Concern Worldwide’s
Capacity Building Policy
Concern Policies

Concern is a voluntary non-governmental organisation devoted to the relief, assistance and advancement of peoples in need in less developed areas of the world.

Concern believes in a world where no-one lives in poverty, fear or oppression; where all have access to a decent standard of living and the opportunities and choices essential to a long, healthy and creative life; a world where everyone is treated with dignity and respect.

Our mission is to help people living in absolute poverty achieve major improvements in their lives, which last and spread without ongoing support from Concern.

We will work with the poor themselves and with local and international partners who share our vision of democratic and just societies.

To achieve this mission Concern engages in long-term development work, responds to emergency situations and undertakes development education and advocacy on those aspects of world poverty which require national or international action.

Concern’s core values derive from a single central value:

**Extreme poverty must be targeted**

Our other values are subsidiary to this central value:

- Respect for people comes first.
- Gender equality is a prerequisite for development.
- Development is a process, not a gift.
- Greater participation leads to greater commitment.
- Emergencies call for rapid response.
- Democracy accelerates development.
- The environment must be respected.
- Good stewardship ensures trust.
- Experience is the best teacher.
- All governments have responsibility for poverty elimination.

Concern’s work is guided by a series of policy documents which are translated into practice through the implementation of Organisational and Country Strategic Plans and Organisational Programme Plans. Country Plans are put into operation through projects designed using Concern’s Project Cycle Management Process.

**Concern has a range of policies:**

- General Policies.
- Programme Approach Policies.
- Programme Sector Policies.
- Resource Policies.
- Programme/Project Management Policies.

Details of policies approved by Council are listed inside the back cover.

The policies have been written to complement each other. For example, in our Health Policy we state that we will help to build the capacity of local government health services and that the approach to be used will be found in the Capacity Building Policy. Our general approach and resource policies cover all sectors. All policies are dynamic and are reviewed from time to time.
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Capacity Building Policy

Summary

Capacity to manage development already exists in all countries, communities and individuals. Concern’s approach to development is to build on existing capacity.

Capacity building, or capacity development, became a central approach to development through the 1990s. The capacity building agenda emerged from small, dynamic grassroots membership bodies and from bi- and multi-lateral initiatives supporting government capacity development. It resulted in a search for strategies which placed greater emphasis on process approaches to ensure that the rights of the poor would be fulfilled.

Capacity building seemed to offer possibilities of sustainability and longer-term economic and social transformation for more and more marginalised people.

The policy on capacity building covers Concern’s operations in its overseas work.

Why a Capacity Building Approach?

Concern is taking a capacity building approach in order to maximise benefits to the poor in a more sustainable and far-reaching way. There is a need for development processes which are sustainable. These processes will be driven by locally appropriate institutions and capacities of the latter for the former need to be enabled or supported. There is also a need to get away from the ‘islands of benefit’ approach and to ensure that more institutions which will drive out sustainable development processes become functional. The idea of supporting local institutions more strategically is therefore important in terms of ensuring wider impact of development processes.

Concern’s Definition of Capacity Building

Concern defines capacity building as an approach to programming which emphasises enabling and strengthening of individuals, groups, organisations, networks and institutions to increase their ability to cope with crises and to contribute long-term to the elimination of poverty.

Country Contexts

Concern works in diverse contexts in various countries around the world. Each context throws up a different set of issues and dangers, opportunities and problems. Some governments restrict civil society and one invariably focuses on governmental institutions; in other countries there are many civil society organisations and a great degree of freedom and opportunity for Concern to establish real partnerships with local groups.

This policy outlines some major issues for emergency and transitional contexts but focuses mainly on development context. Country-level analysis and identification of core poverty problems are starting points for development interventions which precede identification of local institutions.

Identifying Local Development Agents

In each country, Concern aims to work with local development actors most likely to be successful long-term in empowering the poor and eliminating poverty. Concern managers shall identify these using methods such as Stakeholder Analysis and Institutional Mapping.

Relationships with Local Organisations

The identification of local actors will focus on goals, objectives and strategies. Once they have been identified, Concern will negotiate with such organisations and agree on how to work together. Possible relationships range from simple sub-contracting to partnerships which involve a process of reciprocal giving and learning.

