

## Christian Aid's Accountability Framework

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Christian Aid's (CA) primary accountability is to our **Essential Purpose** – to expose the scandal of poverty, to help in practical ways to root it out from the world, and to challenge and change the systems that favour the rich and powerful over the poor and marginalised. We are an agency of our churches in Britain and Ireland and are mandated to work on relief, development and advocacy for poverty eradication. We work with and through partners overseas: churches, ecumenical bodies, local NGOs and movements who have common values and who we recognise to be in the best position to identify and deliver support and assistance to the communities that they work with.

Accountability is vital to upholding our Christian values and for maintaining our legitimacy and credibility to speak out so that it fully supports our *Essential Purpose*. We aim to hold ourselves openly responsible, in ways that involve our key stakeholders, for what we believe, what we do and say we will do – and for showing what we have done compared to what we said we would do. Doing this enables us to get feedback on what works and what doesn't, and what we need to improve. This increases the likelihood of success in our work with poor communities and enhances a sense of ownership among all our stakeholders. It also reduces the potential for inefficient use or misuse of the resources entrusted to us.

CA's Statement of Accountability outlines how CA strives to exercise accountability to all its stakeholders:

**Poor and marginalised people and their communities**

**Our partners**

*Our managers and staff*

*Our institutional donors*

*Our regulators*

*The natural environment*

**Our supporters, including campaigners and volunteers**

**Our sponsoring churches and board of trustees**

*Our allies*

*The wider public and those we challenge*

*Our suppliers and people who work in our supply chain*

Being fully accountable to all stakeholders is not realistically practical, so we have identified four key stakeholders to whom we believe have a primary stake in achieving our *Essential Purpose* and whose means of 'holding us to account' are most in need of strengthening. Our four key stakeholder groups are: poor and marginalised people and their communities (primarily mediated through our partners), supporters including campaigners and volunteers, partner organisations and our sponsoring churches and our board of trustees.

CA has rich history and has built up a wealth of experience in capacity building through working in partnership with national organisations for over 60 years. We recognise that facilitation of the process of building knowledge and skills is one of our most important functions within our partnership and contributes greatly to improving the quality of projects implemented by our partners across the board. CA is committed to supporting partners to improve their own accountability to the communities they work with, noting that our accountability to communities and supporters hinges on our partners' ability to implement high quality work.

This Accountability Framework outlines the relevant internal and external standards, codes, guidelines, principles and values we are committed to which ensure our accountability to our four key stakeholder groups and enable us to increase the quality and effectiveness of all CA programmes (relief, development and advocacy). It outlines the current mechanisms (processes and procedures) that we have in place to meet our stated commitments as well as our goals and planned activities for continued improvement. Implementation of the framework is overseen by Christian Aid's cross-organisational accountability group which meets quarterly to review progress and agree any follow-up actions required and alert any outstanding issues to Christian Aid's Strategy Leader for Strengthening the Organisation.

The Framework will be monitored, reviewed and updated annually By the Accountability for Performance group as part of CA's internal planning processes.

