

# QIS

## Quality Improvement System

*Foundation Aims*

*Accountability Standards*

*Progress Spectrum Lines*

*Action Plans*

# QIS Standards Checklist (2020)

## People Care

### Applicable standard or code

QIS People Care was developed originally in collaboration with People In Aid and now includes other updated international standards.

After each standard there is a Spectrum Line that you can use to mark your progress. Note the date that you score.

		Standard	Examples of evidence
		<b>UNITY</b>	
Foundations	AIM 1	<i>We work together as a team to achieve our goals. We respect each other, listen to each other and support each other.</i>	Regular, planned prayer for work and for each other, e.g. daily devotions, prayer rota, prayer requests Regular opportunities for all workers and leaders to meet together to discuss plans and projects Leaders create a culture where all people are respected and are able to express their opinions Team-building activities or events
		Where we were before QIS	1- Insufficient    2 – Very Little    3 – Some, partial documentation    4 – Ample, well documented
		Where we are now	1- Insufficient    2 – Very Little    3 – Some, partial documentation    4 – Ample, well documented
Accountability	1	<b>All workers are treated equally, regardless of sex, race, ethnic or social background, or disability and are shown respect, regardless of their position and role in the organisation or church project.</b>	Interview with workers Observation Equal pay provisions Transparent pay scale Pay slips / records Women in leadership positions Anti-bullying and harassment policy Recruitment process (is objective and consistent)
		Where we were before QIS	1- Insufficient    2 – Very Little    3 – Some, partial documentation    4 – Ample, well documented
		Where we are now	1- Insufficient    2 – Very Little    3 – Some, partial documentation    4 – Ample, well documented
	2	<b>The culture of the organisation or church project allows people to express differences of opinion.</b>	Interview with staff
		Where we were before QIS	1- Insufficient    2 – Very Little    3 – Some, partial documentation    4 – Ample, well documented
		Where we are now	1- Insufficient    2 – Very Little    3 – Some, partial documentation    4 – Ample, well documented
	3	<b>There is a safe and respectful environment for workers, children and everyone the organisation comes into contact with</b>	Interviews Written safeguarding policy Complaints procedure
		Where we were before QIS	1- Insufficient    2 – Very Little    3 – Some, partial documentation    4 – Ample, well documented
		Where we are now	1- Insufficient    2 – Very Little    3 – Some, partial documentation    4 – Ample, well documented

Foundations	AIM 2	REWARD		Pay system Some other way of regularly contributing to the needs of those who work for the organisation Ways of thanking people for the work they do Occasions for showing workers they are appreciated – e.g. regular time for feeding back on achievements and progress; treats for workers			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
Accountability	4	There is recognition and appreciation of what people do, especially volunteers.		Interview with workers Observation Appreciation methods			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
	5	Every salaried worker is provided with some resources for the work they do, even if minimal.		Accounts Book keeping Interviews with workers			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
	6	There is some provision made when a salaried worker is sick.		Sickness records Interviews with workers			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
	7	Staff policies are compliant with national legislation on employment, workplace health and safety and other relevant national legislation		Health and safety policy HR policy			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
Foundations	AIM 3	MANAGEMENT					
		Every worker knows what he or she is expected to do and what his or her responsibilities are. Every worker knows who to ask for advice and feedback about his or her work.		Written or verbal job description agreed with each worker Division of daily tasks and responsibilities between all members of the team of workers Explaining to every worker what is expected of him / her, especially new workers Designated person to manage each worker, who sets tasks and monitors workers and can give support and feedback			

Accountability		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	8	<b>Before workers are appointed, they are interviewed to make sure they have the right skills and qualifications for the job and good references</b>		Interview questions HR Policy Copies of written references Documented selection criteria		
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		<b>Every worker has well-defined work objectives, roles and responsibilities.</b>		Written job descriptions Interview with workers Signed letters of employment/contracts Work plans		
	9	Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		<b>Managers have provided all workers with basic information to do their jobs.</b>		Interviews with workers Written information supplied to workers		
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	10	Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		<b>Every worker knows who to report to and receives some support and supervision for carrying out the work.</b>		Nominated supervisor for each worker Interview with workers		
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	12	<b>Workers can bring forward any concerns that they have about staff behaviour, children in their care, or the way children are treated by others.</b>		Interview with workers System for reporting concerns (complaints procedure, Whistleblowing policy)		
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		<b>Every worker knows how to behave inside and outside work when representing the organisation and the consequences of not adhering to these behaviour protocols</b>		Staff code of conduct Disciplinary procedure HR Policy		
	13	Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented

	14	Every volunteer receives feedback on his or her work and has the opportunity to plan ahead and each salaried worker has the opportunity to meet regularly with his/her manager to reflect on performance.	Regular written review for salaried workers, if appropriate Written work targets for salaried workers Interview with workers Appraisal or review process Performance management process			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		TRAINING				
Foundations	AIM 4	Workers get some training to help them do their work as well as they can.	Training workshops Mentoring plans Induction for new staff and volunteers Identifying skills needed for each job and finding out what skills each worker already has in order to see what skills they lack			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
Accountability	15	All new workers receive a formal introduction to the organisation or church project and their role.	Interview with workers Induction notes			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	16	Every worker has the opportunity to participate in training and development to enhance skills and knowledge to do their work.	Interviews with workers Training notes Staff development plans			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		HEALTH AND SAFETY				
Foundations	AIM 5	Workers are kept safe and healthy at work.	Proper equipment to keep workers safe List of the risks that could affect workers as they do their work Guidelines to help minimise risks associated with work tasks and situations Health and safety rules			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
Accountability	17	There is a document which lists health and safety rules, what to do in an emergency, security procedures and potential risks for health safety and security in the work place.	Health and safety rules visible to all workers Basic health and safety training			

		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	18	<b>Workers have access to basic first aid equipment.</b>		Well stocked first aid equipment in accessible place Designated staff members trained in first aid		
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		<b>Each worker knows the risks in their job and knows how to look after their health and security.</b>		Health and safety rules visible to all workers Written risk assessments Interviews with workers		
	19	Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		<b>Workers are given the right equipment to ensure health and safety for the task (for example: mosquito nets, plastic gloves etc.).</b>		Equipment in place Safeguarding Policy Risk Management policy		
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	20	Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		<b>The organisation cares about the wellbeing of workers is committed to supporting workers to have a good work/life balance</b>		Interviews with workers Time spent on teambuilding or shared recreational activities		
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	21	<b>The organisation has a range of measures in place to protect people in the organisation or those it comes into contact with, from abuse and maltreatment of any kind.</b>		Safeguarding Policy		
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented

## Action Plan

- Choose three areas that you will prioritise for your improvement objectives. For each improvement objective, set a time deadline.
- Decide who in your organisation is responsible for making these improvement objectives happen.
- There may be more than one person who is needed to make these objectives happen.
- What do they need to do to make these improvement objectives happen?
- Which resources are needed to make these improvement objectives happen?
- Write down who could give toward the resources you need for your plan.

