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**HUMANITARIAN QUALITY
ASSURANCE INITIATIVE**

Norwegian Church Aid (NCA)

CHS Certification

Mid-term Audit Report

NCA-MTA-2019

Date: 2019-05-22

# Table of Content

# 1. General information

| Organisation | Norwegian Church Aid (NCA) | | | |
|---|---|---|---|---|
| Type | ☐ National  ☒ International  ☐ Membership/Network  ☐ Federated  ☒ Direct assistance  ☒ Through partners | | | |
| Mandate | ☒ Humanitarian | ☒ Development | | ☒ Advocacy |
| Verified Mandate(s) | ☒ Humanitarian | ☒ Development | | ☒ Advocacy |
| | | | | |
| Size (Total number of programme sites/ members/partners – Number of staff at HO level) | 27 country programmes | Sampling Rate (Country programmes sampled) | | HO - remote assessment  Angola CP - visit  Iraq & DRC CP - remote assessments |
| Lead auditor | Claire Goudsmit | Auditor | | Karin Wierenga |
| | | Others | | |
| Verified Organisational Responsibilities: 1, 3, 5 | | | | |
| | Head Office | Country Programme(s) | | |
| Location | Remote visit (Oslo) | DRC (remote) | Angola | Iraq (remote) |
| Dates | 26 & 27/03/2019 | 28/03/2019 | 8-12/04/2019 | 16/04/2019 |

## 1.2 Indicators verified at the Mid Term Audit

| CHS Commitment | Organisational Responsibilities | Key Actions |
|---|---|---|
| 1 | 1.4, 1.5, 1.6 | 1.1, 1.2, 1.3 |
| 2 | 2.7 | 2.1, 2.2, 2.3, 2.4, 2.5 |
| 3 | 3.7, 3.8 | 3.1, 3.2, 3.3, 3.4, 3.5, 3.6 |
| 4 | | 4.1, 4.2, 4.3, 4.4 |
| 5 | 5.4, 5.5, 5.6, 5.7 | 5.1, 5.2, 5.3 |
| 6 | | 6.1, 6.2, 6.3, 6.4 |
| 7 | | 7.1, 7.2, 7.3 |
| 8 | 8.7, 8.9 | 8.1, 8.2, 8.3 |
| 9 | 9.6 | 9.1, 9.2, 9.3, 9.4, 9.5 |

# 2. Schedule summary

## 2.1 Verification Schedule

| Name of Programme / Project / members / partners verified | Location | Mandate | No. of projects visited | Type of projects |
|---|---|---|---|---|
| Management and staff | Luanda | Humanitarian/ Development/ Advocacy | - | NCA office Luanda |
| Partner ADRA | Luanda | Advocacy | - | ADRA office Luanda |
| Community groups, ADRA social monitoring project | Viana | Advocacy | 1 | Local advocacy and social monitoring activities |
| Director for Social Action, Viana Municipality | Viana | Advocacy | 1 | Social action |
| Lovua Refugee Camp, community group meetings (men, women, youth, vulnerable) | Dundo | Humanitarian | 1 | WASH/Shelter |
| Camp coordination and partners, Lovua Refugee Camp | Dundo | Humanitarian | 1 | Protection, WASH |

## 2.2 Opening and closing meetings

### 2.2.1 Remote visit of Head Office:

| | Opening meeting | Closing meeting |
|---|---|---|
| Date | 26/03/2019 | 27/03/2019 |
| Location | Oslo (remote) | Oslo (remote) |
| Number of participants | 8 | 1 |
| Any substantive issue arising | -- | -- |

### 2.2.2 On-site visits at Programme Site(s):

| | Opening meeting | Closing meeting |
|---|---|---|
| Date | 08/04/2019 | 12/04/2019 |
| Location | Luanda, Angola | Luanda, Angola |
| Number of participants | 9 | 1 |
| Any substantive issue arising | -- | -- |

# 3. Recommendation

In our opinion, NCA has implemented necessary actions to, in part, address the minor CARs identified in the previous audits. NCA continues to conform with the requirements of the Core Humanitarian Standard. We recommend maintenance of certification.

Detailed findings are laid out in the rest of this report.

Lead Auditor's Name and Signature

Date and Place:

21.05.2019
UK

Claire Goudsmit

# 4. HQAI Quality Control

| Quality Control | |
| --- | --- |
| First Draft | 2019-05-20 |
| Final Draft | 2019-06-04 |

# 5. Background information on the organisation

## 5.1 Organisational structure and management system

Norwegian Church Aid (NCA) is an independent humanitarian and ecumenical organisation with headquarters in Oslo, Norway, established in 1947. NCA provides emergency assistance in disasters and works for long-term development in local communities. To address the root causes of poverty, NCA advocates for just decisions by public authorities, business and religious leaders. NCA works together with people and organisations across the world to eradicate poverty and injustice. NCA is member of the ACT Alliance. NCA budget for 2019: 1.029 MNOK, which is around 105 million Euro. The number of staff at NCA HO in Oslo is 143 (130 permanent and 13 temporary). NCA has 613 staff members globally. NCA works in 28 countries, in a total number of 376 projects and with 228 partners.

