Caritas Internationalis

Management Standards

Rome, May 2014

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Chapter 1 – Introduction

Prologue

The service of charity is at the heart the Church's nature and mission. Indeed, "the Church's deepest nature is expressed in her three-fold responsibility: of proclaiming the word of God, celebrating the sacraments and exercising the ministry of charity. These duties presuppose each other and are inseparable" (Deus Caritas Est, 25). Charity requires organization "if it is to be an ordered service to the community" (cf.ibid.,20).

Caritas Internationalis and its Members are an expression of the organized charity of the universal Church. Her mandate is to foster communion between the universal Church and the particular Churches in the exercise of charity and also among the faithful, in pursuit of the common good (cf. CI Statutes, art 1.2). It goes without saying that this communion was at the origin of the creation of the Caritas Internationalis Confederation.

Like his predecessors, Pope Francis holds Caritas Internationalis into much esteem. Institutionally, he told the members of the Representative Council of CI, "Caritas is a vital part of the Church. Without charity, there is no Church. And Caritas is the Church's institution of love, where the Church institutionalizes herself in Caritas" (Message to CI REPCO members May 2013). Since his election to the seat of St Peter, the Holy Father has been calling for a poor Church for the poor, a call which Caritas Internationalis members cannot ignore in carrying out their specific task of "attending to the poorest and most needy, assisting in humanitarian emergencies, and helping to spread charity and justice in the world in the light of the Gospel and of the teaching of the Catholic Church"(CI Statutes, art1.3).

As required by the Statutes and Rules, all CI members have to meet minimum standards of governance and comply with internationally agreed principles and standards (cf.art.6,b). Furthermore, "Charity in truth" holds us accountable in exercising the ministry of Charity, because Christian love makes us responsible before those whom we serve. Accountability is an indispensable aspect in the service of charity (Cf. Motu Proprio, Art 10: 1, 2 -5).

Management Standards need to be perceived not simply from a management point of view, but as a means which would contribute to planning for holiness, that is at the heart of our social mission in the perspective of the Gospel values and at the service of the human person as image of God. Thus good governance, accountability and quality service rendered to the poor as his due right, are part of the goals to be achieved through these CI management standards.

We should always be aware that by " serving, accompanying and defending the poor", to echo again Pope Francis, it's the Lord Himself that we deal with. He identified himself with the poor (Mt 25), thus the poor is our Master to whom we are accountable. Therefore these standards aim to promote righteous acts as it used to be during the early Christian life (1Timothy 3:8) and avoid unrighteous acts through negligence's that may tarnish the mission of Charity (EZ28:18).

These tools are essential to guide all those involved in the ministry of Charity as well as an encouragement to fulfill their role as witnesses of God's love for the poor. They are also a means to fraternal correction as St. Luke exhorts, " Be on your guard if your brother sins rebuke him, if he repents forgive him" (Luke 17:3). Thus the standards are references to give fraternal help, to prevent wrong doing, and a mean to correct a member organization when things go wrong. In the same spirit, if the application of these tools is experienced with difficulties, let those concerned call for fraternal support so that we can move together in the same direction. For "we who are strong ought to bear with the failings of the weak and not to please ourselves" (Rm15:1).

In this sense, the standards become part of the fraternal cooperation and mutual shouldering as members of the same family., "Let us consider how to shoulder one another to love and .. good deeds" (Heb 10:24). They are absolutely not means for judging, isolating, punishing, but are meant to contribute to working together in a spirit of Christian Charity embedded in our fraternal communion. Because, "charity, love is sharing with the one we love in all things. Love makes us similar, it creates equality, it breaks down wall and eliminates distances. God did this with us" (*Pope Francis, Lenten message 2014*).

These standards must be applied in a spirit of true charity, as part of the process of organizing the Diakonia of the Church and making it incarnate in the social context, as a source of witnessing to the abundant and everlasting love of Christ with a firm conviction that we are all called to be righteous when it comes to common good.

