



Caritas Internationalis Management Standards

Adopted by the Representative Council on December 1, 2020

Effective from January 1, 2021

The Caritas Internationalis Management Standards (CI MS)

Since January 1, 2019 the Management Standards are the Caritas Internationalis' official tool for organisational assessment and organisational development.

As part of an ongoing move to improve accountability and good governance at the service of the most vulnerable, in 2019 Caritas Internationalis scaled-up its work on mainstreaming safeguarding across the Confederation to ensure that all member organisations have adequate policies, systems and procedures in place. In 2020 the Representative Council adopted a revised version of the Management Standards with the introduction of a Standard on Safeguarding.

The revised Standards are in force since **January 1, 2021**.

The Management Standards put emphasis on the participation of the people in need in all Caritas programs. Following the invitation of Pope Francis in his Apostolic Exhortation "*Evangelii Gaudium*", we must let ourselves be evangelized by them. Indeed, they have much to teach us since they have the experience of the suffering Christ, therefore they have to be put at the centre of the Church (cf. EG 198).

The Management Standards aim at supporting the growth and the professionalism of all members of the CI Confederation. In the same time, the Catholic Social Teaching remains one of the foundations of our work. In this regard, we recall the powerful and challenging statement of Pope Benedict in *Deus Caritas Est*, a statement which represents a permanent inspiration for all of us, and a strong support to the CI MS and institutional development and capacity strengthening initiatives: "The Church's charitable organizations, beginning with those of Caritas (at diocesan, national and international levels), ought to do everything in their power to provide the resources and above all the personnel needed for this work. Individuals who care for those in need must first be professionally competent: they should be trained in what to do and how to do it, and committed to continuing care. Yet, while professional competence is a primary, fundamental requirement, it is not of itself sufficient. We are dealing with human beings, and human beings always need something more than technically proper care. They need humanity...Consequently, in addition to their necessary professional training, these charity workers need a "formation of the heart" (*Deus Caritas Est n. 31.a*).

Working as a Confederation in implementing the Management Standards has shown that together we are more. In communion and fraternal cooperation, we mobilized resources for trainings, assessments, communications, etc. We developed harmonized standards so that we may have a tool that responds to our common needs. In the spirit of "Emmaus", the "accompaniment" mechanism has been approved as a mean to ensure that no one is left behind and that those who are strong may support those who are in need (cf. *Rom. 15:1*).

We are determined to move forward towards making our Caritas Confederation even more effective and increasingly served by professionals committed to "the Christian's programme – the programme of the Good Samaritan, the programme of Jesus, which is a "heart that sees" (*DCE 31.b*). We remain conscious that the horizon of our mission as Caritas is the Kingdom of justice and solidarity, that will be achieved only when God will be all in all (cf. *1 Cor 15:28*).

We know that we have not yet reached our goal, but we are striving to go forward from the point we have each attained (cf. *Phil 3:28*).

MS 1 Laws and Ethical Codes	
1.1	Catholic identity: the Organisation identifies as a Catholic charitable organisation, follows Catholic Social Teaching and observes Canon Law
1.2	Law of the land: the Organisation acts in accordance with the laws and legal requirements applicable in the country where it is registered
1.3	Ethics and staff conduct: the Organisation adheres to the Caritas Internationalis Code of Ethics and the Caritas Internationalis Code of Conduct for Staff
1.4	Humanitarian Ethics: the Organisation is bound to observe international Humanitarian standards and principles
1.5	Environmental Ethics: the Organisation ensures that natural resources are used wisely, waste is minimised and projects are environmentally friendly
1.6	Partnership Principles: the Organisation observes the CI Partnership Principles.
1.7	Complaints Procedure: the Organisation has an appropriate and safe complaints handling mechanism as a formal, publicly communicated, feedback mechanism
1.8	Implementing level: the Organisation encourages diocesan Caritas organisations to observe these Management Standards