	Objective	Actions to make this happen	Resources needed for actions	How much?	By when?	By whom?
1						
2						
3						

## Progress on the Action Plan

- QIS Mentors and verifiers will come to support you in your journey of improvement. Please prepare for their visit and they will complete this table after the visit.

	Objective	Actions that have been completed	Action to strengthen this improvement
1			
2			
3			

## Governance

### Applicable standard or code

The principles found in 'Good Governance: A Code for the Voluntary and Community Sector' by ACEVO, Charity Trustee Networks, ICSA, NCVO on behalf of the National Hub of Expertise in Governance. But local and national Governance standards should be applied.

		Standard	Examples of evidence
		<b>LEADERSHIP BY THE BOARD</b>	
Foundations	AIM 1	<b>Either:</b> <b>There is a group of people who lead this organisation and help ensure it meets its goals. This is the board.</b> <b>The director is accountable to the board.</b>	There is a group of 3 or more people that meets regularly to oversee the organisation, set its strategies and plans The director gives regular reports to the board on his or her activities and the organisation
		<b>Or:</b> <b>Church leaders guide and oversee the leaders of the project. Project leaders are accountable to the Church leadership.</b>	There are regular meetings between church leaders and the project director to oversee the project, set its strategies and plans The project director gives regular reports to church leaders on his or her activities and on the project
		Where we were before QIS	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
		Where we are now	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
Accountability	1	<b>There is an effective, functioning board, appropriate to the type of organisation and local culture that provides accountability external to the leader of the organisation or church project.</b>	Constitution document setting out board structure, roles and responsibilities Register of board members Other governance provision by e.g. church, denominational body
		Where we were before QIS	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
		Where we are now	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
	2	<b>The board and key staff members set and safeguard the vision, values and goals of the organisation or church project.</b>	Written documentation of the vision and mission of the organisation, endorsed by the board Or in the case of a church project, the project's vision and mission are agreed by the church leadership body Minutes of board meetings discussing vision, values and goals
		Where we were before QIS	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
		Where we are now	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
	3	<b>The board and key staff members set the long-term strategic direction of the organisation or church project.</b>	Written plans setting out the future strategy for the organisation or project Minutes of board meeting where strategy has been reviewed
		Where we were before QIS	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
		Where we are now	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
		<b>MEMBERSHIP OF THE BOARD</b>	



Foundations	AIM 2	Board members agree with the vision, values and goals of the organisation and help to support them.	Board members agree with the organisation's Christian values The organisation has clear goals approved by the board				
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
Accountability	4	All members of the board respect the Christian basis of the organisation or church project.	Interviews with board members Christian members have signed the organisation's basis of faith Interview with non-Christian Board members to check they respect the Christian ethos of the organisation				
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
	5	Members of the board have been screened to ensure they are suitable to work with children.	Police checks, if available At least 2 written personal references or verbal endorsements from respected sources for each board member Board members sign acceptance of the child protection policy, if it exists				
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
	6	Members of the board understand their legal and financial responsibilities.	Constitution document setting out board structure, roles and responsibilities (Governance Charter or Board Charter) Interview with members of the board Financial Policy				
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
ROLES AND RESPONSIBILITIES OF THE BOARD							
Foundations	AIM 3	Either: The board makes sure the organisation is legally registered or is helping this to happen.	Registration documents Plan for meeting registration requirements				
		Or: The Church ensures that the project operates in compliance with relevant local laws and guidelines for work with children, and is registered as appropriate.	Registration documents, if required Documentation of local and national laws and guidelines				
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		7	The board ensures that the organisation or church project is legally registered in some form.	Legal registration documents.			
			Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
Accountability			Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented

	8	<b>The board ensures the organisation or church project complies with its governing document, local laws and the requirements of any relevant regulatory bodies.</b>	Governing document Written procedures for ensuring compliance with relevant laws and regulations			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	9	<b>The board is involved in interviewing and appointing the director and monitors his or her activities.</b>	Written policy on recruitment Interview with leadership staff Minutes of regular meetings between board and director			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	10	<b>The board has developed and approved a Child Protection policy and safeguarding policy and monitors its implementation.</b>	Written Child Protection policy and procedures Procedure for monitoring implementation of Child Protection policy and procedures Minutes of meeting where Child Protection policy is reviewed			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	11	<b>The board has set or approved basic working conditions for all workers and leaders (including working hours, health and safety).</b>	Written policies and working conditions (HR Policy)			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	12	<b>The board ensures regular reviews of key aspects of the performance of the organisation or church project.</b>	Schedule for reviewing all aspects of the organisation's performance Action points arising from review Risk Management Policy			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	13	<b>The board reviews the internal financial processes of the organisation or church project. .</b>	Name of board member responsible for reviewing financial processes Finance Policy Minutes of inspection and approval of quarterly and annual financial reports			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	14	<b>Together with key staff, the board helps to develop, reviews and approves strategies, budgets and plans for the year.</b>	Minutes of meeting where strategies, budgets and plans are approved			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented

	15	The board makes sure that the organisation or church project has enough workers, who are competent and well organised in order carry out its objectives.	Appropriate organisational structure			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
Foundations	AIM 4	<b>EFFECTIVE FUNTION OF THE BOARD</b>				
		The board or church leadership committee meets regularly and a record is kept of decisions and actions agreed. Members of the board have specific responsibilities and they carry them out reliably.	Schedule of board meetings with minutes Board members all have specific functions and they carry out their tasks properly			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
Accountability	16	The board identifies risks facing the organisation or church project and takes steps to manage them	Written assessment of risks within the last 2 years Action points arising from risk assessment Risk register			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	17	The board has appropriate mechanisms for writing and amending policy.	Written policy and procedure Interview with board members and director			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	18	The board monitors and reviews all policies and procedures.	Schedule for reviewing organisational policies Minutes of meetings where policies and procedures are discussed			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	19	The members of the board have sufficient time to devote to the work of the board and each member of the board has clearly defined responsibilities and functions.	Interviews with board members Meeting minutes and completed action points			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	20	Within the board the following functions are performed by nominated people: There is a person who chairs the board effectively There is a person who takes minutes at meetings and passes on information to members of the board and the organisation There is a person who accepts responsibility for ensuring financial accountability. There is a person who takes responsibility for child protection and safeguarding	Minutes show nomination of chair, secretary and finance official Written statement of the role and responsibilities of the chair, secretary and Designated child protection/safeguarding board member Interview with board members to check these roles are performed effectively			

