



Change for Children Association (CFCA)

# Codes, Standards, Policies & Procedures Manual

Change for Children  
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## Introduction

Change for Children Association's Codes, Standards, Policies and Procedures Manual is a living document that is continually growing and changing. The aim of this manual is to provide direction and guidance to Change for Children Association. The codes, standards and policies represent a statement of required course of action. The procedures and guidelines, on the other hand, are provided as recommendations to assist in meeting the expectations of codes, standards and policies.

## Definitions:

These definitions have been adapted from the [Ethics and Compliance Initiative](#)

A **code** of conduct or ethics is a central guide and reference to assist day-to-day decision making. It is meant to clarify an organization's mission, values and principles, linking them with standards of professional conduct. As a reference, it can be used to clarify standards, organizational values and policies; promote effective decision-making; and direct users to identify relevant ethics-related resources within the organization.

A **standard** is an agreed way of doing something. Standards can cover a huge range of activities undertaken by organizations and used by their clients. Standards are the distilled wisdom of people with expertise in their subject matter and who know the needs of the organizations they represent.

A **policy** is a formal statement of a principle or rule that members of an organization must follow. Each policy addresses an issue important to the organization's mission or operations. Policies simply guide our actions. Policies can be guidelines, rules, regulations, laws, principles, or directions. They say what is to be done, who is to do it, how it is to be done and for (or to) whom it is to be done.

A **procedure** tells members of the organization how to carry out or implement a policy. Policy is the "what" and the procedure is the "how to". Policies are written as statements or rules. Procedures are written as instructions, in logical, numbered steps. A procedure is a fixed, step-by-step sequence of activities or course of action (with definite start and end points) that must be followed in the same order to correctly perform a task. Repetitive procedures are called routines.

**Guidelines** are provided as recommendations to assist in meeting the expectations of policies.

# Section 1: General Overview

## A. CFCA Values

### Mission Statement

To build civil society capacity in the global south and Canada to promote health, human rights and create solutions to poverty through sustainable development.

### Vision Statement

#### **Human Dignity, Healthy Communities, Global Justice**

In cooperation with the indigenous people of developing countries, Change for Children aims to identify the root causes of poverty and, in the spirit of solidarity, assist in finding long-term solutions

Change for Children fulfills this purpose by:

- Supporting projects which lead to self-sufficiency and a more just distribution of the world's resources;
- Maximizing the effectiveness of each donated dollar by applying to government agencies for matching grants and by ensuring appropriate administration of funds;
- Educating Canadians about the developing world to bring about an awareness of our global interdependence and solicit support for greater justice and equity.

#### **Purpose**

- to identify in cooperation with the indigenous people of other countries the root causes of their poverty and to assist them in finding long-term solutions;
- to support projects in various parts of the developing world which lead to self-sufficiency and a more just distribution of the world's resources;
- to maximize the effectiveness of each donated dollar by applying to government agencies for matching grants and by ensuring appropriate administration of funds; and,
- to educate Canadians about the developing world to bring about an awareness of our global interdependence and solicit support for greater justice and equity.



## **B. CFCA Governance**

CFCA adheres to bylaws registered with the Societies Act of Alberta (#306987), which have been approved by the governing Board of Directors. As a registered charity (#11887 9496 RR0001), Change for Children adheres to the Canada Revenue Agency rules and regulations and is guided by CFCA's Code of Ethics.

## **C. CFCA Diversity:**

### **CFCA Diversity Creed: Creating a Diverse and Equitable Environment**

We believe in inclusion, and the equity of all volunteers and members of CFCA. We work within our mission and mandate; and believe we need to work for justice and a better world through solidarity with our partners in the Majority World and education programs in Canada.

The volunteers at CFCA come from the wider community, and we try to outreach to various communities and groups and invite them to participate with us.

We strive to be conscious of ethnic and other differences among people, and do not permit any discrimination based on those differences.

We hope to continuously reflect upon our diversity policies and organizational behaviour to continue to progress towards becoming a more inclusive and equitable group. In areas that we identify potential issues, we will actively take steps to remove those barriers.

We are a people-centered organization, and work to involve everyone in decision-making processes. We strive to be mindful of others opinions and points of view, and respectful of differences. We work on a collaborative basis.

We strive to create a safe, open and honest place for dialogue, and for addressing and resolving conflict. We believe that diversity is beneficial for both the majority and the minority.

We are conscious the use of language can be exclusionary, and we do our best to keep new volunteers informed on activities and directions in the international development community, and provide the necessary training and support so that they feel nurtured and included.

