Caritas Internationalis

Management

Standards

Rome, May 2014

Approved by RepCo 17 May 2014

CI Management Standards

1.	Management Standard Laws and Ethical Codes

The Caritas Confederation is an expression of the Mission of the Catholic Church which operates within the framework established by canon law and the national legislation where an individual Caritas is established. The option for the poor and marginalised urges us to create the maximum benefit for the people we serve. In this respect the stewardship of God's creation and our resources, as well as our Catholic Social Teaching ethical principles such as the principles of compassion, solidarity, partnership and subsidiarity, will guide us in our choices and decisions.

1.1 Canon Law:
Member Organisations **must** observe Canon Law and Catholic Social Teaching.

1.2 Civil Law:
Member Organisations **must** act in accordance with national laws, legal standards and requirements such as: legal registration, taxation law, labour laws, anti-corruption etc.

1.3 Code of Ethics and Code of Conduct for Staff:
Member Organisations **must** uphold the Caritas Internationalis Code of Ethics for CI and its Members and the Code of Conduct for Staff.[1]

1.4 Humanitarian Ethics:
Member Organisations are bound to uphold the SPHERE Project's Humanitarian Charter and Minimum Standards in Disaster Response to which CI formally adheres, as well as to CI's Child Protection Policy[2].

1.5 Environmental Ethics:
Member Organisations ensure that natural resources are used wisely, that waste is minimised, and that projects are environmentally-friendly.

1.6 Partnership Principles:
Member Organisations are committed to the CI Partnership Principles.[3] International Caritas partners must obtain consent from the national competent ecclesial authority and consult with the national Caritas before establishing a representation in the country in question.

1.7 Complaints Procedure:
Member Organisations have a Complaints Handling Policy as a formal appropriate feedback mechanism that is discussed and agreed with key stakeholders and publicly communicated.

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[1] CI Code of Ethics and Code of Conduct is being prepared for decision making in 2014.
[2] CI Child Protection Policy Framework, 2004
[3] Caritas Partnership, A Caritas Internationalis Handbook for Reflection and Action, Rome, October 2003, pp. 53-59

1.8 Implementation:

When delegating implementation of activities to partner organisations and/or dioceses, Member Organisations **must** ensure through contractual arrangements that these Management Standards are appropriately applied by implementing partners.

2.	Management Standard Governance and Organisation

"Individuals who care for those in need must first be professionally competent: they should be properly trained in what they do and how to do it, and committed to continuing care. Consequently, in addition to their necessary professional training, these charity workers need a 'formation of the heart'. Our Governance and organisational structures should reflect this and equip the organisation to be efficient and effective in our humanitarian assistance." *(Deus Caritas Est, 31 [2005])*

2.1 Constitution, Statutes and Bylaws:

Member Organisations **must** have a written Constitution or Statutes and Bylaws that include or refer to values that are in line with the Code of Ethics of CI.

2.2 Governance Structure:

The role and responsibilities of the different governance bodies are approved by the national ecclesial authority, and clearly defined in an up-to-date organisational chart.

2.3 Leadership and General Management:

The executive leadership encourages effective and efficient execution as per the vision and mission of the organisation, and also develops new visions and strategies as required by changing circumstances and/or opportunities.

2.4 Human Resource Management:

Member Organisations have a written Human Resource Manual that is familiar to and commonly applied by the management, staff, volunteers and interns.

2.5 Strategic Plan:

Member Organisations have an up-to-date, comprehensive, realistic and clear strategic plan that brings together its vision, mission, specific objectives, programmes and financing.

2.6 Fund-raising Plan:

Member Organisations have (bi)annually established an updated fund-raising plan, whereby the management collectively agrees on local resource mobilisation, and active cultivation of supporters and pursuit of other funding opportunities.

2.7 Risk Management and Sustainability:

Internal and external risks that may prevent the Member Organisation from achieving its objectives are carefully and every (two) year(s) assessed. Measures are in place to reduce these risks. Member Organisations have established a broad, multiple-source, diversified income base that can ensure organisational and financial continuity, also in terms of service delivery.

