

tearfund

Following Jesus where
the need is greatest

QUALITY STANDARDS

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In the beginning

Tearfund committed to 12 Quality Standards in 2008, they were developed to promote good humanitarian practice, reflect operational priority areas and align with external standards and codes of good practice. Only three of them were non-negotiable.

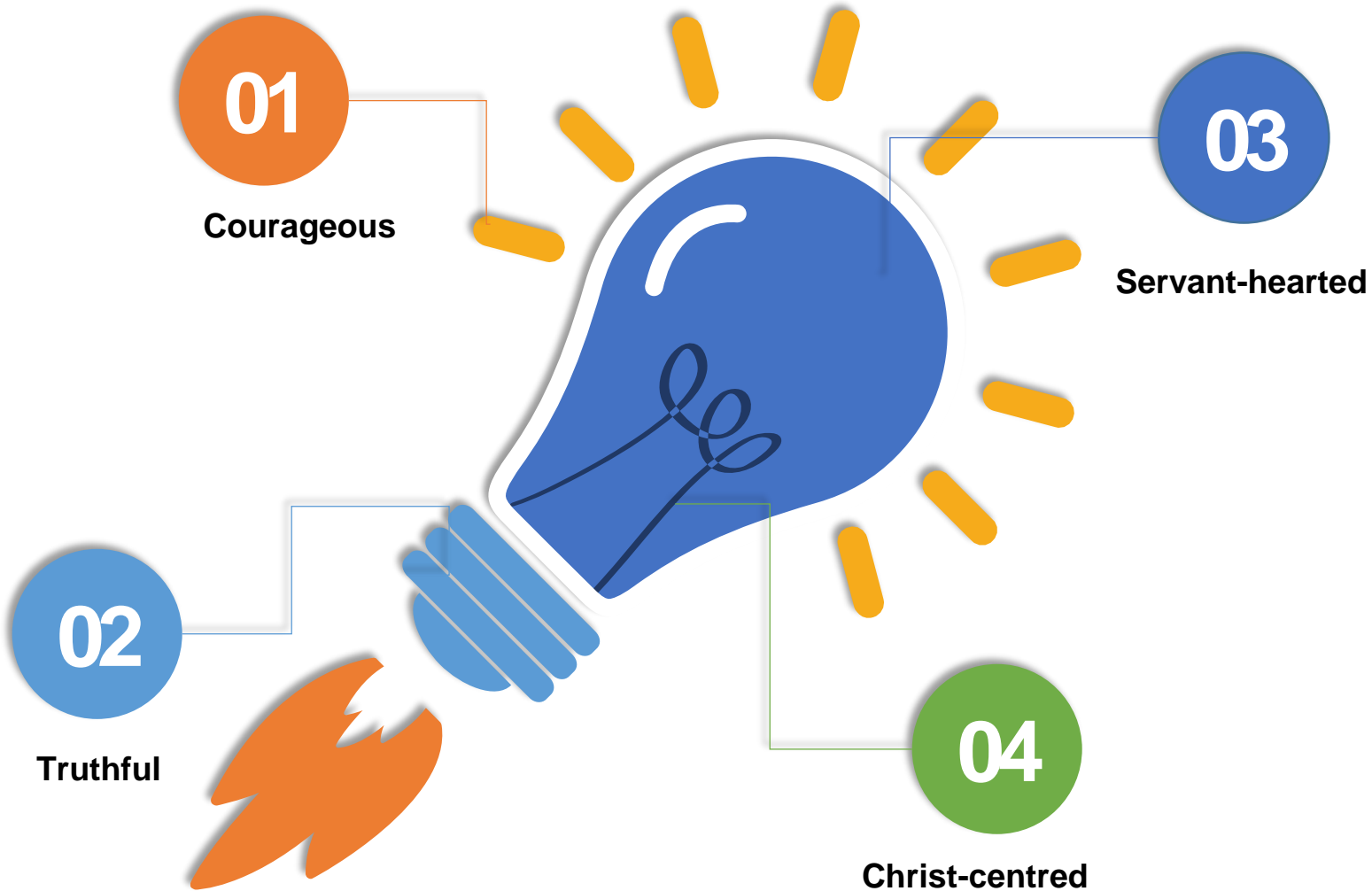


Now

The Quality Standards were updated in 2017 and now cover not only work in humanitarian contexts but also our development and advocacy work. The number of standards was reduced to eight, and they all are non-negotiable now.