**Next revision: March 2011**

Commitment	What this commits CA to	Implementation mechanisms (Baseline Jan 10)	Improvement targets/ indicators	Planned activities	Ownership	Activities timeframe
<b>Poor and marginalised people and their communities</b>						
<b>Participation</b>	<p>Christian Aid is committed to ensuring that poor communities are involved in:</p> <ul style="list-style-type: none"> <li>Identifying what needs to change</li> <li>Designing and implementing projects</li> <li>Monitoring what is delivered</li> <li>Assessing impact</li> </ul> <p><u>Partners</u> We recognise that our ability to ensure participation is largely dependent on that of our partners. To meet our commitment, we therefore expect that the partners that we chose to work with can develop or maintain the involvement of poor and marginalised men and women throughout the project cycle. CA will monitor and evaluate the quality of community participation in partners' work and review partnership where commitment is not evident</p>	<p>Partner Selection Criteria</p> <p>Partnership agreements</p> <p>International Operations Manual (IOM) – CA's internal manual for programme management</p>	All CA staff and all partners, particularly CA staff involved in grant making have appropriate understanding of participation expectations and have adequate systems to monitor community participation	<ul style="list-style-type: none"> <li>Roll out PROMISE (Programme Management Information System) and related business processes to improve our system to capture monitoring information on participation.</li> <li>Conduct meetings, workshops and awareness sessions with staff and partners to improve understanding and expectations of community participation in 6 country programmes involved in Phase 1 HAP roll out</li> <li>Guidance for partners and staff developed on recording and documenting community participation in their projects</li> </ul>	<p>PROMISE development team</p> <p>Country managers</p> <p>Programme Impact and learning team</p>	<p>Dec 10</p> <p>Apr 11</p> <p>Apr 11</p>
<b>Transparency and Information sharing</b>	<p>CA is committed to improving its performance and accountability through being open and transparent. We will make available on request information about:</p> <ul style="list-style-type: none"> <li>our organisation, its vision/mission</li> <li>Governance and management</li> <li>Organisational policies</li> <li>Strategies and plans</li> <li>Finance and performance</li> <li>Feedback/complaints mechanisms</li> </ul> <p><u>Partners</u> Christian Aid commits to encouraging its partners in making the information</p>	Open Information Policy	All CA staff understand and are able to implement CA's Open Information Policy	<ul style="list-style-type: none"> <li>Contextualised information policy and implementation plans established in Phase 1 HAP roll out countries</li> <li>Open Information Policy reviewed annually</li> </ul>	<p>International Department Senior Management Team (ID SMT) with Accountability for Performance (AfP) Group oversight</p> <p>Corporate Information Officer with input from key stakeholders</p>	<p>Apr 11</p> <p>Apr 11</p>

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	<p>below available to the communities they work with:</p> <ul style="list-style-type: none"> <li>partners' organisational background and mandate</li> <li>the objectives and timeframes of partners' projects</li> <li>beneficiary selection criteria and deliverables</li> <li>contact details for each project</li> <li>regular project progress reports</li> <li>basic financial information and regular financial reports</li> <li>dates and locations of key events open to community participation</li> <li>complaints-handling procedures</li> </ul>		All partners are aware of CA's Open Information Policy and have considered the possibilities for implementing information sharing in their work	<ul style="list-style-type: none"> <li>Open information policy translated into French, Russian, and Spanish</li> </ul> <p>For HAP roll out countries:</p> <ul style="list-style-type: none"> <li>Raise awareness of CA's Open Information Policy amongst CA partners</li> <li>Clearer guidance on how to share information is developed and used for partners</li> </ul>	<p>Emergency Support officer /Emergency officer</p> <p>Country managers</p>	<p>Apr 11</p> <p>Apr 11</p>
<b>Complaints</b>	<p>Christian Aid is committed to enabling project participants, target groups and end users to make a complaint when there is a problem with our work or a project that we are funding, and to know that it will be acted on.</p> <p><u>Partners</u> CA will encourage our partners and support them to establish their own complaints mechanisms to facilitate the handling of complaints from the communities that they work with.</p>	Complaints and Response Policy and Procedure for Christian Aid's International Programmes	<p>CA International department (ID) staff and partners have improved awareness of Complaints and Response Policy and Procedure for Christian Aid's International Programmes and are able to implement and use the contextualised CA policy and procedures in their country of operation.</p> <p>CA partners in phase 1 rollout countries have established systems to handle community complaints.</p>	<ul style="list-style-type: none"> <li>Complaints Response Policy and Procedure for CA's International Programmes are contextualised and implemented in Phase 1 HAP roll out countries</li> <li>Complaints and Response Policy and Procedures to be reviewed annually</li> <li>Reports to be submitted every 6 months (as part of CA's internal planning and reporting (PRU) process) to ID SMT on complaints received and handled.</li> <li>Community based Complaints and Response Policy and Procedure training with partners – 2010-11 in Phase 1 HAP roll out countries</li> <li>Partner agreements revised to ensure</li> </ul>	<p>ID SMT with AfP Group oversight</p> <p>Supporter Relations/ ID SMT with AfP Group oversight</p> <p>International Director</p> <p>Country managers</p> <p>Country managers</p>	<p>Apr 11</p> <p>Apr 11</p> <p>Ongoing</p> <p>Apr 11</p> <p>Apr 11</p>