Importance of management and transparency

Sound management and accountability are requirements for any organisation in order to support its own key processes. Therefore, improved management first of all aims to benefit the organisation itself. Secondly, however, because of the (inter)dependence with other institutions, good (financial) management is among the fundamental conditions for an organisation's capability to access and maintain sustainable support both within the Caritas Confederation and with other institutional donors. Transparency builds trust in our organisation among our stakeholders, ensuring that decisions are shared and understood and emphasis is placed on a common 'one family' approach to professionalization. It will also increase the fundability of our activities.

We live in a time that sets high standards for transparency with respect to governance and accountability within the Church and its development activities. Strengthening the transparency capacity of the Caritas Confederation is urgently needed in order to maintain and enhance its reputation and reliability with respect to governments, NGOs, target groups and other stakeholders in the field of development and emergency aid, as well as its accountability to its key beneficiaries. Church leadership is therefore encouraged to actively engage itself in institutional development and to stimulate continuous learning of their organisations and support these processes for the benefit of our beneficiaries.

Introduction of the Management Standards

The Management Standards are introduced as a means of improving the management of the members of our Confederation and is to be regarded as a capacity building initiative aimed at sharing knowledge and mutual and continuous learning.

The Management Standards as explained hereafter will be effective for **all** Member Organisations as of 1st January 2015. After the version as approved by the Representative Council in May 2014 has been forwarded to all Member Organisations they are requested to acknowledge in writing before the end of 2014 that their Boards are aware that implementing the CI Management Standards (at the required minimum level) is a condition for membership. Starting in the year 2015 the required information (see chapter 4) needs to be forwarded to the General Secretariat, who will implement the assessment process on behalf of the ExBo. This needs to be done only once in a period of four years. After three years this process will be evaluated. A mechanism for addressing non-compliance will be put in place as from 2018 onwards, after this first, experimental, four-yearly round of assessment.

The Management Standards explained

The Management Standards aim at organisational strengthening and are designed to make MOs stronger, and as a result make the Confederation stronger and more effective. The standards are based on existing Caritas good practice and accepted global principles within the humanitarian and international development community. Accepting continuous learning and thereby assisting each other, the Confederation, based on and driven by the Christian Gospel and Catholic Social Teaching, aims to be a global organisation that responds to the needs of people affected by disasters and in development. This process is initiated to further build the capacity of MOs by means of an all-inclusive approach involving all MOs by encouraging authentic partnership.

The scope of the Management Standards derives from Internal Rule 1.3.:
"Member Organisations must meet minimum standards of
① *governance,* ② *organizational infrastructure,* ③ *financial viability and accountability and*
④ *compliance with ethical codes of conduct, as decided by the Representative Council.*
They remain autonomous in their juridical, financial and contractual status".

The four Management Standards each consist of eight articles as follows:

1. ***Laws and Ethical Codes***
   1.1 Canon Law
   1.2 Civil Law
   1.3 Code of Conduct
   1.4 Humanitarian Ethics
   1.5 Environmental Ethics
   1.6 Partnership Principles
   1.7 Complaints Procedure
   1.8 Implementation

2. ***Governance and Organisation***
   2.1 Constitution, Statutes and Rules
   2.2 Governance Structure
   2.3 Leadership and General Management
   2.4 Human Resource Management
   2.5 Strategic Plan
   2.6 Fund-raising Plan
   2.7 Risk Management and Sustainability
   2.8 Learning Organisation

3. ***Finance and Accountability***
   3.1 Financial Leadership
   3.2 Project Management
   3.3 Financial Planning
   3.4 Financial Manual
   3.5 Procurement Policy
   3.6 Assets Management
   3.7 Fund Management
   3.8 Auditing

4. ***Stakeholder Involvement***
   4.1 Transparency and Accountability
   4.2 Communication with Stakeholders
   4.3 Advocacy
   4.4 Initial Needs Assessment
   4.5 Programme Implementation
   4.6 Monitoring and Evaluation
   4.7 Organisational Review
   4.8 Information Disclosure Policy

The Management Standards themselves are worded in a concise and comprehensible way (Appendix 1).

