDHIF Asia meeting in Kathmandu, Nepal one week after its adoption by the TDHIF General Assembly. The title of the Strategic Plan was chosen by the participants from the region. This same regular meeting opened the consultation process at its meeting in Goa in July 2014.

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A. Achievements of the last plan

The strategic plan 2012-2014 approved at the General Assembly November 2011 comprised four objectives, 10 expected results and 27 performance measures.

The 2013 mid-term review re-considered the importance and/or the relevance of some elements of this plan and extended the plan to 2015. On this basis, the General Assembly requested for the IB and Secretariat to concentrate its leadership, energy and resources on objectives 2 (synergies) and 3 (advocacy) of the strategic plan². Several MOs highlighted that the issues of governance, accountability, elements of common visibility and opening-up should be tackled in the years to come (at latest during following strategic plan).

The period 2012 to 2015 is viewed as a period with a number of measurable results on synergies and common advocacy with acceleration in the last couple of year of this period.

- *Regional and country initiatives* for meaningful synergies have developed in different complementary ways.
- The *Destination Unknown Campaign* launched end of 2012 is proving to be relevant and all Member Organisations participate.
- The *humanitarian coordination* has known also major progress with reinforcement of funding, communication and operational synergies.
- TDHIFT³ has also been able to position itself and influence in *global areas* using the added value of being a Federation.
- Assets of the TDHIF include an evolution from a focus on operational assistance addressing the violation of rights (which is needed) to increasing the recognition as an expert *policy/advocacy partner on child rights* and on focused range of issues.
- TDHIF is increasingly getting more effective with advocacy being backed by *campaigns* in which the public can be actively involved (DU Campaign, Sweetie, Children-Win etc...).
- There is a gradual move from a Brussels agenda to a *European agenda* by making the “European advocacy level” work relevant for national contexts around the EU.

One successful mechanism for circulation of information, common strategic thinking and common actions has been the functioning of 7 working groups. Approximately 55 staff coming from all member organisations are part of these working groups coordinated by the International Secretariat.

A great achievement that needs to be recognised while being difficult to measure is the better understanding between MOs and the progressive building of trust between organisations and their staff. This shift, a prerequisite for collaboration, will be a foundation on which to further build the spirit and in culture across the Federation in this next exciting phase.

² Objective 2 - At end of 2015, TDHIF is running an effective joint campaign and, in addition, new synergies and/or activities have started (including the information flow regarding humanitarian interventions with large media coverage). Objective 3 – At end of 2015, TDHIF has gained in influence on stakeholders and on brand visibility on advocacy expertise issues.

³ The term ‘TDHIF’ used throughout the Strategic Plan comprises the entire federation including the secretariat and all member organisations

B. Challenges and opportunities in the field of 'Child Rights'

World leaders have set out a roadmap for human progress over the next 15 years as outlined in the Sustainable Development Goals (SDGs). These new global targets will drive investment and action in virtually every country, touching millions of lives. That is why it is vital that children everywhere are at the heart of the implementation of the new global agenda, the 2030 Sustainable Development Agenda.

The challenge for civil society organizations is to adapt to increase its role in helping humanity conduct the required economic, political, social and cultural transition in a fast changing environment. The challenge for Terre des Hommes is to adapt and play a relevant role on human rights, in particular children's rights.

Growing inequality affecting children disproportionately

The growing inequality is one of the biggest social, economic and political challenges of our time. Disadvantaged children are *the group that suffers most from this stark inequity*. There are many factors other than income inequality that affect children: geographical location, gender, caste and ethnicity also play significant roles. Equity is a complex issue, and different forms of inequality expose some children to higher risk of vulnerability than others. The "equity question" has become pivotal to the 2030 Sustainable Development Agenda; this is an opportunity. The implementation of the choices made will determine whether it delivers increased well-being – and even survival - for the world's most vulnerable children.

Environmental sustainability increasingly critical for the realization of children's rights

Climate change and environmental degradation are equity issues that undermine the rights of every child today and of the future generations, especially the most disadvantaged. Children must be included as stakeholders of policy, programs and investments in environmental sustainability. Children are both agents of change and future decision makers, entrepreneurs, consumers, teachers and parents that will steer on environmental sustainability. Enormous as it is, the fact that this challenge and its importance is so broadly recognized will create opportunities for alliances and joint initiatives.