Assessing Capacity

Capacity-building is likely to be unsuccessful long-term unless the organisation has bought into the need for it. It is critical to use methods of assessing an organisation’s capacity which the organisation’s members understand, believe in and will use themselves.
Concern believes that ‘facilitated self-assessment’ is the best way of assessing capacities. There are many tools and methods available for this. Each has its advantages and disadvantages and as with any tool in participatory development, their effectiveness often relates more to the sensitivity, experience and skills of the facilitator than to the tools themselves. Some tools are better for working with government bodies than with CSOs and vice-versa. Client input into the assessment method chosen is important to the success of the process.

**Implementing Capacity Building Plans**

Capacity building plans emerging from capacity assessments will include an implementation plan which can be supported by Concern or by local providers such as Support Organisations.

**Methods of Capacity Building**

It is important not to equate capacity building simply with training. While training remains a key intervention, Concern believes in a learning-by-doing approach and thus facilitates other learning initiatives and processes.

**Monitoring and Evaluation**

Capacity building is a very long-term process. The progress of change is difficult to manage using traditional output indicators which tend to be very constrained in time terms. It is important to define appropriate indicators of organisational change. Concern policy is to monitor the impact of our capacity building work on an organisation’s effectiveness and performance, as well as, the impact of the intermediate organisation’s programme on the poor and alleviation of poverty.

**Principles of Capacity Building**

The policy outlines the following key principles of better practice in capacity building:

- Empowerment.
- Centrality of the poor.
- Organisational development.
- Analysis of problems, power and change.
- Structures.
- Motivating and participatory approaches.
- Partnership.
1. Introduction

Concern Worldwide (hereafter referred to as Concern) is an international, voluntary, non-governmental organisation devoted to the relief, assistance and advancement of the poorest people in the less developed countries. Concern seeks also to engage the peoples of both donor and recipient countries more fully in the practical struggle against poverty and injustice in the world.

The work of Concern is guided by two key documents: an organisational policy statement and a current Concern Worldwide Strategic Plan. Work overseas, while guided by these two key documents, is based on country-specific strategic plans.

Other policy papers, of which capacity building is one, serve to guide Concern’s overseas activities to fit with current best practice in each policy area. These policies are dynamic and are reviewed periodically.

Strengthening the capacity of local development actors, such as community organisations, local NGOs and state organisations, which share a common interest with us in assisting our target groups in their own development efforts, is a central theme in Concern’s Strategic Plan.

Concern also strives to develop the necessary capacities to achieve our stated goals.

1.1 Background

Capacity building has been part of aid approaches for many years. In the 1980s, new approaches to development emerged which placed the participation of target groups at the centre of development initiatives. Sustainability (technical, organisational and financial) and agents of development initiatives became the major concerns. It was suggested that the participation of the poor was often superficial or consultative, and rarely truly empowering.

Empowerment is about poor people becoming more aware of the forces that have an impact on their situation, becoming more aware and trusting of their own abilities, knowledge and experience, and building on these to gain self-confidence and the self-belief required to be active in improving their life situations.

Interestingly, the capacity building agenda seemed to emerge simultaneously from different ends of the development spectrum. At one end, small self-help initiatives combined genuine participation of the poorest with learning on small group dynamics to produce viable and dynamic membership bodies. At the other end, the World Bank and UNDP produced analyses reflecting continuing refinement of their development processes and work on areas such as public sector reform, technical assistance, government capacity development and engagements at grassroots levels. These analyses reflected a trend towards the notion of citizen empowerment and civil society development as a means of improving State performance, giving individuals their rights and freeing markets to open competition.

This resulted in the search for strategies that placed greater emphasis on process approaches, which would ensure that the poor would have greater say in their own destinies. These strategies involved facilitating access to information, raising awareness of rights and power relations, and mobilising the poor to work on issues of common interest, as well as ensuring that civil society could participate in a meaningful manner in local and national decision-making.

It is important to acknowledge that capacity already exists in all countries, communities and individuals, and the term is not meant to imply the contrary. Concern’s approach is to build on existing capacity and to develop capacity further in order to enable excluded people and groups to take more control over their lives or to function more effectively. It is also important to acknowledge that while many Southern NGOs and state organisations work effectively, there is also a tendency for some to pay less attention than necessary to their systems of accountability to their clients.

Capacity building is defined as an approach to programming which emphasises enabling and strengthening individuals, groups, organisations, networks and institutions to increase their ability to cope with crises and to contribute long-term to the elimination of poverty.
Capacity building as an approach also sprung from the desire for sustainability and the realisation that many development projects and agencies were focused on activities and short-term gains while rarely considering issues of sustainability, such as a group’s independence, functionality, internal strength and links to stakeholders. Such considerations led to serious analysis of group development and an acknowledgement that the structures and processes behind programmes and projects needed to be strengthened and improved if both sustainability and equity were to be improved.

