

Commitment 1	Implementation Mechanism	Improvement Targets and Indicators	Activities	Responsibility	Timeframe
	2010 Country strategic plans Programme Sector Policies and Approaches Concern Governance Framework November 2005	2015 to strengthen programme quality including accountability to beneficiaries	with staff, partners, beneficiaries and Council Concern Strategic Plan 2011 - 2015	Team	

COMMITMENT 2 - Programme Quality

Commitment 2	Implementation Mechanism	Improvement Targets and Indicators	Activities	Responsibility	Timeframe
Concern is committed through our activities and underlying management systems, to succeed in meeting the needs of its primary stakeholders	<ol style="list-style-type: none"> 1. Overseas activities are central to the work of Concern and are guided by the following internal policies: <ul style="list-style-type: none"> • Emergency Response • Livelihood Security • Health • Education • Extreme Poverty • HIV & AIDS • Social Protection 2. Our approach in implementation is through: <ul style="list-style-type: none"> • Capacity Building • Disaster Risk Reduction • Partnership • Equality • Advocacy 3. Policies are implemented through: <ul style="list-style-type: none"> • Programme cycle management system (PCMS) • Planning Monitoring and Evaluation Framework (PM&EF) • PM&E guide • Extreme Poverty Analysis Framework (EPAF) 	<p>Strengthen PCMS, PM&E guide and PM&EF so that these tools assist in improving programme quality and accountability.</p> <p>Develop EPAF</p>	<p>Revised PM&E guidelines, PM&EF and PCMS incorporate international standards and best practice in accountability to stakeholders, particularly beneficiaries.</p> <p>Concern staff and our partners are given guidance on these documents</p> <p>Concern EPAF working group to have a workshop so as to take forward work done so far on the EPAF</p>	<p>Overseas Directorate and SAL</p> <p>EPAF working group</p>	<p>March 2010</p> <p>February 2010</p>
We are committed to being transparent and ensuring the participation of beneficiaries in our programme activities	<p>PCMS PM&E Guide PM&EF External - HAP standard</p>	<p>Regional workshops on HAP Standard and baseline analysis for senior Concern staff in 24 countries of operation.</p>	<p>HAP baselines completed in 24 countries of operation and followed by Contextual Accountability Frameworks</p>	<p>Humanitarian Advisor</p>	<p>December 2010</p>
We are committed to listening, providing feedback to and learning from our beneficiaries.	<p>PCMS PM&E Guide PM&EF External – HAP standard</p>	<p>Develop a Complaints Response Mechanism (CRM) that is safe, accessible and understood by all stakeholders</p>	<p>CRM Guidelines produced that are in line with the HAP standard and disseminated to all Concern staff</p> <p>Workshops on setting up a CRM for Concern and partner staff</p>	<p>Humanitarian Protection Advisor</p> <p>Humanitarian Protection Advisor</p>	<p>June 2010</p> <p>June 2010 and ongoing</p>

COMMITMENT 3 – Protection of Programme Participant

Commitment 3	Implementation Mechanism	Improvement Targets and Indicators	Activities	Responsibility	Timeframe
<p>Concern is committed to ensuring the maximum protection of programme participants, especially beneficiaries, from abuse and exploitation, and to clarifying the responsibilities and the standards of behaviour expected of Concern staff, partner organisations and anyone engaged by Concern or visiting our programmes.</p>	<p>Through the Programme Participant Protection Policy (P4) and the Concern Code of Conduct (C3), Concern takes all reasonable steps to protect beneficiaries - children, women and men - from harassment and abuse perpetrated by:</p> <ul style="list-style-type: none"> • staff of Concern • staff of Concern’s partner organisations and anyone working on their behalf • visitors to Concern’s programmes and accompanying dependants of international staff • people engaged by Concern such as consultants, contractors, volunteers, interns, or any person actively involved in the Concern programme. 	<p>Review of P4 and C3 policy</p>	<p>Revision of P4 and C3 policy and submitted to Council</p>	<p>Head of Emergency Unit and Humanitarian Protection Advisor</p>	<p>September 2010</p>
	<p>P4 and C3 are implemented through:</p> <ul style="list-style-type: none"> • Workshops with staff from Concern and partner organisations to ensure dissemination and understanding of P4 and C3 policy and guidelines. 	<p>Completion of P4 guidelines</p>	<p>Dissemination of P4 guidelines</p>	<p>Humanitarian Protection Advisor</p>	<p>Ongoing</p>
	<ul style="list-style-type: none"> • All Concern and partner staff are obliged to sign acceptance and compliance with P4 and C3 	<p>Concern and partner staff have a better understanding of and adherence to the P4 and C3.</p>	<p>Workshops on revised P4 and C3 policy and P4 guidelines</p>	<p>Humanitarian Protection Advisor</p>	<p>Ongoing</p>
	<ul style="list-style-type: none"> • Country level action plans to roll out P4 and C3 to stakeholders 	<p>Increase beneficiary awareness of the standards of behaviour expected of Concern and partner staff.</p>	<p>Guidelines on Complaints Response Mechanism</p>	<p>Humanitarian Protection Advisor</p>	<p>June 2010 and on-going</p>