Accompaniment

In a Confederation based on the principles of subsidiarity and solidarity, Member Organisations that have resources at their disposal are called on to assist other Member Organisations that wish to comply with the Confederation's standards but lack the resources. Such accompaniment will enhance the quality of the Confederation's work as well as its reputation, which is beneficial to all Member Organisations. The accompaniment plan, developed by the MO or in cooperation between the MO, the Regional Office and the CI Assessment Unit (AU; see Chapter 4) can include various types of support:

- by making human resources available (possibly through current partners)
- by funding relevant institutional development projects
- by sharing knowledge about good practices (e.g. on BAOBAB), etc.
- by peer-to-peer support from another MO
- by dedicated regional committees and through their zonal structures.

The essential point here is that an integral part of the agreed system of Management Standards should be that all Member Organisations are committed to accompanying fellow Member Organisations.

Chapter 2 – Preconditions for a Member Organisation

Prior to becoming a Caritas Member Organisation, and likewise as a prerequisite for existing members: "National charitable organisations whose Statutes have been approved by the local Episcopal Conference or by its equivalent in law or, in the case of a country consisting of a single diocese, by the Diocesan Bishop or by his equivalent in law, are eligible for membership of Caritas Internationalis, following acceptance by the General Assembly and ratification by the Pontifical Council Cor Unum"[1].

"Member Organisations as well as future Member Organisations must have purposes similar in nature to those of Caritas Internationalis"[2].

Member Organisations are responsible for their own good governance and (financial) management and the Caritas Confederation may in no way be held legally or financially responsible for Member Organisations failing to comply.

[4.] Caritas Internationalis Statutes, § 4.2, Vatican, 2 May 2012
[5.] Caritas Internationalis Internal Rules § 1.2, Vatican, 2 May 2012

Chapter 3 – Application of CI Management Standards

Layout of the Management Standards

The four Management Standards on: ① Laws and Ethical Codes ② Governance and Organisation ③ Finance and Accountability and ④ Stakeholder Involvement are concisely worded and available in a separate document for the governance levels (Appendix 1).

The more detailed technical (self-)assessment tool (Appendix 4) is meant for the management levels. It first mentions the eight articles of each Management Standard and then presents the underlying rules and guidelines on the basis of which compliance will be assessed by the CI AU. A MO may also use Appendix 4 to self-assess its own situation. The automated score could assist the MO in prioritising the need for improvement in terms of each Management Standard. The CI Extranet Baobab will make available all existing good practices for the 32 articles, as forwarded by MO's. Each National Director may register a maximum of three representatives who can access these examples of good practice from other Caritas Member Organisations.

The Management Standards and the 32 articles (together worded in appendix 1) are approved by the RepCo. Based on those standards the Executive Board can approve the technical support documentation in appendices 2 auditors checklist, appendix 3 the accountability reporting framework and appendix 4 the (self) assessment tool. These documents can be adapted as per the feedback on their application.

Smaller Member Organisations (SMO)

Specific attention needs to be given to Smaller Member Organisations – those preparing to become a new Caritas Member and those depending more on volunteer staff – which may find it hard to apply all the Management Standards in their organisation.

Small Member Organisations are defined as:

- Member Organisations with less than five full-time equivalent paid staff **and**

- an annual average operating budget amounting to less than € 500,000 (including projects and programmes) over the last three years.

Rather than developing separate Management Standards for Smaller Member Organisations, it is preferred to allow these MOs more time to develop written documentation describing the agreed policies and procedures indicated in Appendix 4 by *(Exception SMO)* .