1.2 Scope of the Policy Paper
The policy on capacity building outlined in this paper covers Concern’s operations in its overseas work. The paper is intended to act as a general guide for programme planning, implementation, monitoring and evaluation. Capacity building is not a sectoral activity; it is an approach or component that is essential in the consideration of how any project is to be sustained.

Policy does not mean ‘best practice’ and Concern will adhere to current best practice in capacity building, as defined in best-practice documents Concern currently uses (e.g. capacity assessment tools, partner identification methods). Concern is now setting the capacity building approach on a more systematic and properly managed footing.

Concern accepts that while having and implementing a policy that outlines current best practice in capacity building, there are other influences on local structures and organisations, as well as some natural growth factors, which will result in capacity being strengthened.

Concern also recognises that there are multifarious macro-level and local forces which will impact on poverty and that progress towards our objectives through capacity building approaches will be necessarily process-based and will require long-term commitments to the groups we work with.

2. Why a Capacity Building Approach?
Concern is taking a capacity building approach in order to maximise benefits to the poor in a more sustainable and far-reaching way. We need to enable and support them to utilise their energies and abilities to better manage their own development initiatives.

A capacity building approach stems from the following core values of Concern:

- Respect for people comes first.
- Development is a process, not a gift.
- Greater participation leads to greater commitment.
- Democracy accelerates development.

2.1 Need for Sustainability in Development
Our belief in the participation of the poorest in their own development mechanisms logically manifests itself in Concern encouraging and enabling target groups to organise themselves and manage their own activities in ways that they see appropriate to their needs and circumstances. We are determined to shift the focus onto functional local institutional structures. This makes it possible for us to define an end point to our work in specific communities.

2.2 Need for Replication in Development
Concern aims to widen our impact through replication mechanisms. This requires building the capacity of local groups to be able to work with poor communities in much the same way as we do, i.e. through participatory methodologies. Each country office will analyse which possible agents of replication are most likely to be successful.

2.3 Needs in Emergencies
Concern aims to use the participatory capacity building approach as much as possible, but recognises
that the scope for this can be limited and it will rarely be the quickest approach. This refers particularly to the immediate needs seen in emergency situations.

Concern has for many years been organising target communities into groups to facilitate work in relief situations. We are now trying to rekindle community capacities that are in temporary abeyance due to natural disaster or civil war. Local community response has been seen as the most effective in many situations and Concern aims to build on this principle. Focusing on the support of local response also facilitates a smoother transition to development initiatives.

Only where building a local capacity response is impossible or extremely difficult would Concern consider direct crisis implementation. However, Concern acknowledges, from experience, that direct and immediate intervention in a region in crisis is sometimes necessary and is the only way to reach a vulnerable population. However, in as much as it is possible, we are now aiming to build on local knowledge, analysis and capacities to improve the quality of our interventions.

2.4 Emergency Preparedness

Experience has shown that most lives are saved through local action and Concern believes that a capacity building approach can be highly effective in the area of emergency preparedness. In many countries prone to emergencies, it is possible to have monitoring systems in place that will allow for a better planned response or better services for those affected. Working through local organisations or directly with local communities and building their capacity on how to monitor and respond to emerging crises should ensure a faster and more appropriate response once an emergency breaks out (unless they are equally affected themselves). These basic ingredients of speed and appropriateness of response are fundamental to any good emergency work.

3. Costs and Risks of Capacity Building

Concern acknowledges that there can be disadvantages to using a capacity building approach and recognises that development requires different approaches in different contexts. Possible disadvantages include long timelines for sustainability; higher costs in the short term; risks involved in working through intermediaries (e.g. corruption, loss of credibility, power-seeking, hidden agendas, new forms of patronage, reinforcing existing power structures and inequalities); community rather than poverty focus; and difficulties of withdrawing support after investment in supporting an organisation.

Concern believes that the benefits of using a capacity building approach far outweigh these costs and risks, while, at the same time, taking cognisance of the limitations and seeking to put in place guidelines and procedures to minimise them.

In outlining the need for a capacity building approach, Concern also recognises, and advocates for, the need for welfare in certain contexts. There is a need for social safety nets and Concern believes in taking the approach of building local capacity to deliver and manage appropriate and long-term welfare systems and structures.

