

May 2019

### **Role of PM&E Committee**

The Committee has an advisory role in so far as it will report its conclusions and recommendations to the Board which will make the organisational decisions. The Board may however delegate appropriate specific powers to the Committee as it considers advisable/necessary.

The normal role of the Committee is as follows:

- It reviews newly developed organisational policies and makes recommendations to the Board as to their adoption or need for revision before being approved.
- It monitors through evaluations and other sources of programme information/intelligence the implementation of approved policies.
- It ensures that the quality of different areas of Concern's programme is evaluated on a regular basis.
- It seeks to ensure that lessons are learnt from the evaluations with a view to improving the quality of the programme.

### **Membership**

The number of Board members elected to the Programme Monitoring and Evaluation Committee at the June meeting of the Board will be three (3). At its first meeting, the Committee will elect a Chairperson and decide whether to co-opt additional members. The members may co-opt up to three (3) additional members.

If vacancies arise on the Committee during the year, the remaining members may co-opt other members to fill vacancies.

Given the nature of the work on the PM&E Committee which involves organisational learning, a degree of continuity of service on this Committee is recognised as valuable. It is therefore recommended that people joining this Committee should be willing to serve on it for more than one year.

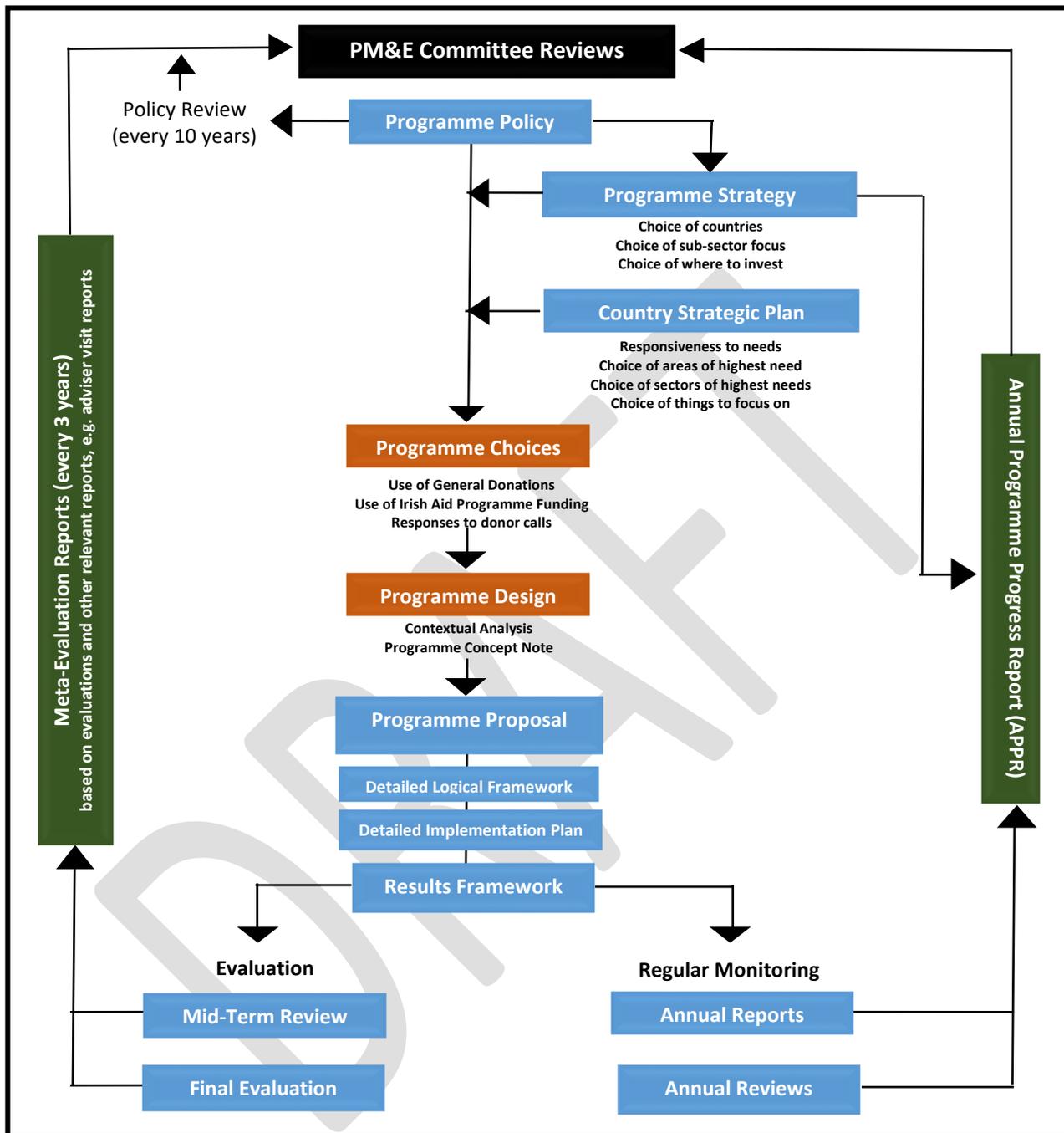
### **Meetings**

The meetings are held on a quarterly basis though special meetings may be held to consider particular issues. The director of the *Strategy, Advocacy and Learning Directorate* of Concern is responsible for ensuring that members are fully briefed on all major issues and attends the meetings of the Committee. Relevant staff from the International Programmes Directorate, the Emergency Directorate and the Public Affairs Directorate will also be present, as required. The quorum for meetings of the committee is three (3) members.

### **Reporting**

The Chairperson of the Committee reports to the Board on the activities and recommendations of the Committee.

**PM&E Committee TOR:**  
**Links between policies, strategies and programmes**



- Key Programme Policies**
1. Approach to Emergencies
  2. HCUEP
  3. Geographical Targeting