Foundations	AIM 5	Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented		
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented		
		<b>The board meets regularly to ensure that the organisation or church project is operating according to its vision, values and goals.</b>		Schedule of meetings Minutes of meetings Interviews with board members and director or management team				
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented		
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented		
		<b>For every meeting an agenda is set and accurate minutes are produced of decisions and actions agreed.</b>		Meeting agendas Meeting minutes Interview with board members				
	22	Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented		
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented		
		ACCOUNTABILITY OF THE BOARD						
		23	<b>Board members do not serve indefinitely without being re-elected to their position</b>		Written constitution Written Policy for board renewal, selection and terms of office Minutes of meeting recording election results			
			Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
			Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
24	<b>Family relationships within the board and staff of the organisation or church project are made known</b>		Written record of interests					
	Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented			
	Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented			

## Action Plan

- Choose three areas that you will prioritise for your improvement objectives. For each improvement objective, set a time deadline.
- Decide who in your organisation is responsible for making these improvement objectives happen.
- There may be more than one person who is needed to make these objectives happen.
- What do they need to do to make these improvement objectives happen?
- Which resources are needed to make these improvement objectives happen?
- Write down who could give toward the resources you need for your plan.

	Objective	Actions to make this happen	Resources needed for actions	How much?	By when?	By whom?
1						
2						
3						

## Progress on the Action Plan

- QIS Mentors and verifiers will come to support you in your journey of improvement. Please prepare for their visit and they will complete this table after the visit.

	Objective	Actions that have been completed	Action to strengthen this improvement
1			
2			
3			

# Child Protection and Safeguarding

## Applicable standard or code

This QIS unit has been developed in collaboration with the Keeping Children Safe Coalition and is based on their child safeguarding standards

		Standard	Examples of evidence
		<b>BELIEFS</b>	
Foundations	AIM 1	<b>BELIEFS</b> <b>We are committed to protecting children from the risk of all kinds of harm because they are precious to God.</b>	<p>Organisation or project mission or goals includes protecting children from the risk of harm</p> <p>All workers have some understanding of God's heart for children</p> <p>Workers treat children with dignity and love (verbal and non-verbal treatment)</p>
		Where we were before QIS	<div>1- Insufficient</div> <div>2 – Very Little</div> <div>3 – Some, partial documentation</div> <div>4 – Ample, well documented</div>
		Where we are now	
Accountability	1	<b>We believe the biblical principle that children are precious to God and that our role is to protect them from the risk of harm or neglect.</b>	<p>Interview with workers where staff express their understanding of God's view of children and how it influences their actions</p> <p>Observation of behaviour of staff (verbal and non-verbal)</p>
		Where we were before QIS	<div>1- Insufficient</div> <div>2 – Very Little</div> <div>3 – Some, partial documentation</div> <div>4 – Ample, well documented</div>
		Where we are now	<div>1- Insufficient</div> <div>2 – Very Little</div> <div>3 – Some, partial documentation</div> <div>4 – Ample, well documented</div>
	2	<b>Our belief that children should be protected from harm is written into our mission documents.</b>	<p>The organisation or project's vision and mission statements include a biblical understanding of the value and dignity of children and the organisation or project's role in protecting them from harm</p> <p>Children are included in the mission statement as partners as well as beneficiaries</p>
		Where we were before QIS	<div>1- Insufficient</div> <div>2 – Very Little</div> <div>3 – Some, partial documentation</div> <div>4 – Ample, well documented</div>
		Where we are now	<div>1- Insufficient</div> <div>2 – Very Little</div> <div>3 – Some, partial documentation</div> <div>4 – Ample, well documented</div>
	3	<b>We have a good awareness and understanding of the UN Convention of the Rights of the Child and any child's rights charter in our country.</b>	<p>Interview with staff</p> <p>Written documentation of CRC including child-friendly materials</p> <p>Implementation of principles of CRC in programmes and activities</p>
		Where we were before QIS	<div>1- Insufficient</div> <div>2 – Very Little</div> <div>3 – Some, partial documentation</div> <div>4 – Ample, well documented</div>
		Where we are now	<div>1- Insufficient</div> <div>2 – Very Little</div> <div>3 – Some, partial documentation</div> <div>4 – Ample, well documented</div>
	4	<b>We use the UN Convention of the Rights of the Child, any children's rights charter and national laws in our country to help shape child protection</b>	<p>Reference to UNCRC and national laws in child protection policy</p>
		Where we were before QIS	<div>1- Insufficient</div> <div>2 – Very Little</div> <div>3 – Some, partial documentation</div> <div>4 – Ample, well documented</div>
		Where we are now	<div>1- Insufficient</div> <div>2 – Very Little</div> <div>3 – Some, partial documentation</div> <div>4 – Ample, well documented</div>



		<b>POLICY</b>	
<b>Foundations</b>	<b>AIM 2</b>	<b>POLICY</b> <b>We have some basic rules and guidelines to protect children (a child protection policy and procedures).</b>	Compulsory Child Protection policy and procedures, with consequences for non-compliance System for screening workers and volunteers before they have contact with children Senior person responsible for child protection
		Where we were before QIS	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
		Where we are now	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
<b>Accountability</b>	<b>5</b>	<b>We have written rules (a policy) on how to protect all children from the risk of harm during daily activities.</b>	Written child protection policy, covering all daily activities Risk Management policy
		Where we were before QIS	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
		Where we are now	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
	<b>6</b>	<b>The director and board have approved these written rules on protecting children from harm and they are compulsory for everyone.</b>	Child protection policy document, signed by director and board Policy states that child protection rules are compulsory Consequences for non-compliance included in policy document Interview with workers
		Where we were before QIS	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
		Where we are now	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
	<b>7</b>	<b>There is a named person with clearly defined role and responsibilities to ensure children are protected from harm in our organisation or church project</b>	Named Child Protection (Safeguarding) Person
		Where we were before QIS	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
		Where we are now	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
	<b>8</b>	<b>We know how to communicate about children through publications, social media, websites without compromising their safety or dignity</b>	Written communication guidelines
		Where we were before QIS	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
		Where we are now	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
	<b>9</b>	<b>All workers have seen, agreed with and signed the policy</b>	Declaration form signed by all workers that they have read and agree with the policy
		Where we were before QIS	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
		Where we are now	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
	<b>10</b>	<b>We are aware of the risks to children in our organisation and have put measures in place to prevent these risks from happening</b>	Risk mapping Risk register
		Where we were before QIS	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
		Where we are now	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented

PEOPLE: PREVENTING HARM TO CHILDREN						
Foundations	AIM 3	<b>We screen anyone who will have contact with children before they begin, to check they have no history of harming children (with police checks if possible).</b>	Evidence of references and police checks ( if possible)			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	11	<b>There are procedures for recruiting workers and volunteers that assessing their suitability to work with children, including where possible police and reference checks.</b>	Recruitment and interview guidelines which include checking gaps in employment history Evidence of background checks on staff, including as a minimum checks on references and where these are available, police checks, before people have contact with children Signed child protection declaration for each worker who has contact with children			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
IMPLEMENTATION AND TRAINING						
Foundations	AIM 4a	<b>We make sure children and workers know what behaviour is acceptable towards children and provides a safe way for them to report any concerns.</b>	Code of conduct for workers, including non-physical discipline Acceptable behaviour guidelines for children Confidential system for children and workers to report any concerns A person with responsibility for child protection in the organisation			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	12	<b>Every worker and child knows what is acceptable behaviour towards children and between children and there are consequences if workers and children do not follow this acceptable behaviour</b>	List of acceptable and unacceptable behaviour towards children (Code of Conduct) List of acceptable and unacceptable behaviour between children Written disciplinary procedures Consequences for breaking the guidelines are linked to disciplinary procedures Interview with workers and children to see whether these consequences are enforced			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	13	<b>All workers manage the children’s behaviour in ways that are non-violent and do not degrade or humiliate children.</b>	Child discipline guideline and consequences of breach Observation of staff conduct (verbal and non-verbal) Interview with children (confidentially and independently)			



Foundations	AIM 4a	Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		14		<p><b>There are guidelines for ensuring that visitors who have contact with children cannot put children at risk of harm.</b></p> <p>Guidance on supervision of contact between children and visitors            Procedure for screening visitors before contact with children            Signed agreement for contact and consequences of breach</p>		
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		15		<p><b>Children and workers are not allowed to access websites containing inappropriate sexual or abusive material or chat with unknown persons online.</b></p> <p>Child safeguarding rules state that children cannot use computers without adult supervision            Computers situated in prominent places            Install software to prevent access to inappropriate sites            Use of internet written into code of conduct</p>		
	16	Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		16		<p><b>Everyone knows which named staff member has special responsibilities for keeping children safe</b></p> <p>A clear notice with the name (and photo if possible) of the person to whom all concerns should be reported            Interview with workers and children</p>		
	17	Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		17		<p><b>Every worker knows how to report concerns about unacceptable behaviour by other workers or visitors confidentially</b></p> <p>Guidelines for reporting concerns about unacceptable behaviour towards children            Forms for reporting concerns            Safeguards for the survivors of abuse            Safeguards for workers who report concerns            Safeguards for alleged perpetrators while investigations are being carried out</p>		
Accountability	AIM 4b	Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
Accountability	18	<p><b>We give all workers some basic training on how to recognise abuse and to handle a disclosure correctly.</b></p>		<p>Training on recognising child abuse            Induction includes child protection issues            Guidelines for reporting child abuse</p>		
		<p><b>Our child protection policies and training is sensitive to our local culture without condoning acts that might harm children.</b></p>		<p>Child protection training manual            Interviews with workers to explore awareness of norms, beliefs and practices that are accepted locally but that might put children at risk of harm</p>		

		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	19	All workers have training on how to keep children safe when they join the organisation or church project.			Records of training Child protection included in staff induction training Refresher course approximately every 6 months with updates on policy, practice and local laws HR Policy	
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
	20	All workers are given opportunities to learn about how to recognise and respond to concerns about child abuse.			Interview with workers Training materials or record of attendance at training Minutes of discussions at supervision and team meetings	
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
	21	There is a written plan showing what steps will be taken to keep children safe			Good practice guidelines on how to carry out safe activities with children Notes recording discussions on how to provide safe activities for children Risk Assessment Minutes of consultation meeting on child safeguarding measures.	
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
PROCEDURES: INFORMATION AND COMMUNICATION						
Foundations	AIM 5	We tell children about their right to be safe from abuse and where to go for help.			Children are taught to remove themselves from situations that could put them at risk of harm or to tell someone they trust if they do not feel safe Information for children on where to go for help if they are at risk of abuse Visible information about children's rights	
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
Accountability	22	There are guidelines about what would happen if there were concerns about a child's safety or welfare.			Step-by-step guidelines on how to report concerns (such as a flow chart on 'What to do if you are concerned about a child's safety') Interview with workers to check awareness of the guidelines Forms for reporting concerns Case management mechanisms	
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented

Foundations	23	Children know about their right to be safe from abuse.	Visible information about children's rights in the organisation Children are given time and space to express themselves on issues of safety Children are taught to remove themselves from situations that could put them at risk of harm Children are encouraged to tell someone they trust if they do not feel safe			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	24	Workers know which local and legal authorities should be involved in a safeguarding incident or if a child is abused (social services, medical help, police, legal system in the event of prosecution, advocate to support the child).	Workers have list of contact details of local and national people who need to be involved if a child is abused Case management system in place			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	25	Leaders know what process would be used to investigate an allegation of abuse against a worker	Written investigation Procedures			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	26	There are procedures in place to allow people to make a complaint about our organisation	Complaints procedure Posters and information about how to make a complaint with contact details			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	+	Children are given information on where to go for help about abuse or bullying	Poster displayed in the organisation or information guides give to children on where to go for help A safe place where children can discuss issues with someone they trust Support for children dealing with trauma			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
MONITORING AND REVIEW						
AIM 6	We record, act on and monitor any incident, allegation or complaint about harm to children connected with the organisation.	Guidelines to follow in the case of an allegation or complaint, including safeguards for a worker who is accused until the investigation is complete Forms for reporting incidents, allegations and complaints Confidential record book or filing system				
	Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
	Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	

Accountability	27	<b>We regularly check that workers are following our child protection policy and procedures (every year).</b>	Minutes of staff, management and board meetings where child protection has been reviewed within the past year			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	28	<b>Children are given opportunities to confidentially talk about whether they feel safe in our organisation or church project.</b>	Record of activities with children to raise the issue of their safety Interview with children Child reporting mechanisms			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	29	<b>We record and monitor all incidents, allegations and complaints. These remain confidential and are acted upon.</b>	Forms for reporting incidents, allegations and complaints Confidential record book or filing system Action points for following up incidents			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	30	<b>We review ways of how to keep children safe on a regular basis (ideally every three years) and report to board of trustees about child protection in our organisation at least twice a year</b>	Records of staff, management or board meetings where child protection issues have been reviewed Written guidelines and policies			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	31	<b>Those who we work with are consulted and listened to about what makes them feel safe</b>	Minutes of meetings, training notes Interviews with staff and children			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	+	<b>Children carers and workers can give their input about how to keep children safe in our organisation or church project</b>	Interviews with children Interviews with carers Written record of children's and carers ideas			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	+	<b>There are opportunities to learn from practical experience of safeguarding</b>	Meeting notes Training notes			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	+	<b>Time and resources are set aside to ensure all are kept safe. This is considered in planning and budgeting</b>	Organisational plans and budgets			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented

## Action Plan

- Choose three areas that you will prioritise for your improvement objectives. For each improvement objective, set a time deadline.
- Decide who in your organisation is responsible for making these improvement objectives happen.
- There may be more than one person who is needed to make these objectives happen.
- What do they need to do to make these improvement objectives happen?
- Which resources are needed to make these improvement objectives happen?
- Write down who could give toward the resources you need for your plan.