4. Concern's Definition of Capacity Building

Concern has long experience in skills development of poor individuals. Individuals tend to become engaged in their own development in a more sustainable way through the functioning of groups. Groups or organisations are therefore seen as a critical vehicle for, or 'driver' of, development processes.

For Concern Worldwide, capacity building is defined as an approach to programming which emphasises enabling and strengthening individuals, groups, organisations, networks and institutions to increase their ability to cope with crises and to contribute long-term to the elimination of poverty.
5. The Policy

5.1 Country Contexts
We recognise that we work in diverse contexts in various countries around the world. Each context has its own different set of issues and dangers, opportunities and problems.

Some governments restrict the kinds of local development organisations with which Concern is allowed to work. The deep rifts in countries with civil wars tend to throw up factionalised groups and institutions, and working with any of these may have political implications that have to be carefully managed. In other countries, there is a history of civil society organisations and a great degree of freedom and opportunity for Concern to establish real partnerships with local groups.

Concern recognises that how we establish a presence in a country affects our capacity building approach, e.g. moving back with refugee groups when they are repatriated can find us in areas of countries which would not fit our normal targeting criteria for development programmes.

Emergencies and Post-Emergencies
In centralising the theme of capacity building, Concern will consider a wider range of strategies to include members of our target group in any way possible. Where appropriate, Concern can work with or through partner organisations in responding to emergencies. The criteria on which such a judgement would be based is one of added-value, where significant advantages can be expected by working through partners. However, if such added-value does not exist, Concern will intervene directly, still with a capacity building approach in mind when working with target populations.

Many of our programmes are based in the transition zone between the ending of an emergency situation and a stable period where long-term development can be considered. In these contexts, a longer term view will be taken by Concern and while basic needs will have to be met, there is a huge scope for process-driven development to be initiated.

Development Contexts
Concern can choose to work directly with beneficiary groups or to look for wider impact by working with a wide range of intermediate organisations. Concern asserts that this choice can only be made after a thorough analysis of the development situation in the country and the potential of different actors within this context. All concept notes for programmes will be required to produce evidence of this analysis.

A capacity building approach means that Concern will ensure that the management of local development activities rests with local institutions and we will provide the skills and resources to support this. Our in-country managers shall plan programmes with this in mind.

5.2 Identifying the Poverty Problem
In any country of operation, programme or project design will depend on a prior analysis of the sociology and economics of absolute poverty in that country. Arising out of this ‘macro-level’ analysis, a number of problems can be identified which are the most significant in the scale of the overall poverty problem. This analysis is central to the formation of a country-specific strategic plan, which lays the foundation for country programme design. Concern normally chooses target areas on the basis of ‘macro-analysis’ and on national poverty indicators. Organisations operating in, or prepared to operate in, these target areas and currently dealing with the noted poverty issues, using participatory or needs-based methodologies, should be identified.
5.3 Identifying Local Development Agents

In each country, Concern aims to work with those local development actors who are most likely to be successful in the long term in empowering the poor and eliminating poverty. Concern managers must be systematic and careful in selecting actors with whom to work.

One way is to carry out an overall inventory of groups, organisations and institutions that exist in a country, using simple techniques like Third Sector Mapping. Such techniques serve to ensure that we have a clear view of existing organisations, particularly traditional and informal groups which have been in existence for a long time. It is very often more effective to build on what already exists rather than setting up duplicate structures.

Often in the past, the 'state' was seen as an obstacle to participatory development and as domineering and oppressive. Now, organisations such as the World Bank have recognised that donors may have gone too far in promoting a model of the reduced state and that development without an effective state is almost impossible. Inventories of the state and market sectors are more usefully applied at a local level since we tend to focus our interventions on specific areas and both state and market are significant players that need to be considered in trying to achieve poverty elimination objectives.

Stakeholder Analysis is a method whereby communities identify the various agents of influence and importance. This can also be used to identify logical local groups with which to work.

The target group for our capacity building efforts is therefore not restricted to certain types of groups or institutions in a particular area, but will depend on careful assessment and analysis of groups that are likely to have the most beneficial long-term results, both in terms of absorbing capacity building and in terms of delivering impact for the poor.