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				compliance and monitoring carried out and documented as part of the PME cycle.		
<b>International Standards</b>	<p>CA expects that the work it supports to be of a high quality and to meet the needs of those it is intended to assist. To that end CA is a signatory to several international standards and codes that guide the implementation of our work. Some of the codes apply specifically to relief work, but many of their underlying principles cut across all CA's work of advocacy, relief and development. These include:</p> <ul style="list-style-type: none"> <li>• <a href="#">Humanitarian Accountability Partnership 2007 Standard Certification</a></li> <li>• <a href="#">Code of Conduct for the IRC and RCM and NGOs in Disaster Relief</a></li> <li>• <a href="#">Humanitarian Charter and Minimum Standards in Disaster Response - the SPHERE Standards</a></li> <li>• <a href="#">International Code of Practice for NGOS Responding to HIV/AIDS</a></li> <li>• <a href="#">Setting the Standard: A common approach for Child Protection for International NGOs</a></li> <li>• <a href="#">Investors in People</a></li> <li>• <a href="#">People in Aid</a></li> <li>• ACT Alliance Code of Practice (2007) and Standards and commitments relating to Christian Aid's humanitarian work as a member of ACT International</li> </ul> <p><u>Partners</u> Partners will continue to be provided with guidance and training on the above standards and codes and will be</p>	<p>PROMISE</p> <p>CA Emergency Response Policies and Procedures</p> <p>Information on how CA funded projects address the Code of Conduct must be supplied in basic humanitarian documentation (Rolling Plan, DEC DRP, CA Partnership Agreement , AMR etc)</p> <p>Programme Management Induction</p> <p>Job descriptions</p> <p>Partner capacity building training</p>	<p>CA ID staff and all CA partners, particularly CA emergency staff and other staff involved in grant making ensure CA funded projects incorporate relevant international standards and demonstrate good practice.</p> <p>Partners are able to demonstrate understanding of the various international codes and standards and evidence how and where they implement them in their work</p>	<ul style="list-style-type: none"> <li>• Implementation of CA's 18 month accountability improvement plan including Phase 1 roll out of the HAP Standard</li> <li>• Revision of the Humanitarian Division's Humanitarian Handbook with guidance and best practice for staff implementing humanitarian work</li> <li>• Training for CA staff on accountability and other relevant topics</li> <li>• Partner proposals approved (through Promise system) recognise and mention the relevant standards and how the projects are meeting these standards</li> <li>• Continue to conduct capacity building training of partners in emergency preparedness, accountability and other relevant areas identified in ongoing capacity assessments</li> </ul>	<p>International Director/ Country managers</p> <p>Head of Humanitarian Division</p> <p>Country managers are responsible but actual training delivered by program staff and Regional Emergency Managers (REMs)</p> <p>Country program staff</p> <p>Country managers, REMs and country staff</p>	<p>Jun 11</p> <p>Apr 11</p> <p>Apr 11</p> <p>Apr 11</p> <p>Ongoing</p>



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				induction and training programmes		
<b>Complaints</b>	Christian Aid is committed to enabling partners to make a complaint when there is a problem with our work or a project that we are funding, and to know that it will be acted on.	Complaints Response Policy and Procedure for Christian Aid's International Programmes	All CA ID staff and partners have improved awareness of the complaints and response systems and implement their contextualised versions.	<ul style="list-style-type: none"> <li>Complaints Response Policy and Procedure for Christian Aid's International Programmes contextualised and implemented in Phase 1 HAP roll out countries</li> <li>Complaints and Response Policy and Procedure to be reviewed annually by Accountability for Performance group Corporate Accountability Group</li> <li>Reports to be submitted every 6 months to SMT on complaints received and handled.</li> </ul>	ID SMT with AfP Group oversight  ID SMT  International Director	Apr 11  Apr 11  Ongoing
<b>Our supporters, campaigners and volunteers</b>						
<b>Participation</b>	Christian Aid is committed to involve our supporters and volunteers in participating in and reviewing our work.  Our accreditation to the <u>Investors in Volunteers</u> (iV) Standard - a UK quality standard commits us to compliance with iV standards for engaging volunteers.	Face-to-face (F2F) meetings with campaigners to hear their views on our specific campaigns  Annual supporter events around Christian Aid Week  Biennial volunteers conference  Annual reviews with volunteer teachers  Regular reviews against the Investors in Volunteers	Supporters, campaigners and volunteers are actively encouraged to participate in the work of CA	<ul style="list-style-type: none"> <li>F2F meetings with campaigners as required</li> <li>Supporter events prior to and evaluation meetings after Christian Aid week</li> <li>Biannual volunteer conference</li> <li>Next accreditation review of iV Standard due 2012</li> </ul>	Head of Campaigns  Head of InspirAction (Spain), Head of Ireland, Head of Scotland, Head of Wales and Head of Supporter Stewardship  Volunteers manager  Head of Organisational Development	Ongoing  Ongoing  Ongoing