	Objective	Actions to make this happen	Resources needed for actions	How much?	By when?	By whom?
1						
2						
3						

## Progress on the Action Plan

- QIS Mentors and verifiers will come to support you in your journey of improvement. Please prepare for their visit and they will complete this table after the visit.

	Objective	Actions that have been completed	Action to strengthen this improvement
1			
2			
3			

# Financial Accountability

## Applicable standard or code

This QIS unit has been developed in collaboration with Management Accounting For NGOs (MANGO) and is based on their standard. Please see <http://www.mango.org.uk> for more information and resources that can be used in your training.

		Standard	Examples of evidence
		STAFF	
Foundations	AIM 1	<b>We train workers to handle money and resources correctly.</b>	<p>Basic financial training for all workers</p> <p>Attendance at external training for finance staff</p> <p>Financial duties shared between different members of staff</p> <p>Written job descriptions including financial duties</p>
		Where we were before QIS	<p>1- Insufficient</p> <p>2 – Very Little</p> <p>3 – Some, partial documentation</p> <p>4 – Ample, well documented</p>
		Where we are now	<p>1- Insufficient</p> <p>2 – Very Little</p> <p>3 – Some, partial documentation</p> <p>4 – Ample, well documented</p>
Accountability	1	<b>All staff are aware of and recognise their financial responsibilities.</b>	<p>Financial responsibilities are included in job descriptions</p> <p>Financial duties are included in staff appraisals and monitoring of performance</p> <p>Written policies and procedures, including a code of conduct for staff and board members</p> <p>HR policy and finance policy outline financial responsibilities</p>
		Where we were before QIS	<p>1- Insufficient</p> <p>2 – Very Little</p> <p>3 – Some, partial documentation</p> <p>4 – Ample, well documented</p>
		Where we are now	<p>1- Insufficient</p> <p>2 – Very Little</p> <p>3 – Some, partial documentation</p> <p>4 – Ample, well documented</p>
	2	<b>All financial duties are shared between at least 2 people.</b>	<p>There are enough workers to do all the required financial duties and these are included in job descriptions</p> <p>Some examples:</p> <p>Petty cash records are checked by a different person from the one who makes the record</p> <p>Balance in the record of money received and paid out is agreed with the bank statements each month (if a bank account is used) by 2 people</p> <p>Two signatories are needed for any transaction on the bank account</p> <p>Cash received is not banked by the person who received it</p>
		Where we were before QIS	<p>1- Insufficient</p> <p>2 – Very Little</p> <p>3 – Some, partial documentation</p> <p>4 – Ample, well documented</p>
		Where we are now	<p>1- Insufficient</p> <p>2 – Very Little</p> <p>3 – Some, partial documentation</p> <p>4 – Ample, well documented</p>
	3	<b>Authority for financial resources is clearly delegated from the governing body through the line management structure so it is clear who is responsible for what and within what limits.</b>	<p>Each worker knows what (s)he can and cannot spend in his/her work</p> <p>Authorisation to spend petty cash or other monies over a specific limit has to be obtained from a designated person</p> <p>Financial Policy</p>
		Where we were before QIS	<p>1- Insufficient</p> <p>2 – Very Little</p> <p>3 – Some, partial documentation</p> <p>4 – Ample, well documented</p>
		Where we are now	<p>1- Insufficient</p> <p>2 – Very Little</p> <p>3 – Some, partial documentation</p> <p>4 – Ample, well documented</p>



		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	4	<b>All staff – finance staff and others – receive adequate training to carry out their financial responsibilities.</b>		<ul style="list-style-type: none"><li>Basic training notes</li><li>Pass certificate from independent organisation for finance staff</li></ul>		
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
KEEPING TRACK OF MONEY						
Foundations	AIM 2	<b>We do not mix project and personal finances, we keep an accurate record of all money that we receive and spend and we check the record is correct and up-to-date.</b>		Supporting document (e.g. receipt, invoice) for every transaction Cashbook with date and amount of all money spent and received Bank account in organisation’s name File of bank statements and other documents Project and personal finances are kept separately		
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
Accountability	5	<b>A valid supporting document is obtained for every transaction (securely filed and stored for the minimum period required).</b>		Receipt, invoice or petty cash slip for every transaction (money in or out) Filing system for supporting documents and bank statements Archive of documents kept safe for required time		
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	6	<b>There is a cashbook where money (cash, cheques and wire transfers) and other resources received and disbursed are recorded, with a record of the date, description and amount of every transaction. The cashbook is reconciled every month.</b>		Cashbook (one for each bank account, if banking is used) Comparison between supporting documents and cashbook entry checked every month by 2 people		
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	7	<b>A Chart of Accounts is produced, which is used consistently in the accounting records and budgets.</b>		Chart of Accounts Comparison of Chart of Accounts with budget and financial reports		
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
USE OF RESOURCES						
Foundations	AIM 3	<b>We keep money and supplies safe from theft or misuse by storing them securely, and we have a system for checking how they are being used.</b>		Receipt issued for all cash received Cash is locked in a safe or cash box Monthly check of records of cash and supplies received and used Authorisation required for workers to spend organisation’s money or use supplies		

		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
Accountability	8	<b>There are controls in place for safe handling of cash and banking. These include as a minimum:</b> <b>Cash, chequebooks and other banking details are stored securely</b> <b>If possible, money is kept in a bank account that is separate from any trustee or staff member's bank account and any transaction requires the authorisation of at least 2 people</b> <b>All money received is banked within the week it is received</b>	Inspection of secure, locked storage for cash and chequebooks Bank account mandate, list of signatories Receipt book and bank statement Interview with workers			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
	9	<b>There are controls in place to manage relationships with suppliers and the use of supplies.</b>	The use and distribution of supplies is authorised by an agreed person Staff members check that goods and services have been received before bills are paid All payments to suppliers are authorised and documented There is a system for obtaining quotations from different suppliers for large amounts of spending			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
PLANNING						
Foundations	AIM 4	<b>We have a budget for our activities that is accurate, up-to-date and complete. Our budget is based on a sensible plan of what we want to do and what resources we expect to have.</b>	Budget for the income and expenditure of the organisation every year Budget approved by organisation's leader and board			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
Accountability	10	<b>A budget is prepared detailing costs and anticipated income for all operations.</b>	Budget, approved by board and organisation leader			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	11	<b>Budgets are based on real activity plans, which include the full cost of running a project, and which include clear calculations and notes.</b>	Budget Budget calculations and notes			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	12	<b>A cash flow forecast is prepared on a regular basis (monthly or quarterly).</b>	Cash flow forecast			