Why do we have our Quality Standards?

Quality Standards are rooted in our Values and reflect our commitment to working to the highest possible standard for the people we serve. They summarise all of the relevant external and internal accountability and quality standards, codes, guidelines and principles to which we are committed and exist to save time and ensure quality, accountability and effectiveness.



What are the Quality Standards for?



For everyone

Quality Standards adherence is everybody's job, they are not just for the field offices

Everywhere

Quality Standards equally apply to our humanitarian, development and advocacy work, both in Teddington and in the field, frontline and back office

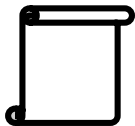
Quality Standards are Interrelated



Interrelated

Quality Standards overlap and reinforce each other, e. g. if you get Accountability right you are also strengthening Empowerment

Quality Standards Embedding



Micah Template

Quality Standards are embedded throughout



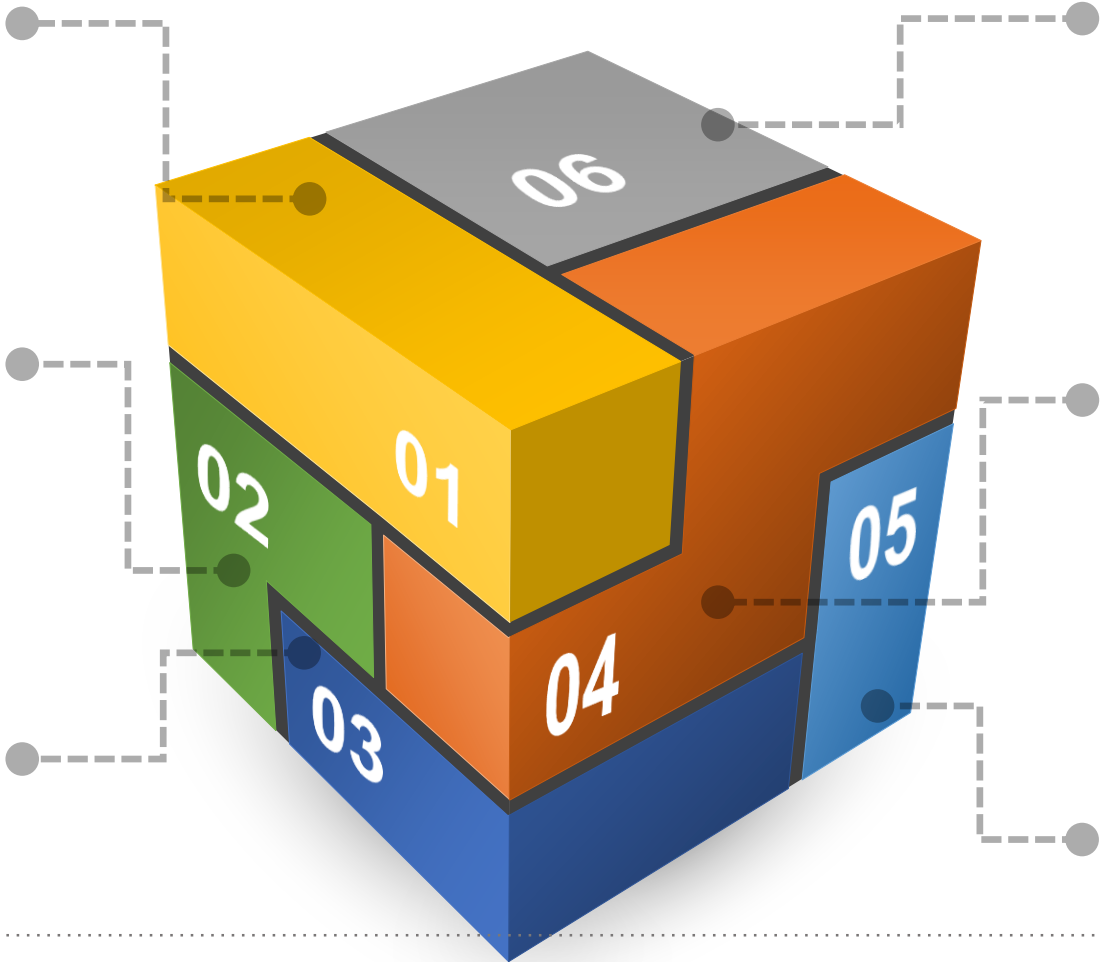
Partner Capacity Assessment

Many of the Quality Standards are checked



Country Scorecard

Checks if you are keeping an eye on your Quality Standards



Country Strategy

Quality Standards are a part of the Operational Plan



Evaluations

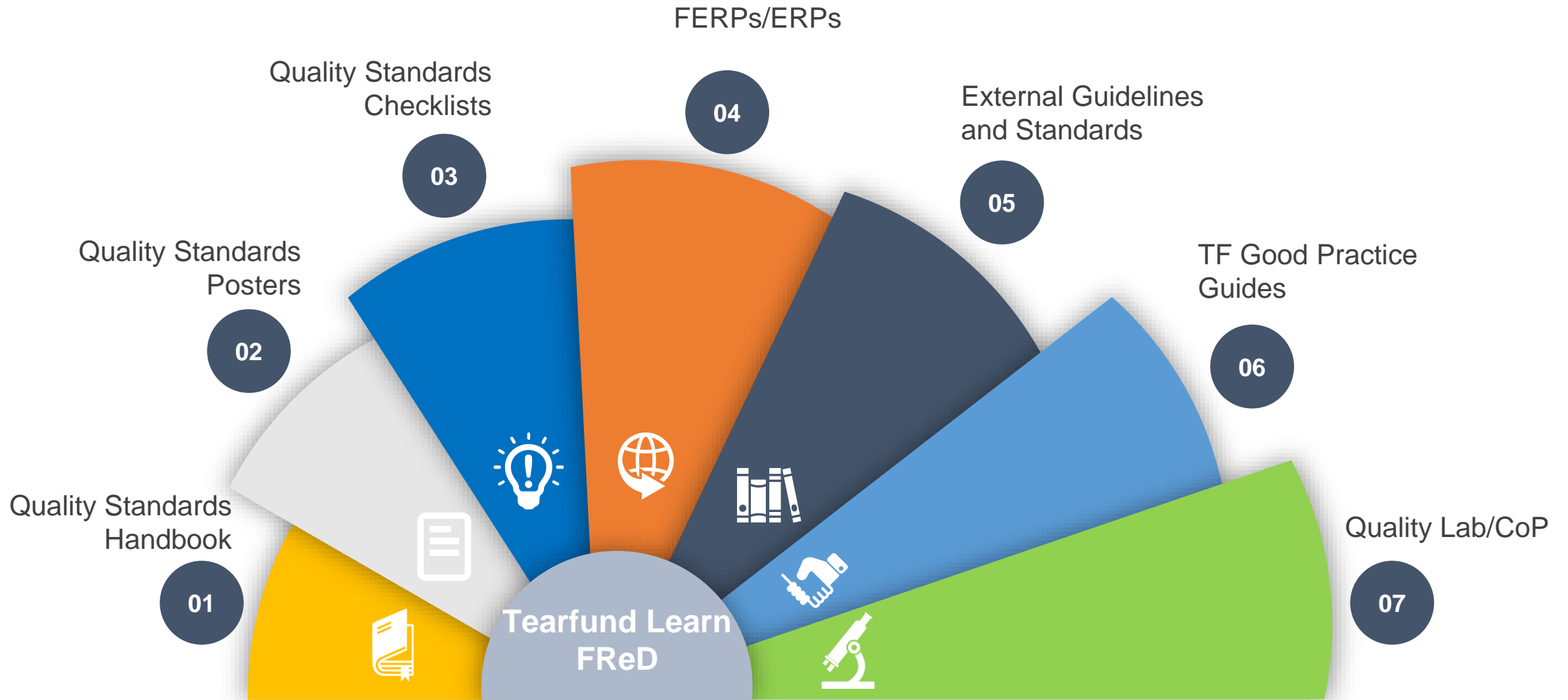
Quality Standards are embedded in the ToRs