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2.8 Learning Organisation:

Member Organisations are learning organisations in which sharing experiences from the encounter with the poor and needy is part of a common culture and shapes the evolution of the organisation. Open spaces for prayer and reflection should be provided for this purpose.

3.	Management Standard Finance and Accountability

"The good administration of your dioceses requires your presence. To make your message credible, see to it that your dioceses become models in the conduct of personnel, in transparency and good financial management. Do not hesitate to seek help from experts in auditing, so as to give example to the faithful and to society at large." *(Africae Munus*, 104 [2011]*)*

3.1 Financial Leadership:

Member Organisations' managements prioritise efficient financial management and encourage everyone in the organisation to do the same.

3.2 Project Management:

Member Organisations ensure that, via signed project contracts, all projects are in line with their vision and mission and are carried out in accordance with these Management Standards and other appropriate technical standards.

3.3 Financial Planning:

Member Organisations have translated their strategic objectives into multi-annual plans that are drawn up in order to achieve these objectives. Within this framework, the annual budgets and short-term cash flow projections are approved before the start of their respective periods.

3.4 Financial Manual:

The accounting policies used by Member Organisations comply with national legislation, and preferably the International Accounting Standards (IAS), and are described in a financial policies and procedures manual that is accessible to all staff, and upon request to partners.

3.5 Procurement Policy:

Member Organisations have a written procurement policy describing the approved procedure and supervision to oversee the tendering and purchasing process, and apply this policy.

3.6 Assets Management:

Based on the stewardship principle, Member Organisations have secured proper procedures to guarantee the existence, maintenance and safety of all capital assets, such as buildings, vehicle fleet and information technology equipment.

3.7 Fund Management:

Member Organisations have ensured that a distinction is made in fund accounting between unrestricted funds (used on discretion); temporarily restricted funds (for specific purposes or period of time); and permanently restricted funds (such as capital endowments).

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CI MANAGEMENT STANDARDS

3.8 Auditing:

All Member Organisations, *except those defined as Small Member Organisations*, **must** be annually audited by an external auditor. Member Organisations, *if their size allows for it*, may set up an internal audit department acting independently in high risk areas. Through the auditors checklist (Appendix 2) all Member Organisations **must** inform the Confederation about the outcome of the previous year's auditing process.

4.	Management Standard Stakeholder Involvement

"The Church provides a service of great charity by protecting the real needs of the beneficiary. Defending the rights of the needy and those who have no voice, and in the name of respect and solidarity that they deserve, she asks that 'international agencies and non-governmental organisations commit themselves to complete transparency' in their work". *(Africae Munus,* 87 [2011] *– Caritas in Veritate,* 47 [2009])*

4.1 Transparency and Accountability:

Member Organisations have a clear and transparent methodology for communicating with all stakeholders through (where possible, publicly obtainable) appropriate information.

4.2 Communication with Stakeholders:

Member Organisations have a communications policy, which outlines responsibilities for communicating with various stakeholder groups (beneficiaries, international, diocesan, and local church structures, government, implementing partners, donors, the general public, etc.) and the communication channels used.

4.3 Advocacy:

Member Organisations may carry out works of national and international advocacy within the limits established by the competent ecclesial authority.

4.4 Initial Needs Assessments:

Member Organisations promote active participation of beneficiaries with a view to helping people develop and realise their full potential so that they can control and effectively use their local resources to meet their own needs.

4.5 Programme Planning and Implementation:

Member Organisations promote active participation of beneficiaries in all different aspects of project planning and implementation.

4.6 Monitoring and Evaluation:

Member Organisations ensure that continuous monitoring and evaluation take place by tracking the process and progress of pre-defined statistical and qualitative data with continuous assessment over time, thus providing the necessary information to define improvement of capacity development, programme design and effectiveness.

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4.7 Organisational Review:

Member Organisations ensure that organisational reviews take place at least every four years, which assess an organisation's ability and accuracy in achieving its vision and mission.

4.8 Information Disclosure Policy:

Member Organisations are committed to make available to the public information about their programmes and operations and consider public access to information a key component of effective participation of all stakeholders and, most of all, of their beneficiaries.