Population dynamics, opportunities and risks for children

Population trends at the national and global levels – continued rapid population growth, population ageing, urbanization and migration including forced displacement – constitute important developmental challenges and opportunities. Furthermore, they influence the concerns and objectives that are at the top of the international and national development agendas. Population dynamics affect the whole environment in which children grow: economic development, employment, income distribution, poverty, social protection and pensions. They affect efforts to ensure universal access for children and their families to health, education, housing, sanitation, water, food and energy. They influence for today's generation but also for future generations the sustainability of cities and rural areas, environmental conditions and climate change. In addition, the linkages between population dynamics and development influence, and are influenced by, the realization of human rights and gender equality.

Digital revolution changing communication and behaviour

The interventions and models of action of Terre des Hommes will be increasingly under pressure with the development of internet platforms, direct donor contact with communities, the rise of social networks as powerful platforms for campaigning, the rapid circulation of information. We need to convert this dynamic from a threat to being an opportunity for positive change. For example,

important opportunities are offered in taking “views and opinions” of children and youth in their communities and feeding them in “Civil Society Generated Data” to measure and influence policy.

Taken the above points together, it is clear that the external context is complex. If the TDHIF is to be a reliable partner in the alliances we choose and have an impact beyond the actions of single member organizations we need to do better in working together and be perceived as a coherent, unified organization.

C. The internal environment

The internal environment of the TDHIF is complex. The MOs may not be so diverse geographically, but they are very diverse in terms of their internal structure, mission focus, operating models, culture, size and capacity. However, member organisations also have a lot of things in common. These include;

- A ambition to impact on the most vulnerable; primarily children
- A shared imperative to act with people and to passionately advocate truth to power
- The principle of humanity, acting in proximity and solidarity with children and communities
- A desire to retain our agility and avoid centralized bureaucratic organisation
- An integrity and thoughtfulness that means we speak about what we experience with people
- A modesty that acknowledges we are part of a bigger environment and need alliances to achieve our goals
- An ambition to take the next step in our organisational development benefiting from each other’s strengths and improving our professional practices.

There are differing views on how to balance direct engagement with our work with partners; the place of political engagement; a child versus community focus as well as other issues. We have made progress on having multiple MOs in the same countries, but we still have a tendency of imposing our internal complexity on settings that are already very complex; we have made progress on complementarity between MOs, but still have a good way to go.

While we call ourselves a federation, we are not yet living the dual citizenship that this implies. We all need to feel and act both as members of an MO and members of the federation we all share; tailored to our roles and the job we need to do.

In short, our challenge is to convert diversity into complementarity, so that our differences become our strength rather than our weakness. We must foster learning, synergy and positive competition to do the best for those we assist.

The starting point for building a stronger organisation will be to build on common, complementary competences and goals that will strengthen bonds between us. Any adjustment to our governance structures and ways of working will be based on added value to delivering common initiatives and not as goals in themselves.

D. Our long-term ambition

The **mission** of TDHIF is described in our international statutes as follows;

“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”.

Our **long-term ambition** as an federation is rooted in this core purpose and takes us further in agreeing how we will go about achieving it as follows;

Lead by our mission, the long-term ambition of the TDHIF is 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 will continue 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.

The TDHIF will continue to strengthen its position as a world renowned child rights and child protection organisation, valued for our interlinked humanitarian aid, rights based development, capacity building and advocacy work. We will be known for our proximity, integrity and for the impact we achieve for children, youth, their families and communities. Children and youth are the citizens of tomorrow and we must seek to educate them in the dynamics that drive poverty, suffering and abuse of rights, ensuring a continuation of solidarity between the fortunate and less fortunate. We will develop an external image that respects the diversity of the TDHIF while showing that we are single, committed and unified federation.

As a federation we will maximise the value of complementary approaches across the federation and will support and challenge each other in meeting the high quality standards we collectively set. Our organisation will remain agile and adaptable, working closely with partners, expanding through alliances and other means to improve our impact and influence.

The TDHIF secretariat will provide support to the member organisations, facilitating co-operation and mutual accountability between them. Equally the secretariat will be a catalyst enabling TDHIF leadership externally, engaging with and advocating to those with the resources and power of influence.

E. Strategic Priorities

The strategic priorities have been developed after substantial debate, discussion and feedback across the federation. They also take account of the evolving external environment and in particular the 2030 Sustainable Development Agenda. The driving force behind them has been to take the TDHIF long term ambition and identify areas of common focus that will **improve impact of the federation as a whole**, drawing on the strengths of the member organisations. The five main priorities are...

