

Listen Up!

Strategy 2023 - 2030



Lifting up children's voices in an evidence-informed approach to stopping child exploitation through systemic change

Created in 2022



**Terre des
Hommes**

STOP CHILD EXPLOITATION.

The Listen Up! strategy is one that has taken shape over several years. Built on research, analyses and work done in 2020 and 2021, the present strategy has been created in the period from May - October 2022. In addition to previous years' work and research, its content is built on the expertise, experience and aspirations of the staff of Terre des Hommes Netherlands, as informed by our work with partners in 23 countries. The inputs were gathered by the Strategy Development Team through 24 group consultations, six individual interviews, eight open meetings and continuous conversation. Most importantly, priorities in the strategy have been influenced by the opinions of 189 children and 53 youths (under 24 years old) from eight countries gathered through a survey from July - August 2022.

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Summary

CONTEXT

According to global estimates, 160 million children worldwide are being exploited for labour, while one in five girls and one in 13 boys have been victims of sexual exploitation or abuse before reaching the age of 18 (ILO & UNICEF, 2021, UNICEF, 2021a). Stopping the exploitation of children is an urgent issue, but progress on this is falling behind: In 2021 – the International Year for the Elimination of Child Labour – instances of child labour rose for the first time in two decades (UN, 2021).

OUR ROLE

TdH NL's mission is to protect **children by preventing and stopping child exploitation, and by empowering children to make their voices count**. While on this mission, we need to ensure that we are doing the best we can with the resources we have and that we stand by our beliefs.

There is a growing consensus on the need for international non-governmental organisations (INGOs) to move away from delivering services towards a focus on collaboration and solidarity in addressing the universal systemic issues of inequality through generating and supporting the transfer of knowledge, giving power of voice to local actors, and providing advocacy and networks to help solve key issues (Lawrence, 2018). This is a role TdH NL embraces.

It is our strategic ambition that by 2030, **Terre des Hommes Netherlands is a catalyst for systemic change to stop child exploitation. We do this by empowering children and their communities, connecting them with those who have power to enact change, and utilising our knowledge and expertise to co-create sustainable, evidence-based solutions**.

In the coming seven years we will develop and position our organisation to sustainably address the root causes of child exploitation. Only by changing the systems that enable and drive child exploitation can

we realise our vision: **that children can flourish in a world free of all forms of exploitation**.

CATALYSING SYSTEMIC CHANGE

As we seek to ensure we are effective and relevant through our role, position and use of resources, TdH NL has made a number of strategic choices. These will give direction to our organisation in the years to come¹:

- 1 We will create systemic change by establishing thematic programmes. This allows us to consolidate our resources and seek evidenced-based solutions for preventing and stopping child exploitation.
- 2 We will increase our focus on research, learning and advocacy.
- 3 We will commit to local partnerships and the promotion of local leadership and ownership.
- 4 We will continue our collaborative and multi-stakeholder approach, thereby bringing others along in our efforts.
- 5 We will prioritise where we work based on where we can add the most value and contribute to systemic change while upholding our values and core principles.
- 6 We will seek to further decentralised decision-making in our organisation and ensure inclusive representation at the highest levels of decision-making.
- 7 We will keep our global staff size below 200 people and develop agility as an organisation.
- 8 We will prioritise our own Theory of Change (ToC) and strategy rather than funder priorities when choosing the projects and programmes we engage in.

¹ This list is not numbered in order of importance, but rather in order on which the choices build on each other.



In alignment with our strategic choices, we have set out eight strategic goals that will enable us to realise our strategic ambition while becoming a bold, human-centred, responsible and playful organisation.

GOAL 1 - Accountable partnerships

TdH NL engages in meaningful partnerships that always remain accountable to children and communities.

GOAL 2 - Valuing our people

TdH NL is an inclusive place where passionate people love to contribute.

GOAL 3 - Child participation

Children are empowered to participate in building and sharing knowledge on child exploitation.

GOAL 4 - Insight

TdH NL uses an intersectional approach to generate new insight into what works to prevent or stop child exploitation.

GOAL 5 - Influential expertise

TdH NL is an influential expert organisation that expands knowledge on child exploitation, how to prevent and respond to it.

GOAL 6 - Action

TdH NL supports the implementation of evidence-based, scalable and sustainable programmes to stop child exploitation in a systemic way.

GOAL 7 - Advocacy

TdH NL engages in evidence-based advocacy with and for children at local, national, regional and international levels to prevent and stop child exploitation.

GOAL 8 - Resource mobilisation

Terre des Hommes Netherlands has sustainable financing and is able to deliver our work in line with strategic ambitions through a healthy and diversified funding portfolio.

As we move forward with our strategy, we will always seek to remain relevant and focused, and to welcome change that will enable us to better protect and empower children.

Who are we?

Terre des Hommes Netherlands (TdH NL) is an international non-governmental organisation (INGO) committed to stopping child exploitation. Since 1965, TdH NL has protected children around the world from violence, harmful labour, trafficking, sexual exploitation, malnutrition and health issues.

Who is a child?



As a child rights organisation, TdH NL is guided by the UN Convention on the Rights of the Child (UNCRC). In light of this Convention, **we consider anyone under the age of 18 years to be a child**. While this definition applies to our work in any country, we recognise that various concepts of children and childhood exist around the world, and we take local knowledge, norms and context into consideration to design meaningful programmes.

Youth, defined as those aged up to 24 years (UN, 2018) are included in our programmes where contextually or otherwise relevant. This may include working with young advocates who were exploited as children, maintaining engagement with children after they turn 18 or where there is a duty of continuity of care. However, they are not our primary target population.

Over the years we have built up a strong and committed network of partners globally who have joined us in the fight against child exploitation. From direct immediate aid to successful lobby and advocacy campaigns, we have developed a strong track record in supporting vulnerable children, families and communities.

Since our beginning, we have received support from a loyal and committed donor base that trusts us to deliver in both development contexts and in humanitarian crises. We have moved with the times, evolving from a purely humanitarian organisation focused on immediate needs, to one focused on tackling the underlying causes of child exploitation to deliver systemic change. The goal of our work does not change, which is to empower children who have been exploited and to ensure that others, now and in the future, do not suffer the same violations of their rights.

As of 2022, TdH NL operates and implements our work through nine country offices in Africa and Asia, two regional offices located in Kenya and Cambodia and our office in The Netherlands. Per August 2022 we have projects in 23 countries, implemented in collaboration with partners. In addition to our country-based work, we are engaged in international advocacy at regional and global levels through our different initiatives.

TdH NL is a member of the Terre des Hommes International Federation (TDHIF), a network of nine organisations working for the rights of children and to promote equitable development. TDHIF holds a consultative status with the United Nations (UN), International Labour Organization and the Council of Europe. TDHIF is a member of the Joining Forces Alliance, through which the six largest child-focused INGOs in the world aim to use their collective power to accelerate change, secure children their rights and end violence against them.

² As of 2022, TdH NL has country offices in Bangladesh, Cambodia, Ethiopia, India, Kenya, Madagascar, the Philippines, United Republic of Tanzania and Uganda. Our previous offices in South America were closed in 2015 in order to focus resources on the fight against child exploitation in Africa and Asia. However, we have continued engagement in South America through the Down to Zero Alliance. See: <https://www.terredeshommes.nl/en/programs/down-to-zero>.

³ Afghanistan, Bangladesh, Burkina Faso, Cambodia, Ethiopia, Hungary, India, Switzerland, Jordan, Kenya, Lebanon, Madagascar, Mali, Moldova, the Philippines, Poland, Romania, Slovakia, Syrian Arab Republic, United Republic of Tanzania, Ukraine, Uganda, Vietnam.

⁴ ChildFund Alliance, Plan International, Save the Children International, SOS Children's Villages International, TDHIF and World Vision International. See: <https://joining-forces.org>

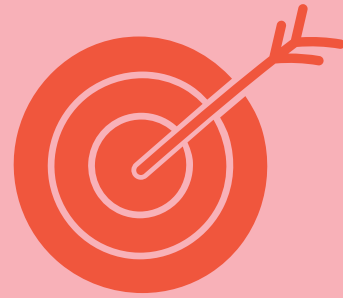
What change do we seek?

The ToC (2022) of TdH NL is our guiding document. It sets out the vision and mission of TdH NL, along with the outcomes we seek to achieve in order to fulfil our mission.



OUR VISION

Children can flourish in a world free of all forms of exploitation.



OUR MISSION

Protect children by preventing and stopping child exploitation. And by empowering children to make their voices count.

In executing our mission we seek to address root causes of exploitation and to create scalable, evidence-based solutions and systemic change rather than one-off remedies. To this end, we will work towards the achievement of **four outcomes**, which we believe together will create the world we aspire to.

Outcome 1

I feel safe and my voice is heard: Children are empowered, have access to and utilise spaces where they feel safe and their voices are heard.

Outcome 2

My environment values and protects me:

Communities address sociocultural norms and other factors leading to child exploitation, and put in place structures that support children to be heard and protected from exploitation.

Outcome 3

My country takes action to stop child exploitation:

Duty bearers actively create spaces where children can be heard and contribute to coordinated action that prevents and responds to exploitation of children.

Outcome 4

My rights are taken seriously: Professional bodies, intergovernmental organisations and human rights accountability mechanisms ensure that duty bearers effectively fulfil their commitments and obligations to protect children from exploitation and take their voices into account in all matters affecting them.

WHAT IS SYSTEMIC CHANGE?

Systemic change captures the idea of addressing the root causes, rather than the symptoms, of a societal issue by taking a holistic (or 'systemic') view. Systemic change generally requires adjustment or transformation of the policies, practices, power dynamics, social norms or mindsets that underlie the societal issue at stake. It often involves the collaboration of a diverse set of actors and can take place on a local, national or international level (Ashoka, Catalyst 2030, Echoing Green, Schwab Foundation and the Skoll Foundation, 2021).



Why is what we do important?

“There are adults that talk to teenage girls... they bother them. They tell them they have ‘work’ for them if they want work. [These are some of the] different things I have seen online”

(Teenage girl, Bolivia, 2022) (Meurens, 2022)

OUR TRACK RECORD:

Issues of child exploitation that TdH NL has worked on include child labour (including the involvement of children in harmful or hazardous work), sexual exploitation of children (SEC), online child sexual exploitation (OSEC), sexual exploitation of children in travel and tourism (SECTT), trafficking of children (for the purpose of exploitation) and harmful practices such as early marriage for the benefit of some, at the expense of children.

CHILD EXPLOITATION IN THE WORLD

The United Nations Convention on the Rights of the Child (UNCRC) is the legal framework for the protection of children's rights worldwide. States party to the convention must ensure that children are protected from all forms of exploitation (Convention on the Rights of the Child, 1989). Despite the fact that 196 states have ratified the UNCRC, child exploitation remains a widespread issue. According to 2020 estimates, 160 million children worldwide - roughly 63 million girls and 97 million boys - are being exploited for labour (ILO & UNICEF, 2021). Out of these, over 79 million are involved in hazardous work, an increasing number of whom are young children aged 5 - 11 years (UNICEF, 2021b). Globally, one in five girls and one in 13 boys have been victims of sexual exploitation or abuse before reaching the age of 18 (UNICEF, 2021a).

In the face of rapid technological advances and growing digitalisation, new generations of children are growing up in an online environment where they face new risks. A global survey found that 54% of young people reported having experienced online sexual harms, such as being asked something sexually explicit or sent sexually explicit content, when they were under 18 (Economist Impact & We Protect Global Alliance, 2022).

Every year, events such as armed conflicts, droughts, floods and earthquakes trigger humanitarian crises in different parts of the world, exposing thousands of children to all forms of exploitation. Currently, 302 million people worldwide need humanitarian assistance, half of whom are children (OCHA, 2022). Climate change is likely to exacerbate these situations, with rising temperatures and ocean levels

WHAT IS CHILD EXPLOITATION?

Although there are many references to the term 'child exploitation' by the UN and the INGO community, there is no specific definition of the term in any international or regional standards. In the absence of an internationally agreed definition of the term 'child exploitation', different organisations have developed their own definitions.

TdH NL defines child exploitation as:

'an individual, group or organisation taking advantage of an imbalance of power to get a child to engage in activities that are detrimental to the child's wellbeing and development, and from which the alleged perpetrator(s) and/or third party(ies) gain some advantage.'