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<b>Transparency and Information sharing</b>	We are committed to being open and transparent with all our supporters and campaigners, including particularly the following areas: <ul style="list-style-type: none"> <li>that our goals and activities are closely aligned to, and are meeting, the needs of poor people</li> <li>that we are using funds responsibly</li> <li>that our public policy/advocacy and campaign positions are robustly researched and well-founded</li> </ul>	Open Information Policy  Current reporting through the CA website, CA News, Annual Review and Report and Accounts  Sharing results of major evaluations on our website, Charity Commission Registration, provide information for independent charity information websites	CA supporters have access to information about CA and the work it supports.	<ul style="list-style-type: none"> <li>Share Annual report and accounts on CA website</li> <li>Conduct Annual AGM with supporters</li> <li>Ongoing communications through CA's website and newsletters</li> </ul>	Marketing & Supporter Care Director	Sep 10 Nov 10  Ongoing
	<u>The ImpACT Coalition</u> (Improving Accountability, Clarity and Transparency) takes a long-term, collective approach to accountability by ensuring the public and media have up-to-date, accurate views of what charities achieve. Launched by NCVO, Institute of Fundraising, ACEVO and Charity Finance Directors' Group.	Clearly defined Policy & Advocacy Research methods  Undertaken self-assessment against the ImpACT Coalition 'Toolkit' measuring transparency and accountability. First assessed in 2007.	Policy/advocacy/campaign and public communications staff understand and follow these  All UK fundraising, media and communications staff	<ul style="list-style-type: none"> <li>Research Methods periodically reviewed, updated and disseminated to relevant staff</li> <li>Maintain Commitment to the coalition principles and pledges</li> <li>Participate in steering group meetings</li> </ul>	Head of Advocacy & Influencing  Corporate Accountability & Performance Manager	Periodic  Ongoing
	As a member of the Disasters Emergency Committee (DEC), CA has a responsibility for public accountability for funds raised from DEC appeals and regularly assesses itself against the <u>DEC Accountability Framework</u>	Self assessment against the DEC framework has been carried out twice for work carried out in 07/08 and 08/09	CA is able to continually demonstrate improvement (through increasing its 'green' codes) against the DEC accountability framework	<ul style="list-style-type: none"> <li>External validation of CA's self assessment against the DEC framework will be carried out for 10/11. This process is repeated annually.</li> </ul>	Head of Humanitarian Division	Mar 10
<b>Complaints</b>	Christian Aid supporters are able to raise a complaint with Christian Aid. All complaints are logged ensuring that lessons from them inform future fundraising and campaigning work.	Supporter Complaints policy and procedure  Online information request form	Supporter complaints are dealt with efficiently and in line with the supporter complaints policy and stated procedures	<ul style="list-style-type: none"> <li>Monthly complaint report log compiled and reviewed</li> <li>Regular feedback to supporters</li> </ul>	Head of Supporter Stewardship	Ongoing
<b>Data Protection</b>	Christian Aid will not provide supporter details to third parties	Data Protection Act  All CA staff receive online training in Data Protection	Data on supporters are kept confidential and protected	<ul style="list-style-type: none"> <li>Conduct online refresher training for staff on data protection policy</li> </ul>	Head of Supporter Stewardship	Ongoing