MS 2 Governance and Organisation	
2.1	Constitution: the Organisation has constitutional documents that refer to Caritas values
2.2	Governance Structure: the role and responsibilities of governance bodies are clearly defined
2.3	Leadership and General Management: executive leadership encourages effective and efficient implementation as per the vision and mission of the organisation, and develops new visions and strategies as required by changing circumstances and/or opportunities.
2.4	Human Resource Management: the Organisation manages its Human Resources as laid down in regulations and procedures that are known to all staff
2.5	Strategic Plan: the Organisation has an up-to-date, comprehensive, realistic and clear strategic plan that brings together its vision, mission and specific objectives
2.6	Fundraising Strategy: the Organisation has a regularly updated fundraising plan for national and international resource mobilisation
2.7	Risk Management: the Organisation assesses internal and external risks that may prevent it from achieving its objectives carefully and regularly. Measures are in place to reduce these risks
2.8	Organisational Learning: the Organisation fosters a culture in which sharing experiences informs the evolution of the organisation

MS 3 Programme and Finance Accountability	
3.1	Project Management: the Organisation ensures that all projects are in line with its vision and mission and are carried out in accordance with the needs, vulnerabilities and capacities of the local communities
3.2	Project Quality: the Organisation ensures that all projects are carried out in accordance with appropriate technical standards
3.3	Financial Planning: the Organisation has translated its strategic objectives into multi-annual plans that are drawn up in order to achieve these objectives. Within this framework annual budgets are approved before the start of their respective periods
3.4	Financial Management: the Organisation exercises stewardship in the management of its financial resources, while carefully ensuring the reliability of its financial information
3.5	Procurement Policy: the Organisation has and applies a procurement policy describing the approved procedures and supervision of the tendering and purchasing process
3.6	Assets Management: the Organisation demonstrates good stewardship of resources by ensuring 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: the Organisation manages its unrestricted and restricted funds in accordance with their intended purposes
3.8	Auditing: the Organisation's annual financial statements are audited by an external auditor, and the Organisation undertakes independent internal audits

MS 4 Stakeholder Involvement	
4.1	Safeguarding Policy and Systems: the Organisation adheres to the Caritas Internationalis Children and Vulnerable Adults Safeguarding Policy and has a clear and transparent system to prevent, address and respond to safeguarding concerns
4.2	Transparency and Accountability: There are systematic and transparent mechanisms to ensure the Organisation is accountable to the communities it serves
4.3	Advocacy: the Organisation engages in national and international advocacy within the limits established by the competent ecclesial authority
4.4	Interacting with constituency: involvement of grassroots and Parish communities
4.5	Networking: the Organisation proactively participates in sectoral and thematic networks
4.6	Information sharing: the Organisation communicates in an ordered and transparent way with stakeholders about its work and performance
4.7	Data protection: the Organisation makes itself responsible for protecting and safeguarding data
4.8	Information Disclosure Policy: the Organisation is transparent and makes information about its programs and operations available to the public in accordance with an information disclosure policy

MS 5 Safeguarding	
1.3 1.3.1	Ethics and staff conduct: the Organisation adheres to the Caritas Internationalis Code of Ethics and the Caritas Internationalis Code of Conduct for Staff
1.7 1.7.1 1.7.2	Complaints Procedure: the Organisation has an appropriate and safe complaints handling mechanism as a formal, publicly communicated, feedback mechanism (Complaints handling procedures, whistle-blower policy)
2.4 2.4.3 2.4.4 2.4.5	Human Resource Management: the Organisation manages its Human Resources as laid down in regulations and procedures that are known to all staff (Safe recruitment, staff retention, adhesion to organisation vision and mission)
2.7 2.7.1	Risk Management: the Organisation assesses internal and external risks that may prevent it from achieving its objectives carefully and regularly. Measures are in place to reduce these risks (Risk management mechanisms)
3.1 3.1.6	Project Management: the Organisation ensures that all projects are in line with its vision and mission and are carried out in accordance with the needs, vulnerabilities and capacities of the local communities (Community engagement)
4.1 4.1.1 4.1.2 4.1.3 4.1.4	Safeguarding Policy and Systems: the Organisation adheres to the Caritas Internationalis Children and Vulnerable Adults Safeguarding Policy and has a clear and transparent system to prevent, address and respond to safeguarding concerns (Safeguarding policy, anti-harassment policy, investigations, referrals, partners and service providers)
4.2 4.2.2	Transparency and Accountability: There are systematic and transparent mechanisms to ensure the Organisation is accountable to the communities it serves (Meaningful access)
4.7 4.7.1	Data protection: the Organisation makes itself responsible for protecting and safeguarding data (Data protection policy)