Child exploitation includes sexual exploitation, the recruitment and involvement of children in armed conflict, the use of children for criminal activities, the involvement of children in harmful or hazardous work, child marriage, child organ harvesting, sale of children and using children for radicalisation purposes.

Child exploitation is a form of genderbased violence, as gender norms shape the manifestation of the violence and the risks of victimisation (Bott, 2020). Beyond gender, children constitute a diverse group, and therefore, all potential intersecting factors of vulnerability need to be accounted for as they compound the risk of child exploitation. Intersecting factors include age, sexuality, disability and religious beliefs in addition to gender.

“In the society of my country, only children from the nobility can be heard. We need to be heard too”

(Cambodian teenage girl, Your views on the Future Survey 2022)

expected to cause mass displacement, more frequent extreme weather and increased conflict (Bindi, 2018).

Aside from the harsh reality of the numbers of victims of child exploitation, challenges arise for children who are raising their voices and taking action to address critical global concerns, including exploitation. Young people frequently encounter resistance from persons in power because their involvement is viewed as immature. They are also threatened by a troubling global trend of dwindling civic space and decreasing access to safe public spaces, which further limits children's civic rights and freedoms (Plan International, 2021).

CURRENT ACTION TOWARDS PROTECTING CHILDREN FROM EXPLOITATION

The United Nations 2030 Agenda for Sustainable Development Goals (SDGs) has prioritised the strong commitment of states to secure a bright future for the world's children. The SDGs include ending violence, exploitation and abuse of children, achieving gender equality, addressing childhood poverty, and providing an education for all (UN, 2015). Part of this is fulfilling

children's rights by placing prerequisites on reaching those who are most disadvantaged.

However, progress on achieving the 2030 agenda is lagging behind. The COVID-19 pandemic has wreaked havoc on children's well-being and has set progress back by years, possibly decades. To illustrate, in 2021 - the International Year for the Elimination of Child Labour - instances of child labour rose for the first time in two decades (UN, 2021). Additionally, the prevalence of online sexual exploitation of children (OSEC) exploded in 2021, with unprecedented increases in reported cases of grooming, child sexual abuse materials (CSAM), sextortion and other abuse and exploitation (Meurens, Notté, 2022).

In such a context, it is all the more important that those with the power to enact change to protect children from exploitation can come together to do so. With the Listen Up! strategy, TdH NL seeks to accelerate progress on ending child exploitation by building coalitions, expanding knowledge and influencing systemic change.

“Now I even have to work much harder since COVID-19 has worsened our situation financially... I am able to earn around 2500 shillings [€ 1] if I work hard for a whole day with my parents or by myself at people's coffee farms”

(Pre-teen boy, Uganda, 2021) (Ochen, 2021)

What are the priorities of children?

In the development of the Listen Up! strategy, we sought the views, priorities and advice of children using the Your Views on The Future Survey 2022.

“Listening to children will make work with children easier because you will know that the child is in trouble and now they need help”

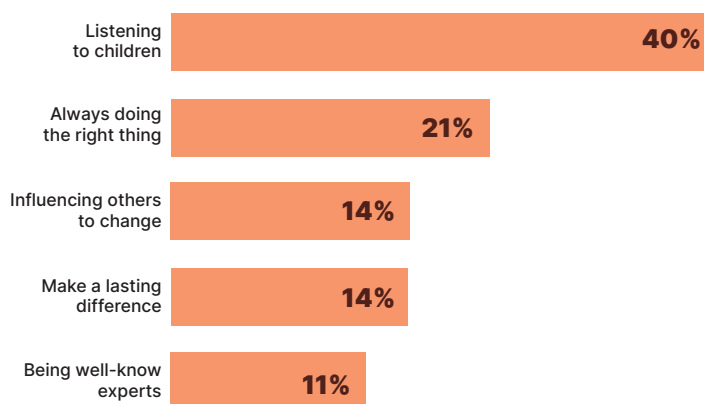
(Cambodian teenage girl, Your Views on the Future Survey 2022)

SURVEY DETAILS AND RESPONDENT DEMOGRAPHICS:

- The survey was designed to be child-friendly and was translated into **nine languages**.
- Responses came from children in **eight countries**: Cambodia, Bangladesh, Madagascar, Ethiopia, Philippines, India, Kenya and Uganda.
- There were **250 participants** in the survey: 189 children (7 - 18 years) and 53 youths (19 - 24 years old). Analysis focused on child respondents.
- Among participating children, **71%** identify as she/her (female), **27%** as he/him (male), and **1%** (n=4) as they/them. This is similar to the percentage of girls (65%) who directly benefited from TdH NL services in 2021 (TdH NL, 2022). This emphasis on girls reflects the gendered nature of child exploitation.
- The prevalence of disability among children was **19%**. 11% had trouble with vision, **10%** had multiple impairments and **7%** had difficulty with cognitive functions like learning, concentrating and remembering things. It is not surprising that the prevalence of disability among children connected to TdH NL is higher than population level estimates of disability, which is around **15%** (WHO, 2011). This is because children with intellectual and learning disabilities are especially at risk of exploitation (Jones, 2012; Reid, 2018).

When asked to rank a series of characteristics, **two out of every three children surveyed said that ‘listening to children’ is the most important quality of a children’s organisation**. Younger children described being cared for and loved by child-centred organisations as most important to them, whilst teenagers emphasised the importance of the practices of *listening to*, *understanding* and *prioritising children*. In general, children associated ‘putting children in the centre’ with child participation.

WHAT CHILDREN THINK IS IMPORTANT



In the words of a teenage girl from Ethiopia, ‘the way we listen to children affects their lives’. Some suggestions for ways that children’s voices can be heard by adults included activities such as ‘giving children a platform to speak up’, ‘through play, children’s courts and counselling’, songs and ‘children’s events’. Children also advised that seeking and ‘valuing their opinions’ would help people who work with children to ‘learn what is good for children’. Some mentioned ‘reaching out to children’ through parents/families, education or social media.

WHAT IS INFLUENTIAL?

Influence means being able to create change in indirect or intangible ways. For TdH NL to be 'influential' means that we are able to use our knowledge and position to bring about change.

This is generally done through lobbying, advocacy or other influencing strategies, but can also come about indirectly.

When asked to give advice to people who work with children, they said 'be patient' and 'take time to get to know and understand us'. Be 'calm', use 'kind words' and build 'trusting', 'caring' and 'friendly' relationships. These might seem obvious, but for children who have been exploited or those growing up with the odds stacked against them, having trusting relationships is essential.

Children prioritised integrity, or 'always doing the right thing', as the second most important aspect of a children's organisation. This finding was consistent when age, sex and country of respondents was controlled for.

How children valued the importance of being influential and sustainable was less consistent across demographics than those of 'listening to children' and 'doing the right thing'. For example, girls cared more about influencing change, while teenagers (14-18 years), young adults (19 - 24 years old) and boys prioritised sustainability.

'Being well-known experts' was the lowest priority for children. Acting with integrity, being influential and sustainable were significantly more important to children than expertise.

In accordance with children's views, this strategy prioritises 'putting children at the centre' through child empowerment and child participation. Like children, TdH NL also values integrity, which we have focused on in our strategic framework. Finally, we seek to become an influential organisation that uses evidence and knowledge to influence and create sustainable change.

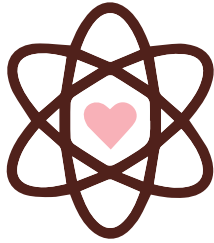
"Listening to children is most important because listening to children makes them feel special and loved and feel happy. My advice is to care for all children who are in bad situations and have no homes"

(Ugandan pre-teen girl, Your Views on the Future Survey 2022)

What guides us?

“[Putting children at the centre means] to raise children’s self-confidence so they can raise their voices against injustice”

(Indian pre-teenage boy, Your views on the Future Survey 2022)



VALUES

The values of TdH NL have been redefined in 2022 as part of a wider strategy and rebranding process. Our values reflect our identity as an organisation, how we want to behave towards each other and others, and how we want others to see us. These values are:

HUMAN-CENTRED

Connect with people through the heart. Value and respect every voice. Collaborate and co-create. Embrace the joy of contributing together with real passion.

BOLD

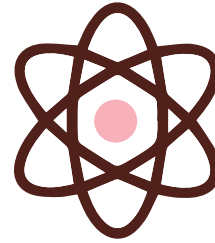
Push boundaries to achieve the mission. Dare to step up. Be enterprising. Learn from mistakes and celebrate successes.

RESPONSIBLE

Don't look away. Contribute pro-actively because there's much to be done. Be transparent. Use your talents to make the necessary changes happen.

PLAYFUL

In difficult circumstances, play and humour can bring hope and joy. Use your playfulness and creativity to find solutions.



CORE PRINCIPLES

In 2022, TdH NL identified five core principles that are at the foundation of our organisation. Every plan we make and action we take should uphold our core principles, which are equally important and interdependent. For more information, see the document Core Principles of Terre des Hommes Netherlands.

CHILDREN AT THE CENTRE

Children have the right to be heard in all matters affecting them and are important change agents in the fight against exploitation. We uphold the principles of child participation and engage with children across the spectrum of our work and in the entire organisation, whilst also ensuring their well-being is prioritised. We particularly seek to reach those children who, through their intersectional characteristics, are most vulnerable.

Child safeguarding is the responsibility of everyone in our organisation. Above all else we abide by the principle of 'do no harm'. The best interests of children are at the heart of every decision we make.

WHAT IS INTERSECTIONALITY?

Intersectionality is a theoretical framework that helps us think about overlapping or intersecting factors that can be empowering or oppressive. Over the past three decades the concept of intersectionality has broadened from considering the compounded oppression of gender and race to a limitless set of factors, including socioeconomic class, age, sexual orientation and disability.

‘The impact we make on children and society should last for many years to make a sustainable difference’

(Kenyan teenage girl, Your Views on the Future Survey 2022).

SAFETY & WELLBEING

We take a trauma-informed approach to our work, recognising that many of those we work with may have experienced trauma that continues to impact their lives. Similarly, our own staff may have experienced trauma, or may be subject to secondary trauma through their work. In order to best serve the children we work for, the safety and wellbeing of our own staff and the people we work with and for is also important.

TdH NL attaches great importance to integrity. We follow our values and behavioural codes, and have functioning integrity systems in case concerns arise from either children, staff, partners or members of the public.

INTERSECTIONALITY & POWER AWARENESS

Intersectionality is a theoretical framework that helps us think about overlapping or intersecting factors that can be empowering or oppressive (Crenshaw, 1990). In a world of structural injustice and inequality, we proactively and continually assess and analyse how our organisational processes and structures

contribute to power imbalances. As part of this principle, we pay special attention to the compounding disempowerment of children because of their gender, disability and/or placement in alternative care.

Meaningful and strategic partnerships
We recognise that realising our vision is not something we can achieve on our own. TdH NL takes a broad view on partnerships, remaining open to opportunities to engage with any actor that can add value to our work and goals while sharing our core principles. We emphasise ‘meaningful’ partnerships because we want to engage in partnerships where each partner brings their own unique value, and where that value is recognised by all.

SUSTAINABILITY

We strive to be an organisation that promotes and achieves sustainability - socially, environmentally and financially. Our work contributes to the achievement of the Sustainable Development Goals, in particular Goals 5 (Gender Equality), 8 (Decent Work and Economic Growth), 16 (Peace, Justice and Strong Institutions) and 17 (Partnerships for the Goals).

‘I’ve been harassed by the police, rescued from the streets and bailed out of a jail cell... For me the most important quality of a children’s organisation is that they didn’t turn their back on me. They don’t discriminate against anyone because of gender, race, ethnicity or disability’
(Kenyan pre-teen boy, Your views on the Future Survey 2022)

How will we realise change?

The global context of child exploitation makes it evident that this is an urgent issue that needs great attention. As an organisation, we need to determine how we can most efficiently use the resources available to us to realise the most significant change. Economic development, shifting power dynamics and the agenda for localisation of development and humanitarian work requires INGOs to reassess how best they can add value in a rapidly changing world. Accordingly, we have critically engaged with some fundamental questions.

WHY ARE WE NEEDED?