Of course, when a "manual, policy, procedure, handbook, etc.", is required, the size and scope of the documentation should be in line with the size and activities of the MO.
However, the accepted good practice to establish written guidelines remains in place, but smaller MOs may respond by stating when they realistically expect to have developed their internal guidelines. The CI Assessment Unit (AU; see Chapter 4) will give special attention to the SMOs, facilitate sharing of existing good practice, assist in the development of the improvement plan and link SMOs with each other with the aim to encourage the improvement of the SMOs activities.

Member Organisations that apply internationally accepted standards

Similarly, consideration needs to be given to Member Organisations that comply with (Inter)national Standards like International Financial Reporting Standards (IFRS) or Generally Accepted Accounting Principles (GAAP) and International Standards on Auditing (ISA). After providing evidence of this situation and the unqualified opinion of the external auditor regarding the previous year's annual report, they may skip the questions on the auditors checklist (Appendix 2).

Member Organisations that have been certified for certain standards (like HAP[3] or ISO[4]) could ask CI's Assessment Unit to look at these certifications and advise the ExBo to grant exemptions of relevant CI standards. Forwarding of the CI Accountability Framework (Appendix 3) will remain compulsory, but will not require much time and effort to respond to, while ensuring that the Confederation receives all necessary data in a collectively agreed and uniform manner.

Application of transparency standards

Member Organisations that work under conditions within countries whose governments are not receptive to the principles of the Caritas Confederation will not have to comply with the same principles of transparency as those Member Organisations who are allowed freedom of association and (religious) conviction and unimpeded implementation of programme activities.

Publication of required information as per the Management Standards should be:

- Public (internet, printed materials) where said freedoms are respected;

- If the local situation imposes certain limitations on the transparency of a Caritas Member Organisation, policies, procedures, guidelines, (audit) reports should at least be made accessible for Caritas Members only through the restricted access working group in the Caritas Extranet Baobab;

- If additional confidentiality is required (where even internal publicity could be hazardous), documents can be forwarded (digitally or in printed form) to the CI Assessment Office, solely for the purpose of assessing compliance.

Chapter 4 – Process for assessment and compliance

The autonomy clause in IR § 1.3 *("They remain autonomous in their juridical, financial and contractual status")* does not force the Member Organisation to implement the Management Standards but makes compliance with a predefined minimum level an <u>obligatory condition for membership</u> of the Caritas Confederation. In case of non-compliance, the aim is to provide organisational strengthening assistance to the Member Organisation and, by offering several options to accompany the Member Organisation, to enable compliance within a reasonable period of time.

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[3] Humanitarian Accountability Partnership, HAP Accountability Standard, 2010
[4] ISO – the International Organization for Standardization

In determining whether MOs comply with the required minimum level as measured against the Management Standards, the information on which an assessment is based will need to be as objective as possible, and based on factual documentation presented by the Member Organisations themselves. Member Organisations must submit both Appendix 3, the Accountability Framework, and Appendix 2, the Auditors Checklist, to be filled in by their external auditors (or in the case of smaller MOs, by a knowledgeable local expert appointed by the National Caritas Board).

Part 1 – Assessing compliance

The CI Executive Board is the authority responsible for ensuring that compliance is assessed. The General Secretariat will execute this work under the ExBo's authority. To this end, a *CI MS Assessment Unit (AU)* within the General Secretariat may be set up. . Every four years Member Organisations are asked to complete and forward the CI Accountability Framework (Appendix 3) to the AU. Their documentation will be treated with confidentiality and only be shared within the Confederation on BAOBAB after permission has been granted.