  4. Livelihoods
  5. Health
  6. Education
  7. Equality
  8. HIV and AIDS
  9. DRR
  10. Protection
  11. Partnership
  12. Capacity Building
  13. Environment
  14. (Conflict)

- Key Questions by PM&E Committee of POLICIES:**
1. Is there a clear need for this policy in Concern?
  2. Does it make the issue clear and why it is important to Concern?
  3. Does it reflect Concern's Identity, Vision, Mission and Values well?
  4. Does it clearly articulate Concern's beliefs and aims on the topic?
  5. Does it keep to a broad level to allow application in all contexts?
  6. Does it reflect Concern's focus on the poorest?
  7. Does it give direction on the kinds of things Concern will and will not do?

- Key Questions by PM&E Committee of REPORTS:**
1. Am I happy that I am getting an objective analysis of the quality of and progress in programmes?
  2. Am I happy with the quality and scale of Concern's work in this area (and that this in line with Concern's policies)?
  3. Has management implemented accepted recommendations from the last report and clearly laid out what improvements are necessary and how Concern will take them forward?

## **Guidance on Board Oversight of Concern's Programmes, April 2019**

The Board of Concern Worldwide approves policies of the organisation. It also oversees progress in our programmes to ensure that the organisation is making progress against its mission and those policies. The detailed oversight is delegated to the Programme Monitoring and Evaluation Committee (PM&E) although the full Board needs to approve policies and reports.

It has been agreed that policies will be reviewed every 10 years unless there is a significant change in the external environment which might trigger policy review. Reports on progress in specific areas come to the Board on a three-yearly rolling cycle. (See Annex 1)

The purpose of this document is to clarify:

1. What the Board should expect to see in policies.
2. What the Board should expect to see in progress reports.
3. The key questions the Board needs to ask about policy to fulfil its oversight role.
4. The key questions the Board needs to ask about progress reports to fulfil its oversight role.

### **Developing and Approving New Concern Programme Policies:**

#### **Purpose:**

To guide Concern's work by articulating what the organisation believes in and how it will work in specific programme areas such as sectors, approaches and other programme issues (e.g. emergencies, targeting, advocacy, capacity building, etc.).