FERPs/ERPs

Quality Standards are embedded into emergency response procedures

Quality Standards Resources: where to look



Quality Standards M&E: how to measure quality

01 Maturity Matrix
Self-assessment

Partner Capacity
Assessment 04

02 Evaluations
and Learning
reviews

Country
Scorecard 05

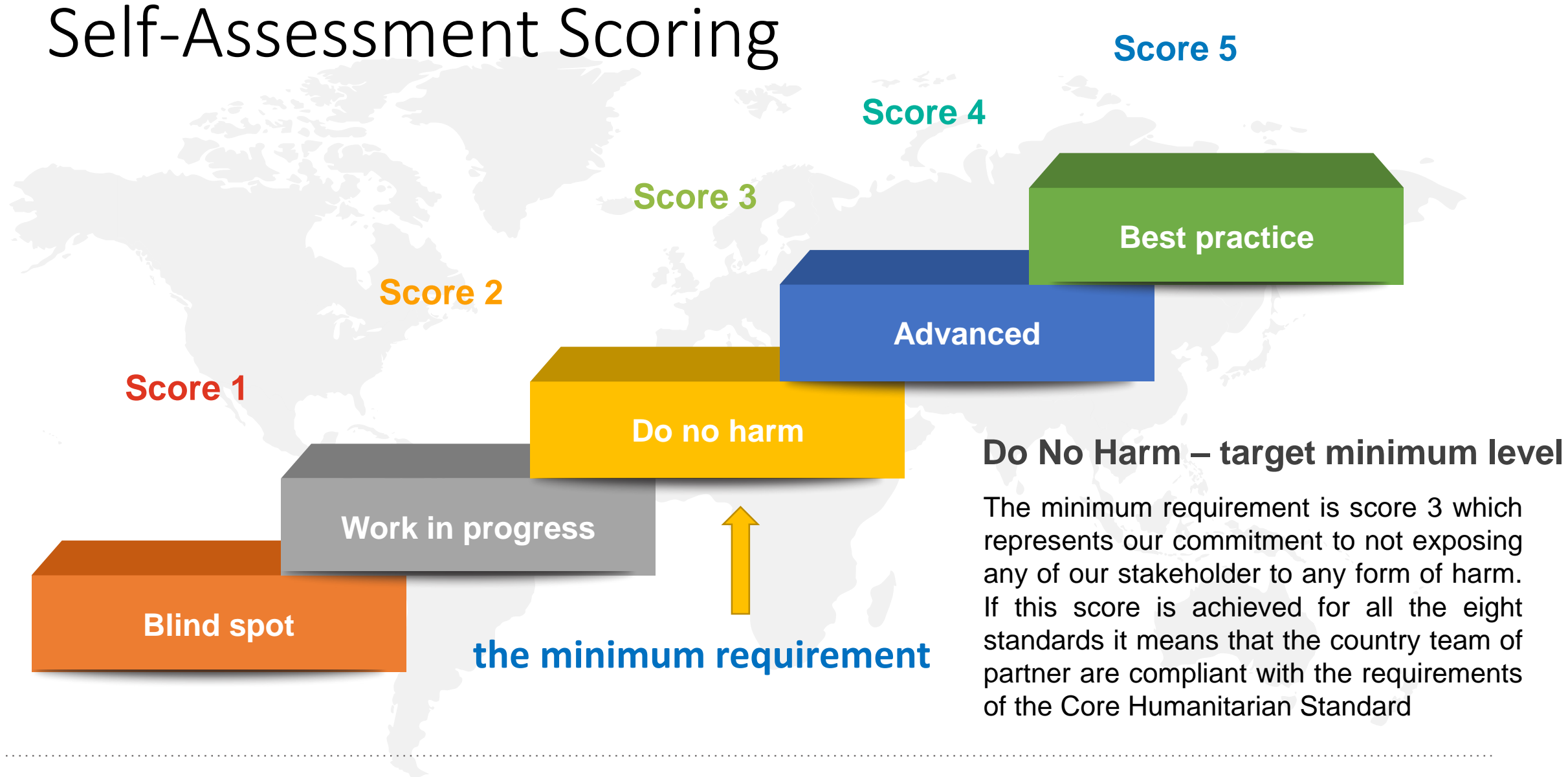
03 Checklists

Audit 06

4 Steps of Quality Standards Self-Assessment