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

These priorities are closely connected and interdependent. Programmatic focus, boosting campaigning & advocacy and our in country collaboration serve to create a tighter way of working together that will drive impact. Sharing our expertise and knowledge will strengthen our mutual understanding and core capacities. In turn, the more cohesive ways of working and sharing will serve as a foundation for growing our influence and our collective resource generations.

These priorities are ambitious and it will be our people and not our papers that make things happen. Success will be achieved through proactive member engagement and leadership at all levels.

The following sections will expand on the main strategic priorities, describing the associated specific priorities.

Main Priority 1: Focus on our collective international work and common programmatic areas

This priority reflects the ambition to collaborate on programmatic work acknowledging that the context will change in the coming years and that nuance and adaption by the IB may be required.

Specific priorities

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

The following are those for which the majority of MOs have flagged as being of particular relevance and productive potential for collaboration at federation level:

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

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

While the programmatic areas in 1a refer specifically to children, it is important to acknowledge that the TDHIF seeks to achieve impact for children, youth and communities in line with our mission and long term vision.

The working environment will continue to shift and so these common programmatic areas may be nuanced and adapted by the IB during the implementation of the strategic plan. Furthermore, whilst 1a presents 'categories of children's needs' for the programmatic areas, in practice we will continue to recognize that the reality for children is more complex and interconnected than fitting within a single category.

Main Priority 2: Boost international campaigning and advocacy.

We have already had some success with international campaigning and advocacy, but we have an ambition to improve and further increase influence and impact.

Specific priorities

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

Main Priority 3: Invest in project country programmatic collaboration and cooperation

In order to improve impact we need to strengthen the collaboration and improve synergy both for our long/medium term projects and our humanitarian response.

Specific priorities

- 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

Main Priority 4: Share expertise, knowledge to improve complementarity and accountability

We have a wealth of experience across the federation and we have different ways of delivering programmes. We need to share and build greater complementarity to support and learn from each other and we need clearer benchmarks on which to measure the quality of our programmes and better align organisational systems.

Specific priorities

- 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 and reporting processes, enabling feedback and increasing coherence.

Main Priority 5: Grow our influence and resources

Our goals cannot be achieved alone and so increasing the strength of alliances and being creative in building a diverse membership of the TDHIF will be key to achieving impact beyond our own direct action. As we go forward we will continue to need a stable resourcing system to enable us to deliver the quality programmes.

Specific priorities

- 5a - Increase our external networks, engaging in selected alliances linked to common programmatic areas, increasing impact and influence
- 5b - Increase income and programmatic stability of MOs and International Secretariat 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

F. Delivering the plan

The following table presents the basic approach that will be taken towards implementing the specific priorities, the resources required and how we will measure success. While the focus is on how these initiatives will be launched and supervised from the governing levels, their success depends entirely on the energy, enthusiasm and engagement of MO and secretariat staff in creating the ideas and making things happen.

Strategic Priorities	Approach to implementation	Measures of Success
<p>1. Focus our collective international work and common programmatic areas</p> <p>1a - Build collaboration related to common programme areas of work.</p> <ul style="list-style-type: none"> • Child labour • Children in context of crisis, displacement and migration • Children affected and in danger of sexual exploitation <p>1b – Focus common programmatic areas and advocacy within the context of the child related Sustainable Development Goals (SDG)</p>	<p>1a - These common areas will serve as the main reference for anchoring international work in general and will be used for planning activities. While we aim for some stability and continuity, the selected areas may be adjusted by the IB during implementation to take account of changes in the external environment and other emerging opportunities.</p> <p>1b – As the 2030 Sustainable Development Agenda will be the overarching global framework for future development efforts, a common understanding and positioning will be developed in interest of further strengthening the common conceptual fundament of the TDHIF. Activities will include the analysis of the implications SDGs related to field and advocacy work and building common concepts and TDHIF positions for IB approval Bridge Child Rights to other sectors in SDG</p>	<p>1a) 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 (see 2b); 70% of IS work is related to the common programmatic areas with 45% of MOs participating; the number of jointly funded projects related to common programmatic areas.</p> <p>1b) Documented a common understanding of how to bridge CR to other sectors; created set of documents on agreed key “bridging issues”; TDHIF formally included in 2030 Sustainable Development Agenda for monitoring panels.</p>
<p>2. Boost international campaigning and</p>		