#### **Content: What the Board should expect to see in policies:**

A Concern policy articulates as clearly and concisely as possible what Concern believes about an issue and how Concern will seek to implement or address it. It states how an issue relates to Concern's vision and mission and guides what the organisation can and cannot do in relation to the issue. Policy tends to be broad to cover all contexts and yet tries to give some sense of direction to managers in terms of putting the policy into practice. Most policies need to be supported by strategies and detailed operational guidance. The exact content will vary according to the topic.

- What is the topic? Definitions.
- Importance of the topic for our target group.
- Global commitments to the topic.
- Importance of the topic for Concern Worldwide and its identity, mission and values.
- Link with HCUEP and Concern's Approach to Emergencies.
- Purpose of the policy and its application in our programmes.
- Global evidence on programme interventions and/or policy effectiveness.
- Concern's core position and key principles on the topic.
- How Concern will apply the topic in its programmes (refer to whole programme cycle).
- Measures of success: KPIs or proxy measures of what we seek to achieve.

#### **Questions for the Board to ask about all new or revised policies:**

1. Is there a clear need for this policy in Concern?
2. Does the policy make clear what the issue is and why it is of importance to Concern?
3. Does the policy reflect Concern's Identity, Vision, Mission and Values well?
4. Does the policy clearly articulate Concern's beliefs and aims on the topic?
5. Does the policy keep to a broad enough level to allow application in all contexts?
6. Does the policy reflect Concern's focus on the poorest people and countries in the world, especially those in fragile and conflict affected contexts?

7. Does the policy give direction to the organisation and its staff on the kinds of things Concern will do and the kinds of things Concern will not do?

Concern management now proposes to have a very light-touch strategy for the programme policies and to formally review progress on these once a year. The strategies do not need approval from the Board but they will be used to report to PM&E and the Board on progress in implementing the policies.

### Three Yearly Reports (against approved Programme Policies)

There are essentially four types of programme-related policies in Concern Worldwide.

- A. **Foundational organisational policies:** Policy Statement, HCUEP, Approach to Emergencies, Geographical Targeting.
- B. **Sector Policies:** Education, Health and Livelihoods (the latter includes Sustainable Livelihoods, Microfinance and Social Protection policies).
- C. **Approaches and cross-cutting issues:** Equality, DRR, HIV and AIDS, Protection, Partnership, Capacity Building, Human Rights. [In the future we may need to add the following: Environment, Conflict, Accountability, although we do not have policies on each.]
- D. **Policies guiding work on root causes:** Advocacy and Active Citizenship (development education).

Previously, we asked the writers of these reports to report against a standard list of nine headings or questions. Given the different nature of the categories of the policies as outlined above, this has not worked well and some of the headings and questions that are appropriate to and relevant for one set of reports, seem irrelevant for others. Thus, we seek to clarify the right content for reports and the right questions for the Board and PM&E to ask of each type.

#### A. Reports on Progress against Foundational Policies

**A1.** The **Policy Statement** should outline the Identity, Vision, Mission, Values, Organisational Purpose and Organisational Theory of Change. There will be no regular reports against this policy and yet all of Concern's work has to be overseen in light of this key document. In particular, each new organisational strategic plan and programme policy has to be framed by this.

**A2. How Concern Understands Extreme Poverty** or any replacement of same should articulate a clear conceptualisation of the nature of extreme poverty and how Concern will target and address extreme poverty. We are scheduled to report against this policy every three years and we will use meta-evaluation to do this.

Reporting on HCUEP is not straightforward because Concern's understanding is usually not part of how donors frame funding mechanisms. We propose to use the DAC criteria for meta-evaluation and to use other reports to pick up whether we are applying the HCUEP lens, especially whether we are addressing inequalities and key risks and vulnerabilities systematically in our programmes. So we expect the report to follow the outline below:

1. Relevance of Concern's programmes (appropriateness, targeting).
2. Efficiency.
3. Effectiveness.
4. Impact (including influencing policy, changing norms...).
5. Sustainability (capacity building, system strengthening...).

6. Evidence of systematic application of the HCUEP lens across all programmes, apart from major sudden-onset emergencies, but including Active Citizenship and International Advocacy programmes. This should include visibility in context analysis, Country Strategic Plans, programme design and programme reports and evaluations.
7. Learning, Innovation and Continuous Quality Improvement.
8. Some commentary or judgement as to alignment with the relevant policy or policies.