We want to reach out to our community and build strong connections with our volunteers and potential volunteers. We take time to care about individuals, not just as resources, but also as friends in the CFCA community.

## D. CFCA Ethics:

### CFCA CODE OF ETHICS

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#### PREAMBLE

1. The Code of Ethics sets out the basic ethical principles that Change for Children (CFCA) must accept and promote. This code of ethics is based on the *Code of Ethics and Operational Standards created by the Canadian Council for International Cooperation - CCIC (2009)*.
2. For CFCA, development is a social, cultural, economic and political process that leads to the fulfillment of fundamental human rights. These rights have been enshrined in the United Nations Universal Declaration of Human Rights and subsequent core treaties and instruments including the United Nations Declaration on the Right to Development and the Convention on the Elimination of All Forms of Discrimination against Women.
3. Development must give primacy to fulfilling the rights, needs and aspirations of the world's poorest and most marginalized peoples; it must promote the peaceful management of conflict; and it must safeguard the health, diversity and resilience of the natural environment.
4. While recognizing that the primary responsibility for the protection and promotion of human rights rests with governments, CFCA supports the fulfillment of these rights through their development and advocacy activities.
5. As part of Canadian civil society, CFCA promotes and supports the advancement of a flourishing civil society in Canada and abroad. The strengthening of people's organizations, voluntary agencies and other socially beneficial institutions is integral to the practice of development.
6. Based on CFCA's experience, establishing and strengthening relations with civil society organizations on the basis of partnership is key to achieving development outcomes.
7. Since CFCA influences the public perception of the international cooperation community, it shares a significant responsibility to act in ways that enhance public trust in its activities.

#### GENERAL PRINCIPLES

1. Human Rights – In all of its activities, CFCA respects and promotes the human rights and dignity of all people.
2. Accountability – CFCA should be accountable to its international partners, to its staff, to their donors, to the Canadian public and to each other for its contributions to international development and its stewardship of resources.
3. Transparency – CFCA should communicate freely and accurately with its partners, donors, the public and each other.
4. Fairness – CFCA should practice and promote equity and justice in all its activities.
5. Co-operation – CFCA should co-operate with other organizations in order to promote Canadian involvement in international development.
6. Sustainability – In all of its activities, CFCA should take appropriate measures to promote environmental sustainability.

#### ORGANIZATIONAL PRINCIPLES

CFCA should ensure that these General Principles are incorporated into its structure, governance and operations.

## DEVELOPMENT PRINCIPLES

Development should foster and promote the full realization of human rights and fundamental freedoms. To reach this goal, development should:

1. Satisfy basic human needs;
2. Be people-centred in both its purposes and the distribution of its benefits;
3. Address the root causes, and not merely the symptoms, of global inequality;
4. Promote social justice through the equitable distribution of power, wealth and access to resources;
5. Enable poor, oppressed and marginalized people to organize and improve their situation;
6. Reflect the concerns, perspectives and experience of women and enable women to realize their full rights;
7. Respect indigenous peoples and their rights to self-determination and to sovereignty over their own territories;
8. Respect the cultural and spiritual integrity of all peoples;
9. Ensure the full participation of marginalized individuals and groups;
10. Be environmentally, socially and economically sustainable, and should protect the well-being of future generations;
11. Recognize the hazards of militarism and promote peaceful solutions to international, national or local conflict; and
12. Promote a global movement that links shared interests and issues.

In November 2017, the Change for Children Board of Directors adopted the [Sustainable Development Goals](#) and as such all of our development projects must now contribute to the attainment of these goals.

# SUSTAINABLE DEVELOPMENT GOALS





## PARTNERSHIP PRINCIPLES

For the purpose of this section, “partnership” refers to relations between CFCA and civil society organizations – not individuals or governments – where a mutual agreement has been established committing each organization to a set of agreed principles and actions over an extended period of time.

Building on the Development Principles in Section C4, CFCA is committed to the following additional principles applying to partnerships:

1. Partnerships should be vehicles for long-term accompaniment that support the right of peoples to determine and carry out activities that further their own development options, through their civil society organizations;
2. Partnerships should advance and exemplify the full realization of human rights and fundamental freedoms, social justice, equitable distribution of global wealth and environmental sustainability;
3. Partnerships should be built on shared visions and goals for society which imply mutual support and solidarity beyond the implementation of specific programs and projects;
4. Partnerships should be formed in a spirit of inclusiveness that respects and promotes the value of diversity;
5. Partnerships should embody equity. Acknowledging that inequalities often exist as a result of power dynamics, especially in funding relations, partners should strive for equitable partnerships;
6. Partnerships should be dynamic relationships built on respect and honesty, in which partners strive for better understanding and appreciation of one another;
7. Partners should be transparent and accountable to one another;
8. Partners should respect one another’s autonomy and constraints and strive to foster a climate of mutual trust in all their partnership activities; and
9. Partners should endeavor to learn from one another and facilitate the sharing of knowledge.