Are we doing the right things? Are we doing the best we can with the resources we have? Can we transform the way we are set up to more effectively achieve our goals? (Adapted from Bond, 2016)

There is a growing consensus on the need for INGOs to move away from delivering services directly towards a focus on collaboration and solidarity in addressing the universal systemic issues of inequality, missing access to rights and lack of economic opportunity. INGOs should be generating and supporting the transfer of knowledge, giving power of voice to local actors and providing advocacy and networks to help solve key issues (Lawrence, 2018).

OUR STRATEGIC CHOICES

The Speak Up! strategy embraces the ideas and discussions on the changing role of INGOs. As we move forward, TdH NL must be able to adapt in the face of current and future changes to the surrounding context, which influences the prevalence and forms of child exploitation issues.

Accordingly, our strategy is founded on a number of strategic choices. In making these choices we are also determining the directions we will not take. These choices have fundamental implications for the future on how we work, organise and communicate. Over the coming years we will build on our current work and strengths, while establishing the structure, workflow processes and culture at TdH NL that will allow us to deliver on this strategy.

1 We will create systemic change through thematic programmes

In line with the 2022 TdH NL ToC, we will aim to create systemic change that addresses the root causes of child exploitation. To bring about this ambition, we will establish cohesive issue-based thematic programmes. These thematic programmes will focus on a specific issue or setting of child exploitation and build interventions, partnerships, knowledge and influence to bring about changes to the root causes of these issues. Within each programme we will research effective combinations of activities for realising change that can be replicated and scaled (models).

OUR STRATEGIC CHOICES⁵:

1. We will create systemic change through thematic programmes
2. We will increase our focus on research, learning and advocacy
3. We will commit to local partnerships and the promotion of local leadership and ownership
4. We will continue our collaborative and multi-stakeholder approach
5. We will prioritise where we work based on the issues we work on
6. We will seek to further decentralised decision-making in our organisation and ensure inclusive representation at the highest levels of decision-making
7. We will maintain our size and develop agility
8. We will prioritise our own Theory of Change (ToC) and strategy

All new projects and programmes will fall under one of our thematic programmes. The projects and/or programmes that are developed under the thematic programmes may look different, applying different combinations of implementation strategies as set out in the TdH NL ToC. Common to them all should be that they contribute to the overall programme objectives, and in turn to our organisational goals. This alignment is critical and central to all our work, across all partners and offices globally.

For more details, see annex 5.

2 We will increase our focus on research, learning and advocacy

TdH NL has a strong track record in realising change through lobbying and advocacy. To be able to

⁵ This list is not numbered in order of importance, but rather the order in which the choices build on each other.

continue doing effective advocacy work, we find it essential that more information and knowledge on child exploitation is made available. For this, we need research to discover the true realities of child exploitation and the effectiveness of the approaches to address them. Therefore, in the years to come we will dedicate a key part of our work to research, learning and knowledge sharing.

Using the knowledge we gain, we will seek to influence power holders, including communities, governments, private sector actors, media and other organisations, to create change in the systems that enable and perpetuate child exploitation. We will also advocate with institutional donors for them to prioritise funding organisations that work to address child exploitation issues and adopt funding practices that enable organisations to work on systemic change.

3 We will commit to local partnerships and the promotion of local leadership and ownership

Ingrained in our way of thinking and working is a commitment to partnerships with local organisations in the areas where we work. This allows us to combine our strength and technical knowledge with our partners' contextual expertise and connection with children and communities to create effective community-based projects. We recognise and seek to address the power imbalance that exists between our Dutch-based international organisation and local civil society organisations in low- and middle-income countries. We will increasingly focus on creating more equal partnerships and empowering children, communities and our partners. We recognise that support of local leadership and ownership must include a transfer of resources and decision-making power.

4 We will continue our collaborative and multi-stakeholder approach

Our ToC involves a wide variety of stakeholders, and recognises that our mission, vision and outcomes can only be achieved as a result of long-term collaborative efforts. Eradicating exploitation requires the mobilisation and involvement of many different contributors, and often the contributors to the problem also hold the key to the solution.

Our track record shows considerable experience with successful consortia of like-minded organisations as well as multi-stakeholder coalitions. This includes national-level networks and partnerships with state service providers ranging from social services to

law enforcement and justice, as well as engagement and collaboration with private sector actors. From 2023 - 2030 we will build on this track record to engage in multi-stakeholder partnerships, coalitions and networks, in line with how we see our role and strength as an INGO. Co-designing solutions that can be replicated by others and influencing others to create change are key components of our strategy.

5 We will prioritise where we work based on the issues we work on

Up until 2022, TdH NL has implemented programmes and stand-alone projects designed around four specific themes: 1) the worst forms of child labour, 2) child trafficking and migration, 3) sexual exploitation of children and 4) child abuse/sexual and reproductive health and rights. We will no longer work exclusively on these specific themes.

Moving forward, the issues we choose to work on will determine where we work. Prioritisation of which issues we select, and thus where we work, will be guided by the following criteria:

- We will prioritise working on issues that affect a considerable number of children globally, and where the issue is not prioritised by other actors or the most vulnerable children are excluded from existing initiatives.
- We will work on issues where we see potential for TdH NL to make a meaningful contribution towards systemic change.
- We must have or be able to acquire the capacities and knowledge needed to safely intervene.
- We must have or be able to find the right partners.
- We must be able to uphold our core principles.
- When moving into a new geographic area that cannot be managed from existing offices, the strategic benefit must outweigh the operational costs. This must be based on a thorough assessment and approved by the TdH NL Executive Team.

With this strategy we will not make any immediate changes to the geographic location of our offices. However we may change or expand our geographical reach in the future based on the criteria above.

As a Dutch-founded and Dutch-based organisation that has received significant support from individual volunteers and donors in The Netherlands since our very beginning, we will also ensure our work is relevant in the EU and The Netherlands.

6 We will seek to further decentralised decision-making in our organisation and ensure inclusive representation at the highest levels of decision-making

We believe that decisions should be made by those who are best informed to make them and who will be directly affected by them. Accordingly, we seek to deliver on this strategic choice by further decentralising decision-making in our organisation. This means enabling staff at different levels and in all locations to make decisions that they are capable of making and can be accountable for. Doing so requires us to strengthen our internal systems and policies to have clarity on levels of responsibility and decision-making power. Successful decentralisation of decision-making will strengthen the agility of the organisation.

As we continue to look at our role as a Dutch-based INGO, in the coming years we will also seek to determine how TdH NL should be shaped and organised globally in order to be inclusive at all levels of decision-making, remain relevant and add value.

7 We will maintain our size and develop agility

The size of our organisation allows us to be agile in our way of working, and to welcome new ideas and approaches. Agility is key to remaining relevant and effective in a rapidly changing world. However, TdH NL is currently not an agile organisation due to constraints in the structure and processes in place. With the Listen Up! strategy, TdH NL will put in place the people, processes and systems that enables the organisation to become agile, and to deliver on the strategy in a manner that makes the best use of our resources. In 2022 and early 2023, the strategy will therefore inform the development of a revised organisational structure that is fit for purpose. Where needed, new systems and processes will be developed to enable this structure to function effectively and address existing challenges and bottlenecks.

In the coming years we need room for the expansion of capacities in the organisation to deliver on this

strategy, and we will seek to grow the financial resources of the organisation. However, in terms of the size of our staff pool, we do not set out to substantially grow our organisation in the coming seven years, and seek to maintain a global organisation of less than 200 people. We value being an organisation where “everyone can know everyone,” and one that can develop and maintain easy communication lines and agility. We can achieve our ambitions with a staff size similar to our current one by consolidating our resources through focusing on thematic programmes and increasing the efficiency of our processes.

8 We will prioritise our own Theory of Change (ToC) and strategy

In the late 2010s and early 2020s, the work of TdH NL has been income-oriented, with the programme and project portfolio of the organisation reflecting donor priorities and funding opportunities. This has resulted in a widely spread portfolio of separate projects and programmes, which dilutes our resources and focus. To be an efficient organisation in terms of both the use of our resources and the realising the changes we seek, we therefore need to change our approach.

Moving forward, the focus of our work will be guided by the 2022 ToC and this strategy. Programmes and projects that we prioritise will first be co-designed with partners based on research, before we seek funding for their implementation. Knowledge gained through research, co-design, resource mobilisation and co-implementation is used to improve these processes in the future (see annex 8: TdH NL process model). In combination with the other strategic choices made, this ensures that we dedicate our resources to doing focused and impactful work that can create systemic change.

Core to this strategy is our strategic framework. This framework will guide our planning in the years ahead and push TdH NL to keep an eye on the future while building an effective organisation that is fit to deliver on our mission.

“It is important for me to have a hold in the future to provide change not only to the current generation but also to the next”
(Filipina teenage girl, Your Views on the Future Survey 2022)

‘Listening and loving children helps them be happy and healthy so care for all children regardless of where they come from’

(Ugandan young girl, Your Views on the Future Survey 2022).

OUR STRATEGIC AMBITION

By 2030, Terre des Hommes Netherlands is a catalyst for systemic change to stop child exploitation. We do this by empowering children and their communities, connecting them with those who have power to enact change, and utilising our knowledge and expertise to co-create sustainable, evidence-based solutions.

OUR STRATEGIC FRAMEWORK

In order to capture our ambitions and goals for the coming seven years, and keeping in mind our core principles and strategic choices, we have designed a strategic framework. This framework consists of: one overall strategic ambition, three goal areas, eight strategic goals, and 43 objectives and intermediate objectives.

The 43 objectives and intermediate objectives are designed to help our organisation realise our eight strategic goals, which are clustered around three goal areas. Each goal area describes a key area of focus in the strategic framework. The six goals work hand in hand—achieving goals within each goal area

will contribute toward achieving the others. In this way the strategic framework is self-reinforcing and ultimately dedicated toward achieving our strategic ambition.

The strategic framework is not an exhaustive list of actions and goals, but rather sets out key goalposts to help drive our work and spark thinking and innovation. Achieving these goals will require other layers of action and accomplishment.

OUR GOALS AND OBJECTIVES

In the following pages we present our goals and objectives.

“I think any organisation or network that works with children should be friendly and warm because this gives children confidence and courage!!”

(Cambodian teenage boy, Your Views on the Future Survey 2022)

GOAL AREA 1:

Champion trusting and collaborative relationships

GOAL 1 - Accountable partnerships

TdH NL engages in meaningful partnerships that always remain accountable to children and communities.

Trust, collaboration and accountability are key pillars of our work. We and our partners are accountable to every child and community that our work reaches, even though TdH NL is generally not directly present in the communities where our work takes place. In all our partnerships - whether with local community-based organisations, governments, private sector or others - we hold ourselves and our partners accountable for the impact of what we do.

We are committed to sustainable interventions that recognise our responsibility in being present in a community (ourselves or through partners), to keep the best interest of the child in mind and to do no harm. We also consider children and those close to them as essential partners in finding durable solutions to stopping child exploitation.

We stand by our partnership principles based on mutual respect for the contribution that each party brings to achieve the common purpose. We promote co-creation, capacity-building and learning with partners and other stakeholders.

Objective 1:

By the end of 2030, clear and mutually agreed commitment to accountability to children and their communities is reflected in all TdH NL partnerships and practices.

Intermediate Objective 1.1:

By the end of 2023, we have a partnership policy that includes an accountability framework.

Intermediate Objective 1.2:

By the end of 2024, we have developed a curriculum on trauma-informed care approaches, and actively support our staff and partners with training and implementation of trauma-informed care.

Intermediate Objective 1.3:

In 2025, we have implemented a universal feedback and reporting mechanism through which children, communities and the general public can share feedback and concerns with TdH NL.

Intermediate Objective 1.4:

In 2025, we have an established system for generating feedback from children, communities and partners and discussing the relationship in order to strengthen trust and collaboration, and promote accountability. We will at regular intervals evaluate partners' perception of our partnership, seeking at least 70% overall satisfaction from our partners.

Intermediate Objective 1.5:

By the end of 2030, all our partners who work directly in communities have the capability to care for and protect the children they are working with beyond the involvement of TdH NL.

GOAL 2 - Valuing our people

TdH NL is an inclusive place where passionate people love to contribute.

TdH NL is an inclusive place where passionate people love to contribute. TdH NL is an organisation in which we are honest with each other, open and reliable, compliment each other, learn from each other, discuss matters, consciously weigh risks and make choices. We value everyone who contributes to our organisation - staff, volunteers and all others.