COMMITMENT 4 – Human Resources

Commitment 4	Implementation Mechanism	Improvement Targets and Indicators	Activities	Responsibility	Timeframe
<p>Concern’s Human Resource Policy reflects the principles and practices of equal opportunities for all staff, which means offering equal opportunities to all job applicants and employees.</p> <p>In all areas of recruitment and employment, Concern will ensure that equal opportunity and equal treatment of candidates/employees applies, and that discrimination either direct or indirect is prohibited.</p> <p>In promoting equality objectives, Concern’s Human Resource Policy advocates the adoption of positive action programmes (in areas of recruitment, promotion, training and work experience), in order to attempt to encourage particular categories to enter the workforce, remain in it and progress through it.</p>	<p>Concern International HR policy</p> <p>Concern Staff handbook for employees based in Republic of Ireland</p> <p>Generic guide for national staff HR manuals</p> <p>Contextual National staff HR manual in each country of operation</p> <p>External: People in Aid (Concern was accredited in 2006 by PIA)</p>	<p>To improve the process of recruitment and development of staff by introducing a competency framework which identifies eight key areas which articulate what behaviour staff require to be effective and successful in their day to day work.</p>	<p>Integrate the Concern Competency Framework with our existing recruitment and selection, training and development and performance management processes.</p> <p>Produce training material for all HR staff and managers.</p> <p>Support and Guidance from HR in Dublin on the implementation of a competency framework in each country of operation</p>	<p>HR Director and HR Project officer</p>	<p>Throughout 2010 -2011</p>
		<p>To assist in dissemination of P4 and C3 to stakeholders, particularly beneficiaries, responsibility for this will be incorporated in to Managers and relevant frontline staff job descriptions and performance development reviews</p>	<p>Revise HR international manual and contextual National HR manuals to incorporate changes required in relevant Job descriptions and Performance Development Review</p>	<p>HR Director and HR Project officer</p>	<p>By the end of 2010</p>

COMMITMENT 5 – Working with Partners

Commitment 5	Implementation Mechanism	Improvement Targets and Indicators	Activities	Responsibility	Timeframe
When and where possible, Concern is committed to work in partnerships to build an enabling institutional environment and to establish or enhance links between extremely poor people and pro-poor actors in civil society and government so as to contribute to Concern's mission of the elimination of extreme poverty.	Concern's Relationships with Other Institutions (Partner Policy)	Consider in depth the level of accountability in respect of:			
	Operational Guidelines on Partners	Concern's accountability to partners	Review of partnership management process including clarifying the responsibility of Concern and our partners in respect of accountability to beneficiaries.	Head of Programme Approaches and Learning Unit (PALU)	December 2010
	Assessment tools: CLOSAT, CEPSAT and CLOFAT	Concern's accountability to beneficiaries	Revise partner selection and capacity assessment tool templates and partner agreement template to include accountability to beneficiaries. Introduce these tools to countries of operation	Head of PALU	February 2010 for Assessment tool Template. December 2010 for Partner Agreement Template
	Organisation Capacity Assessment Tool Managing the Financial Aspects of Partnership	Partner's accountability to beneficiaries	Introduce HAP standard and Accountability Framework to partners through workshops in pilot countries	Regional Directors Country Directors	2011 and ongoing
		Develop a strategy on how Concern will support partners in respect of Principles of Accountability and Principles of Humanitarian Aid	In pilot countries, consult with partners and agree a means to improve the quality of the partnership in respect of programme quality and accountability to beneficiaries	Regional Directors Country Directors	Ongoing 2011