Self-Assessment Scoring



Do No Harm – target minimum level

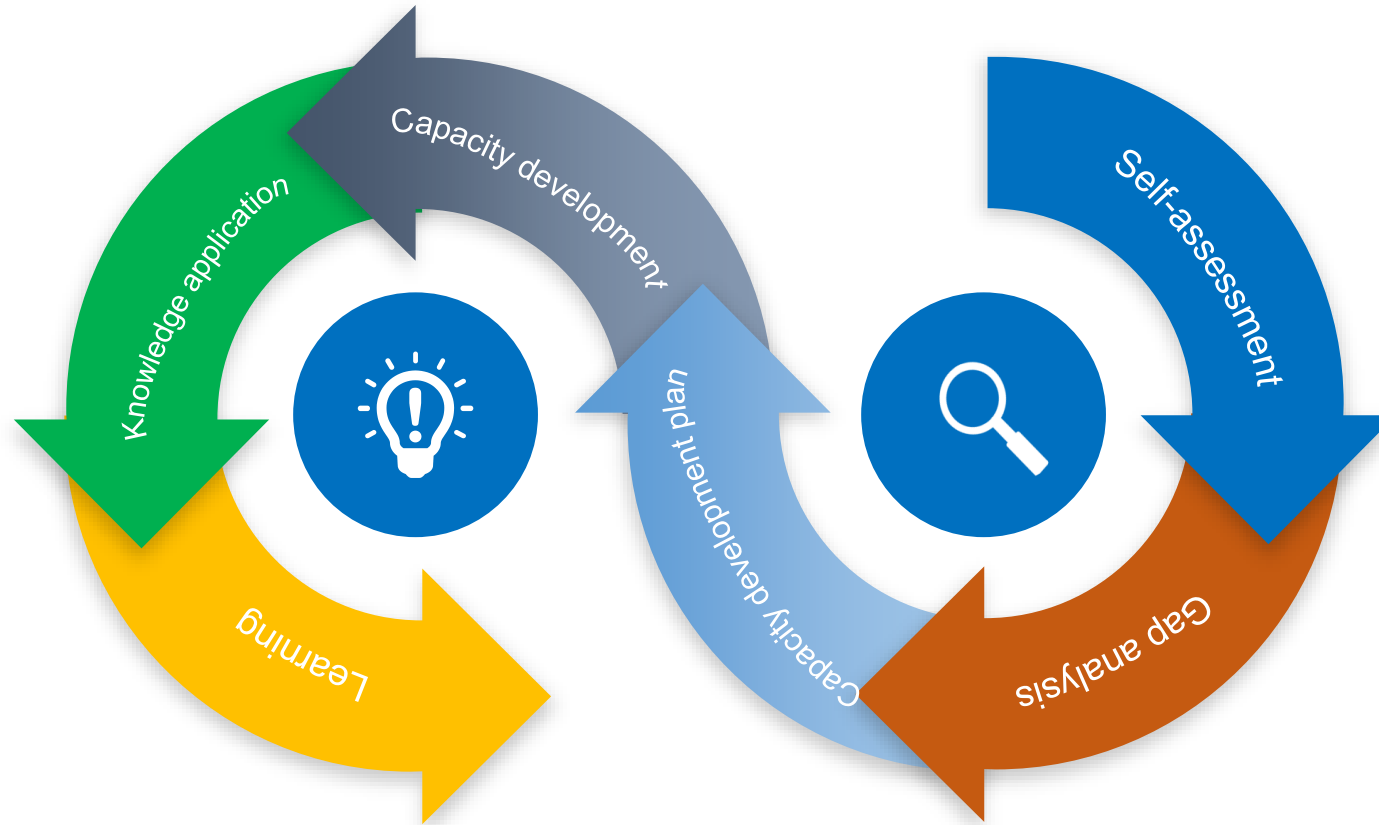
The minimum requirement is score 3 which represents our commitment to not exposing any of our stakeholder to any form of harm. If this score is achieved for all the eight standards it means that the country team of partner are compliant with the requirements of the Core Humanitarian Standard

