



# Programme Quality Framework

## **Purpose**

CBM has undergone a process to identify and consolidate a set of programme principles and management commitments for the CBM worldwide, drawn together in this Programme Quality Framework (PQF). It is an integral part of CBM's Strategy, in pursuing our Strategic Goals.

Our Programme Quality Framework sets out the high-level principles and commitments that we expect to guide programme quality and to which we seek to be held accountable. The overall aim is to ensure that those who we serve and assist through our programming and the donors who support these programmes, can have trust in the quality, effectiveness, efficiency, relevance, sustainability and impact of the work that we undertake.

## **Human rights as basis for our work**

Our Programme Quality Framework is set within the context of several universal human rights instruments. It supports CBM staff and partners to improve our accountability in line with our commitment to respect and promote human rights as expressed in the Universal Declaration of Human Rights. As an international development organisation we have a particular commitment to promoting greater understanding and application of the Convention on the Rights of Persons with Disabilities (CRPD), the Convention on the Elimination of Discrimination Against Women (CEDAW) and the Convention on the Rights of the Child (CRC) in terms of ensuring the rights of people with or without disabilities are respected.

## **Global accountability systems**

We respect our responsibilities to promote quality accountable development programmes that evidence our contribution to positive change in line with Agenda 2030: the Sustainable Development Goals.

For our work in humanitarian action we seek to meet international standards in line with the Core Humanitarian Standard and to ensure

that to achieving the Sendai Framework for Disaster Risk Reduction. Whilst we have a specific standard on the humanitarian imperative, our commitments on humanitarian action are expected to underpin all our development, advocacy and humanitarian work.

## **Application in CBM**

The Programme Quality Framework informs our approach to programme work, both for CBM staff and partner organisations, and is in line with the broader quality standards of international development and humanitarian frameworks. The PQF is acknowledging people in all their difference, including, but not limited to disability, age, ethnicity, gender, sex, socioeconomic status, education, language skills, work experience, organisational level, marital status, religion, and philosophical and intellectual, perspectives in line with our Diversity, Equity and Inclusion policy (thereafter referred to as people with or without disabilities).

The PQF is used for project design, monitoring, evaluation, learning and accountability. Its implementation is supported by further guidelines and toolkits, which outline for our staff and partners how each high-level principle and commitment can be put into practice over time.

However, it is important to note that the Programme Quality Framework is not being imposed on our partners but is incorporated within CBM's partner capacity development tools and partnership process to identify improvement commitments. At the same time, certain principles and commitments such as safeguarding represent a non-negotiable condition for partnership with CBM, and reference is made accordingly in CBM's project contracts.

The principles and commitments of the Programme Quality Framework are inter-dependent and all need to be pursued in an integrated way to establish quality programmes. The purpose is to support continuous learning and improvement of our work with our partners and to support our dialogue and exchange with other development and humanitarian actors.





Ansha smiles for the camera after a successful operation against trachoma - Ethiopia.

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# A

## Programme Principles & Commitments

The Programme Quality Framework is an integral part of CBM's Strategy, in pursuing our Strategic Goals.



Someon Ngutu, a shop owner from Kenya, gives a thumbs up for the camera (© CBM/argum/Einberger).





A group sits together having a discussion (© CBM/Grossmann).

# Justice, Equity and Inclusion

**CBM is committed to valuing, respecting and encouraging equality, justice and inclusion. We seek to be impartial and non-discriminatory in all our activities, designing our interventions based on levels of need and marginalisation.**

This requires us to:

- Respect and advance the equal rights and dignity of all human beings in our programme work and seek to ensure equalisation of opportunity for persons with disabilities to enjoy their rights on an equal basis with others.
- Uphold non-discrimination understood as any disability, age, ethnicity, gender, sex, socioeconomic status, education, language skills, work experience, organisational level, marital status, religion, and philosophical and intellectual perspectives, and ensure it is practised and evidenced throughout our programmes, policies, activities as well as internal and external communications.
- Be inclusive, respect and promote human rights in our organisation and ensure that our programming is not doing any harm, be it directly or indirectly, intentionally or unintentionally.
- Identify the most discriminated groups: taking proactive measures to promote equality of opportunity for those who have been identified as excluded, particularly those who are in situations of risk or marginalisation.
- Seek to advance implementation of national laws, public policy, budget, plans, programmes and services that advance the human rights of people with disability in line with the CRPD.
- Where such laws do not exist, or are not fully implemented, or are being abused, we will highlight these issues for public debate and advocate for appropriate remedial action across all areas of development and humanitarian action.