5.4 Relationships with Local Organisations

Once appropriate local agents have been identified, Concern shall seek to negotiate with them as to the nature of the co-operation between the organisations and how we can support each other in achieving goals. In many contexts, and especially with governments, the negotiation phase is a crucial one if a common understanding of capacity building is to be agreed as a foundation for joint-planning. This step is one of building a relationship through communicating clearly and building trust. Adequate time and resources need to be committed to achieving this.

The identification of local actors tends to focus on goals, objectives and strategies. Once they have been identified, Concern will seek to negotiate with such organisations and arrive at consensus on how we can work together. The range of possible relationships is wide and it varies from simple sub-contracting to partnerships involving a process of reciprocal giving and learning. Concern strives for the latter, while accepting that funding and other realities may restrict us in many cases to relationships for fixed periods and for fixed purposes. It is very important that both organisations agree on what the particular relationship means and entails; when specific objectives of capacity building have been achieved; if and how the relationship would continue; and whether the nature of the relationship would change over time.

In developing relationships with local groups, Concern is aware of its responsibility to bring added-value to the equation and this added-value in the funding chain is that of capacity building and acting as a mentor to the local organisation.

Concern is also aware of its responsibility for good stewardship and for using all its resources for the benefit of the poor. This awareness will inform our relationships with Southern organisations.

We recognise the learning and added-value for Concern from working with local organisations.
5.5 Assessing Capacity and Capacity Building Needs

Once it has been established that certain local organisations have compatible values and goals, and once agreement has been reached on working together, then needs for capacity building can be assessed.

Capacity building is likely to be unsuccessful in the long-term unless the organisation has bought into the need for it. This applies to all organisations, including Concern. Concern believes in its own ability to carry out effective development and emergency work. We have many years of experience and have built up certain capacities as we continue to seek to learn. This allows us the possibility to pass on these skills, experience and capacities to organisations with less experience. It is not a position of arrogance, but one of using our experience to support others to become stronger. It is inevitable that Concern will learn or otherwise benefit from these interactions also.

Concern believes that it is critical to use methods of assessing an organisation’s capacity that the organisation’s members understand, believe in and will use themselves.

5.5.1 Local NGOs (Southern NGOs) and Large CBOs

There are many methods and tools available with which to facilitate capacity assessment of these organisations in a structured and comprehensive way. Concern will seek to use methods appropriate to the culture, size and stage of development of the organisation. Examples of methods are Organisational Capacity Assessment and Appreciative Inquiry.

5.5.2 Community-based Organisations and Small Groups

Concern has a lot of experience in creating, initiating and strengthening CBOs. However, we have tended to neglect the wider aspects of CBO-strengthening, such as social development and sustainability of structures.

Our approach to facilitating capacity assessment with these small or more informal and voluntary groups is to use an open-ended method called Group Progress Indicators. The same approach can be used with umbrella groups of smaller CBOs, which have more complicated questions of power dynamics, control, management, ownership and distribution of resources. Issues such as governance, representation, identification of key levels for supporting lower structures and leadership will be addressed using internally driven processes.

5.5.3 Local Administration and Line Ministries

Concern has the experience, skills and resources to have significant impact at the lowest levels of government – local and in closest contact with communities. But we shall also try to fit in with existing national or wider programmes of institutional reform, while remaining realistic as to the possible contribution of NGOs in this area.

As part of large government ministries, local government departments tend to have a bureaucratic culture that is pervasive, deeply ingrained and difficult to change. Concern shall explore creative and non-threatening ways to tackle institutional issues that are obstacles to good service delivery to the poor. Concern shall be transparent and explicit in MOUs and agreements about this approach. Concern believes that there is no ‘magic bullet’ or blueprint which will guarantee success, but Appreciative Inquiry is a motivating and non-threatening entry method. Context will determine both the approach and the needs.
5.5.4 Locally Elected Bodies
Locally elected bodies are being set up as part of decentralised government in many countries and these bodies, with their in-built notions of local accountability and public participation, offer a real opportunity to include the interests of the poor. Concern believes that it is worthwhile to attempt to make local officials and structures more participatory and accountable to the community. We could facilitate greater involvement of the poor in planning and decision-making at a local level.

While a similar approach to CBO capacity assessment may be used, time constraints (council members tend to be part-time and voluntary) may suggest a greater need for prioritisation of certain areas. Financial management is likely to be a crucial area, while general transparency of activities and decision-making will also be fundamentally important in establishing local credibility.

5.6 Implementing Capacity Building Plans
Capacity building plans emerging from capacity assessments will include an implementation plan.