Our Approach

Our Approach

Our Projects

Current Projects

Past Projects

Our Priorities

Water

Food Sovereignty

Health

Indigenous Peoples

Climate Change

Education

Where We Work

Central America & the Caribbean

South America

Africa

## Our Approach

**Justice is our vision, Partnership is our action**

*40 years of international partnerships rooted in respect and solidarity*

**EQUALITY**


Our projects are based on partnership and mutual exchange of ideas.  
We do not have offices or employees in the South, we partner with local organizations who implement projects in their home country.

**SELF DETERMINATION**

Our development projects, their cost and priority, are determined by our southern partners according to the current needs of their communities.

**LOCAL OWNERSHIP**

Our development projects increase the capacity of local people and local community-based organizations to have local control in poverty reduction.



**DEVELOPMENT PROJECTS WELL CONSIDERED.**



### PREAMBLE

In order to provide guidance to CFCA on implementing the principles of the CFCA Code of Ethics, this document outlines standards of practice and compliance procedures for partnerships, organizational governance, organizational integrity, finances, fundraising and communications to the public, Management practices and human resources.

### PARTNERSHIPS

For the purpose of this section, “partnership” refers to relations between CFCA and civil society organizations – not individuals or governments – where a mutual agreement has been established committing each organization to a set of agreed principles and actions over an extended period of time.

Partnerships with civil society organizations should be established based on the CFCA Code of Ethics and may be enriched by additional development principles proposed and agreed upon by common accord.

#### Initiating a partnership

- a) Partnerships shall be based on a sense of common cause built on an understanding of each organization’s values, beliefs, goals, objectives and constraints.
- b) Partnerships shall be backed by mutually acceptable signed agreements, demonstrating that all parties have negotiated objectives, expectations, roles, responsibilities, and contributions to the partnership.
- c) Agreements between partners shall ensure shared responsibility for attaining the negotiated goals, objectives and stated outcomes.

#### Maintaining and strengthening a partnership

- a) Strong partnerships include action to address inequalities due to power imbalances. Partners shall identify and attempt to adopt concrete measures to enhance equitable relations.
- b) Partners shall strive to deepen their understanding of one another through transparent sharing of information. The activities relating to the partnership shall be open and accessible to the other parties, while respecting the right of individuals to privacy.
- c) Respect for differences – including cultural, religious, socio-economic and political differences – shall be a hallmark of every partnership.
- d) Partners shall engage in regular and open communications for the health of the partnership and to ensure that all partners are properly represented and that no Organization unilaterally speaks on another’s behalf.
- e) Organizations shall give credit to their partners’ contributions, respect their intellectual property rights and acknowledge appropriate ownership of products and results arising from partnership initiatives.
- f) Healthy partnerships are strengthened by prompt and constructive responses to differences of opinion that may arise between Organizations. Partners shall proactively agree how conflict shall be handled.
- g) Partnership agreements shall specify timelines for evaluating whether and how the partnership shall continue.
- h) When a transfer of funds occurs within a partnership, there shall be a negotiated and jointly signed contract within which there are mutually agreed upon reporting requirements to ensure that all parties use development funds as agreed.
- i) In the event of catastrophic circumstances, such as a major shortfall in funds available within a funding partnership, all parties shall promptly implement a mutually negotiated and agreed upon contingency plan.

#### Ending a partnership

- a) Terms, conditions and appropriate procedures for ending the partnership shall be included in the partnership agreement.
- b) In the event of unforeseen circumstances, all partners shall endeavor to maintain the same standards of conduct when winding down the partnership as were agreed upon for the operations of the partnership.