Our organisation has an inclusive work environment where people of all identities and backgrounds feel safe and happy to work. It is an environment where people feel enabled and valued, and where they are supported to learn and grow. We ensure a culture of integrity in our organisation and foster a space where people feel safe to speak up.

We uphold our core principles, including ensuring both the mental and physical safety and wellbeing of our staff. We create a safe and supportive working environment for exploitation survivors specifically. Our



policies, systems and ways of working are equitable across our global organisation. In this way we are a preferred place to work for talented individuals.

Objective 2:

By 2030, all TdH NL staff express work satisfaction rates above 80%.

Intermediate Objective 2.1:

Starting 2023, our Speak Up feedback and complaints mechanism is rolled out and receives at least 30 internal reports annually, showing that staff feel safe to report concerns. In the second half of 2023, the Speak Up mechanism will be made available for our partner organisations.

Intermediate Objective 2.2:

By the end of 2023, all staff have participated in value workshops, and are championing our organisational values. This is being assessed in the annual performance cycles.

Intermediate Objective 2.3:

By the end of 2024, we have designed and implemented a staff learning and development policy, which includes a structured induction, professional training and individual staff development scheme.

Intermediate Objective 2.4:

From 2025 onwards, the turnover rate of staff remains below 20% a year in each TdH NL office for positions not tied to limited-term work.

Intermediate Objective 2.5:

By the end of 2026, all projects include budget and planning for debriefing of all frontline staff at least quarterly in order to manage secondary trauma.

GOAL AREA 2:

Generate and share knowledge

GOAL 3 - Child participation

Children are empowered to participate in building and sharing knowledge on child exploitation.

We recognise children as experts in their own experiences and we empower them to participate in research, advocacy and learning on child exploitation issues. To generate quality research, evaluation and knowledge products we need to capture the diverse voices of children experiencing different intersectional realities, including children with disabilities, girls, survivors of exploitation and children without parental care.

We recognise that knowledge-building contributes to empowerment and the prevention of child exploitation. We engage children in a trauma-informed manner and in accordance with their evolving capacities.

Objective 3:

By the end of 2030, the members of a TdH NL children's network present a global study on child exploitation as co-researchers.

Intermediate Objective 3.1:

Starting 2023, all relevant research is disseminated in child-friendly versions in the contexts where we work.

Intermediate Objective 3.2:

In 2024, we co-create and pilot a global children's network that explicitly includes voices of those facing intersectional barriers to participation.

Intermediate Objective 3.3:

By the end of 2025, we have co-created guidelines with children - or adapted existing guidelines - for the engagement of children in participatory research, monitoring and evaluation, advocacy and programme/project design.

Intermediate Objective 3.4:

By the end of 2026, we have, with the participation of children, developed and made publicly available a training curriculum for children to generate knowledge on child exploitation.

GOAL 4 - Insight

TdH NL uses an intersectional approach to generate new insight into what works to prevent or stop child exploitation.

In each context where we work, be it in a traditional rural community or one that exists only online, intersecting factors combine to put some children at heightened risk of exploitation. These diverse groups of children require us to learn to understand their specific vulnerabilities and apply that insight to drive more effective and responsive interventions. We want to better meet the specific needs of groups of children who have been victimised, but also more accurately target prevention efforts.

Many of the social norms that undermine children's rights also hinder open discussion about gender and intersectionality. Therefore, in using an intersectional approach we will generate and share methods that are respectful yet effective.

Objective 4:

By the end of 2030, every global TdH NL programme uses insight into the context-specific gender and intersectional dimensions of child exploitation to inform evidence-based programming and policy recommendations.

Intermediate objective 4.1:

By the end of 2024, all TdH NL and partner staff understand the role of gender and intersectionality in the context and the forms of child exploitation that they work on.

Intermediate objective 4.2:

By the end of 2025, we incorporate the collection

⁶ Based on 2016 research among 443 non-profit organisations in the USA and Canada, average voluntary turnover in the industry is 19%.

and analysis of data on the gender and intersectional dimensions of child exploitation into every programme.

Intermediate objective 4.3:

By the end of 2027, we have developed reliable methods of collecting and analysing data on intersectionality in prohibitive social, religious or cultural contexts.

Intermediate objective 4.4:

By the end of 2028, we use learnings on intersectionality to develop context-specific predictors of child exploitation to inform programme and policy interventions.

GOAL 5 - Influential expertise

TdH NL is an influential expert organisation that expands knowledge on child exploitation, how to prevent and respond to it.

We achieve this by conducting research - gathering, analysing, explaining and sharing evidence and knowledge - and facilitating learning on child exploitation, including internal learning. Much of this research and learning will be gained through our collaborative partnerships. Children, communities and local civil societies hold the knowledge on what affects them and have a crucial role in enabling our learning.

The knowledge and expertise TdH NL will gather and share covers:

- The nature, scale and shifting trends of child exploitation issues that children face;
- Understanding the root causes, risks and protective factors of child exploitation;
- Children's experiences of exploitation and empowerment;
- Co-creation of research, programmes and advocacy with children;
- The interventions that are effective in preventing child exploitation (implementation science); and
- Effective policies and practices for responding to child exploitation and victim support.

In order to share our knowledge, we contribute to a public platform that enables learning on child exploitation, and we actively work to build and exchange capacities with our staff, partners, children and their communities, and other stakeholders, on child exploitation and how to sustainably prevent it.

Objective 5:

By the end of 2030, TdH NL has developed and shared the expertise and methods on how at least two forms of child exploitation within specific populations can effectively be stopped.

Intermediate Objective 5.1:

Starting 2024, all new projects include a learning and evidence-generation component that is connected to a global research/learning agenda.

Intermediate Objective 5.2:

By the end of 2024, we have established an internal learning system for sharing knowledge through training, webinars, masterclasses and other methods.

Intermediate Objective 5.3:

By the end of 2027, we have joined or created a global, child-friendly conference to showcase research and promote learning on child exploitation.

Intermediate Objective 5.4:

By the end of 2028, we actively and continuously share expertise by contributing to a public online learning platform on child exploitation (either by establishing one or joining an existing platform).

Intermediate Objective 5.5:

By the end of 2030, we have been part of establishing two global longitudinal studies measuring the effectiveness of child exploitation prevention and response interventions.



We need to
be heard too!

GOAL AREA 3:

Influence sustainable change

GOAL 6 - Action

TdH NL supports the implementation of evidence-based, scalable and sustainable programmes to stop child exploitation in a systemic way

We identify the most effective ways to prevent and stop child exploitation and to address the needs of victims of child exploitation. In collaboration with children, communities and our partners, we ensure that our programmes are founded on human rights and child rights frameworks and are (co-)designed based on existing knowledge as well as new insight generated through research and learning from what works.

We establish programme models that work to address the systems that enable child exploitation and that are based on solid evidence from research, testing and evaluation. We take action to scale these models by sharing our findings with other actors and supporting them to implement our programme models.

In all our programmes, we seek to define best practices and to document and disseminate learnings from both successes and failures. To succeed in this we have strong monitoring, evaluation and learning systems to capture and manage knowledge. This knowledge of what works to stop child exploitation informs our advocacy work.

We ensure the sustainability of our work by designing programmes with a sustainability strategy (sometimes known as 'exit plan') in place. This prevents TdH NL from unintentionally doing harm or creating dependencies by making sure the children and communities we work with and for are not reliant on our presence indefinitely.

Objective 6:

By the end of 2030, we have replicated two programme models proven to prevent or stop child exploitation in at least three separate settings/countries each through uptake by other actors.

Intermediate Objective 6.1:

Starting 2023, all new projects are designed with a clear sustainability strategy.

Intermediate Objective 6.2:

Starting 2024, all new TdH NL projects and programmes are co-created with or informed by children, communities, partners and other relevant stakeholders.

Intermediate Objective 6.3:

By the end of 2027, we have piloted and evaluated at least one programme model that demonstrably decreases prevalence of child exploitation.

Intermediate Objective 6.4:

By the end of 2028, we have built or joined a multi-stakeholder network/alliance that pools a complementarity of expertise and funding to jointly seek systemic solutions to stopping child exploitation.

GOAL 7 - Advocacy

TdH NL engages in evidence-based advocacy with and for children at local, national, regional and international levels to prevent and stop child exploitation.

We do this by strategically bringing the voices of children, families and communities together with our own knowledge into spaces where duty bearers and decision-makers (such as organisations, companies, institutions and governments) are present. Where there are no existing spaces for engaging with decision-makers, we seek to create them.

We see our role as one that provides knowledge, advocacy, networks and access to platforms to enable meaningful change to happen through joint effort with others. When needed, we are there to push stakeholders to take action, and we can at times be a critical friend to those who are reluctant to act. We will also advocate with institutional donors to prioritise child exploitation issues and adopt funding practices that enable organisations to work on systemic change.



We advocate, lobby and, if needed, utilise legal mechanisms to prevent and stop child exploitation by working with and for children at local, national, regional and international levels to influence change in the systems that facilitate and perpetuate child exploitation. We do so using quality evidence, strategic partnerships, networking, children and community views and our knowledge and expertise. This work is driven by thematic programmes and coherent country, regional and global advocacy agendas.

Objective 7:

By the end of 2030, we have successfully influenced the development, review and/or appropriate implementation (by communities, the government, private or other sectors, media or multilateral institutions) of at least 30 laws, policies or practices through participatory and evidence-based advocacy.

Intermediate Objective 7.1:

From 2023 onwards, our advocacy messages are co-created with children where possible, including those who have experienced child exploitation, and always reflect the voices of children.

Intermediate Objective 7.2:

By the end of 2025, we have identified or co-created safe children's advocacy spaces in every country, at regional and global levels, where children's advocacy directly engages with people who have power to influence change in laws, policies and practices at least once per year.

Intermediate Objective 7.3:

By the end of 2027, three global advocacy campaigns to influence those responsible for targeted laws, policies or practices have been launched with the participation of the global children's network.

Intermediate Objective 7.4:

By 2030, we have a clear presence in regional and international advocacy spaces where we initiate and influence policy dialogues with State, private or other sectors and multilateral institutions.⁷

⁷ For example, the United Nations, the European Union and other relevant sub-regional bodies.

How will we mobilise resources?

TdH NL will continue to strive for a balanced and diverse funding portfolio. Together with donors and partners, TdH NL is working towards an ambitious goal - preventing and stopping child exploitation.

We therefore engage long-term partners whose objectives and values are aligned with ours, and we pursue an open dialogue with our existing and potential donors. As a result of a strong ToC and strategy we will be able to proactively identify and cultivate opportunities, and present ourselves in a consistent way as an expert organisation in stopping child exploitation.

Preconditions for financial growth are a strong strategy, strong programme delivery, a strong and appealing brand, strong communication and appealing content. All of these are priorities over the years to come.

GOAL 8 - Resource mobilisation

Terre des Hommes Netherlands has sustainable financing and is able to deliver our work in line with strategic ambitions through a healthy and diversified funding portfolio.

We achieve this by making strategic choices on where to focus our efforts, by being clear on the value we deliver, and by setting up efficient and service-oriented fundraising and grant management systems. We work towards a position where we are able to drive our own strategy and ambition by showing our added value and impact and in doing so, influencing the donor community agenda.

We seek long-term partners to join us in our cause, including institutional donors, trusts and foundations, private individuals, corporates and our network of shops and volunteers. Within these segments we position ourselves clearly, and develop propositions and proposals aiming at building sustainable relationships and collaborations. Where possible we support our donors and volunteers to become ambassadors that help us in further increasing our support base, network and impact.

Objective 8:

By 2030, TdH NL has increased its income by at least 20% from 2022, with a healthy balance of restricted and unrestricted income.

Intermediate Objective 8.1:

By the end of 2023 we have developed a three-year global resource mobilisation strategy.

Intermediate Objective 8.2:

By the end of 2024 we have realised a strategic approach to global resource mobilisation.

Intermediate Objective 8.3:

By the end of 2024 we have implemented a grant management system.

Intermediate Objective 8.4:

By the end of 2025 we have realised 20% of our income from new/other sources or channels leading to a more diversified funding portfolio.