Concern will negotiate its level of assistance according to these plans and will carry out direct capacity building activities in areas of our competency in that particular setting.

Where a plan calls for assistance beyond Concern’s local competence, Concern will either actively bring someone in from outside to provide the necessary assistance, will provide the funding to allow the partner to access such assistance from another source, or will refer the organisation to another agency which can provide assistance.

5.7 Methods of Capacity Building
The following is a list of a range of capacity building techniques or methods:

- Training
- Mentoring
- On-the-job training
- Joint analysis of issues
- Linking/networking
- Supporting research
- Funding
- Advising
- Facilitating
- Secondment
- Consultancies
- Exposure visits
- Participatory evaluation
- Peer discussion groups

5.8 Monitoring and Evaluating our Capacity Building Performance
A major area of debate in capacity building is the means of monitoring success. Increasingly, bilateral and multilateral agencies accept that capacity building is a very long-term process and that the indicators of change and progress do not lend themselves to traditional project output indicators, which tend to be very constrained in time terms. Concern continues to search and advocate for accountability mechanisms which better fit capacity building objectives and timelines.

However, it is clearly not acceptable to avoid the issue of monitoring performance and it is important that we can do so. Essentially, the issue is to define indicators of organisational change or improvement, and to make sure that they can be measured in some way, no matter how ‘softly’.
Organisations of the Poor
Concern policy is to monitor the impact of the programme work on the level of livelihoods, as well as on sustainability of group structures.

Intermediate Organisations
Concern policy is to monitor the impact of our capacity building work on the organisation's effectiveness and performance, as well as, very importantly, the impact of the intermediate organisation's programme work on the ground, i.e. their impact on the poor and alleviation of poverty.

6. Principles of Capacity Building
Concern acknowledges the following principles, which underlie the capacity building approach:

Empowerment and Centrality of the Poor
The poor are the central actors in the development equation, have innate capacities and knowledge, and have a right to make decisions about their own lives.

Empowerment and Centrality of the Poor
The poor are the central actors in the development equation, have innate capacities and knowledge, and have a right to make decisions about their own lives.

Self-help approaches tend to be the most sustainable and promote genuine empowerment. Doing things for people where they could do it themselves is short-sighted or harmful.

Organisational Development
Organisational development has to be internally driven and there is a need to develop processes and capacities to deal with change. Attitude change is fundamental to this. Organisations need to be analysed holistically and working on the skills level alone, especially of individuals, is not usually effective. It needs to be emphasised that skills development is much more than just training.

Analysis of Problems, Power and Change
Situational, context and problem analysis are fundamental to planning institutional development. Raising awareness and communication are crucial as a foundation for capacity building. Issues such as power relations, social justice, equality, gender equity and environmental protection are important for sustainable development and need to be continuously analysed and debated.

Structures
It is usually better to work with existing structures, unless they are effectively anti-poor. Building capacity on a number of different levels simultaneously is important since it tends to have a more holistic and synergistic effect. All stakeholders should be involved as early as possible if sustainability is to be built.

Motivating and Participatory Approaches
Supportive, motivating and learning approaches are most effective and joint planning and negotiation should form the basis of capacity building.

Partnership
Partnership should be planned and structured with agreed objectives and mutual benefits, and based on compatible values and goals. Partnership is about complementary functions, developing each organisation in its own right, and requires a balance of autonomy and accountability, making explicit each partner’s assumptions and expectations.

In the context of Concern’s work, partnership will also be based on the willingness of partners to listen to the poor and to involve them in key decisions.

7. Policy Monitoring and Review Process
Concern Worldwide recognises that both internal and external environments change. Consequently, the scope and content of this policy will be reviewed periodically to reflect these changes. This review process will, in line with Concern’s values, be consultative and participatory in nature.

The responsibility for initiating the review process rests with Concern Senior Management and Council.
General Policies

- Structure and Policy of Concern
- How Concern Targets Countries for Poverty Elimination
- Concern’s Approach to Emergencies
- Security

Programme Approach Policies

- Capacity Building
- Human Rights
- HIV/AIDS
- Advocacy
- Equality (including gender equality)

Programme Sector Policies

- Microfinance
- Health
- Basic Education
- Livelihood Security

Resource Policies

- Finance
- Human Resources
- Logistics
- Marketing

Programme/Project Management Policies

- Project Cycle Management
- Programme Monitoring and Evaluation

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