		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		<b>TRANSPARENCY</b>				
Foundations	AIM 5	<b>We pay any relevant taxes in full and on time.</b> <b>We produce truthful reports about our finances at the correct time. We have our financial records checked each year by someone outside the organisation.</b>		Registration with tax authorities and tax payment records Regular reports to show the organisation's financial position and how money is being used Financial records checked by an external person each year Reports sent to donors and official agencies		
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
Accountability	13	<b>Annual financial statements are prepared, and preferably audited by an independent person.</b>		Copy of end of year financial statement Minutes of board meeting where financial statement is agreed Audit report		
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	14	<b>Additional accounting records are kept where staff are employed (wages book) or assets owned (assets register).</b>		Up-to-date wages book Up-to-date assets register		
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	15	<b>Budget monitoring reports are provided to managers at least monthly and also to donors and beneficiaries at regular intervals.</b>		A basic monthly report that shows all income and expenditure made during the month and the amount of money held in cash and in the bank A quarterly report of actual expenditure compared to the budget A basic quarterly report showing the state of general and restricted finances Financial reports are submitted to donors and government agencies on time and in the right format Clear financial information is provided to beneficiaries and stakeholders each year		
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	16	<b>There are written Financial policies and procedures for financial activities, including a Financial Policy, which includes a code of conduct for staff and board members.</b>		Policies and procedures Code of conduct for staff and board Interview with workers		
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented

Accountability	17	<b>The organisation or church project is registered with the tax authorities, meets tax authority requirements, employment taxes and pays all taxes and insurances at the right time.</b>	Registration documents Records of payments			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		<b>Cost Centres are used when working with multiple donors and/or projects.</b>		Procedure for use of cost centres Accounting records Reports to managers include reports on restricted funds Reports for donors are based on accurate information		
	+	Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	+	<b>Funding grid are used, if more than one donor is funding the organisation or project</b>	Procedure for use of funding grids Accounting records			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		<b>SUSTAINABILITY</b>				
	18	<b>There is a diversified funding base, with a mix of restricted and unrestricted funds and a reasonable level of reserves is maintained to reduce vulnerability to financial shocks.</b>	Funding plan Bank statement or asset register Report on restricted and unrestricted funds			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented

## Action Plan

- Choose three areas that you will prioritise for your improvement objectives. For each improvement objective, set a time deadline.
- Decide who in your organisation is responsible for making these improvement objectives happen.
- There may be more than one person who is needed to make these objectives happen.
- What do they need to do to make these improvement objectives happen?
- Which resources are needed to make these improvement objectives happen?
- Write down who could give toward the resources you need for your plan.

	Objective	Actions to make this happen	Resources needed for actions	How much?	By when?	By whom?
1						
2						
3						

## Progress on the Action Plan

- QIS Mentors and verifiers will come to support you in your journey of improvement. Please prepare for their visit and they will complete this table after the visit.

	Objective	Actions that have been completed	Action to strengthen this improvement
1			
2			
3			

# Project Planning and Design

## Applicable standard or code

The standards that are used for this unit are: INGO Common Standards of Project Cycle Management We have referred to: Save the Children Toolkits; Tearfund Project Cycle Management (Roots 5), Care International, World Vision

		Standard	Examples of evidence				
		CORE PURPOSE AND STRATEGY* Church projects should treat this section as guidelines of good practice, rather than essential elements of the standard.					
Foundations	AIM 1	We know what changes we want to see in our society and in the lives of children at risk, and we know what our contribution is.		Written description of the organisation's vision and mission Workers understand and are committed to the vision and mission of the organisation Plans of how to fulfil the mission Description of the purpose of a project			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
Accountability	1	The organisation identifies itself as Christian.		Interview with workers Written value statement based on Christian principles, if possible in local culture			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
	2	All workers know what the organisation's mission is.		Mission statement clearly displayed Interview with workers			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
	3	The organisation has a strategy for fulfilling its mission.		Written strategic plan, approved by director and Board			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
	4	The organisation's activities help it to fulfil its mission.		Strategic plan Programme plans and/or project statements			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		NEEDS					
Foundations	AIM 2	We have investigated the context children live in and what makes them vulnerable to risk. We understand the difference our work will make to children's lives and to their situation.		Analysis of children's needs and situation, with some data Analysis of causes and effects of children's problems Description of needs that each project will address Project purpose statement			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		For all our projects:					

Accountability	5	<b>We have identified specific needs for the project to address.</b>	Project proposal Written statement of project purpose, including statement of needs				
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
	6	<b>We understand why children are in that situation.</b>	Needs assessment report or situation analysis, including analysis of cause and effect of problems				
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
7	<b>We have identified a target group of children for the project to work with.</b>	Needs assessment report, including analysis of needs of target group Guidelines for identifying children in target population					
	Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented		
	Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented		
PROJECT DESIGN							
Foundations	AIM 3	<b>In every project we run: The project's activities are designed to meet specific, identified needs of children and we have thought about how to measure the project's impact on the children. We have contact with other relevant organisations and projects working with children in the area.</b>	Project activity plans linked to needs Impact indicators Records of children's progress in the project Stakeholders and other local agencies have been identified				
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
Accountability	For all our projects:						
	8	<b>The activities in the project address the identified needs.</b>	Action plan linked to project objectives or log frame Evidence of progress in children's lives (records or testimonies)				
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
	9	<b>We have identified and written down the specific changes that we want the project to make in the lives of the children we work with and know why and how to make those changes</b>	Impact indicators Interview with workers Theory of change				
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
	10	<b>We have thought about how to measure the changes in the children's lives.</b>	Impact indicators that are measurable				
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
Where we are now		1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented		

	11	<b>We have a list of what we need to do to meet the purpose of the project (goals) and a time-line for meeting them.</b>	Goal statement Goals are specific, measurable, accurate, realistic and time-bound			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	12	<b>There are clear criteria to select which children to work with.</b>	Interview with workers Written statement on target group			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	13	<b>We have considered how to ensure that all children in our target group can access the project's services, regardless of sex, ethnic background or physical and mental capacities.</b>	Interview with project director Action plan for access issues, where relevant			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	14	<b>We consult and comply with local and national guidelines for working with the type of children we work with.</b>	Written copies of relevant local and national guidelines Local and national guidelines referenced in policies, as relevant Governance Charter			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	15	<b>We can list the risks that might make the project fail</b>	Interview with project leader Written risk assessment or log frame Risk Management Policy			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	16	<b>We can list the main stakeholders in the project</b>	List of stakeholders			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	17	<b>We have consulted and informed stakeholders about the project.</b>	Minutes of consultation meeting with stakeholders Copies of project information provided to stakeholders			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	18	<b>We have an activity plan for this year for the project which lists: Who will do what When it will happen What inputs we will need to make it happen</b>	Action plan			

