

# TEARFUND QUALITY STANDARDS CORPORATE ACTION PLAN 2015/16

A review of progress in 2014/15 and  
priority actions for 2015/16

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 and 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 January 2015
<b>OVERALL</b>	<b>CORPORATE</b>			
	Review the 12 Quality Standards and agree any changes to the overall framework	Empowerment & Inclusion Advisor	Dec 2015	New commitment
	Produce an annual Impact & Learning Report, bringing together evidence of impact and capturing of key lessons learned across Tearfund's international work	Impact & Effectiveness Manager	May 2015	New commitment
<b>VALUES</b> 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.	<b>CORPORATE</b>			
	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.	Global HR	By mid 2013	COMPLETED The new Global Induction programme was rolled out in August 2013 with specific emphasis on Tearfund's vision and values
	<b>PARTNERS AND PROJECTS</b>			
	Revise induction contents at country level for national staff, with emphasis on values and conduct.	Int'l Director - Countries	December 2015	New commitment
	<b>UK</b>			
	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	Global Fundraising Director	December 2015	COMPLETED From April 2014, we started to ask supporters how well they felt we were responding to their queries and their responses help to demonstrate how well we are living the values.
	Make supporter feedback on our values and approach more visible around the organisation	Global Fundraising Director	December 2015	New commitment
Revisit how we present our financial information in order to ensure transparency for supporters.	Global Fundraising Director	December 2015	New commitment	

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<b>IMPARTIALITY &amp; TARGETING</b>  We are committed to reaching the most vulnerable and marginalised, selected on the basis of need alone, regardless of their race, religion or nationality.	<b>PARTNERS AND PROJECTS</b>			
	More emphasis is being placed on the need for clear targeting in country strategies, project design, monitoring and evaluation	Int'l Director	By end 2013	COMPLETED A review of Tearfund's frontline strategy in 2014 highlighted the importance of targeting. Country strategy templates now require analysis in relation to levels of poverty and vulnerability, and explanation of the targeting approach.
	Review the pilots of the country strategy development process in order and finalise the procedures	Int'l Director-Countries	December 2014	New commitment COMPLETED
	Review and revise operating procedures (disaster appeal strategies, project approvals, monitoring visits etc) to ensure appropriate emphasis on targeting	Int'l Director-Countries	December 2015	New commitment
	Ensure the consequences of non compliance to impartiality and targeting are understood by staff and partners	Int'l Directors	December 2015	New commitment
<b>ACCOUNTABILITY</b>  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.	<b>CORPORATE</b>			
	Create a new role: Empowerment & Inclusion Advisor, to take a lead role in outworking our Accountability commitment.	Technical Competencies Unit Manager	April 2015	New commitment

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	<b>PARTNERS AND PROJECTS</b>			
	Promote participation, listening and feedback within Tearfund's international grant management system (IPMS)	Int'l Director	By mid 2014	ONGOING Scoping of IPMS changes is underway
	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	Int'l Director	By end 2013	COMPLETED Guidance has been updated for staff, bringing together all forms of unacceptable conduct and ensuring reporting requirements are clear
	Develop Accountability case studies and support awareness raising of good practice amongst staff and partners	Empowerment & Inclusion Advisor	March 2016	New commitment
	Establish Keystone Accountability surveys at least annually to receive feedback from Tearfund partners	Int'l Director - Countries	Annual	Surveys completed with partners in Asia (2013) and West & Central Africa (2014). Planning Eurasia, Latin America & Caribbean region in 2015
	<b>UK</b>			
	We commit to providing access for supporters to clear progress updates on how we are doing	Global Fundraising Director	Ongoing	ONGOING 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 Tear Times.

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<b>SUSTAINABILITY</b> 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.	Incorporate Theories of Change within country strategies and appeal strategies	Impact & Effectiveness Manager	March 2015	New commitment
	Develop the evidence base of impact and sustainability around Tearfund's areas of process expertise (church influencing and mobilisation, partner and national advocacy) and technical expertise (WASH, Food Security, Livelihoods, DRR/ Resilience)	Technical Advisors Manager	April 2016	New commitment
<b>ADVOCACY</b> 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.	<b>CORPORATE</b>			
	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.	Advocacy Director	By June 2014	COMPLETED The scoping was completed and used as a basis for a new 10 year advocacy strategy and vision, with a 2 year action plan which started in April 2014. This includes developing policy positions.
	Tearfund will publish a report outlining our recommendations to how to develop sustainably while living within the earth's natural limits. This will include a problem analysis, theory of influence, theology and policy recommendations	Senior Associate - policy & research	By end March 2015	New Commitment
	Tearfund will launch our new long term campaign to our UK supporters, based on our policy report	Senior Associate - UK campaigning	By end of March 2015	New Commitment