Quality Standards Champions



Champions
Each cluster has a champion – a country office committed to achieving the Do No Harm requirement within a year and to share learning with its partners and the wider cluster.

Capacity Development Road Map for Quality Standards



Working together

The Quality Standards and Self-Assessment are not intended to be used as “pass/fail” boxes to tick. We recognize that improving quality takes time and we are in it together. We will strive to provide capacity development support to all who require it to achieve the target minimum level.

QUALITY STANDARDS: DEEP DIVE

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Behaviours



We expect the highest behaviour standards across all of our work. We stand against all forms of exploitation, abuse, fraud, bribery and any other conduct that is incompatible with our values. We strive to transfer power to the people we serve; to transform our own, our partners' and communities' attitudes and practices on inclusion, conflict sensitivity, accountability, gender and learning.



Behaviours: Practical Steps

Ensure that all staff understand and live out the values of the organisation.

Ensure that all staff know what the organisation identifies as unacceptable behaviour.

Ensure that the communities we serve know what constitutes staff's unacceptable behaviour.

Have safe and accessible procedures in place to investigate allegations of unacceptable conduct.

Behaviours: Measuring Quality

Do no harm indicator:

Staff and partners are not contravening any of our behaviour policies or partnership agreements.

Evidence:

Code of Conduct/Personal Conduct Policy is available

Code of Conduct is a part of employment contract

Safeguarding policy

Anti fraud/bribery policy

Organisational assessment records

Whistleblowing policy

Whistleblowing policy briefing records

IEC materials on staff behaviour for communities

IEC materials on staff staff misconduct reporting for communities

Community FGD on staff behaviour and misconduct reporting records

Conflict sensitivity checklist (country office)

Impartiality and Targeting



We are committed to impartiality, providing assistance to the most vulnerable without regard for race, religion, ethnicity, ability, age, gender, sexuality, or nationality. We target our work on the basis of need alone while remaining sensitive to conflict dynamics, and proactively work to support those who would otherwise be marginalised or excluded, in particular children, the elderly and those living with disability.



Impartiality & Targeting: Practical Steps

Carry out a thorough analysis to understand the different ways in which people have been made vulnerable as a result of the emergency.

Agree with the community the criteria to be used for identifying those who are most vulnerable and the assistance to be provided.

Ensure that these selection criteria and assistance to be provided are clearly understood by the project staff and community and endorsed by the latter.

Select potential beneficiaries and ensure community's endorsement.

Ensure that project baseline is in place and monitor the project to ensure that the selection criteria continue to be appropriate and you are reaching the most vulnerable, adjust accordingly.

Impartiality & Targeting: Measuring Quality

Do no harm indicator:

Needs assessments and project baselines are in place for all projects and identify those most in need, demonstrating how they have been included in our work.