		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
19		<b>We have a budget for this year for the project which lists</b> <b>Costs of activities</b> <b>Costs of staff</b> <b>Costs of materials and equipment</b> <b>Costs of rent, water, food, etc.</b>			Budget	
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		<b>We have a plan to find funding and other resources to cover the budget this year.</b>			Funding plan or fundraising strategy	
20		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		<b>MONITORING, REVIEW AND EVALUATION</b>				
Foundations	AIM 4	<b>In every project we run:</b> <b>We regularly keep track of the project's use of resources and of how much it is meeting the identified needs and we communicate regularly with relevant people inside and outside the organisation about its progress and the lessons we are learning.</b>			Records of money and resources used each month Records of children's progress Project annual report Meeting to share lessons from project experiences	
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
Accountability	21	<b>There is a system in place to store written information, records and forms that we need in our work, including a secure place to store confidential information about children.</b>			Filing system or computer in use Interview with workers Inspect lockable filing system or other secure storage system Guidelines on who has access to confidential records and for what purpose	
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	22	<b>We keep records of money and other resources we are using each month.</b>			Cash book Monthly reports	
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	23	<b>We check each month that we are spending money on what we said we would.</b>			Actual expenditure compared to budget	
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
Where we are now		1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
24	<b>There is a system to measure the progress of the children in our care.</b>			Written record for each child, up-dated at least annually Minutes of meeting with discussion of children's progress		



		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
25		<b>We use our indicators to check our progress toward the project's goals at least every year.</b>	Progress reports Action points arising from discussion of monitoring reports				
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		26		<b>From the things we planned to do, there is a way to measure what has been done and what has not.</b>	Quarterly report of activities done compared with project proposal or action plan		
Where we were before QIS	1- Insufficient			2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
	Where we are now		1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
	27			<b>We give regular feedback on the project to stakeholders.</b>	Stakeholder reports		
Where we were before QIS		1- Insufficient		2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		CHILD PARTICIPATION					
Foundations	AIM 5	(a) We think carefully about how to include children in identifying needs for the project to address, designing the project to meet the needs, monitoring the project's progress and feeding back about its impact. (b) We are committed to helping children from excluded groups participate in meaningful ways, including both girls and boys, disabled children, children with learning difficulties and children from minority ethnic groups and languages.	Children express their views about their needs Children express their views about the project's activities Children receive training to help them participate actively We have identified children from groups that are often excluded and made sure we listen to them.				
			Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
			Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
			Accountability	28	<b>We have identified any groups of children that are at risk of being excluded or ignored in our context because of their sex, ethnic background, capacities, etc. and we have a plan to make sure we understand their views and perspectives.</b>	Interview with project director Interview with workers and children for their views Minutes of meeting where inclusion is discussed or written analysis of groups at risk of exclusion Action points for addressing inclusion of excluded children	
Where we were before QIS	1- Insufficient	2 – Very Little				3 – Some, partial documentation	4 – Ample, well documented
	Where we are now	1- Insufficient			2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	29	<b>Children are consulted about their needs and their situation and about effective activities to meet their needs.</b>			Interview with children Written analysis of children's views of their needs and ideas Minutes of meeting discussing children's views		
Where we were before QIS				1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now		1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented



	30	<b>Children are able to express concerns they have about the project activities or suggest alternative ideas.</b>	Interview with children Interview with project leader System for hearing children's concerns and ideas, e.g. focus group with children, or box Examples of follow-up on suggestions by children			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
	31	<b>We are helping children develop the skills they need to participate better in our organisation.</b>	Child participation training plan Training materials or activities Support for youth-led groups to discuss issues important to them			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented

\* Church projects should treat this section as guidelines of good practice, rather than essential elements of the standard.

## Action Plan

- Choose three areas that you will prioritise for your improvement objectives. For each improvement objective, set a time deadline.
- Decide who in your organisation is responsible for making these improvement objectives happen.
- There may be more than one person who is needed to make these objectives happen.
- What do they need to do to make these improvement objectives happen?
- Which resources are needed to make these improvement objectives happen?
- Write down who could give toward the resources you need for your plan.

	Objective	Actions to make this happen	Resources needed for actions	How much?	By when?	By whom?
1						
2						
3						

## Progress on the Action Plan

- QIS Mentors and verifiers will come to support you in your journey of improvement. Please prepare for their visit and they will complete this table after the visit.

	Objective	Actions that have been completed	Action to strengthen this improvement
1			
2			
3			

# Child Wellbeing

## Applicable standard or code

The standards that are used for this module are:

- UN Convention on the Rights of the Child
- Your country's National Plan of Action for the Rights of the Child

		Standard	Participants define their own evidence based on local context. Some examples are below				
Foundations	AIM	Improving the welfare of every child in our care by addressing their physical, emotional, spiritual and developmental needs in a holistic way Ensuring that no child is excluded from the care we offer due to his or her gender, racial or ethnic origin, or mental and physical capacities Empowering every child in our care to take a meaningful and active part in defining the needs addressed by our projects and activities and to be able to influence decisions that affect their lives	Child Wellbeing Checklist completed Potential barriers to inclusion have been identified. Workers take time to listen to children and hear their ideas and concerns Children are given information about the project and its activities in a way they can understand and their input is actively encouraged Children are given training and opportunities to enable them to participate and contribute according to their age and developmental stage				
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		PHYSICAL (UNCRC Articles 6, 24a, 26 and 27)					
Accountability	1	Provision: Children have daily access to clean drinking water, suitable clothing, nutritional food and good sanitation.	Clean and well maintained toilet for children to use Toilets meet the needs of disabled children There are separate toilets for girls and boys				
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
	2	Shelter Children have a suitable environment that gives them adequate shelter, safety and enjoyment such that they feel part of it. They know about security risks and know how to avoid them or remove themselves from potentially dangerous situations.	There are places for children to be that are not in direct sunlight There is appropriate lighting Children with a disability are able to get into our premises and get around in them				
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
	3	Health: Children have access to the right medical care and attention to help them remain healthy or live free from dangerous diseases.	Mosquito nets for each child Children with a physical disability have someone to help them with personal hygiene				
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented	
		EMOTIONAL (UNCRC Article 5, 7,8, 9, 10, 13,14,15, 18, 20, 21)					