<p>advocacy.</p> <p>2a - Invest in co-owned/managed international campaigns 2016-2020 rooted in our project experience and identified collectively through agreed mechanisms</p> <p>2b - Invest in international positioning for common programmatic areas agreed as part of the strategic plan.</p> <p>2c - Design and implement a strategy for the use of a common visual identity for TDHIF</p>	<p>2a: The themes and action plans for International Campaigns will be prepared by the secretariat and/or MOs under guidance of the IB. Lessons will be learned from [in particular] the ‘Destination Unknown’, “Children WIN” and ‘Sweetie’ campaigns. Operational management for campaigns will be decided on a case by case basis, seeking to optimise the use of MO infrastructure and to ensure IS is able to focus energy on external engagement as far as is practical. International Campaigns will only be started upon approval of the GA and follow the existing and monitored project criteria and funding principles. In addition to international campaigns it is also crucial to proactively communicate on domestic campaigns with potential impact on other MOs.</p> <p>2b: International positioning will be mainly aligned to the common programme areas, but will also take account of other opportunities as they emerge. The SG will exercise judgement on responding signing up to calls for collective support from external organisations, but formal participation in processes requires the approval of the IB. The TDHIF will also proactively launch its own messaging and calls. This will be done by the SG or an MO leading on a theme, requiring IB approval when it falls outside of agreed frameworks</p> <p>2c. Developing a common visual identity is an ambitious target for TDHIF (to be used by the secretariat and all MOs). The IB will oversee the development of a framework/work plan for submission to the GA for approval. The IB will then supervise the implementation working with all MOs and the secretariat to ensure a smooth process.</p>	<p>2a) TDHIF always has at least one running international campaign with external funding, 100% active MO participation, demonstrating positive international impact.</p> <p>2b) 80% of international interventions in high level panels, citation of TDHIF documents/‘media-echo’ refer to programmatic areas and target key stakeholders;</p> <p>2c) framework for common visual identity approved and implemented</p>
<p>3. Invest in project country programmatic collaboration and cooperation</p>	<p>3a We will build upon and adapt what we have already started with</p>	<p>3a) framework for common</p>

<p>3a - Design and Implement common principles and rules for field collaboration</p> <p>3b - Establish pilots for common country and sectorial programming</p> <p>3c - Develop a common strategy for humanitarian action and systematically coordinate joint response, pooling competence and resources to ensure synergy of our action</p>	<p>field collaboration, moving from just ‘guidelines’ to ‘rules of the game’. Gains will be through programmatic collaboration, sharing infra-structure and more coordinated external representation. The technical work to ensure robust design must be done by program directors; the role of the IB will be to check coherence, support implementation and resolve issues that may arise.</p> <p>3b Head of programmes will be requested by the IB to develop detailed plans and to implement these pilots, consulting with project countries and encouraging bottom-up initiatives. The IB will endorse the proposals and will support implementation, dealing with any issues that are passed to them for resolution</p> <p>3c The strategy & framework for coordinated humanitarian response (including donor strategy) will be approved by the IB, but the content of this framework and the nature of implementation will be driven by the heads of programmes and the humanitarian working group. Communication across the federation will be key to support resourcing and to ensure full participation of all members within their capacity. The IB will supervise the effectiveness of agreements through the secretariat and take measures to further strengthen agreements as needed.</p>	<p>principles and rules for field cooperation approved and implemented</p> <p>3b) 3 pilots per year implemented and evaluated</p> <p>3c) Common strategy & operating system developed and monitoring framework implemented; positive evaluations of joint humanitarian responses.</p>
<p>4. Share expertise, knowledge to improve complementarity and accountability</p> <p>4a - Create and implement common TDHIF standards for governance and programme work.</p> <p>4b - Further develop specialized focal points on priority topics to lead public positioning, support research and promote innovation</p>	<p>4a Establishing quality standards (organisational, programmatic, ethical, etc.) and agreeing how we will track them will be a core tool for generating evidence-based discussions on our mutual performance. Standards will be developed with broad consultation under the oversight of the IB with the GA being involved for final approval. Any mechanisms to be used in case of non-compliance will be included in the framework. All MOs will then apply the standards and monitor their work feeding back to the IB through the secretariat. The IB will stimulate debate and feedback</p>	<p>4a) binding common standards are established, implemented, monitored and acted upon in case of non-compliance;</p> <p>4b) minimum 3 MOs are identified to lead focal topics and deliver services/support for other MOs/IS.</p> <p>4c)80% of MOs are involved and find value in the implementation of</p>