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<b>Fundraising</b>	<p>All UK charities are expected to become members of the scheme and self-certify that they comply with the Code, including its Codes of Practice for Major Donor Fundraising and Fundraising Through Electronic Media.</p> <p><a href="#">Institute for Fundraising Code of Practice on Transparency and Accountability in Fundraising</a></p>	<p>CA's fundraising division is satisfied that its fundraising practice abides with the Major Donor Fundraising Code, but no formal self-certification has yet been made.</p>	<p>All fundraising staff are aware of and continue to comply with the code</p>	<ul style="list-style-type: none"> <li>CA's fundraising division will continue to meet this code through regular review of its practice</li> </ul>	<p>Head of Fundraising</p>	<p>Ongoing</p>
<b>Child protection</b>	<p>CA has worked with a consortium of agencies that have developed <a href="#">a common approach for Child Protection for International NGOs</a>. Through our work with supporters, CA staff will protect children from abuse of any kind.</p>	<p>Child Protection and Disclosure policies have been reviewed by the Child Protection officer liaising with staff across the organisation.</p> <p>Training for all staff is included in the new 'Global welcome' Induction process</p> <p>CRB checks are obtained for all CA staff working with children and advice is being obtained about the implications of the new UK Vetting and Barring Scheme</p>	<p>All supporter-facing CA staff are aware and implement the code</p>	<ul style="list-style-type: none"> <li>Revised policy being considered by recognised trades unions with the expectation that it will be approved</li> <li>CA's Child Protection Officer is working with the Head of Audit and Risk Management to ensure the most rigorous of procedures.</li> <li>More advanced training for those whose work involves unsupervised contact with children and vulnerable adults will be planned for and delivered.</li> <li>Procedures for monitoring addressed by work on revised policy</li> </ul>	<p>HR Child Protection Officer</p>	<p>Apr 10</p> <p>Ongoing</p> <p>Mar 11</p> <p>Apr 10</p>
<b>Sponsoring Churches and Board of Trustees</b>						
<b>Participation and Feedback</b>	<p>Christian Aid is accountable to the 41 sponsoring churches in Britain and Ireland that own CA and define its mandate. The sponsoring churches are primarily represented through CA's Board of Trustees.</p> <p>The board of CA has national sub-committees for Wales and Scotland, which play an advisory role to the</p>	<p>Annual General Meeting</p> <p>Christian Aid's Board of Trustees meets six times a year.</p>	<p>Our sponsoring churches and Board of Trustees are aware of how Christian Aid is achieving its Essential Purpose and delivering on the goals of <i>Turning Hope into Action</i>. As part of this they will be aware of how Christian Aid is accountable to its other key stakeholders (poor and marginalised communities,</p>	<ul style="list-style-type: none"> <li>Annual General Meeting</li> <li>6 meetings of CA's Board of Trustees</li> </ul>	<p>Chair of CA Board</p>	<p>Ongoing</p>

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	<p>development of CA in their respective regions. CA has established separate charities with their own boards of trustees in both the Republic of Ireland and in Northern Ireland. The role of the Boards are to:</p> <ul style="list-style-type: none"> <li>• help shape CA's future direction</li> <li>• approve CA annual report and accounts</li> <li>• ensure CA is in line with legal obligations</li> <li>• provide feedback to CA</li> </ul>		<p>partners and supporters, campaigners and volunteers.</p>			
<b>Transparency</b>	<p>CA adheres to Charity Law (regulated by the Charity Commission) and Company Law as per Charities Act 1993, Trustees Act 2000 and Companies Act, Christian Aid's Constitution and the Charities Accounting and Reporting Regulations. We follow the Charities' Statement on Recommended Practice (<u>SORP 2005</u>) for format and content of CA's reports and accounts, enabling it to meet legal requirements for accounting standards.</p>	<p>CA complies with numerous provisions under these Acts including: appointment of trustees and governance; internal financial controls and accounting standards; investment of charitable funds; fundraising; political activities and campaigning. External audits are conducted annually to assess compliance.</p>	<p>Continue to comply with Company and Charity Law and with Charity Commission requirements.</p>	<ul style="list-style-type: none"> <li>• Reported annually in audited and published Trustees Annual Report and Accounts.</li> <li>• Reported in other statutory reports and returns.</li> </ul>	<p>Finance &amp; Information Management Director</p>	<p>Ongoing</p>