Evidence:

Context analysis and needs assessment data/reports for each project

Baseline reports for each project

Community FGD records for selection criteria consultations - every project

Records of community feedback on provisional beneficiary lists - every project

Records of beneficiary selection criteria

Accountability



We are committed to ensuring that all our work is based upon effective communication with, participation of and feedback from the communities we serve. It is important that all interventions are transparent and based upon continuous learning. We also hold ourselves accountable to our partners, donors, supporters and colleagues, and to all those with whom we relate and interact.



Accountability: Practical Steps (I)

As a minimum requirement, obtain the informed consent of beneficiaries and ensure their ongoing participation from assessment through to implementation.

Set aside the resources needed - funds and staff - to support beneficiary accountability.

Make information on your organisation and your programme publicly available, ask community what they want to know about your organisation and programme.

Ensure thorough induction, appraisal and development of staff.

Accountability: Practical Steps (II)

Together with communities, design and establish a system to hear and respond to feedback. As a part of feedback mechanism, establish referral process to deal with the feedback that is out of your programme's scope.

Monitor the accountability system and act on the feedback received.

Monitors community's satisfaction with their access to information/feedback channels and opportunities that they have to influence the programme.

Ensure data protection, confidentiality (where needed) and safe access to feedback channels.

Accountability: Measuring Quality

Do no harm indicator:

Communities are engaged at every stage of PCM and made aware of project feedback and complaints mechanisms and encouraged to actively use them.

Evidence:

Feedback mechanism - receiving and responding feedback

Records of community consultations for each PCM stage, gender, age, ability, etc. disaggregated

Records of community consultations about feedback mechanism

Feedback log detailing how each feedback item was responded to

Beneficiary satisfaction surveys/FGD (including access to feedback mechanisms)

Gender



In all our programmes we actively seek to challenge gender inequality, harmful beliefs and practices, and work towards gender justice. We are committed to progressing gender equality, the restoration of relationships between men and women, boys and girls, and ensuring their equal value, participation, and decision-making in all aspects of life.



Gender: Practical Steps (I)

Understand the existing roles and perspectives of men and women.

Ensure assessments gather the perspectives of women, men, boys and girls.

Design project activities appropriate for the target group.

Ensure projects enhance safety for women, boys and girls.

Gender: Practical Steps (II)

Address underlying attitudes and gender bias and help to shape positive values.

Model positive gender relationships within the team.

Encourage and facilitate participation of women and children as well as men.

Measure and monitor the impact of the project on men, women, boy and girls.

Gender: Measuring Quality

Do no harm indicator:

All our assessments, research, mapping, and project designs are gender sensitive, and the analysis is used to inform contextualized project indicators on gender equality.

Evidence:

All our beneficiary data are gender/age/ability disaggregated (including FGD and community consultation records)

Records from FGDs for women/girls re their safety and security

Gender sensitive project indicators

Evidence of gender sensitive project design (at the very least, prioritising safety and security of women and girls)

Records of staff training on gender sensitive programming

Empowerment



We are committed to community-led and participatory approaches to development and humanitarian response for sustainable impact that is based on root cause analysis. We encourage participation from all members of a community, and strive to support beneficiaries to have control over their own development at all levels, from local development activities through to local, national, and regional advocacy.



Empowerment: Practical Steps

Ensure that capacities are being assessed along with vulnerabilities and that the programme design corresponds to those.

Transfer power to communities through ensuring their meaningful participation throughout the project cycle.

Ensure that your programme has a clear exit strategy that is communicated to the communities that you serve.

Where possible, promote livelihoods and skills development.

Continually monitor to ascertain that the programme is not creating dependency.

Where relevant, support/empower the community to advocate to change unhelpful policies/practices

Empowerment: Measuring Quality

Do no harm indicator:

Communities report that they are not disempowered as a result of our work.