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	<b>PARTNERS AND PROJECTS</b>			
	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.	Advocacy Advisor	By April 2014	COMPLETED The new advocacy toolkit has been field tested and published on TILZ. It is currently being translated into Portuguese (due Dec 2014) and Spanish (due Feb 2015), and it will be translated into French once funding is available.
	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.	Advocacy Director and Advocacy Advisor	By Sept 2014	COMPLETED A review was undertaken and placing advocacy roles within Tearfund's geographical teams was identified as the best model to adopt. A new 'International Advocacy Matrix Team' has been formed.
	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.	Head of Humanitarian Support and Public Policy Team Leader	Ongoing	ONGOING The policy context is reviewed at every Crisis Operations Group meeting and Policy Officer positions are resourced whenever possible. We have recruited a dedicated Humanitarian Policy Officer who has already given input to new disaster settings.
	Tearfund's new advocacy toolkit will be translated into 3 language versions which will be made available on TILZ. It will also be printed and distributed to partners and peer agencies, for use in capacity building.	Advocacy Advisor	By July 2015	New commitment
	The International Advocacy Matrix Team will recruit at least one post-holder in each Geo Team, and collectively provide advocacy capacity building support to all Country Strategies.	Advocacy Advisor	By April 2015	New commitment
	Tearfund's Advocacy Community of Practice will be opened up to include partners, peer agencies and other external contacts, as a forum for facilitating peer learning and exchange of ideas.	Advocacy Advisor	By Sept 2015	New commitment

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<b>CHILDREN</b> We are committed to the development and protection of children, carrying out activities that are child-sensitive in their planning, design and implementation.	<b>CORPORATE</b>			
	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.	People & Organisation Director	By mid 2014	COMPLETED The child protection and vulnerable adults policies were combined into a new updated policy called the safeguarding (child and vulnerable adults) policy. This work was completed in July 2014. The new policy is being rolled out.
	<b>PARTNERS AND PROJECTS</b>			
	Partner risk assessment system to incorporate key questions relating to protection of children and vulnerable adults.	Int'l Director	By mid 2013	COMPLETED Revisions to the Partner risk assessment system have been completed and the system rolled out.
	Capacity-building initiatives to continue in countries that have not began the journey.	Gender, Children & Vulnerable Adults (GCVA) Advisor	By end 2013	COMPLETED Refresher training will also be required on an ongoing basis.
	Develop a safeguarding checklist for use by churches	Empowerment & Inclusion Advisor	July 2015	New commitment
<b>GENDER</b> 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.	<b>CORPORATE</b>			
	A Gender approach paper is being developed	People & Organisation Director	By mid 2014	ONGOING A paper on Tearfund's Approach to Gender and Diversity will be going to the People and Organisation Board Committee
	<b>PARTNERS AND PROJECTS</b>			
	An Integrated Toolkit is being developed by all Advisors to complement Church & Community Mobilisation tools.	Gender, Children & Vulnerable Adults Advisor	Ongoing	ONGOING A cross-sectoral Reveal toolkit is in the final stages of development



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	"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)	GCVA Advisor with other Advisors	On-going	COMPLETED The Church & Resilience Community of Practice has been established
	Strengthen the emphasis on economic empowerment of women within Tearfund's areas of technical competence and in project design	Empowerment & Inclusion Advisor	Sept 2015	New commitment
	Produce a ROOTS Guide on Gender		Mar 2016	New commitment
<b>HIV</b>	<b>PARTNERS AND PROJECTS</b>			
We are committed to working for an HIV free world, by reducing the vulnerability of poor communities to HIV and decreasing subsequent impact.	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)	HIV Team with Country Reps	Annual team and included in donor reports	IMPACT (improving parent and child outcomes) programme, which includes PPTCT, is now being implemented in 3 countries - Malawi, Nigeria and DRC and the closely linked project of Church based Community Health Response (CCHR) in Tanzania. Palliative Care project has closed. Livelihoods and HIV is being mainstreamed following successful evaluation in Ethiopia. Access to treatment work continues and is bearing fruit at an international advocacy level.
<b>ENVIRONMENT</b>	<b>CORPORATE</b>			
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	Annual environmental audit and Quarterly environmental policy team meetings undertaken	People & Organisation Director	Ongoing	ONGOING Flights targets have been revised and based on expectations for different roles. ET will review this at the end of the year. A carbon footprint group is being convened once the Horizons teams goals are finalised. A second environmental audit is planned for summer 2015.

