

Tearfund Quality Standards Corporate Action Plan 2013/14

Priority Actions Going Forward

Tearfund has a set of corporate quality standards in support of our vision and the delivery of our four corporate outcomes:

- ✓ Churches Envisioned
- ✓ Communities Developed
- ✓ Policies Changed
- ✓ Disasters Responded to

The quality standards summarise all of the relevant external and internal accountability, codes, guidelines and principles to which we are committed. Their purpose is to enable us to review and continually improve our corporate behaviour in keeping with these standards and to ensure that those we serve benefit from the increased quality, effectiveness and impact of the work that we undertake.

Our Quality Standards can be used in staff recruitment, induction, training and performance management and they inform the work of project designers; acting as a critical part of project monitoring, evaluation, learning and continuous improvement. The framework recognises that questions of quality rarely involve simple “yes/no” answers, but require analysis, transparency and continual improvement. Therefore they are not intended to be used as a “pass/fail” checklist. Tearfund’s approach is not to impose them on partners but to enable and facilitate support to partners who share our commitment to good practice and improvement.

Tearfund has produced the following corporate action plan for identifying our improvement commitments and monitoring progress. The action plan is reviewed and updated semi-annually by the Executive Team and is available to download from the Tearfund website.

Quality Standard	Improvement Commitments	Owner	Time Frame	Progress to date as of July 2013
<p>VALUES: We are committed to living out our core values through our staff and with our partners in relationships with all those with whom we interact.</p>	<p>CORPORATE: Vision and values will form a core part of Global Induction. Induction to include explaining our zero tolerance for all forms of exploitation and abuse, fraud, bribery and any other conduct which is incompatible with these values</p>	Global HR	By mid 2013	Initial review of global induction underway since Sept 12. This project is at an advanced stage. It includes proposal for a new style Induction Day incorporating vision and values and separate mandatory 'bite-sized' workshops tailored for staff in different roles.
	<p>UK: If our UK staff are aware of and living the values, then this will come across in our communications. We will continually monitor supporter feedback to ensure it is consistent with us living the values</p>	UK Director		In the next couple of months, the Project Team will agree content, and an implementation Plan. Roll out should commence in Sept-Oct 2013. Supporter feedback status has been 'Green' throughout 2012/13
<p>IMPARTIALITY & TARGETING: We are committed to reaching the most vulnerable and marginalised, selected on the basis of need alone, regardless of their race, religion or nationality</p>	<p>PARTNERS AND PROJECTS: More emphasis is being placed on the need for clear targeting in country strategies, project design, monitoring and evaluation</p>	International Director	By end 2013	Country strategy templates have been updated.

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<p>ACCOUNTABILITY: We are committed to being fully accountable to project participants, communities, partners, supporters and donors for the work we undertake and for the resources entrusted to us.</p>	<p>PARTNERS AND PROJECTS:</p> <ul style="list-style-type: none"> • Promote participation, listening and feedback within Tearfund’s international grant management system (IPMS) • Further develop the feedback and complaints mechanisms to incorporate a recently developed Whistleblowing policy, and escalation system for reporting on all forms of unacceptable conduct, including abuse of children & vulnerable adults, fraud and bribery 	International Director	By mid 2014	Scoping of IPMS changes is underway
	<p>UK:</p> <p>We commit to providing access for supporters to clear progress updates on how we are doing</p>	International Director	By end 2013	Overall proposal has been agreed and guidance documents drafted
<p>SUSTAINABILITY: We are committed to empowering staff and partners, and seeing that the work we support has a lasting impact, in being built on local ownership and using local skills/ resources.</p>	No improvement commitments at present			Ongoing feedback is provided for regular givers thematically; and specifically where they are giving to See For Yourself; and annually we provide an overall progress update in Teartimes.