Evidence:

Capacity assessment data/report

Exit strategy document

Evidence of exit strategy being communicated to communities

Records of community consultation on dependency/disempowerment

Evidence of engagement of vulnerable groups in community

Resilience



We are committed to helping people understand, reduce and manage the risks they face as well as to address the drivers of vulnerability. This includes supporting people and communities in developing resilient livelihoods, strengthening social cohesion, improving access to services, stewarding environmental resources, reducing disaster risk and adapting to climate change.



Resilience: Practical Steps

Assess risks and capacities and design response to the humanitarian/development need that increases those capacities.

Consult communities about the planned response and prioritise their participation in it.

Ensure that the planned response prioritises building social capital.

Ensure that the planned response prioritises economic and environmental sustainability.

Ensure that communities are given access to information about their risks.

Monitor whether communities feel better able to withstand future shocks.

Resilience: Measuring Quality

Do no harm indicator:

All projects attempt to build Adaptive Capacity - the ability of people and communities to make changes in their lives and livelihoods - recognising local risks and encouraging inclusive and participative community decision making.

Evidence:

National level contingency plan

Country strategy taking account of risks

Risk assessment reports/data

Protection



We are committed to restoring relationships and building safe and secure communities. We seek to prioritise the protection of all - especially children and the most marginalised and vulnerable adults - from physical, social and psychological harm. We will take steps to assess risks, including conflict dynamics, to avoid any adverse effects of our work that might expose people to danger or lead to abuse. We believe that community members are the best actors in their own protection and will support their actions to stay safe, find security and restore dignity.



Protection: Practical Steps (I)

Identify and analyse existing and potential protection risks, which should be done through needs assessments.

Consult beneficiaries to better understand their protection risks and identify how your organisation can avoid causing harm to the community through your intervention.

Identify the threats, vulnerabilities, and negative coping strategies by consulting with the communities.

Identify with beneficiaries preventive and mitigation measures with the objective of reducing the threats and the vulnerabilities and increasing the existing capacities.

Protection: Practical Steps (II)

Assess the knowledge and skill set of the project staff on protection and its key elements. If the assessment highlights internal training and/or capacity strengthening needs, plan and budget for it.

Design specific project activities to ensure core protection principles are embedded and to mitigate specific protection risks. Ensure those activities are properly supported with time, staff and resources.

Consult beneficiaries to assess their views, opinions and perception in terms of safety, dignity, access and participation throughout and at the end of your project.

Monitor and evaluate to ensure your programme does not have a negative impact on communities.

Protection: Measuring Quality

Do no harm indicator:

Identification and mapping of vulnerabilities and protection issues is applied across all of Tearfund's programming and all staff are trained on it.

Evidence:

Protection risk assessment report/data, and programme design considers protection risks identified.

Records of protection training for staff

Protection mainstreaming plan

Protection SWOT analysis

Project reports detailing protection activities

FGD records re: safety and security levels not deteriorating due to our programming

Conflict analysis records

Conflict sensitivity assessment (project level) - in any conflict affected or fragile context

Technical Quality



We are committed to the high technical quality of all of our work, and the work of partners, through meeting relevant national and international standards aligned with communities' own priorities. We will continuously learn to improve and identify and replicate good practice that is demonstrated to have relevant and positive impact.



Technical Quality: Practical Steps

Be clear on organisation's specialisms and technical strengths.

Identify priorities expressed by community which you can support technically.

Ensure the programme interventions are culturally appropriate and in line with SPHERE (if appropriate), CHS and national standards.

Ensure project staff have technical support needed to guide implementation.

Ensure quality control when you are working with contractors.

Monitor and evaluate the project and make technical adjustments where necessary.

Measuring Technical Quality

Do no harm indicator:

Relevant technical standards (including Sphere and CHS) and proven quality specialist advice is identified and actively integrated in project design and implementation.

Evidence:

Technical specialist advice
(JD, contract, consultant ToR)

Evidence of SPHERE compliance where relevant (humanitarian programming))

FGD records: community consultation about assistance design and cultural appropriateness

Would you like to find out more?

Get in touch with us at

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