## GOVERNANCE

1. CFCA shall be governed fairly and responsibly by an independent, active, and informed governing body (Board of Directors).
2. All voting members of the governing body shall serve without compensation, except for reasonable expenses incurred to fulfill their organizational duties.
3. CFCA shall establish and periodically review a governance framework suitable for fulfilling its mandate. The structure shall enable CFCA to make timely decisions and to meet its responsibilities. The framework shall include an appropriate governance structure and operations; relationship of senior staff and the governing body; and decision-making processes.
4. CFCA's governing body shall review and approve the Organization's annual budget, significant policies, key financial transactions, compensation practices, plans and programs and hold officers, committees and staff accountable for actions taken and results achieved under delegated authority.
5. CFCA shall adopt a policy preventing and effectively managing conflict of interest situations.
6. CFCA shall have policies prohibiting discrimination and promoting gender equality and participation of disadvantaged groups at all levels of the Organization. This does not supersede the right of the Organization to self-define when it is done in compliance with the law.
7. The governing body shall periodically reassess CFCA's governing documents and objects, vision, mission, goals, priorities, alignment of resources and effectiveness through consultation and collaborative planning.

## ORGANIZATIONAL INTEGRITY

1. The affairs of CFCA shall be conducted with integrity and transparency. CFCA shall make full, open, and accurate disclosure to the public of relevant information concerning its goals, programs, finances, activities, results, effectiveness and governance. Exceptions are personnel matters, legal matters, proprietary information and ethical and legal requirements of personal privacy.
2. CFCA shall ensure that complaints are dealt with in a timely manner and impartially, respecting the rights of involved parties for confidentiality and disclosure.
3. CFCA shall comply with all applicable federal laws and regulations as well as laws and regulations of provinces or municipalities in which it is based or operates. CFCA, when conducting activities outside of Canada, shall be aware of foreign laws and regulations governing its activities.
4. CFCA shall oppose and shall not be a participant to any wrongdoing or financial impropriety. It shall take prompt and firm corrective action whenever and wherever wrong-doing of any kind has been committed by any member of its governing body, employee, or volunteer.

## FINANCES

1. CFCA shall conduct its finances in such a way as to ensure appropriate use of funds and accountability to donors. It shall operate according to a budget approved by its governing body and have sound internal controls and documented financial policies and procedures.
2. CFCA shall ensure that there are sufficient resources for effective administration and appropriate fundraising.

3. CFCA shall have annual audited financial statements and shall make them easily accessible to the public.
4. CFCA shall ensure that it (and, if applicable, its affiliates) manage its funds prudently.
5. CFCA shall file its Registered Charity Information Return within six (6) months of its fiscal year end and such returns shall be complete and accurate.

## **FUNDRAISING AND COMMUNICATIONS TO THE PUBLIC**

1. Fundraising solicitations shall be truthful, shall accurately describe CFCA's identity, purpose, programs and need, shall only make claims which CFCA can fulfill, and shall treat donors and potential donors with respect. There shall be no misleading information or images (including material omissions or exaggerations of fact), nor any other communication which would tend to create a false impression or misunderstanding, and no use of high-pressure tactics in soliciting donations.
2. CFCA shall ensure that:
  - a) the public is informed of the way CFCA intends to use donated resources;
  - b) when members of the public are invited to support a specific project or purpose, they are informed if donations may be reassigned and they are given an explanation of these planned alternative uses;
  - c) the public is informed whether those seeking donations are volunteers, employees or hired solicitors of the Organization;
  - d) its donors are encouraged to ask questions when making a donation and they are given prompt, truthful and forthright answers; and
  - e) its donors receive appropriate acknowledgment but are not publicly identified without their consent.
3. CFCA shall have policies and procedures to ensure that it accepts only those donations which will not compromise its ethics, program focus or other interests.
4. CFCA shall ensure that images and text included in all communications to the public:
  - a) respect the dignity and rights of the individuals portrayed and their way of life;
  - b) are accurate, balanced, truthful and representative of reality and do not generalize and mask the diversity of situations;
  - c) portray local communities as active agents in their own development process and do not fuel prejudice or foster a sense of Northern superiority; and
  - d) encourage a sense of interconnectedness and interdependence between the Canadian public and the people shown in the image or discussed in the text.
5. CFCA shall control all fundraising activities conducted on its behalf. It shall not, directly or indirectly, pay finder's fees, commission or percentage compensation based on contributions. When external fundraisers are used, the Organization shall have a written fundraising contract and shall avoid disproportionate private gain by those external fundraisers.
6. CFCA shall seek the participation of its partners in the formulation of communications to the public.
7. CFCA shall consider the cumulative impact on the public's perception arising from its own communication messages (through images and text) and those of others. CFCA shall ensure that its messages do not undermine the goal of building support for long-term sustainable development.