Anticipated resource mobilisation challenges

We anticipate some challenges in the coming years that will influence our resource mobilisation efforts. One of these is the shifting priorities of donors and funders. Countries that move from low- to middle-income classification face a different status in economic and financial terms, leading to less international funding and development assistance as the international donor community prioritises elsewhere. The new economic status however does not stop child exploitation with immediate effect. The need to keep funding parties involved in stopping child exploitation will remain and we need to be creative and enterprising in this. Furthermore, the current high inflation rates globally are leading to increasing costs without a corresponding increase in income for our organisation. This discrepancy may lead to operational challenges for our organisation. Economic uncertainty also tends to partially shift focus of individuals/donors to more closeby or 'own community' challenges, and people are less able to give donations, further impacting organisational income.

Investment priorities

In order to grow our income we need to make strategic decisions about our investments.

This is why we actively establish meaningful partnerships that can lead to a higher impact and/or more investment in issues related to our core mandate: preventing and stopping child exploitation. Together we can lobby and advocate to influence relevant policies, share responsibilities, complement our capacities and knowledge, build evidence to support our business case and channel resources to help local partners have a greater impact, visibility and outreach.

We prioritise the development of a global resource mobilisation strategy, ensuring proactive and strategic approaches in order to cultivate a diverse range of donors around the world, and tap into opportunities in the countries and regions where our work takes place,



as well as in the Netherlands. This includes strategic approaches to mobilise funds from the private sector, trusts and foundations and institutions. We will keep investing in our 'home base', the Dutch market, where we see opportunities in various segments including our retail formula, individual donor giving in different forms and the corporate sector. TdH shops are an important vehicle in our social impact as they not only provide us with important unrestricted funding, but are also an valuable tool for brand awareness, visibility, and engagement of volunteers and the general public. We believe the incredible dedication and focus of our 1800+ volunteers can be an even greater source of inspiration for our donor base and for ourselves.

The development of a fully functional Donor Relationship and Grants Management System, and integration across departments is a key priority. Most important remains the loyalty of our committed donors and partners and offering them the best possible experience with Terre des Hommes.

How will we communicate, position ourselves and build our brand?

To successfully support our ambition of becoming a child focused expert organisation to stopping child exploitation, we distinguish five essential global communication strategies.

1. INTERNAL COMMUNICATIONS

(supporting Goal 2: Valuing our people, Goal 6: Action).

Important features:

- Provide information, inspiration and connection
- Promote Speak Up culture
- Live the brand and values

2. COMMUNICATIONS FOR ADVOCACY & AWARENESS

(supporting Goal 3: Child participation, Goal 4: Insight, Goal 5: Influential expertise, Goal 6: Action, Goal 7: Advocacy).

Important features:

- Support advocacy agendas at local, national, regional and international level by creating tailored and context specific communications
- Programmes and projects communications

3. EXPERT COMMUNICATIONS

(supporting Goal 3: Child participation, Goal 4: Insight, Goal 5: Influential expertise, Goal 6: Action, Goal 8: Resource Mobilisation).

Important features:

- Position TdH NL as influential expert organisation
- Disseminate our publications, research and data
- Facilitate webinars, panels, networking and similar activities

4. CORPORATE COMMUNICATIONS

(supporting Goal 1: Accountable partnerships, Goal 2: Valuing our people, Goal 3: Child participation, Goal 5: Influential expertise, Goal 6: Action, Goal 8: Resource Mobilisation).

Important features:

- Branding of TdH NL campaigns
- Global corporate materials
- Reputation & press management
- Employer communications

5. MARKETING COMMUNICATIONS

(supporting Goal 1: Accountable partnerships, Goal 3: Child participation, Goal 6: Action, Goal 8: Resource Mobilisation).

Important features:

- Support fundraising based on our investment priorities

CHANNELS

Staff involved in our marketing and communications work will determine which communication channels are to be prioritised depending on the context. This will always be a mix between traditional media (news-papers, radio, TV), social media and online platforms, our own channels, and innovative media (video, podcasts, etc.), depending on the goals that the communication strategies aim to achieve. To realise successful global communications, the communication channels currently owned by TdH NL (online, social, offline, Dutch and English) will be evaluated, monitored, further developed and improved. Next to owned media, paid (through advertisements, branded content) and earned (free publicity) media will be part of the strategies when needed.

Child safeguarding and child participation

To call attention to the exploitation that we're fighting and to demonstrate the impact of our work, we show visually that children and families are part of our programmes. Respect for and protection of the child is the main consideration in all images. The guidelines for ethical reporting are laid down in the Child Safeguarding Policy of Terre des Hommes Netherlands.

Together and in consultation with children, we determine which (corporate) communication materials will be developed in a child-friendly way, or in a child-friendly version. To elevate children's voices – especially the most marginalised – all communications products will be underpinned with children's views through testimonials, case studies, and images.

POSITIONING & BRANDING

Terre des Hommes Netherlands positions itself as a child-focused expert organisation in stopping child exploitation. This is, next to the basis of having a strong ToC and a clear multi-annual strategy, a result of consistent implementation of our positioning strategy.

To effectively position ourselves, we will ensure that our messages clearly stand out, resonate with our target audiences and compel them to take action. We will regularly communicate about our impact or our child-participative approaches, and about why new partners, donors or followers are welcome to participate with us. It is important that we know who we are, and how we want to present ourselves to our partners, stakeholders and children, in order to become acknowledged as a trustful and collaborative



partner. Taking a clear stand on what our unique position is, internally and externally, will help us to engage in trusting and collaborative relationships (goal area 1), build and share knowledge (goal area 2) and to influence sustainable change (goal area 3).

Where we want to be in 2030

TdH NL is acknowledged by our partners and stakeholders as a passionate and inclusive expert organisation that catalyses long term systemic change. By giving children a voice and through our inventive and collaborative approach, we have created an impact greater than our size in our efforts to stop child exploitation. Our global and Dutch partners and stakeholders know who we are, can identify with who we are and what drives us, and want to connect with it.

TdH NL wants to become the partner of choice, desired for our expertise, networks, insights, influence, child-centred mindset and participative approach.

By whom do we want to be recognised

We want to build relations with and be recognised by the following target audiences:

- Implementation partners
- Key stakeholders (development sector, institutional donors, knowledge and impact networks, governments at local, regional/district and national level, intergovernmental bodies, parliaments, corporate sector, media)
- Children (at local, national, regional, international levels) Communities
- Individual donors
- General audiences

With our positioning strategy, we want to influence our target audiences' perception by effectively communicating our brand's competitive advantage. This advantage should lead to both a credible and trustworthy reputation of TdH NL and increased income generation. Not only in the Dutch market, but also in the regions and countries we work in.

Branding

In 2022 - alongside the development of the 2022 ToC and Speak Up! strategy - we have been working towards formulating our Brand Sheet (see annex 6). This serves as the basis for our brand identity that will be created in Q4 2022, and implemented in 2023.

How will we move forward?

The priorities set in this document will guide our choices and direction for the coming seven years. However, we must also remain agile and adaptable, while at the same time not swaying with every new wind.



Contexts, global priorities, and the environments in which we work are ever changing. In the face of such uncertainty, we must be guided by our mission and our strategic ambition. To ensure we stay the course while adapting where needed, we will monitor and evaluate our strategy at set intervals (see annex 3: Use, evaluation and adaptation of the strategy).

Realising this strategy will require structural changes to the way we are set up and the processes that guide our work. We also need to establish clear thematic strategies, policies and guidance documents to ensure clarity and unity across our organisation. And, we must secure the capacities and capabilities required to bring our strategy to life.

The changes that we make in our organisation, structurally as well as in processes, are all geared towards making TdH NL a more effective and impactful organisation. Our ability to realise systemic change, to learn and dare to follow the evidence, to communicate, mobilise resources, and engage in meaningful partnerships, are the ingredients that together enable us to achieve our mission. At the heart of it all are the people in our organisation, and that we work with and for. Together, we create change so that children can flourish in a world free of all forms of exploitation.

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Annexes

ANNEX 1: Thematic Programmes

In line with the 2022 TdH NL ToC, we seek to create systemic change that addresses the root causes of child exploitation. To bring about this ambition we will set up cohesive issue-based thematic programmes.

As of August 2022, TdH NL has a portfolio of 50 currently running projects, of which 26 projects are stand-alone (not part of any programme). While evaluations show that much positive change has been achieved in the specific communities targeted by our work, our overall project portfolio lacks coherence and long-term focus. In addition, there is limited connection between the different projects that would allow optimising the sharing of knowledge and resources and ultimately could contribute to becoming more efficient in achieving higher-level objectives.

In order to make the best use of our resources (e.g. staff with the required expertise) to influence systemic change, we need to concentrate our efforts toward common objectives and consolidate our work and expertise around these. This is especially important for our research, advocacy and influencing work, which needs a targeted focus in order to be successful. It is also essential to secure learning and knowledge exchanges between our projects, so we can better apply lessons learned and good practices. Achieving more coherence and a more efficient use of resources is the focus of our programme approach.

With the Speak Up! strategy, TdH NL will move towards a **thematic programme model**. With this model, we will establish thematic programmes, focused on a specific issue of child exploitation (e.g. sexual exploitation of children), active at different levels and geographies:

- Each thematic programme will have a thematic programme-specific ToC, one global research and learning agenda, and one global advocacy agenda, aligned with the global guidance documents of the organisation (ToC, strategy, and policy and position papers). The organisation of the various agendas will be further developed alongside the thematic programme model and new TdH NL structure.
- Each thematic programme will work to build knowledge on how to best address the child

exploitation issue in focus, share resources and knowledge among the projects, and ultimately, through research, seek to develop a model of intervention (combination of activities) that is shown to be effective in preventing and ending child exploitation. The approach of this evidence-informed working will be developed alongside the thematic programme model.

With this model, all our projects will align with one of our thematic programmes, ensuring that they contribute to the overall programme objectives, and in turn our organisational goals. This alignment within and across programmes is critical and central to all our work, across all partners and offices globally.

The design of all new projects will be informed by evidence, best practices and lessons learned from existing projects and external research (e.g. from academia) under the same programme and wherever possible between different programmes. This means every project must have space and time for evaluation and learning, so that they can contribute to the long-term change work of the thematic programme. Thematic programmes will also have space for pilot projects to test new ideas and approaches.

In addition to these issue-based programmes, TdH NL will have a humanitarian programme (see annex 2) focused on addressing child exploitation in humanitarian settings. This programme will draw from the knowledge within the issue-based programmes when addressing similar issues in humanitarian settings.

Aside from the issue-based programmes, standalone pilot projects can also be initiated where there are sound indications that TdH NL has the potential to make a meaningful contribution to work on different issues than those covered by existing thematic programmes. Where pilots are successful, new thematic programmes may be developed to address new issues. The selection of which programmes and pilot projects the organisation will invest in are determined through the steering process of the TdH NL process model.

Where TdH NL is engaged in consortia that jointly implement a programme, the consortium programme, including the learning that comes out of those consortia, still form part of a TdH NL thematic programme.

TdH NL remains committed to the programmes and projects that are already approved and/or under implementation in 2022. However, once the 2023 - 2030 strategy has been rolled out, all new projects should align with a thematic programme.

Operationally, this requires a larger degree of digitalisation, knowledge management (within and beyond programmes), tracked progress and resource use (time and funding) to aid transparency, coordination capacity and accountability.⁸

What is the difference between thematic programmes, programmes and projects?

THEMATIC PROGRAMME	A thematic programme is an overall framework focused on realising systemic change in relation to a broad issue of child exploitation (e.g. worst forms of child labour). Thematic programmes do not have fixed time frames and are not by design limited to any specific geographic scope. All programmes and projects of TdH NL (with the exception of special pilot projects) should align with one thematic programme.
PROGRAMME	A programme is a set of related projects focused on the same specific issue that contribute to one common objective (e.g. ending child labour in Mica mines). A programme is normally specific in its geographic scope, and can have a fixed or non-fixed timeframe.
PROJECT	A project is a set of defined activities that are completed to achieve a specific outcome. It follows a set project cycle and is confined to a specific budget, geographic scope and timeframe.

⁸ With the implementation of this strategy, TdH NL will structure our organisation and processes to be best able to deliver on our ambitions.

ANNEX 2: Strategic approach to humanitarian action

SUMMARY

Terre des Hommes Netherlands (TdH NL) has been providing support to vulnerable children in humanitarian crises since our very beginning in 1965. With 150 million children currently in need of humanitarian assistance globally, there is no doubt that there is still a great need to respond. At the same time, four key factors are determining the approach that TdH NL will take in relation to providing humanitarian assistance: our focus on child exploitation, our relatively small size within the international humanitarian sector, our commitment to systemic change, and our commitment to local partnerships.