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<p>ADVOCACY: We are committed to influencing key decision-makers to make and implement policies and practices that work in favour of people who are poor and vulnerable</p>	<p>CORPORATE: Tearfund will complete scoping around the issue of living within the limits of the earth's natural resources and developing sustainably, so that everyone can flourish (also known as living within the planetary boundaries) and an advocacy action plan and framework policy positions will be developed.</p>	<p>Advocacy Director</p>	<p>By June 2014</p>	<p>Initial scoping is underway, and lines of enquiry are being considered and analysed cross-organisationally, to identify Tearfund's most applicable contribution to this area of work.</p>
		<p>International Director</p>	<p>By end 2013</p>	<p>Overall proposal has been agreed and guidance documents drafted</p>
	<p>PARTNERS AND PROJECTS:</p> <ul style="list-style-type: none"> • Tearfund's revised and updated advocacy capacity building toolkit will be field tested in all regions where Tearfund has partners, and published in soft copy and hard copy. 	<p>Advocacy Advisor</p>	<p>By April 2014</p>	<p>The revisions and updates have been completed and the initial draft pro forma has been designed ready for field testing.</p>
	<ul style="list-style-type: none"> • Decisions will be made about the best model to adopt for providing advocacy capacity building support to all Country Strategies, once the planetary boundaries scoping is completed, including whether or not to continue the current system of advocacy link people. 	<p>Advocacy Director and Advocacy Advisor</p>	<p>By Sept 2014</p>	<p>An initial advocacy capacity building review has been undertaken and a number of different options have been identified.</p>
	<ul style="list-style-type: none"> • In responding to any new disaster, the Crisis Operations Group's standard agenda will continue to review the policy context and every effort will continue to be made for resourcing ongoing specific advocacy roles in the Geographical Team affected by the disasters. 	<p>Head of Humanitarian Support and Public Policy Team Leader</p>	<p>Ongoing</p>	<p>To be reviewed at every Crisis Operations Group meeting.</p>

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<p>CHILDREN: We are committed to the development and protection of children, carrying out activities that are child-sensitive in their planning, design and implementation.</p>	<p>CORPORATE: The Child Protection committee will be initiating a review of Tearfund’s Child Protection policy to assess our compliance with current legal guidelines, as a part of the process of updating the policy. The policy will be combined with Vulnerable Adults into one document. It may be renamed as the Safeguarding Children & Vulnerable Adults policy.</p>	<p>People & Organisation Director</p>	<p>By mid 2014</p>	
	<p>PARTNERS AND PROJECTS:</p> <ul style="list-style-type: none"> • Country Reps to identify in-country support to sustain efforts to develop and implement Child Protection policies and encourage child development and participation • Partner risk assessment system to incorporate key questions relating to protection of children and vulnerable adults. • Capacity-building initiatives to continue in countries that have not began the journey. 	<p>Country Reps</p>	<p>Ongoing</p>	<p>Ongoing</p>
		<p>International Director</p>	<p>By mid 2013</p>	<p>Revisions to the Partner risk assessment system have been drafted</p>
		<p>Gender, Children & Vulnerable Adults (GCVA) Advisor</p>	<p>By end 2013</p>	<p>Remaining countries: Kenya (Aug 2013), Sudan (Nov, 2013)</p>

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<p>GENDER: We are committed to seeing transformation through restored relationships between men, women, boys and girls and ensuring equal value, participation and decision making by all.</p>	<p>CORPORATE: A Gender approach paper is being developed</p>	<p>People & Organisation Director</p>	<p>By mid 2014</p>	
	<p>PARTNERS AND PROJECTS:</p> <ul style="list-style-type: none"> • An Integrated Toolkit is being developed by all Advisors to complement Church & Community Mobilisation tools. As a result the development of a specific Gender toolkit is on hold. • “Church & Resilience” Community-of-Practice launched which will include how to build-up the resilience of women and vulnerable groups in humanitarian situations (pre and post-disaster or conflict) 	<p>Gender, Children & Vulnerable Adults Advisor</p> <p>GCVA Advisor with other Advisors</p>	<p>By end 2013</p> <p>On-going</p>	
<p>HIV: We are committed to working for an HIV free world, by reducing the vulnerability of poor communities to HIV and decreasing subsequent impact</p>	<p>CORPORATE: Partners and projects will demonstrate adherence to good practice in HIV & Sexual Violence across 10 focus countries (specific themes: PPTCT, Palliative care, Sustainable livelihoods, Church & Community Mobilisation, Access to treatment and sexual violence)</p>	<p>HIV Team with Country Reps</p>	<p>Annual team and included in donor reports</p>	<p>Ongoing. PPTCT and Palliative care is well underway</p>