# Accountability to Persons with Disabilities

**CBM is committed to being fully accountable to persons with disabilities, their families and representative organisations in all areas of our work.**

This requires us to:

- Ensure persons with disability and Organisations of People with Disabilities (OPDs) are actively engaged in every stage of our iPCM and advisory work, with particular emphasis on project design, learning activities and evaluation.
- Design and implement our programmes and projects with the aim to maximise outcomes and long-term impacts for persons with disabilities and the wider target group of our work.
- Proactively solicit feedback from a broad range of OPDs including persons with disabilities organised in self-help groups to inform how our work can be improved, by ensuring broad representation across different identity groups.
- Support the capacity development of OPDs, particularly underrepresented groups, to ensure that CBM and partners can be effectively held to account.
- Create opportunities for formal advisory input of persons with disabilities and OPDFs to our programming at country level.



Nilane (left) talking to Joseph, who works in the cooperative NEAPWD - Philippines (© CBM/Foto Backofen Mhm).





CBM staff collecting information on the impact of CBM's work from members of the community.

# Accountability to Donors

**CBM is committed to being fully accountable to the donors who provide funding to CBM's programmes.**

This requires us to:

- Maximise the return of donor investments by ensuring projects and programmes are delivering sustained impact for the intended target groups and are effectively achieving the objectives and results we have committed to.
- Ensure project proposals to donors clearly articulate the needs that the project will address, the expected deliverables and costs.
- Proactively support the timely and accurate submission of quality reports or information to all donors as appropriate; institutional and individual.
- Ensure that staff and partners are fully conversant with any specific compliance requirements of the donor and adhere to these at all times.
- Facilitate effective, cross departmental collaboration that foresees and enables responsible development of relevant and engaging communication material appropriate for CBM donors.



# Partnership

**CBM is committed to genuine partnership, such as with OPDs, NGOs, INGOs, governments and donors in our countries of operations, as well as where we raise funds. CBM believes that is the most effective way of achieving greater and more sustainable positive changes in the lives of the poorest and most disadvantaged. Consequently, CBM emphasizes strengthening and building of capacities of national and local organisations, and more specifically OPDs.**

This requires us to:

- Commit to the empowerment and inclusive participation of all people whose lives are affected by our work, in line with the Localisation of Aid agenda and partnership principles.
- Through strong participation and ownership ensure that our partners and the people they represent become the driving actors of change in their specific contexts.
- Develop and resource a framework for partners' capacity strengthening. Areas of focus for capacity building can be organisational, strategic, finance, operations, programmatic, technical or infrastructural.
- Ensure that country strategic plans identify needs for capacity building for partners based on a capacity needs assessment and their expected role in delivering the country strategic plan.
- Define a clear monitoring and evaluation framework to all capacity development initiatives, if possible to be built into regular project plans.
- Facilitate effective stakeholder involvement in the development, implementation and evaluation of CBM's programmes, policies and advocacy.

- Create awareness on and maintain a well-functioning, accessible feedback and complaints mechanism that is actively used by partners and communities, and review action taken in response to feedback and complaints received.
- Ensure that CBM and partners mutually hold each other to account to meet the highest standards of accountability ensuring no links with organisations or persons involved in illegal or unethical practices.



Sajud (left) interacts with a client in sign language, at his cycle repair shop - India.





Pupils attending a free pediatric eye and ear camp held on school premises - Nepal.

# Safeguarding

**CBM is committed to the development, protection, and safeguarding of children and adults at risk who interface with our people, programmes and operations.**

This requires us to:

- Advocate with partners and networks for safe environments, wherever possible.
- Ensure that people with and without disabilities who interface with our programmes experience 'safe project environments', and by context raise awareness of these issues and appropriate strategies with our partners.
- Proactively promote safeguarding awareness and build capacities amongst our staff and partners.
- Identify potential gaps in organisations we want to formally partner with before we enter into project contracts, and to provide targeted support to develop safeguarding policies and/or establish codes of conduct for staff to sign that are related to CBM supported projects and programmes.
- Include safeguarding requirements into our legal contractual frameworks and agreements with the organisations with whom we collaborate.
- Incorporate safeguarding risk assessments and mitigation measures into the project cycle to prevent and/or effectively respond to any abuse, neglect and exploitation of people with and without disabilities we seek to serve.
- Ensure that all staff and representatives (contractors, consultants, visitors, goodwill ambassadors, etc) understand, sign and adhere to the Child Safeguarding Policy and behaviour code.