*Questions from the Board/PM&E should be:*

- Am I happy that I am getting an objective analysis of the quality of and progress in programmes of the application of HCUEP?
- Are Concern's programmes addressing key inequalities and key risks and vulnerabilities as well as a considered range of assets on a consistent and systematic basis?
- Has management implemented accepted recommendations from last report and has management laid out clearly what improvements are necessary and how Concern will take them forward?

**A3.** The **Approach to Emergencies** document is the one that articulates Concern's humanitarian mandate and imperative and how we will apply such a mandate. We are scheduled to report against this policy every three years and we will use meta-evaluation to do this.

We propose to use the extended DAC principles for meta-evaluation and to use other reports to pick up whether we are applying our humanitarian mandate, mainly by tracking the number and scale of emergency responses documented in the previous three Annual Programme Progress Reports (APPRs).

So we expect the report to follow the outline below:

1. Relevance of Concern's programmes.
2. Appropriateness (including an analysis of scale of responses).
3. Coverage.
4. Efficiency.
5. Effectiveness (including timeliness).
6. Connectedness (including a consideration of sustainability).
7. Coherence (including a consideration of co-ordination).
8. Impact (including influencing policy and practice).
9. Evidence of systematic application of our humanitarian mandate via tracking the number and scale of emergency responses documented in the previous three Annual Programme Progress Reports (APPRs).
10. Learning, Innovation and Continuous Quality Improvement
11. Some commentary or judgement as to alignment with the Approach to Emergencies policy.

*Questions from the Board/PM&E should be:*

- Am I happy that I am getting an objective analysis of the scale and quality of and progress in emergency response programmes and projects?
- Am I happy with the quality and scale of Concern's work in this area (and that this in line with Concern's policies)?
- Has management implemented accepted recommendations from the last report and clearly laid out what improvements are necessary and how Concern will take them forward?

**A4.** The **Geographical Targeting** policy simply outlines where in the world Concern will work operationally.

This policy will be reported against on a three yearly cycle. The Board needs to oversee that Management is making proposals to the Board on country entry and exit that are in line with this policy.

We do not envisage major changes every three years but this is an important policy in terms of guiding organisational focus and direction so we need to track it carefully, especially as the potential or offer of

major financial contracts or grants to work in other locations can be very attractive and can easily appeal to the financial needs of the organisation.

This report should contain the following key content:

1. Latest Poor-Vulnerable Index (PVI) with clarity on which countries are the poorest and most vulnerable. This then needs to outline in which ones Concern is working and in which ones Concern is not working.
2. Outline of Concern's county portfolio and commentary with alignment with PVI.
3. Commentary on major crises across the world over the period of the report and whether Concern was consistent in decision-making in its responses, or in its decisions not to respond to international emergencies that met the criteria for intervention outlined in the Approach to Emergencies and Geographical Targeting policies.
4. Outline of any country entries and exits in the previous three years and commentary on their alignment with the policy and a clear justification in any case in which they are not aligned.
5. Outlines of the application of the PVI approach within countries of operation, apart from those of major international emergencies where decisions will be driven by needs assessments, coverage gaps in discussion with other humanitarian actors and added value. This will essentially be a report on targeting within Country Strategic Plans.

*Questions to be asked by the Board/PM&E Committee:*

1. Am I happy that I am getting an objective analysis of the geographical targeting?
2. Am I happy that Concern is working in the poorest and most-vulnerable countries and areas within those countries?
3. Am I happy that Concern was consistent and true to its mission in its emergency responses in countries in which we were not operational and that the timelines for any interventions made in each of these were clear in terms of the length of engagement in them?
4. Am I happy that the reasons provided for not responding in new countries of major humanitarian need are justifiable to the Board?
5. Has management implemented accepted recommendations from the last report and clearly laid out what improvements are necessary and how Concern will take them forward?