COMMITMENT 6 –Financial Management and Good Stewardship

Commitment 6	Implementation Mechanism	Improvement Targets and Indicators	Activities	Responsibility	Timeframe
<p>We are committed to hold money in trust for all of our donors and for their intended beneficiaries. This creates a responsibility to ensure we are accountable and to give value for money both to our donors and to our project participants.</p>	<p>Governance oversight – Regular reporting to Finance Committee, Audit and risk committee and Council</p> <p>Finance Team Resource – professionally qualified accountants in each field of operation.</p> <p>Internal Audit Programme</p> <p>Subject to external audits – both statutory and donor</p> <p>Regular financial reporting and review – Monthly consolidated financial reporting to Senior Management team at HQ. Quarterly finance reports from all overseas countries of operation</p> <p>Budgeting – 3 budget cycles in a year.</p> <p>Managing the Financial Aspects of Partnership – monitoring, review and capacity building</p> <p>Adherence to international accounting standards</p>	<p>A thorough review and updating of the overseas finance policies and procedures manual is currently underway. All fields of operation have been involved in the process and the final manual is to be rolled out in 2010</p> <p>The Charities Act of Ireland has come into being in 2009. Adherence to accounting standards as adopted by the Regulatory authority (once in place) will need to be ensured.</p>	<p>Roll-out of updated final overseas policies and procedures manual to fields.</p> <p>Continued monitoring of developments in this area and its impact on the organisation</p>	<p>Overseas Accounts Manager Field Finance Teams</p> <p>Finance Director</p>	<p>April 2010</p> <p>April 2010</p>

Commitment 6	Implementation Mechanism	Improvement Targets and Indicators	Activities	Responsibility	Timeframe
	DEC Accountability Framework. In the 5 DEC Accountability Priorities Concern shows evidence of our policies, procedures and processes; evidence of their application and evidence of assurance.	Improve the provision of evidence and assurance on how we work and the measures taken to systematically show continual improvement against the DEC 5 Accountability Priorities.	As a member agency carry out annual self assessment review against the 5 Accountability Priorities in the DEC Accountability Framework. Promote awareness of DECAF within Concern and our Partners. Ensure that the DECAF complements Concern's Accountability Framework	Executive Director UK as member of DEC Board of trustees Director of SAL and Director of Overseas	March 2010 – annual review
	Marketing Standards	Concern is a signatory to the Dochas codes of conduct on images and messages. By end of 2010, we propose that all staff will be trained on the implementation of the codes. Additionally, a voluntary code of conduct for fundraising is currently being developed in association with the non profit sector. Concern is a participant. This will be completed by May 2010 and relevant staff will be trained in this by year end. All donations to be properly earmarked and reported back on to donors.	Training and awareness raising Training and awareness raising Data capture and analysis, relationship management	Director of public affairs Fundraising Director Fundraising director	December 2010 and ongoing December 2010 and ongoing Ongoing

COMMITMENT 7 – Learning from our experience

Commitment 7	Implementation Mechanism	Improvement Targets & Indicators	Activities	Responsibility	Timeframe
We are committed to managing for development and humanitarian impact through learning from our own experience and that of others and through applying that learning in improved practice.	PM&E Framework	Finalisation of PM&E Framework	Finalise PMEF, bring to SMT and Council.	Director of SAL and Overseas Director.	June 2010
	PM&E Guide	Begin roll-out of PM&E Guide	Begin roll-out of PM&E Guide	Head of PALU	February 2010
	PCMS	Finalisation of PCMS	Finalise PCMS ensuring alignment with PM&E Guide and EPAF.	Head PALU with working groups.	March 2010
	Evaluation Guidelines for Managers	Production of Evaluation Guidelines	Produce v1 of evaluation guidelines	Head of PALU.	March 2010
	Research Guidelines for Managers	Production of Research Guidelines	Produce v1 of research guidelines	Head of PALU and Head of Health Support Unit.	July 2010
	Learning Strategy	Produce initial strategy to improve organisational learning	Produce v1 of learning strategy based on meta-evaluations, OL survey and other key docs.	Head of PALU Learning and KS Adviser Technical advisers	Sept 2010
	Advocacy	Advocacy action plan with clear links between policy issues and Concern’s programmes and experience	Produce v2 of advocacy action plan with clear country connections to policy issues.	Head of International Advocacy.	February 2010
	Knowledge Base		Hire staff member to coordinate maintenance and development of Knowledge Base etc.	Head of PALU	April 2010
	Meta-evaluations				