<p>4c - Build a framework for peer to peer exchange, support and learning</p> <p>4d - Align and, or interlink MO planning & reporting processes, enabling feedback and increasing coherence.</p>	<p>between MOs on the results with the aim of further improving standards.</p> <p>4b We will engage in systematic mapping of capacities across the federation that will serve to identify both areas of general support and specific capacities for leadership (from both larger and smaller MOs). Based on this mapping the IB will identify MOs that can act as specialised focal points for key themes, ratified by the GA. Focal Point MOs will lead on content and positioning for these topics providing a service to the federation. Where this requires federation investment, the continued resourcing will be linked to performance.</p> <p>4c Linked to the capacity mapping mentioned under 4b we will also develop a simple framework that can be used to guide how the IS and MOs can provide support to each other. In particular, this will be focussed on the relationship between bigger well-resourced MOs and smaller MOs recognising that both the large and the small bring their particular added value. It may also include mechanisms for mobility of staff between MOs. It is acknowledged that contributions will not be equal across MOs and we will need to reflect on process for dealing with this.</p> <p>4d Aligning planning process can be complex. We will first map how and when each MO does its planning & reporting. We will then use this information to define mechanism for feedback and identify MOs who will work more closely to increase synergy.</p>	<p>the agreed framework on peer2peer exchange and report improvement related to quality standard compliance.</p> <p>4d) All MO include relevant federal perspectives, activities and commitments in planning, monitoring and evaluation systems; 50% MO are actively interlinking their planning and reporting processes;</p>
<p>5. Grow our influence and resources</p> <p>5a - Increase our external networks, engaging in selected alliances linked to common programmatic areas, increasing impact and influence</p>	<p>5a Change will come through the actions of multiple actors and not just TDHIF so the ambition is to use our external alliances as force multipliers for our goals, increasing impact through a concerted approach. To maximise the relevance for all MOs, formal institutional alliance between the TDHIF and others will be centred</p>	<p>5a) number of new strategic alliances; (see also the indicator for 2b above)</p> <p>5b) number of successful joint funding applications;</p> <p>5c) new membership framework</p>

<p>5b - Increase income and programmatic stability through joint and coherent institutional fundraising efforts on common programmatic areas</p> <p>5c - Develop a strategic framework that will facilitate new diverse membership linked to increased funding and impact</p>	<p>on the common programmatic areas. Such alliances will be approved by the IB.</p> <p>5b To ensure alignment, avoid unnecessary competition and to take advantage of donors wanting to fund collective action, we will develop a framework for institutional fundraising (including multi-country initiatives) for IB approval. This will include fair and transparent processes that will be supervised by the IB through the IS, resolving conflicts if and when they arise</p> <p>5c While we will work a lot through alliances we will also look at ways of developing a more diverse membership of the TDHIF. We will explore this creatively, basing any expansion on added value; either in terms of programme impact or increased funding. The final framework will be approved by the GA and implemented under the IB.</p>	<p>agreed at GA 2016 and implemented from thereafter; number of new member organisations.</p>
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G. Resource requirements and prioritisation

This section provides high-level guidance to be deepened during annual planning processes. The anticipated areas of macro annual focus are as follows;

2016-2017: Further build internal collaboration, develop core frameworks/guidelines and further work on common funding

2017-2018: Accelerate investments in sharing expertise and knowledge

2018-2020: Accelerate the external alliance development and new membership strategy

Strategic Priorities	Annual prioritisation					Time allocation intensity for IS					Time allocat. intensity for MOs				
	2016	2017	2018	2019	2020	2016	2017	2018	2019	2020	2016	2017	2018	2019	2020
Main Priority 1: Focus on our collective international work and common programmatic areas															
1a - Build collaboration related to common programme areas of work.	■	■	■	■	■	■	■	■	■	■	WG	WG	■	■	WG
1.b. Focuss common programmatic areas and advocacy within the context of the child related SDG	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Main Priority 2: Boost international campaigning and advocacy.															
2a - Invest in co-owned/managed international campaigns 2016-2020	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2b - Invest in leading international positioning for common programmatic areas agreed as part of the	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2c - Design and implement a strategy for the use of a common visual identity for TdH	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Main Priority 3: Invest in project country programmatic collaboration and cooperation															
3a - Design and Implement common principles and rules for field collaboration	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
3b - Establish pilots for country common country and sectorial programming	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
3c - Systematically coordinate joint responses to humanitarian emergencies pooling competence and	■	■	■	■	■	■	■	■	■	■	WG	WG	WG	WG	WG
Main Priority 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	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
4c - Build a framework for peer to peer exchange, support and learning	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
4d - Align and, or interlink MO planning and reporting processes, enabling feedback and increasing	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Main Priority 5: Grow our influence and resources															
5a - Increase our external networks, engaging in selected alliances linked to common programmatic areas	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
5b - Increase income and programmatic stability through joint and coherent institutional fundraising efforts	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
5c - Develop a strategic framework that will facilitate new diverse membership linked to increased funding	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