Starting 2023, TdH NL will create a Humanitarian Action Policy based on the following strategic decisions:

- We will build and maintain a global humanitarian team focused on child protection in emergencies, and appoint humanitarian focal points in countries where we work
- We will seek opportunities for systemic change that can protect children from exploitation and empower them during humanitarian emergencies
- We will develop criteria for engagement in direct humanitarian assistance as well as indicators to guide a reasonable balance between direct humanitarian response activities and all other TdH NL activities, in order to maintain our systemic change focus
- We will keep €500,000 in rolling reserves for humanitarian response
- We will always seek to partner with local actors

CONTEXT

What is a humanitarian emergency?

Humanitarian emergencies are situations that pose a critical threat to the physical and mental health, safety and/or wellbeing of a large group of people, and where those affected do not have access to

the basic resources needed for their survival or protection.¹ As such, a humanitarian emergency is not only characterised by the crisis event itself, but rather by the impact it has on the concerned population. In humanitarian emergencies, local communities and national actors are often unable to provide an adequate response without external support; particularly as emergencies more frequently occur in low-resource areas.

Exploitation of children in humanitarian emergencies

Every year, events such as armed conflicts, droughts, floods and earthquakes trigger humanitarian crises in different parts of the world exposing thousands of children to all forms of exploitation. Currently, 302 million or one in 29 people worldwide needs humanitarian assistance.² Children make up half of the population in need of humanitarian assistance. By the end of 2021, more than 450 million children – or one in six – were living in a conflict zone, the highest number in 20 years. A record 36,5 million children were displaced from their homes as a result of conflict, violence and other crises.³ Perpetrators of child exploitation make use of the chaotic environment and the high vulnerability of children during humanitarian emergencies to engage them in exploitative activities such as forced labour, sexual exploitation and marriage, and to traffick children for exploitation purposes.

This danger is not limited to the early phases of an emergency. Children caught up in crisis may spend years of their early life displaced from their homes. Exposure to war, living in conflict zones, flight, and forced migration puts children at heightened risk of exploitation, often in its worst forms. This increases the risk of long-term direct and indirect effects on physical and mental health, depriving them from developmental opportunities. Every child living under these circumstances is a child deprived of their basic rights and protection.

¹ Humanitarian Coalition, What is a humanitarian emergency?, n.d. Available at: <https://emergency.drc.ngo/crisis/emergency-typologies/>
<https://www.humanitariancoalition.ca/what-is-a-humanitarian-emergency> [Accessed on 30 November 2022]

² UN OCHA, Global Humanitarian Overview 2022, May Update (Snapshot as of 31 May 2022), 8 June 2022. Available at: <https://reliefweb.int/report/world/global-humanitarian-overview-2022-may-update-snapshot-31-may-2022>

³ OHCHR, Children affected by armed conflict and violence, 15 July 2022. Available at: <https://www.ohchr.org/en/speeches/2022/07/children-affected-armed-conflict-and-violence>

TDH NL CURRENT ENGAGEMENT IN HUMANITARIAN ACTION

TdH NL has been involved in humanitarian operations since the organisation's creation in 1965. We have made the fight against child exploitation our priority, including during and in the aftermath of humanitarian crises.

Geographic scope

Our humanitarian work is not limited to any particular geographic scope. We respond to humanitarian crises wherever the needs and the added value of our interventions are. We take advantage of the presence of the Terre des Hommes International Federation (TDHIF) presence in over 70 countries globally. In 2022, our global portfolio consisted of 11 humanitarian projects across 14 countries: Ethiopia, Kenya, Burkina Faso, Madagascar, Syria, Afghanistan, Philippines, India, Ukraine, Poland, Moldova, Romania, Hungary and Slovakia.⁴

Funding

Our humanitarian projects are funded by various donors. These include institutional donors, private foundations, national fundraising initiatives (e.g. SHO/ Giro 555), and TdH NL own funding.

Partnerships

Partnerships with donors

We work with different donors to support our humanitarian action projects. TdH NL has been a member of the Dutch Relief Alliance (DRA) since its inception in 2014. We are also a member of the SHO Giro-555 campaign, through which we participate in fundraising initiatives with 10 other Dutch aid organisations when a major crisis occurs anywhere in the world. We are a certified European Civil Protection and Humanitarian Aid Operations (DG - ECHO) partner.

Partnerships with implementing partners

Our projects are currently implemented through one of three modalities: directly by the TdH NL country team, jointly with other partners, or fully implemented by partners. These partnerships are entered into with local and international non-governmental organisations (INGOs) or Member Organisations of TDHIF. In 2022, we have 12 active humanitarian partnerships; five with local partners, two with INGOs and five with other TDHIF organisations.

STRATEGIC POSITIONING 2023 - 2030

With the Listen Up! Strategy 2023 - 2030, TdH NL seeks to become a catalyst for systemic change to stop child exploitation. Based on the main strategic choices we have made, there are four primary considerations that guide our decision on a strategic approach to humanitarian action in the period 2023 - 2030.

Our four primary considerations

Our focus on child exploitation

The mission of TdH NL is to protect children by preventing and stopping child exploitation, and by empowering children to make their voices count. This focus on preventing and stopping child exploitation, and the empowerment of children, is one we must maintain when engaging in humanitarian action; it is what makes us stand out from other child rights actors and add unique value in a field already populated by many organisations that have significantly more resources than we do.

Our size

In the international humanitarian space we are a small actor; we do not have the capacity to implement humanitarian projects at scale, nor is this our ambition. We therefore need to look at how we can best add value in the humanitarian space in relation to our size, resources and strategic interests.

Our commitment to systemic change

In the period 2023 - 2030, the focus of TdH NL is to address the root causes of child exploitation and change the systems that enable exploitation to happen, thus creating sustainable change. This focus guides our humanitarian work, which means taking a broader perspective of the humanitarian system than just immediate response.

Commitment to local partnership, leadership and ownership

There is increasing recognition in the humanitarian community of the need for international responses to recognise, respect and reinforce the leadership by national local authorities and civil society in humanitarian emergencies, rather than replace it. Equally important is the inclusion of affected communities in making decisions which affect their

⁴ By the end of 2021 we completed the phase-out of our work in Nigeria, Lebanon and Occupied Palestine Territory. In 2022 we started our response in Ukraine, Poland, Moldova, Romania, Hungary and Slovakia.

lives. This requires INGOs such as TdH NL to always begin by involving the affected communities in the design and assessing what local actors are doing and how we can strengthen and complement their efforts.

OUR STRATEGIC APPROACH TO HUMANITARIAN ACTION 2023 - 2030

In 2023, TdH NL will create a Humanitarian Action Policy, which should include specific criteria on go/no go for humanitarian response projects. The policy should be based on the Listen Up! strategy, including the below strategic decisions with regard to humanitarian action.

We will build and maintain a global humanitarian team focused on child protection in emergencies, and appoint humanitarian focal points in countries where we work

To provide quality humanitarian responses that adhere to SPHERE standards, Minimum Standards for Child Protection in Humanitarian Action (CPMS), Core Humanitarian Standards (CHS), Do No Harm principles and conflict sensitivity, it is important that TdH NL has a core humanitarian team. TdH NL will build a global humanitarian team with capacity for humanitarian leadership, technical guidance on CPiE, and project specific support where needed.

The focus of TdH NL in humanitarian emergency prevention and response will be on child protection in emergencies (CPiE), including a particular focus on the protection of children from exploitation. In order to safely deliver CPiE projects, it is important that we have the internal knowledge to develop, guide and monitor quality CPiE responses.

More than two thirds of the countries where TdH NL currently operates have ongoing humanitarian contexts and are prone to new crises. To improve the humanitarian information flow between countries/ regions and the global team, TdH will appoint humanitarian focal points who will be responsible for communicating relevant context changes in the countries where they operate. These focal points will be drawn from existing staff.⁵

In some situations we may need to link our work with interventions in humanitarian sectors other than

CPiE, such as cash assistance, shelter or non-food items. The appropriateness of engaging in non-CPiE services will be evaluated on a case-by-case situation, following criteria that will be established in the new Humanitarian Action Policy in 2023. In these cases we will as a first choice link with other service providers who can deliver these services. We prefer to work with local civil society organisations, though may also work with other international non-governmental organisations if needed. However, these may not always be available or willing to work with us. In these cases we may hire limited-term expertise for specific projects. TdH NL will look into the possibility of setting up or accessing a roster for access to expertise in areas that may be relevant but for which we will not hold fixed internal expertise.

We will seek opportunities for systemic change that can protect children from exploitation and empower them during humanitarian emergencies

We seek to implement activities that can create systemic change in preventing and stopping child exploitation, or supporting victims of child exploitation, during humanitarian emergencies. Rather than only providing temporary relief, systemic change ensures a lasting effect that goes beyond any specific group of people directly engaged through our work. This requires partnering with local actors that can carry on the change work, especially local governments.

Actions that contribute to systemic change can include strengthening prevention mechanisms (e.g. capacity building of local civil society or lobbying for strengthened legal frameworks to protect children in emergencies) or creating changes in how the humanitarian response system works (e.g. creating better information systems for affected populations). See the end of this annex for potential actions for TdH NL to consider.

TdH NL will work to identify the areas where we have the greatest potential for creating systemic change in humanitarian settings. This means making strategic decisions about the humanitarian projects we engage in to ensure alignment with our overall strategy.

We will develop criteria for engagement in direct humanitarian assistance as well as indicators

⁵ In countries where humanitarian assistance is currently provided, the humanitarian project managers will serve as humanitarian focal points. In countries where humanitarian assistance is not provided, the Country Directors will serve as humanitarian focal points.

to guide a reasonable balance between direct humanitarian response activities and all other TdH NL activities, in order to maintain our systemic change focus

Provision of services that respond to the immediate needs of affected people during humanitarian emergencies is essential to save lives and protect the rights of children. However, it will always be a short-term solution to an immediate problem; responding to the immediate needs of a population now will not prevent or protect them or others from having the same needs in the future. Due to the size of the global population in need of direct humanitarian assistance and the crucial but short-term effect of responding to these needs, those providing humanitarian response services - government, civil society or others - need to do so at scale. When looking at the economy of scale and the internal capacities and resources required to responsibly organise and manage service provision in emergencies, it is clear that this is not where TdH NL can add the most value.

At the same time, we recognise that in order to engage in work that will contribute to systemic change, there will be situations where we need to be present on the ground and provide humanitarian assistance to the concerned population. Criteria for engagement in direct humanitarian assistance will be set out in the Humanitarian Action Policy to be developed in 2023. To maintain a reasonable balance between any immediate assistance actions and our main portfolio of systemic change work, TdH NL will also develop indicators for keeping a healthy balance between the resources dedicated to humanitarian assistance and all other work of the organisation.

Where TdH NL provides emergency response services we will seek to ensure the sustainability of our work by looking at how we can link these actions to longer-term programmes to prevent and stop child exploitation. The upcoming Humanitarian Action Policy should clearly outline how humanitarian interventions can be linked to longer-term programmes, either by TdH NL or other actors.

We will keep €500,000 in rolling reserves for humanitarian response

This 'emergencies fund' will enable us to respond in situations where an urgent humanitarian response is needed and fulfils the TdH NL criteria for engagement. This fund is only available to countries where TdH NL already has an operational presence. Once an application for access to the emergencies

fund is made, the process of approving or denying the use of these funds should take no longer than three working days. The fund should be maintained through fundraising efforts once the response has commenced.

We will always seek to partner with local actors

Local government and civil society play a crucial role in the initial response during humanitarian emergencies, as well as to sustain recovery efforts long after international responders have departed. When engaging in a humanitarian emergency we will always seek to partner with local actors that have contextual knowledge, connection to affected communities, and that will be present once the emergency passes.