## **B. Reports on Progress on Sectors**

### ***B. Sectoral Progress Reports: Report Outline based on meta-evaluation***

We have agreed that we will structure meta-evaluation reports around the DAC criteria (or the extended DAC principles for emergency responses):

1. Relevance of Concern's programmes (appropriateness, targeting).
2. Efficiency.
3. Effectiveness.
4. Impact (including influencing policy, changing norms...).
5. Sustainability (capacity building, system strengthening...).
6. Learning, Innovation and Continuous Quality Improvement.
7. Progress on strategy using a number of KPIs.
8. Some commentary or judgement as to alignment with the relevant policy or policies.

*Sectoral Programme Reports: Questions to be asked by PM&E and Board*

1. Am I happy that I am getting an objective analysis of the quality of and progress in programmes?
2. Am I happy with the quality and scale of Concern's work in this area (and that this in line with Concern's policies)?
3. Has management implemented accepted recommendations from the last report and clearly laid out what improvements are necessary and how Concern will take them forward?

## C. Reports on Progress on Programme Approaches

### ***Approaches/Cross-Cutting Issues: Report Outline***

The content should include:

1. Level and consistency of application of the approach according to the sample evaluations.
2. Strengths of practice, based on wider documentation.
3. Weaknesses in practice, based on wider documentation.
4. Key learning.
5. Evidence of continuous quality improvement and innovation.
6. Progress on strategy if we have a strategy (we can point to lack of approval for some).
7. Some commentary or judgement as to alignment with the relevant policy or policies.

### ***Approaches/Cross-Cutting Issues: Questions to be asked by PM&E and Board***

- Am I happy that I am getting an objective analysis of the quality of and progress in programmes?
- Am I happy with the quality and scale of Concern's work in this area (and that this in line with Concern's policies)?
- Has management implemented accepted recommendations from the last report and clearly laid out what improvements are necessary and how Concern will take them forward?

## D. Reports on Advocacy and Active Citizenship

### **D1. Advocacy Reports:**

The paucity of regular evaluations of advocacy programmes or initiatives makes this difficult to report on and any meta-evaluation almost meaningless. Advocacy is also one of the most difficult areas of work to monitor and evaluate due to the complex causality related to policy and political decision-making. Nevertheless, we will endeavour to continue to apply the DAC criteria to drive consistency across all of our programmes, but we will add analysis and commentary based on other sources of intelligence beyond evaluations. The advocacy report should include the following information.

1. Relevance of Concern's advocacy programmes and interventions.
2. Efficiency (less of an issue of cost but an analysis of whether our advocacy work has analysed and chosen the most likely pathways and modalities for effectiveness and impact, e.g. via coalitions, via campaigning v. individual lobbying, etc.).
3. Effectiveness (this should focus on triangulated reports of Concern's influencing with a strong focus on the uptake of outputs such as policy recommendations or conference inputs, etc. and commentary from advocacy targets about whether Concern's inputs have influenced them or not).
4. Impact (this needs to look at wider impact of our specific lobbying, e.g. implementation of key policies Concern sought to influence, e.g. roll-out of graduation mechanisms in targeted countries...).
5. Sustainability (difficult to define in advocacy but potentially the extent to which we have supported and built advocacy capacities in local civil society actors for the longer-term?).
6. Learning, Innovation and Continuous Quality Improvement.
7. Progress on overall advocacy strategy or thematic strategies using a number of KPIs.
8. Some commentary or judgement as to alignment with the relevant policy or policies.

### ***Advocacy: Questions to be asked by PM&E and Board***

1. Am I happy that I am getting an objective analysis of the quality of and progress in Concern's advocacy work at two levels: a) international advocacy and b) country level advocacy?

2. Am I happy with the quality and scale of Concern's work in advocacy? Are we being influential? Is our level of ambition in advocacy right? Is it the right balance with our work overseas? Are our country programmes reporting systematically on their advocacy? Are our programmes on the ground driving our country advocacy?
3. Has management implemented accepted recommendations from the last report and clearly laid out what improvements are necessary and how Concern will take them forward?