■ = Intensive period in terms of resources (time) allocation
 ■ = Less intensive period in terms of resource allocation
 ■ = Continuous/intensified as needed

H. Governance and Internal Organisation

It is clear from the above section on implementation that there are some significant implications for the governance of the TDHIF in this strategic plan. While some of the following implies a strengthening of some TDHIF structures, it is noted that success will be defined by how these new powers are used in engaging with stakeholders and bringing them along rather than acting in isolation. It will be this engagement that builds trust and creates a strong TDHIF for the future.

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 MO commitments within it. The International Board will refer issues and make recommendations to the GA on decisions that fall outside of the board mandate.

The International Board (IB)

- The IB will be delegated strategic oversight by the GA. The IB will set priorities and will guide the implementation of the strategic plan, also ensuring that the resources are in place.
- The IB will have the responsibility for approving frameworks and policies or making recommendations to the GA as needed. Examples of specific IB responsibilities related to the strategic priorities include...

Main Priority 1 – Approving adjustments to the list of common programmatic areas

- Approving high level positioning papers fall outside agreed frameworks

Main Priority 2 – Approving international Federation campaign themes

- Recommending the framework for a common visual identity to the GA

Main Priority 3 – Approve frameworks/rules for in-country work

- Approve plans for piloting innovative collaborative projects
- Approving the framework for humanitarian response

Main Priority 4 – Making recommendation to the GA for TDHIF quality standards

- Appointing MOs as focal point leads
- Approving guideline for peer to peer support

Main Priority 5 – Approving formal alliances

- Agree guidelines/ principles for common funding applications
- Make recommendations to GA for new membership criteria /applications

- In addition to approvals the IB will have a role in overseeing the implementation of agreements, ensuring accountability and will need to be used as a forum to deal with conflicts and non-compliance should they arise.
- The IB will remain an elected body, but considering the scope of the above mentioned issues, the chair will be appointed by the IB itself rather than the GA. This will enable chairing duties to be shared and the chair selected to match the priorities of the IB.

Terre des Hommes

International Federation

- In order to avoid being overwhelmed with work the IB will need to delegate and empower executive platforms such as the international working groups.

Member Organisations (MOs)

- MOs will need to commit to a new way of working, relying more on each other, being committed to make agreements stick and to welcome critical feedback from peers in order to improve their work
- MOs will need to take leadership for selected international issues and be prepared to share with and support other MOs
- MO respect for and engagement with the IB will be crucial for success and vice versa.

International Secretariat (IS)

- The role of the secretariat and, in particular the Secretary General, will take an increasingly forward role in representation with the Secretary General being the main spokesperson for TDHIF externally. The Secretariat will be a centre point for coordinating/monitoring international work, supporting members, assisting in the leadership of projects (as agreed by the IB), scanning for new opportunities and gathering intelligence
- The secretariat will take the lead on providing a link between working groups and the IB, coordinating their planning and ensuring they have a mandate that enables them to deliver their objectives.

Working Groups

- In order to maintain a small secretariat and to build practical co-working and interdependency across the TDHIF, Working Groups will need to be further empowered to get things done. For most if not all of the priorities working groups will be a driving force for moving designing plans and overseeing their implementation.
- As we go forwards we will need to review the working groups and ensure they are mandated and constructed to be fit for the purpose of delivering this strategic plan.

At the commencement of the strategic plan minimal changes will be made to the formal governance (eg adjustment to enable the IB to elect the IB Chair). Additionally, all IB membership will be renewed through an election to ensure those that take on the responsibilities are fully supported by MOs via the GA. Further changes to the statutes may be considered before 2020 in order to formalise responsibilities further based on the experience accumulated. This will not take place before the second year of implementation in this regard.