# Gender Equality

**CBM is committed to rights and equality for people with and without disabilities in all our programmes ensuring equal value, participation and decision-making by all; and addressing all forms of violence, discrimination, intimidation and exploitation for people with and without disabilities so they can fulfil their aspirations.**

This requires us to:

- Promote the voice, choice and autonomy of people with and without disabilities of all genders in our programming and advocacy work.
- Collect and analyse disaggregated data by genders, age and impairment/ disability and equally promote partners and governments to do the same.
- Conduct and apply gender analysis to ensure programme design addresses barriers and discrimination on the ground of gender.
- Monitor and measure the equality of both opportunities and outcomes of people with and without disabilities of all genders involved in our programme work.
- Support partners to ensure equality of opportunity for all persons with disability and equality of outcome between people with and without disabilities of all genders.
- Promote enabling and empowering opportunities for people of all genders, particularly with disability, to actively have choice, voice and control as agents of change within our programmes.



Exhilda attends a regular school with extra classes for children with special needs. Here she attends a class for children with hearing impairments (© CBM/argum/Einberger).





Falonne being examined before surgery by Dr. Kilangalanga with a slit lamp - Congo (© CBM/argum/Einberger).

# Technical Quality

**CBM is committed to supporting programmes that are technically sound, being guided by the relevant technical standards and good practices for the specialist area of work.**

This requires us to:

- Clearly set out the international and national technical standards that are applicable to each area of work and communicate these to our staff and partners.
- Establish quality assurance systems to assess and confirm that the agreed standards are being consistently met within programmes, identifying corrective measures where necessary.
- Incorporate quality assurance checks within project monitoring and reporting systems.



# Humanitarian Imperative

**CBM is committed to upholding the Humanitarian Imperative, prioritising saving and protecting of lives and the right to life with dignity in its strategic planning and programmatic work.**

This requires us to:

- Abide by the humanitarian principles of impartiality, humanity and independence. We hold ourselves accountable to the practices outlined in the International Red Cross and Red Crescent Movement Code of Conduct for NGOs in Disaster Relief, the Humanitarian Charter and SPHERE Minimum Standards in Disaster Relief, the Core Humanitarian Standard on Quality and Accountability (CHS), and guidance on evaluation, learning and accountability.
- Closely work with people and communities, and in partnership and coordination with local, national and international actors to ensure that emergency preparedness, response and recovery is non-discriminatory and accessible to all persons with disabilities and the communities they live in, providing the opportunity to build back better and ensure greater resilience for disaster risk reduction strategies.
- Ensure coordination with host government emergency response units and UN coordinating mechanisms where these exist to ensure CBM's response is complementary.
- Invest in time-bound projects in which partners plan how they will build the systems, skills and leadership necessary for emergency response and hence contribute to improve the strategic, political and operational leadership of the international humanitarian system.

- Respond to all large-scale humanitarian crises (Category 3 as per the UN classification system), in all CBM Core countries (natural or man-made disasters), according to CBM's and partners capacity, resources, added value and operating modality and provide technical assistance to partners in other countries when possible.
- Ensure fast and effective decision making, resource mobilisation and deployment as per CBM internal guidelines and procedures.



Food distribution in Kenya (© CBM/argum/Einberger).





Members of the theatrical group 'Tibi' rehearse a short sketch - Togo (© CBM/Hayduk).

# Advocacy

**CBM is committed to ensuring that our advocacy is embedded across our programme work and is consistent with our mission, our impartiality and grounded in our work, based on evidence and meaningful stakeholder involvement, with persons with disabilities in leadership roles.**

This requires us to:

- Work with and build capacities of OPDs to effectively influence policy changes of key decision makers in line with the CRPD.
- Develop a clear and published process at organisational level for adopting public policy positions (including for partners where appropriate).
- Ensure that assertions are based on evidence and meaningful stakeholder engagement.
- Develop explicit ethical policies that guide our choices of advocacy strategy (targets and claims) including responsible use of people's images and stories.
- Develop commonly agreed policy positions so that CBM speaks with one voice and be responsible in our public criticism, ensuring it amounts to fair public comment and giving a right of reply.
- Promote effective linkage between global, national and local advocacy work drawing on the programme work CBM supports with partners at all levels.



# Sustainability

**CBM is committed to building inclusive resilient communities and supporting governments to meet their obligations to address systemic, transformative change to contribute to achieving Agenda 2030: leaving no-one behind.**

This requires us to:

- Invest in capacity building to ensure local ownership of all CBM interventions in development and humanitarian work, and in line with our partnership principles.
- Strengthen systems to ensure that governments take responsibility for long term change and scale up of initiatives.
- Use local resources and capacity to strengthen local economies including building on local income streams and diversified funding to sustain services.
- Establish projects which incorporate considerations of long term sustainability within their design.
- Invest in Inclusive Disaster Risk Reduction (IDRR) strategies in all communities at risk in which we work.
- Promote sustainable approaches, including with mainstream agencies to ensure inclusive and accessible urban development (New Urban Agenda).