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<p>ENVIRONMENT: We are committed to reducing our impact on the environment, to assessing vulnerability to climate change and environmental degradation and to working with local communities to ensure that we support, not harm, the natural and socio-economic environment</p>	<p>CORPORATE: Annual environmental audit and Quarterly environmental policy team meetings undertaken</p>	<p>People & Organisation Director</p>	<p>Ongoing</p>	<p>Ongoing</p>
	<p>PARTNERS AND PROJECTS: • Ongoing CEDRA and Environmental assessment roll out amongst partners</p>	<p>Senior Environment & DRR Advisor</p>	<p>Ongoing</p>	<p>CEDRA Complete in 16 countries. Planned in 2 countries. EA complete in 11 countries. CEDRA version 2 complete in English, French, Spanish, Portuguese, Russian. In progress in Burmese, Arabic, Nepali, Bangla. CRs in 2013 ranked environment as their 2nd highest priority after Church and Development. Needs funding.</p>
	<p>• Development of “pillars level” environmental sustainability toolkit</p>	<p>Senior Environment & DRR Advisor</p>	<p>By April 2014</p>	<p>This is now a cross cutting thematic toolkit, which is now part written.</p>
	<p>• Scope the request for an operations rapid environmental assessment tool.</p>	<p>Senior Environment & DRR Advisor</p>	<p>Review need.</p>	<p>Stalled due to DMU closure.</p>
<p>• Integrate DRR and CCA/Environment resources and / or training</p>	<p>Senior Environment & DRR Advisor</p>	<p>2012-2015</p>	<p>Input into outcome 4 approach paper. Integration plan to be written. A number of illustrative games and exercises included in workshops.</p>	

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<p>DISASTER RISK: We are committed to reducing the risk of disasters by strengthening local capacity and reducing vulnerability to hazards</p>	<p>PARTNERS AND PROJECTS:</p> <ul style="list-style-type: none"> • Develop a “Resilience” overview document • Continue roll out of Participatory Assessment of Disaster Risk (PADR) across countries • Continue roll out of Disasters and the local church across countries 	<p>Senior Environment & DRR Advisor</p> <p>Senior Environment & DRR Advisor</p> <p>Senior Environment & DRR Advisor</p>	<p>End of 2012</p> <p>Ongoing</p> <p>Review need.</p>	<p>Now integrated into the Resilience Community of Practice.</p> <p>Ongoing but slowly due to lack of capacity.</p> <p>Slow due to lack of capacity.</p>
<p>CONFLICT: We are committed to promoting peace and reconciliation, supporting activities which impact positively upon situations of conflict, safeguard staff and protect participants.</p>	<p>PARTNERS AND PROJECTS:</p> <ul style="list-style-type: none"> • In relation to Tearfund’s ‘Ways of Working’ in humanitarian response, further develop the thinking on a framework for Complex Political Emergencies (CPEs). Integrate this into Tearfund’s Outcome 4 Approach Paper providing the direction of travel for working in disaster settings. • A Community of Practice (COP) will be established to form the central hub for Tearfund’s ongoing learning and reflection on conflict. • Learning sessions and workshops on Conflict Sensitivity for Geographical Teams to ensure common understanding 	<p>Head of Humanitarian Support</p> <p>Humanitarian Support Manager</p>	<p>Summer 2013</p> <p>Ongoing</p>	<p>Outcome 4 Approach Paper, has been started. DFID’s new thinking on the integration of peacebuilding and national building will also influence the framework.</p> <p>Consultation on starting a COP already begun</p> <p>It is anticipated that the Conflict ‘Community of Practice’ will take the lead on the capacity building needs as this will serve as an alternative platform for organisational learning. However, dedicated workshops and webinars will take place if the specific need is identified.</p>

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<p>TECHNICAL QUALITY: We are committed to supporting projects that reflect the priorities of those we seek to assist and are guided by relevant technical standards and good practices</p>	<p>PARTNERS AND PROJECTS:</p> <ul style="list-style-type: none"> • Ongoing promotion and capacity building of sustainable demand-led/livelihoods based approaches which empower communities to resource and manage their access to WASH 	<p>Water & Sanitation Advisor</p>	<p>Ongoing</p>	<p>Training in application of Water Safety Plans and various demand-led approaches to sanitation has taken place in eight countries, and for other agencies (including Medair and Unicef) who recognise the potential of Tearfund's grass-roots approaches in achieving sustainability.</p>
	<ul style="list-style-type: none"> • A WASH Good Practice Forum planned for the Jan. 2014 will help maintain good practice knowledge amongst future participants of a Core Group of a WASH Community of Practice 	<p>Water & Sanitation Advisor</p>	<p>January 2014</p>	
	<ul style="list-style-type: none"> • Provide simple summary good practice guidance for use in church and community mobilisation projects, by partners generally, and by all TF WASH staff. This will form part of a Thematic Toolkit which will address all of Tearfund's supporting programme themes. 	<p>Water & Sanitation Advisor</p>	<p>October 2013</p>	<p>Simple, practical summary level guidelines will form the basis of the content of the TILZ Good Practice Guidelines tool.</p>