8. When CFCA carries out an activity that involves both fundraising and programming, there shall be appropriate allocation of fundraising and program expenses.
9. CFCA shall make its most recent financial statements, annual report, and a current list of members of its governing body easily accessible to the public (e.g. in a visible and public section of their website).

## MANAGEMENT PRACTICES AND HUMAN RESOURCES

CFCA shall:

1. Endeavour to follow sound management and operational practices appropriate to its mission, operations and governance structure;
2. Provide employees and volunteers with job descriptions or duties that detail CFCA expectations;
3. Have clear, well-defined, written policies and procedures relating to its employees and volunteers and a process for communicating these policies and procedures; and ensure that the policies clearly define and protect the rights of these individuals;
4. Clearly describe and communicate compensation and benefits to each employee, and make financial arrangements to honour its financial commitments;
5. Respect the right of employees to organize into unions or associations and bargain collective agreements; and
6. Educate employees and volunteers on the Code of Ethics and Operational Standards.

## ACHIEVING COMPLIANCE

Change for Children's governing board shall ensure a self-assessment is performed regarding its adherence to the Code of Ethics and Operational Standards every three years.



## Section 2: Organizational Governance Policies

The following policies can be found on-line:

- a) [Anti-Corruption and Transparency](#)
- b) [Conflict of Interest](#)
- c) [Environment](#)
- d) [Gender](#)
- e) [International Project](#)
- f) [Procurement](#)
- g) [Project Evaluation](#)
- h) [Risk Management Policy and Guidelines](#)
- i) Sexual Exploitation and Abuse and Child Protection (under construction)

## Section 3: External Policies that govern our overseas activities:

- a) **Canadian Revenue Agency (CRA):** CFCA adheres to the CRA guidelines for Canadian Registered Charities Carrying Out Activities Outside Canada: <http://www.cra-arc.gc.ca/chrts-gvng/chrts/plcy/cgd/tsd-cnd-eng.html>
- b) **Canadian Council for International Co-operations' (CCIC) Guidelines:**  
CFCA adheres to the Canadian Council for International Cooperation's [Code of Ethics and Operational Standards](#) for organizations working in International Development.

## Section 4: Human Resources Policies

- a) [CFCA Employee Handbook](#)
- b) CFCA Staff Code of Conduct (under construction)
- c) CFCA Contract Personnel Code of Conduct (under construction)
- d) [CFCA Board Member Agreement / Code of Conduct](#)

## Section 5: Financial Management

- a) Accounting & Financial Management Policies and Procedures (under construction – draft available)
- b) [CFCA Procurement Policy](#)
- c) [CFCA Corporate Credit Card & Expense Advance Policy](#)
- d) [CFCA Cheque Signing Policy](#)

## Section 6: Fund Development Policies, Standards & Guidelines

- a) [CFCA Gift Acceptance and Allocation Policy](#)
- b) [Donor Bill of Rights](#) Adopted by Change for Children September 2010
- c) **Standards for Donor Communications**
  - a. Donors receive their charitable receipt within 6 weeks of making their donation.
  - b. Donors who give gifts of \$250 or more receive a personal phone call when their donation is received - by funds development coordinator or other staff
  - c. All new donors are put on our mailing list before the following mail-out.
  - d. Communications to donors meet high standards of excellence in quality and are received at appropriate times.
  - e. [Donation FAQs](#)
- d) **External Policies and Guidelines**

CFCA adheres to the following agencies and policies:

- [Ethical Fundraising & Financial Accountability Code](#) (developed by Imagine Canada).
- Change for Children's Board is currently considering accreditation in [Imagine Canada's Standards Program](#)
- Alberta Charitable Fundraising Act: <http://www.servicealberta.ca/491.cfm>
- Income Tax Act - Canada Revenue Agency: <https://www.canada.ca/en/services/taxes/charities.html>
- Alberta Gaming and Liquor Commission: <https://aglc.ca/gaming/charitable-gaming>

## Section 7: Volunteer Policy Manual & Codes of Conduct

### Volunteer Value Statement

CFCA believes that volunteers are an integral part of promoting change in local and international communities. We are committed to empowering our volunteers through a strong sense of community, a deep respect for the work they do and an unwavering environment of support.

- a) [CFCA iContribute Volunteer Policy Manual](#)
- b) [CFCA Volunteer Code of Conduct](#) – Dental and Optometry Brigades
- c) [CFCA Volunteer Code of Conduct](#) – Teacher Brigades
- d) [CFCA Volunteer Code of Conduct](#) - Employee Tours

Change for Children adheres to [Volunteer Canada's Canadian Code for Volunteer Involvement](#).