At the age of six, Adanech suffered from poliomyelitis. Here she is sitting in her wheelchair (© CBM/Diemer).



# Accessibility and Universal Design

**CBM is committed to programmes and services that are non-discriminatory and accessible to all persons with disabilities in their communities regardless of age, gender, faith, ethnicity or any other identity characteristic, in line with the principles of universal design and CBM's Accessibility Policy.**

This requires us to:

- Ensure that all new buildings, public spaces, indoor and outdoor facilities including schools, housing, medical facilities and workplaces funded or co-funded by CBM through our partnership agreements including in emergencies are accessible and appropriately designed.
- Include Accessibility Audits in our programme designs where needed, and support partners to adapt old buildings, infrastructure, and systems to meet accessibility requirements.
- Ensure information, communication and other services including electronic services and emergency services are accessible.
- Procure ICT systems for use by the organisation that are accessible to all persons with disability.
- Support OPDs to work with governments, professional bodies and unions to ensure national standards of accessibility are well defined and monitored in line with the CRPD.
- Promote partnerships and/or influence mainstream international development and finance institutions to ensure adherence to globally or nationally-defined standards in their development and humanitarian interventions.

- Work with local communities, municipalities, urban planners, construction professionals, designers, universities and private sector to adapt and/or develop accessible transportation, communications and infrastructure, including recreational spaces in line with CRPD.



Haiti after the earthquake from January 2010: Accessible shelter.





Hamadou is watering the plants in the survival yard - Niger.

# Environmental Responsibility

**CBM is committed to assessing and avoiding potential negative impacts on the environment and seeking opportunities to enhance environmental sustainability in our operations, programme work and to the benefit of persons with disabilities, wherever possible.**

This requires us to:

- Assess, avoid and mitigate potential negative impacts on the environment.
- Pursue actions for strengthened environmental sustainability and that positively impact on climate change, such as reduction of, or compensation for our CO2 emissions.
- Seek opportunities where appropriate, which will see people with disabilities and their families participate in and benefit from mainstream environmental activities.
- Implement a written Environmental Guidance for CBM guided by a high level Environmental Policy and endorsed by senior management commitment.



# B Management Commitments

The principles and commitments set out with this Programme Quality Framework are underpinned by a set of management commitments:



CBR worker Suleman Murmu (left) smiles as he helps his client Suraj with his lessons.

# Financial Management

- We commit to establish effective financial management ensuring policies, procedures and controls are in place to manage finances and detect and prevent fraud, ensure responsible stewardship of resources and pursuit of value for money.

# Programme Management

- We commit that projects and programme are consistent with our Strategy and CBM's underlying Theory of Change and are appropriate and relevant to the communities we work with.
- We ensure that our practice across programme, finance, communication, fundraising, marketing and advocacy does no harm and that we adhere to relevant Good Governance Standards for INGOs.
- We design, implement and review our programmes using inclusive Project Cycle Management and applying defined quality criteria to allow for solid funding decisions.
- We proactively involve local communities in project design by applying participatory approaches in keeping with our accountability to the population we serve and aim for CBM programmatic decision making as close as possible to where we work.
- We facilitate capacity building, peer exchange and learning amongst key representatives of our programme work to enable progressive realisation of the Programme Quality Framework.



# People Management

- We commit to invest in human resource development to enable staff and volunteers to do their best in advancing our mission.
- We ensure that human resource policies conform with relevant standards and are in accordance with the values of our organisations in terms of employee and volunteer rights and health and safety at work.
- We provide safe and accessible working environments for everyone at CBM to feel included, to participate in a self-determined way and to be able to express themselves.
- We ensure that the working environment is free from discrimination, abuse, bullying, harassment, or any other form of violent behaviour, also defined as unacceptable behaviours in CBM's Code of Conduct.
- We conduct regular performance appraisals of all staff.
- We ensure that remuneration and benefits strike a balance between public expectations of not-for-profit organisations and the need to attract and retain the staff required to fulfil our mission.
- We adhere to policies and processes that ensure respect for sexual integrity in all our programmes and activities, and prohibit gender harassment, sexual exploitation and discrimination.
- We ensure that policies are in place for the security and the well-being of our staff.



Binita and Rajiv at their office in Chitwan/Nepal.



**CBM is an international Christian development organisation, committed to improving the quality of life of people with disabilities in the poorest countries of the world.**

**[cbm.org/strategy](http://cbm.org/strategy)**

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