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	<b>PARTNERS AND PROJECTS</b>			
	Ongoing CEDRA and Environmental assessment roll out amongst partners	Senior Environment & DRR Advisor	Ongoing	ONGOING Resource limitations has hampered the speed of roll out. A number of external agencies are letting us know that they're using them.
	Development of "pillars level" environmental sustainability toolkit	Senior Environment & DRR Advisor	By April 2014	ONGOING A cross-sectoral Reveal toolkit is in the final stages of development
	Integrate DRR and CCA/Environment resources and / or training	Senior Environment & DRR Advisor	2012-2015	COMPLETED DRR and CCA have been integrated in the 'Disasters and the Local Church' resource, and in specific support provided to programmes and partners.
	Promote the use of CEDRA and environmental assessments in countries that are climate affected and/or prone to disasters	Senior Environment & DRR Advisor	2015-16	New commitment: Country strategies will be reviewed as they are updated to assess the country context in terms of environment and vulnerability to climate change. Comprehensive assessments will be undertaken for priority countries ad when pursuing funding at scale.
<b>DISASTER RISK</b>	<b>PARTNERS AND PROJECTS</b>			
<b>We are committed to reducing the risk of disasters by strengthening local capacity and reducing vulnerability to hazards</b>	Develop a "Resilience" overview document.	Global Resilience Lead	End of 2012	COMPLETED A resilience overview document is on the Community of Practice website and has been communicated internally and externally
	Continue roll out of Participatory Assessment of Disaster Risk (PADR) across countries	GRL	Ongoing	ONGOING Refresher training was provided in Haiti, and partners continue to be encouraged to use PADR.
	Continue roll out of Disasters and the local church across countries	GRL	Ongoing	ONGOING Roll out has included Central Asia, Central America and Philippines
	Create a new Global Resilience Competency Lead post	Technical Competencies Unit Manager	April 2015	
	Map both existing and needed good practice, expertise, niche approaches and evidence of impact.	GRL	July 2015	

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	Develop an approach paper to plan support to Resilience, DRR, CCA, building social capital and Resilient Humanitarian Response	GRL	December 2015	
	Review the interface between Environment, DRR and Resilience and agree revisions within the Quality Standards Framework	GRL	December 2015	
<b>CONFLICT:</b>  We are committed to promoting peace and reconciliation, supporting activities which impact positively upon situations of conflict, safeguard staff and protect participants.	<b>PARTNERS AND PROJECTS</b>			
		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 Approach Paper providing the direction of travel for working in disaster settings.	Head of Humanitarian Support	Summer 2013
	A Community of Practice (COP) will be established to form the central hub for Tearfund's ongoing learning and reflection on conflict.	Humanitarian Support Manager	Ongoing	REPLACED A new COP was not developed due to the success and momentum of the Church and Resilience COP which was used as the key place where lessons on conflict were discussed.
	Learning sessions and workshops on Conflict Sensitivity for Geographical Teams to ensure common understanding	Humanitarian Support Manager	Ongoing	ONGOING Conflict learning has been captured systematically as part of the ongoing learning processes within Tearfund. Workshops weren't held due to the volume of emergencies that Tearfund has responded to over the past year.
	Develop Conflict Transformation as an area of 'incubation' within Tearfund, highlighting current initiatives, good practices, and linking staff and partners together	International Director- Programmes	March 16	New commitment

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<p><b>TECHNICAL QUALITY:</b></p> <p>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><b>PARTNERS AND PROJECTS</b></p>			
	<p>Ongoing promotion and capacity building of sustainable demand-led/livelihoods based approaches which empower communities to resource and manage their access to WASH</p>	<p>Water &amp; Sanitation Advisor</p>	<p>Ongoing</p>	<p>The DfiD WASH Results Fund (DfiD/Oxfam/Tearfund/ Overseas Development Institute/others) has led to Tearfund working with ODI on a tool for assessing sustainability of water supplies. This tool will help Tearfund to improve and elaborate its WSP guidelines. A revised draft of the guidelines will be prepared early in 2015 and will be piloted in Malawi.</p>
	<p>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>	<p>Water &amp; Sanitation Advisor</p>	<p>January 2014</p>	<p>COMPLETED The WASH Forum took place in January 2014 to launch a WASH Community of Practice. Wide request for a more substantial Good Practice Forum on an annual basis</p>
	<p>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>	<p>Water &amp; Sanitation Advisor</p>	<p>October 2013</p>	<p>ONGOING The draft version of the Thematic Toolkit (now renamed "Reveal") is currently undergoing field testing in numerous countries. Three WASH good practice learning guides are included.</p>
	<p>Good practice guidelines, case studies and learning to be collated and made available on TILZ and/or the respective Community of Practice for each of Tearfund 's areas of core competence: WASH, Food Security, Livelihoods and DRR/Resilience</p>	<p>Technical Competencies Unit Manager</p>	<p>December 2015</p>	<p>New commitment</p>
	<p>Create new posts to lead Core Competences and Technical Quality in WASH, Food Security, Livelihoods and Resilience / DRR, Church Influencing &amp; Mobilisation and Partner &amp; National Advocacy.</p>	<p>Head of LIAS</p>	<p>April 2015</p>	<p>New commitment</p>
	<p>Create new incubation units to develop competence and good practice in addressing Sexual Violence and Conflict and Peace Building.</p>	<p>International Director: Global Programmes</p>	<p>July 2015</p>	<p>New commitment</p>