Minimum level requirement

The AU will rate the degree of compliance manifested by scoring each article on a scale from 1 to 5, including: 1 = Non-existent; 2 = Inadequate; 3 = Sufficient; 4 = Good; 5 = Exemplary. There are six articles that explicitly use the word '**must'** (articles 1.1 Canon Law, 1.2 Civil Law, 1.3 Code of Ethics and Code of Conduct for Staff, 1.8 Implementation, 2.1 Constitutions, Statutes and Rules, 3.8 Auditing (except for SMOs)). These articles must receive a minimum score of 3 since they are mandatorily required. For each of the four standards the total average score is calculated. For this purpose a weighting system has been developed to take the importance of each article into account. When an article is not applicable it will be taken out of the equation.

When the AU is of the opinion that the Member Organisation complies with the minimum requirements of the Management Standards, within six months a letter confirming the compliance will be drafted by the AU and signed by the *Secretary General of CI (SG)* on behalf of the Chair of the ExBo, and sent to the Member Organisation, with a copy to the Regional Office.

A Member Organisation is not fulfilling the minimum requirement if for one of the four standards the weighted average score is below 3 points (deemed to be 'sufficient'). The AU will first send the preliminary draft report to the Executive Director of the National Member Organisation with the opportunity to make factual corrections before the first assessment report is sent by the SG on behalf of the Chair of the Exbo to the Board of the MO, the Regional Office and the Review Committee. The Member Organisation is invited to respond within three months to the preliminary non-compliance judgement in writing. The MO is advised to inform their ecclesial authorities about this process. An action plan needs to be developed regarding the non-compliant area within six months, allowing for a reasonable timeframe (maximum 1 year) for compliance to be achieved (for SMOs two years).

Part 2 – Improvement Process

The response, whether expressing agreement or otherwise, will be forwarded to the *CI MS Review Committee (RevCom)* which will be established by the Representative Council and consist of seven

people, one representative from each of the seven Regions. These representatives should be experts in different areas of management. At the time of preparation of this second response, the **Regional Office** will again be informed and asked to advise the RevCom and the MO regarding the (non-) compliance, and to draft a plan for improvement together with and with full consent of the Member Organisation. Regional Offices will have a facilitating role and may be approached for assistance with data gathering, and when applicable advise on how to make improvements. The Regional Office and the CI Institutional Development & Capacity Strengthening Officer may propose the assistance of a peer Member Organisation in this process, in order to provide accompaniment by strengthening capacities through fraternal support or by means of a consultancy mission. The main task of the Region is to facilitate the process of organisational strengthening. The RevCom will be informed about the progress and, in case of limited progress, take a final decision about non-compliance. The RevCom may assign a representative of one or two MOs to visit the MO to investigate the possible non-compliance and advise the RevCom. They will consider the response and re-evaluate the AU's judgement and inform the Member Organisation in writing. They also are responsible for monitoring and evaluating the improvements and if requested by the Member initiate a re-assessment.

After approval by the responsible Board of the Member Organisation, the plan will be sent to the RevCom within four months after the re-evaluation for monitoring the improvement progress. The Regional Coordinator will facilitate and accompany the implementation of the improvement plan within the framework of her/his mandate. Special consideration with regard to the timeframe will be given to Small Member Organisations, depending on their human and financial resources.

Part 3 – Progress information to governance

With the assistance of the AU, the RevCom annually prepares a confidential overview of the state of affairs regarding assessment and compliance for the **Representative Council (RepCo)**, via the **Executive Board (ExBo)**. They present statistics in the following categories (global and by region):

1. Number of MOs that have adopted the CI MS and those that have not;

2. Number of MOs confirmed to be in compliance by AO/SG, rated by scoring percentage;

3. Number of MOs with which the RevCom has agreed on the process to achieve compliance;

4. Number of MOs with which RevCom is in communication about addressing non-compliance.

When, after expiry of the agreed timeframe period, a Member Organisation is still unable to meet the required minimum level, the Executive Board, on the advice of the RevCom and Regional Office, will advise the Representative Council about adequate measures. This must include communication with the competent ecclesial authority of the Member Organisation.

Appendix 1 – 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.[5]

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[6].

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.[7] 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.

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.

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

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.

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).

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.

"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.

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.