Potential actions for TdH NL humanitarian aid

Prevention through preparedness

- Conduct research to understand the dynamics that lead to child exploitation during humanitarian emergencies
- Research effective ways of protecting children from exploitation during emergencies
- Engage with (local) governments to strengthen child protection systems for emergencies
- Work to strengthen legal frameworks that protect children during humanitarian emergencies, including victims of exploitation
- Influence child protection policy implementation in emergencies within countries and at international level to ensure children affected by humanitarian emergencies are protected from exploitation
- Mainstreaming emergency preparedness and risk reduction in all our projects that work with children and communities vulnerable to humanitarian emergencies

Prevention through response

- Based on knowledge gained from our research, work to ensure that the humanitarian response system (locally and internationally) operates in a way that can prevent or respond to child exploitation. This can include:
 - Strengthening knowledge and information systems, including access to information for affected children and communities
 - Finding ways to enable children's voices to be heard on issues that matter to them during humanitarian emergency response
 - Improving existing tools and guidelines for child protection in emergencies to specifically mitigate the risk of child exploitation

- Capacity development of local organisations to provide humanitarian response services that can help prevent and stop child exploitation
- Develop tools for mainstreaming exploitation prevention & response in emergency response
- Work to influence multi-agency assessment practices when a major crisis occurs to ensure child protection needs are adequately considered

Direct response services, including victim support
(must meet criteria for engagement)

Provide child protection in emergencies services

Providing for other immediate needs of children and their families



ANNEX 3:

Use, evaluation and adaptation of the strategy

Using the strategy

WHEN	This strategy should guide all decisions made and priorities set within the organisation, and should as such be in continuous use. The strategy should form the basis of all policies, guidelines and thematic strategies within the organisation.
WHO	All staff
WHAT	All staff and volunteers of TdH NL should be briefed on the core content of the Speak Up! strategy. It is the responsibility of TdH NL staff to ensure they understand all elements of the strategy that apply to their work.
HOW	<ul style="list-style-type: none">• All current staff, interns and non-shops volunteers will receive a presentation of the strategy during its roll-out.• TdH Winkels volunteers will receive information materials about the new direction of TdH Netherlands.• All new staff, interns and non-shops volunteers will receive a presentation of the strategy within three months of joining TdH NL.• All organisational policies, guidelines and thematic strategies should be adapted or written using this strategy as its starting point. This is the responsibility of the document owners.

Monitoring progress on strategy implementation

WHEN	Bi-annually at mid-year and end of year
WHO	International Management Team (IMT)
WHAT	Report on Key Performance Indicators (established in 2023) and progress towards achieving the strategic objectives.
HOW	The Manager Strategy & Partnerships will report to the IMT on the progress of strategy implementation for the mid-year and end-year management reporting cycle.

Evaluating and adapting the strategy

WHEN	2026 and 2029
WHO	Manager Strategy & Partnerships, with input staff, children and partners.
WHAT	<ul style="list-style-type: none">• Design and undertake a participatory mid-term evaluation in 2026 of the strategy and progress on its implementation. An evaluation report is prepared, which may recommend adaptations or relevant changes to the strategy. Adaptations must be approved by the IMT. Substantial changes must be approved by the TdH NL Supervisory Board and Works Council.• Design and undertake a strategy evaluation in 2029 that informs the development of a post-2030 strategy.
HOW	This should be part of the annual plan for 2026 and 2029.

ANNEX 4:

Glossary of terms

TERM	DEFINITION	SOURCE
ABUSE	The physical, sexual, emotional, economic or psychological actions or threats of actions that influence another person. This includes any behaviors that frighten, intimidate, terrorize, manipulate, hurt, humiliate, blame, injure, or wound someone.	The UN
ACTOR	A party that can play a role in the change process to create an environment in which children are protected (ToC). (see also: stakeholder)	TdH NL 2022 Theory of Change Narrative
ADVOCACY	Any action that speaks in favour of, recommends, argues for a cause, supports or defends, or pleads on behalf of others.	Alliance for Justice
AGILE ORGANISATION	Any action that speaks in favour of, recommends, argues for a cause, supports or defends, or pleads on behalf of others.	Betterteam.com
ALTERNATIVE CARE	The formal and informal care of children outside of parental care. Children outside of parental care are children not in the overnight care of at least one of their parents.	OHCHR
CHILD	Any person under the age of 18 years.	UNCRC
CHILD EXPLOITATION	An individual, group or organisation taking advantage of an imbalance of power to get a child to engage in activities that are detrimental to the child's wellbeing and development, and from which the alleged perpetrator(s) and/or third party(ies) gain some advantage.	TdH NL
CHILD LABOUR	Work performed by children that is mentally, physically, socially or morally dangerous and harmful to children, affecting their health and personal development, or that interferes with their schooling.	ILO
CHILD PARTICIPATION	An informed and willing involvement of all children (including those who are disadvantaged and marginalised) in decisions that affect their lives and to express their views in accordance with their evolving capacities (e.g. in a way that suits their age and maturity). It is every child's right to participate according to article 12 of the United Nations Convention on the Rights of the Child (UNCRC) and child participation is one of the convention's four main principles.	UNCRC Article 12 and TdH NL own definition
CHILD SAFEGUARDING	The responsibility that organisations have to make sure their staff, operations, and programmes do no harm to children, that is that they do not expose children to the risk of harm and abuse, and that any concerns the organisation has about children's safety within the communities in which they work, are reported to the appropriate authorities.	The European Union

CHILD SEXUAL ABUSE MATERIALS	A term used to describe a subset of ‘child sexual exploitation material’ where there is actual abuse or a concentration on the anal or genital region of the child. Both terms refer to material that depicts and/ or that documents acts that are sexually abusive and/or exploitative to a child. Today, most child sexual abuse/exploitation material is exchanged, bought, and sold online, making the online dimension of this crime almost omnipresent.	Luxemburg Guidelines
CIVIC SPACE	Space, physical or digital, where people (not governments or businesses) come together to exercise their human rights and core freedoms.	Global Human Rights
DECENTRALISED DECISION-MAKING	Empowering employees to make more strategic and operational decisions on their own without managerial hand-holding.	gocardless.com
PERSONS WITH DISABILITIES	Those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis.	The Convention on the Rights of Persons with Disabilities (CRPD) Article 1.
DISPLACEMENT	The act of forcing somebody/something away from their home or position.	Oxford dictionary
EMPOWERED	Having the knowledge, confidence, means, or ability to do things or make decisions for oneself.	Merriam Webster dictionary
GENDER MAINSTREAMING	A globally accepted strategy for promoting gender equality. Mainstreaming is not an end in itself but a strategy, an approach, a means to achieve the goal of gender equality.	The UN
GENDER NORMS	The accepted attributes and characteristics of male and female gendered identity at a particular point in time for a specific society or community.	UNICEF
GENDER-BASED VIOLENCE	Any act of gender based violence that results in, or is likely to result in, physical, sexual, or psychological harm or suffering to women, including threats of such acts, coercion, or arbitrary deprivation of liberty, whether occurring in public or private life.	The UNGA Declaration on the Elimination of Violence Against Women
GROOMING	The process of establishing/building a relationship with a child either in person or through the use of the Internet or other digital technologies to facilitate either online or offline sexual contact with that person.	European Online Grooming Project

HAZARDOUS WORK	Work which, by its nature or the circumstances in which it is carried out, is likely to harm the health, safety or morals of children.	ILO
HUMANITARIAN CRISES	A singular event or a series of events that are threatening in terms of health, safety or well-being of a community or large group of people.	OHCHR
HUMANITARIAN ASSISTANCE	Emergency aid to a population affected by a crisis or conflict, that complies with the basic humanitarian principles of humanity, impartiality and neutrality.	TdH NL
INFLUENCE	The power or capacity of causing an effect in indirect or intangible ways.	Merriam-Webster dictionary
INTERNATIONAL NON-GOVERNMENTAL ORGANISATION	A group that functions independently of any government. It is usually non-profit. NGOs are established on community, national, and international levels to serve a social or political goal such as a humanitarian cause or the protection of the environment.	Investopedia.com
INTERSECTIONALITY	The complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap, or intersect especially in the experiences of marginalized individuals or groups.	Merriam-Webster dictionary
LOBBYING	Every activity carried out with the objective of directly or indirectly influencing the formulation or implementation of the policy and decision-making process regarding legislative or regulatory activities.	LobbyEurope
ONLINE SEXUAL EXPLOITATION OF CHILDREN	Refers to the use of the Internet as a means to exploit children sexually.	Luxemburg Guidelines
RATIFIED	To approve or enact a legally binding act that would not otherwise be binding in the absence of such approval.	Cornell Law department
RESOURCE MOBILISATION	All activities involved in securing new and additional resources for an organisation. It also involves making better use of, and maximising, existing resources.	Healthcommcapacity.org
ROOT CAUSES	The fundamental reason for the occurrence of a problem.	Collins dictionary
SECONDARY TRAUMA	A form of trauma that a person experiences not due to something that has happened to them directly but rather due to indirect connection (secondhand) to a traumatic experience.	Dictionary.com
SEXTORTION	The blackmailing of a person with the help of self-generated images of that person in order to extort sexual favours, money, or other benefits from her/him under the threat of sharing the material beyond the consent of the depicted person (e.g. posting images on social media).	Luxemburg Guidelines

SEXUAL EXPLOITATION OF CHILDREN	Any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another.	Luxemburg Guidelines
SEXUAL EXPLOITATION OF CHILDREN IN TRAVEL AND TOURISM	The sexual exploitation of children by a person or persons who travel from their usual environment to a destination abroad where they have sexual contact with children.	OHCHR
STAKEHOLDERS	Actors that can play a role in the change process to create an environment in which children are protected (ToC). Key stakeholders for TdH NL programmes: children, families and communities, government, law enforcement, civil society organisations, private sector.	TdH NL own definition
SUSTAINABILITY	Meeting the needs of the present without compromising the ability of future generations to meet their own needs.	The UN
SYSTEMIC CHANGE	Addressing the causes, rather than the symptoms, of a societal issue by taking a holistic (or 'systemic') view. Systemic change is generally understood to require adjustments or transformations in the policies, practices, power dynamics, social norms or mindsets that underlie the societal issue at stake. It often involves the collaboration of a diverse set of players and can take place on a local, national or global level.	Catalyst 2030
THE UNITED NATIONS 2030 AGENDA FOR SUSTAINABLE	17 goals with 169 targets that all 191 UN Member States have agreed to try to achieve by the year 2030. They are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.	The United Nations 2030 Agenda for Sustainable
DEVELOPMENT GOALS (SDGS)		Development Goals
THEORY OF CHANGE	A comprehensive description and illustration of how and why a desired change is expected to happen in a particular context.	Theoryof-change.org
TRAFFICKING	The recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation.	The EU
TRAUMA-INFORMED APPROACH	Recognising the presence of trauma symptoms and acknowledging the role trauma may play in an individual's life.	Socialwork.org

ANNEX 5: Strategic objectives by year

STRATEGIC GOAL AREAS

YEAR	CHAMPION TRUSTING AND COLLABORATIVE RELATIONSHIPS	GENERATE AND SHARE KNOWLEDGE	INFLUENCE SUSTAINABLE CHANGE
STRATEGIC OBJECTIVES			
2023	<p>Intermediate Objective 1.1: By the end of 2023, we have a partnership policy that includes an accountability framework.</p> <p>Intermediate Objective 2.1: Starting 2023, our Speak Up feedback and complaints mechanism is rolled out and receives at least 30 internal reports annually, showing that staff feel safe to report concerns. In the second half of 2023, the Speak Up mechanism will be made available for our partner organisations.</p> <p>Intermediate Objective 2.2: By the end of 2023, all staff have participated in value workshops, and are championing our organisational values. This is being assessed in the annual performance cycles.</p>	<p>Intermediate Objective 3.1: Starting 2023, all relevant research is disseminated in child-friendly versions in the contexts where we work.</p>	<p>Intermediate Objective 6.1: Starting 2023, all new projects are designed with a clear sustainability strategy.</p> <p>Intermediate Objective 7.1: From 2023 onwards, our advocacy messages are co-created with children where possible, including those who have experienced child exploitation, and always reflect the voices of children.</p>
2024	<p>Intermediate Objective 1.2: By the end of 2024, we have developed a curriculum on trauma-informed care approaches, and actively support our staff and partners with training and implementation of trauma-informed care.</p> <p>Intermediate Objective 2.3: By the end of 2024, we have designed and implemented a staff learning and development policy, which includes a structured induction, professional training and individual staff development scheme.</p>	<p>Intermediate Objective 3.2: In 2024, we co-create and pilot a global children's network that explicitly includes voices of those facing intersectional barriers to participation.</p> <p>Intermediate objective 4.1: By the end of 2024, all TdH NL and partner staff understand the role of gender and intersectionality in the context and the forms of child exploitation that they work on.</p> <p>Intermediate Objective 5.1: Starting 2024, all new projects include a learning and evidence-generation component that is connected to a global research/learning agenda.</p> <p>Intermediate Objective 5.2: By the end of 2024, we have established an internal learning system for sharing knowledge through training, webinars, masterclasses and other methods.</p>	<p>Intermediate Objective 6.2: Starting 2024, all new TdH NL projects and programmes are co-created with or informed by children, communities, partners and other relevant stakeholders.</p>