Accountability	4	<b>Self-identity:</b> <b>Children have access to help and love to build up their self-esteem, and to restore their cultural identity (including legal).</b>	Analysis of children's needs and situation, with some data Analysis of causes and effects of children's problems Description of needs that each project will address Project purpose statement
		Where we were before QIS	1- Insufficient → 2 – Very Little → 3 – Some, partial documentation → 4 – Ample, well documented
		Where we are now	1- Insufficient → 2 – Very Little → 3 – Some, partial documentation → 4 – Ample, well documented
	5	<b>Building relationships:</b> <b>Children have good relationships with care-workers, teachers and peers that help them build trust and pursue other good relationships. Children are also building friendships with role models in the community and are getting involved in healthy interests and relationships.</b>	Children with disabilities are given support to join in with recreational activities appropriate to their age or developmental stage Adolescent girls are mentored by older women in the community
		Where we were before QIS	1- Insufficient → 2 – Very Little → 3 – Some, partial documentation → 4 – Ample, well documented
		Where we are now	1- Insufficient → 2 – Very Little → 3 – Some, partial documentation → 4 – Ample, well documented
	6	<b>Family:</b> <b>Children have opportunities to live within a family, whether their own or foster family, building bonds at their pace with access to help and support to solve family conflicts and find healing.</b>	
		Where we were before QIS	1- Insufficient → 2 – Very Little → 3 – Some, partial documentation → 4 – Ample, well documented
		Where we are now	1- Insufficient → 2 – Very Little → 3 – Some, partial documentation → 4 – Ample, well documented
	<b>DEVELOPMENTAL (UNCRC Articles 3, 5,9,10, 15, 16,17,18, 20, 21, 23, 24b, 25, 28,29, 31, 37)</b>		
Accountability	7	<b>Education and play:</b> <b>Children have opportunities to learn and play that will help them develop appropriately and explore life to their full potential.</b>	Children have regular time for informal activities each day that are suitable for their age or developmental stage disabled children gain access to education that is appropriate to their developmental stage
		Where we were before QIS	1- Insufficient → 2 – Very Little → 3 – Some, partial documentation → 4 – Ample, well documented
		Where we are now	1- Insufficient → 2 – Very Little → 3 – Some, partial documentation → 4 – Ample, well documented
	8	<b>Guidance and loving discipline:</b> <b>Children receive loving guidance and boundaries that do not put them at risk of harm, but help them make good choices in life and respect themselves and others</b>	Children are disciplined in non-physical ways <i>This is compulsory</i>
		Where we were before QIS	1- Insufficient → 2 – Very Little → 3 – Some, partial documentation → 4 – Ample, well documented
		Where we are now	1- Insufficient → 2 – Very Little → 3 – Some, partial documentation → 4 – Ample, well documented

	9	<b>Lifestyles, skills and recreation:</b> <b>Children are able to have fun, learn helpful life skills and are given opportunities for new hobbies and leisure activities, and aim towards awards.</b>	Children with a disability are provided with opportunities to learn useful skills that will help them find rewarding work Children should be able to pursue the activities that interest them, without upholding gender stereotypes, so boys can take up needlework and girls interested in mechanics are encouraged			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		<b>EMPOWERMENT (UNCRC Articles 1,2,7,8,12,13,14,15, 17, 30,42)</b>				
Accountability	10	<b>Access to information:</b> <b>Information that is relevant to children is shared with them in an open and transparent way, with an opportunity to ask questions.</b>	Information is provided in an appropriate form for blind and deaf children and for children with learning difficulties Information is communicated in a language children understand			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		<b>Participation:</b> <b>Children are comfortable stating their opinions and asking questions. Their participation is encouraged in a safe and conducive environment.</b>				
	11		We take special time to listen to the needs of children from groups that are often excluded We encourage children from minority groups to speak in their mother tongue and use a translator to help us if needed			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		<b>Influence:</b> <b>Children who are of appropriate age and understanding are given an opportunity to influence decisions that affect their lives. Their views are elicited and taken into account when decisions are made</b>				
	12					
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		<b>SAFETY: (UNCRC Articles 4,11,19, 22, 32, 33, 34, 35 ,36 ,37 ,38, 39 ,40)</b>				
Accountability	13	<b>Safe Premises;</b> <b>Children are living in a safe environment without danger to their health, wellbeing or protection</b>	<b>These are compulsory</b> Clean, well maintained premises, Fire safety procedures Separate sleeping quarters for boys and girls			
		Where we were before QIS	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented
		Where we are now	1- Insufficient	2 – Very Little	3 – Some, partial documentation	4 – Ample, well documented

Accountability	14	<b>Feeling Safe:</b> Children feel safe and are able to thrive in a safe environment and concerns about safety will be taken seriously	<b>These are compulsory</b> Children know who to go to if they have a concern about their safety There are posters on the premises which demonstrate a commitment to keeping children safe in child friendly language There are systems in place for responding to children who have a safety concern or who have been abused.
		Where we were before QIS	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
		Where we are now	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
	15	<b>Protection from exploitation or abuse:</b> Children are protected from all sorts of harm, abuse or exploitation	<b>These are compulsory</b> There are policies and procedures in place to protect children from harm Everyone working with children is screened before contact with children There are clear codes of conduct for all staff to prevent the exploitation or abuse of children
		Where we were before QIS	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
		Where we are now	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
	<b>SPIRITUAL: (UNCRC Articles 2, 14, 30 )</b>		
	16	<b>Salvation:</b> Children are given the chance to hear the gospel and to understand how it provides freedom for their lives, if this is possible in the local context.	
		Where we were before QIS	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
		Where we are now	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
	17	<b>Love:</b> People working with children demonstrate how much they are loved and valued by God.	All children are treated with love and respect We pray for children in our care
		Where we were before QIS	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
		Where we are now	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
	18	<b>Transformation:</b> If possible, children have access to the Bible and are learning about Jesus. If they receive Christ, they are nurtured and supported in their spiritual growth, with opportunities to pray, share their faith, do good works and understand who the Holy Spirit is.	Children hear Bible stories in their own language All children get Bible teaching appropriate to their developmental stage A member of staff takes time to read Bible stories to children with a visual impairment every day
		Where we were before QIS	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented
		Where we are now	1- Insufficient 2 – Very Little 3 – Some, partial documentation 4 – Ample, well documented

## Action Plan

- Choose three areas that you will prioritise for your improvement objectives. For each improvement objective, set a time deadline.
- Decide who in your organisation is responsible for making these improvement objectives happen.
- There may be more than one person who is needed to make these objectives happen.
- What do they need to do to make these improvement objectives happen?
- Which resources are needed to make these improvement objectives happen?
- Write down who could give toward the resources you need for your plan.

	Objective	Actions to make this happen	Resources needed for actions	How much?	By when?	By whom?
1						
2						
3						

## Progress on the Action Plan

- QIS Mentors and verifiers will come to support you in your journey of improvement. Please prepare for their visit and they will complete this table after the visit.

	Objective	Actions that have been completed	Action to strengthen this improvement
1			
2			
3			