## **D2. Active Citizenship/Development Education Reports**

The commentary on the challenges noted above for advocacy are similar for active citizenship or development education. We will continue to try to structure reports around the DAC criteria. The Active Citizenship/Development Education report should look include the following information.

1. Relevance of Concern's active citizenship programmes and interventions.
2. Efficiency (less of an issue of cost but an analysis of whether our active citizenship work has analysed and chosen the most likely pathways and modalities for effectiveness and impact, e.g. via government structures or via voluntary groups; via inputs or via campaigning...).
3. Effectiveness (this should focus on changes from baseline to end-line measures of knowledge, attitudes or behaviour on poverty related issues and other KPIs).
4. Impact (this needs to look at wider impact of our active citizenship work on external surveys and opinion polls on poverty related knowledge, attitudes and behaviours as well as increases in public funding and other forms of support for the sector).
5. Sustainability (difficult to define in AC but potentially the extent to which we have supported and built motivation and capacities in Irish civil society actors for the longer-term?).
6. Learning, Innovation and Continuous Quality Improvement.
7. Progress on overall active citizenship strategy using a number of KPIs.
8. Some commentary or judgement as to alignment with the Active Citizenship policy.

### *Active Citizenship/Development Education: Questions to be asked by PM&E and Board*

4. Am I happy that I am getting an objective analysis of the quality of and progress in Concern's work in active citizenship/development education?
5. Am I happy with the quality and scale of Concern's work in active citizenship? Are we doing the right things? Is it being effective? Is our level of ambition right? Is it the right balance with our emergency and development work overseas? Is it well aligned with our wider communications, public engagement and advocacy work?
6. Has management implemented accepted recommendations from the last report and clearly laid out what improvements are necessary and how Concern will take them forward?

### Annex 1: Cycle of Review by the PM&E Committee.

Please note that this may change over time if the balance of policies changes and the PM&E Committee and the Board decide that a different balance of review should be implemented.

Year	Topic	Date Board	Date PM&E	POLICY REVIEW	Larger Report for Board
2019	Approaches	April		Capacity Building Partnership Human Rights	
	Annual Report (APPR)	May		Health	Annual Programme Report
	Livelihoods	Aug			Livelihoods
	Geographical Targeting	Oct		Advocacy Environment	
2020	HCUEP	Feb		HCUEP	HCUEP
	Annual Report (APPR)	April			Annual Programme Report
	Active Citizenship	Aug			
	Emergency Response	Oct			Emergency Response
2021	Health	Feb			Health
	Annual Report (APPR)	April			Annual Programme Report
	Advocacy	August			
	Education	Oct			Education
2022	Approaches	Feb		Equality HIV	
	Annual Report (APPR)	April			Annual Programme Report
	Livelihoods	Aug			Livelihoods
	Geographical Targeting	Oct			
2023	HCUEP	Feb			HCUEP
	Annual Report (APPR)	April			Annual Programme Report
	Active Citizenship	Aug			
	Emergency Response	Oct			Emergency Response
2024	Health	Feb			Health
	Annual Report (APPR)	April			Annual Programme Report
	Advocacy	August			
	Education	Oct			Education
2025	Approaches	Feb		DRR Protection	
	Annual Report (APPR)	April			Annual Programme Report
	Livelihoods	Aug		Livelihoods Microfinance Social Protection	Livelihoods
	Geographical Targeting	Oct		Geog. Targeting	
2026	HCUEP	Feb			HCUEP
	Annual Report (APPR)	April			Annual Programme Report
	Active Citizenship	Aug		Active Citizenship	
	Emergency Response	Oct		Emergencies	Emergency Response
2027	Health	Feb			Health
	Annual Report (APPR)	April			Annual Programme Report
	Advocacy	August			
	Education	Oct		Education	Education
2028	Approaches	Feb			
	Annual Report (APPR)	April			Annual Programme Report
	Livelihoods	Aug			Livelihoods
	Geographical Targeting	Oct			
2029	HCUEP	Feb			HCUEP
	Annual Report (APPR)	April			Annual Programme Report
	Active Citizenship	Aug			
	Emergency Response	Oct			Emergency Response
2030	Health	Feb			Health