YEAR	CHAMPION TRUSTING AND COLLABORATIVE RELATIONSHIPS	GENERATE AND SHARE KNOWLEDGE	INFLUENCE SUSTAINABLE CHANGE
STRATEGIC OBJECTIVES			
2025	<p>Intermediate Objective 1.3: In 2025, we have implemented a universal feedback and reporting mechanism through which children, communities and the general public can share feedback and concerns with TdH NL.</p> <p>Intermediate Objective 1.4: In 2025, we have an established system for generating feedback from children, communities and partners and discussing the relationship in order to strengthen trust and collaboration, and promote accountability. We will at regular intervals evaluate partners' perception of our partnership, seeking at least 70% overall satisfaction from our partners.</p> <p>Intermediate Objective 2.4: From 2025 onwards, the turnover rate of staff remains below 20% a year in each TdH NL office for positions not tied to limited-term work.</p>	<p>Intermediate Objective 3.3: By the end of 2025, we have co-created guidelines with children</p> <ul style="list-style-type: none"> • or adapted existing guidelines • for the engagement of children in participatory research, monitoring and evaluation, advocacy and programme/project design. <p>Intermediate objective 4.2: By the end of 2025, we incorporate the collection and analysis of data on the gender and intersectional dimensions of child exploitation into every programme.</p>	<p>Intermediate Objective 3.3: By the end of 2025, we have co-created guidelines with children</p> <ul style="list-style-type: none"> • or adapted existing guidelines • for the engagement of children in participatory research, monitoring and evaluation, advocacy and programme/project design. <p>Intermediate Objective 7.2: By the end of 2025, we have identified or co-created safe children's advocacy spaces in every country, at regional and global levels, where children's advocacy directly engages with people who have power to influence change in laws, policies and practices at least once per year.</p>
2026	<p>Intermediate Objective 2.5: By the end of 2026, all projects include budget and planning for debriefing of all frontline staff at least quarterly in order to manage secondary trauma.</p>	<p>Intermediate Objective 3.4: By the end of 2026, we have, with the participation of children, developed and made publicly available a training curriculum for children to generate knowledge on child exploitation.</p>	<p>Intermediate Objective 6.2: Starting 2024, aIAI new TdH NL projects and programmes are co-created with or informed by children, communities, partners and other relevant stakeholders.</p>
2027		<p>Intermediate objective 4.3: By the end of 2027, we have developed reliable methods of collecting and analysing data on intersectionality in prohibitive social, religious or cultural contexts.</p> <p>Intermediate Objective 5.3: By the end of 2027, we have joined or created a global, child-friendly conference to showcase research and promote learning on child exploitation.</p>	<p>Intermediate Objective 6.3: By the end of 2027, we have piloted and evaluated at least one programme model that demonstrably decreases prevalence of child exploitation.</p> <p>Intermediate Objective 7.3: By the end of 2027, three global advocacy campaigns to influence those responsible for targeted laws, policies or practices have been launched with the participation of the global children's network.</p>

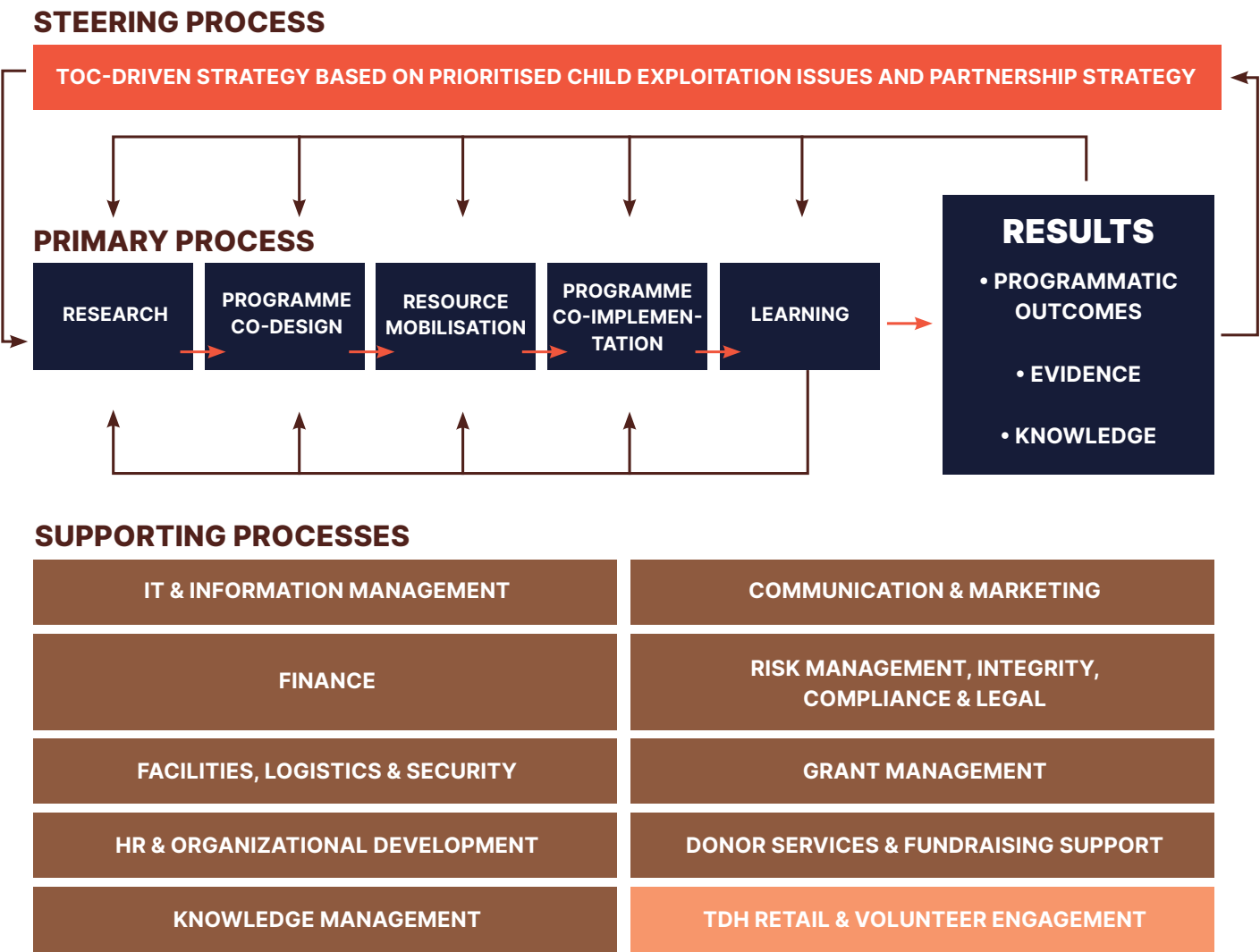
YEAR	CHAMPION TRUSTING AND COLLABORATIVE RELATIONSHIPS	GENERATE AND SHARE KNOWLEDGE	INFLUENCE SUSTAINABLE CHANGE
STRATEGIC OBJECTIVES			
2028		<p>Intermediate objective 4.4: By the end of 2028, we use learnings on intersectionality to develop context-specific predictors of child exploitation to inform programme and policy interventions.</p> <p>Intermediate Objective 5.4: By the end of 2028, we actively and continuously share expertise by contributing to a public online learning platform on child exploitation (either by establishing one or joining an existing platform).</p>	<p>Intermediate Objective 6.4: By the end of 2028, we have built or joined a multi-stakeholder network/alliance that pools a complementarity of expertise and funding to jointly seek systemic solutions to stopping child exploitation.</p> <p>Objective 7: By the end of 2030, we have successfully influenced the development, review and/or appropriate implementation (by communities, the government, private or other sectors, media or multilateral institutions) of at least 30 laws, policies or practices through participatory and evidence-based advocacy.</p>
2030	<p>Intermediate Objective 1.5: By the end of 2030, all our partners who work directly in communities have the capability to care for and protect the children they are working with beyond the involvement of TdH NL.</p> <p>Objective 1: By the end of 2030, clear and mutually agreed commitment to accountability to children and their communities is reflected in all TdH NL partnerships and practices.</p> <p>Objective 2: By 2030, all TdH NL staff express work satisfaction rates above 80%.</p>	<p>Objective 3: By the end of 2030, the members of a TdH NL children's network present a global study on child exploitation as co-researchers.</p> <p>Objective 4: By the end of 2030, every global TdH NL programme uses insight into the context-specific gender and intersectional dimensions of child exploitation to inform evidence-based programming and policy recommendations.</p> <p>Objective 5: By the end of 2030, TdH NL has developed and shared the expertise and methods on how at least two forms of child exploitation within specific populations can effectively be stopped.</p> <p>Intermediate Objective 5.5: By the end of 2030, we have been part of establishing two global longitudinal studies measuring the effectiveness of child exploitation prevention and response interventions.</p>	<p>Objective 6: By the end of 2030, we have replicated two programme models proven to prevent or stop child exploitation in at least three separate settings/countries each through uptake by other actors.</p> <p>Intermediate Objective 7.4: By 2030, we have a clear presence in regional and international advocacy spaces where we initiate and influence policy dialogues with State, private or other sectors and multilateral institutions.</p> <p>Objective 7: By the end of 2030, we have successfully influenced the development, review and/or appropriate implementation (by communities, the government, private or other sectors, media or multilateral institutions) of at least 30 laws, policies or practices through participatory and evidence-based advocacy.</p>

ANNEX 6:

TdH NL Brand Key

BRAND SHEET - TERRE DES HOMMES NL	
VISION	Our vision is that children can flourish in a world free of all forms of exploitation.
MISSION	Our mission is to protect children by preventing and stopping child exploitation. And by empowering children to make their voices count.
IDENTITY	We're an influential expert organisation that's passionate and inclusive. We always put children at the centre. We catalyse long-term systemic change and have an impact greater than our size. We achieve this by connecting the many people who need to be involved, by giving children a voice, and by having an inventive and pro-active approach to everything we do.
INSIGHT & BELIEFS	VALUES
<p>Everywhere in the world, there are children who are vulnerable to or suffering from exploitation. Trough child labour, sexual exploitation, trafficking and other injustices. Millions of children are at risk, so there is urgency and much to be done.</p> <p>Nobody should harm or profit from children. A child should be allowed to be a child and not forced to grow up before their time. A safe and playful childhood provides the flying start in life that every child has a right to.</p> <p>In situations where child exploitation is taking place, bold action is needed. We believe in co-creating proven solutions in order to accelerate the change that's so desperately needed.</p> <p>We believe we're all part of the system and therefore all responsible for ensuring a fair start for children across the world. An important part of that is valuing at all times the child's own perspective. Only then can they develop their individual potential, and so build a meaningful life for themselves and ultimately contribute to a fairer world for everyone.</p>	<p><i>There is one world and we are all responsible for it.</i> Terre des Hommes, Antoine de Saint-Exupéry</p> <div> <div> <p>Human-centred</p> <p>Connect with people through the heart. Value and respect every voice. Collaborate and co-create. Embrace the joy of contributing together with real passion.</p> </div> <div> <p>Bold</p> <p>Push boundaries to achieve the mission. Dare to step up. Be enterprising. Learn from mistakes and celebrate successes.</p> </div> </div> <div> <div> <p>Responsible</p> <p>Don't look away. Contribute pro-actively because there's much to be done. Be transparent. Use your talents to make the necessary changes happen.</p> </div> <div> <p>Playful</p> <p>In difficult circumstances, play and humour can bring hope and joy. Use your playfulness and creativity to find solutions.</p> </div> </div>

ANNEX 7:
TdH NL Process Model (2022)



**CHILDREN
ARE THE
FUTURE**



www.terredeshommes.nl