## 5.2 Organisational quality assurance

Since the Maintenance Audit in 2018, NCA has made improvements to its assurance mechanisms and components of its quality management system. Major editions have been made to NCA's global Operations Manual, which sets out the rules and routines which are designed to regulate and quality assure its international programmes. The Manual provides all staff, at Head Office (HO) and Country Offices (CO), with the requirements, tools and templates that they are expected to follow and apply in the management of programmes. Chapter 4 on Monitoring and Evaluation was fully revised and re-launched in June 2018. Significant changes were also made to Chapter 5 on Partnerships, Chapter 6 on Presence and Management Responsibility, and chapter 12, the national Staff Handbook. The Operations Manual is online and accessible for staff with a secure log-in. Staff are informed about the changes and updates through a variety of means e.g. webinars, ACT Learn e-learning, email memos. Specific webinars on thematic topics e.g. CHS, GBV, CRMs, have also been provided. In light of all these changes it has been a challenge for NCA to disseminate adequate information and resources to keep staff up-to-date and to capacitate them to apply the tools at the programme level. This has been observed across the CHS standards, and is reflected as a weakness in Commitment 8.

## 5.3 Work with Partners

NCA has enhanced and updated procedures for working in partnership. Chapter 4 in the Operations Manual on partnerships has been updated with new tools for COs to use when working with partners. These include new formats for project proposals from partners that now include cross cutting issues such as conflict sensitivity, climate vulnerability, human rights and complaints handling. The NCA partner Capacity Assessment tool and the partner capacity building template have been updated as well as the templates for Partnership Agreements and MOUs with partners. These now include topics such as information sharing with communities and setting up complaints handling mechanisms in consultation with communities. NCA has made progress to roll-out these new procedures throughout its work, although this will take further time to ensure that these are embedded in all its partnerships and ways of working.

## 5.4 Certification or verification history

| Initial Audit | 3rd May 2017 |
|---|---|
| Maintenance Audit | 24th April 2018 |

# 6. Sampling

## 6.1 Rationale for sampling

The country programmes selected for the mid-term audit include:
**Programme visit:**       **Angola**
**Remote assessment:**   **DRC and Iraq**

NCA currently manages 27 country programmes. For the MTA the sample size was 3 country programmes (1 site visit, 2 remote assessments).

The initial random sample of country programmes included: Guatemala, Haiti and DRC

Guatemala and Haiti were not appropriate for a site visit or remote assessment for the following reasons: both are Joint Country Offices (JCO) with other organisations where NCA is not the lead; there are no or very few NCA staff based in the office; the budget and programmes are small in scale. Additionally, Guatemala is solely development focused.

The auditors' selected two country programmes for the site visit and remote assessment based on suitability and feasibility criteria.

**DRC** was selected for the remote assessment. A site visit was not feasible due to the high levels of insecurity in-country and at project locations, and travel times to project sites were too long to be conducted within the 5 days assigned for the visit.

Area Offices (AO) Jordan and Kenya were considered for a site visit but were not feasible for reasons of long distance and time needed to travel from the office in Jordan and Kenya to the programme site i.e. from Amman to Syria and Lebanon/Kenya to Somalia. Therefore, the audit team took the decision to potentially include remote interviews of staff from AO and JCOs to collect data on this type of programme management.

**Angola** was selected for the site visit for the following reasons: a combination of humanitarian, development and advocacy projects being implemented; both work with partners and direct implementation; acceptable levels of security; reasonable accessibility and travel times to the project sites within the timeframe.

**Iraq** was selected for the second remote assessment for the following reasons: a relatively new NCA country office; large programme size; mainly humanitarian context, which complements the data collected on the work and context of the Angola and DRC programmes.

## Disclaimer:

*It is important to note that the audit findings are based on the results of a sample of the organisation's documentation and systems as well as interviews and group discussions with a sample of staff, partners, communities and other relevant stakeholders. Findings are analysed to determine the organisation's systematic approach and application of all aspects of the CHS across its organisation and to its different contexts and ways of working.*

## 6.2 Interviews:

### 6.2.1 Semi-structured interviews (individual interviews or with a small group <6

| Position of interviewees | Number of interviewees |
|---|---|
| Head Office | |
| Management | 1 |
| Staff | 9 |
| 3 Country Programmes (1 site visit and 2 remote assessments) | |
| Management | 3 |
| Staff | 18 |
| Partner | 4 |

| Key stakeholders (other agencies, local administration) | 5 |
|---|---|
| **Total number of interviews** | 40 |

### 6.2.2 Focus Group Discussions (interviews with a group >6)

| Type of Group | Number of participants | |
|---|---|---|
| | Female | Male |
| Community groups Advocacy | 5 | 6 |
| Community groups (Wash/Shelter) | 8 | 10 |
| Youth | 3 | 5 |
| Vulnerable | 6 | 6 |
| | | |
| **Total number of participants** | 22 | 27 |

# 7. Report

## 7.1 Overall organisational performance

NCA has made significant efforts to take on board and address weakness identified in the previous audits. It is firmly committed to apply the CHS and use it as a tool to improve its programme work, especially at the community level and with partners. NCA is firmly centred around its grass-roots and community-based focus and works in close contact with local groups, communities and people affected by crisis.

NCA has pushed itself to include conflict sensitivity, gender and environmental impact – and is aware of its challenges in these areas. NCA's understanding of the local context and stakeholders is strong, mainly thanks to its local level partnerships and staff. NCA and its partners have a joint approach to working with communities based on dialogue, participation and feedback.

NCA still struggles with ensuring a systematic and full application of its policy and procedural changes across the organisation, its programmes and with partners. The organisation's systems still present weaknesses in the way it assures that it consistently and systematically;
- measures and mitigates the risks at the community level i.e. hazards and environmental risks, preparedness planning with communities and partners;
- provides information to all community members about NCA when implementing directly, the expected behaviour of NCA or partner staff, complaint handling processes of NCA and partners;
- ensures that programmes are inclusive of all people, especially marginalised and vulnerable, within community groups;
- implements robust and contextualised complaint handling mechanisms, in consultation with communities;

- monitors provision of information, participatory practice, inclusion of vulnerable groups and implementation of complaint handling mechanisms.

The steps taken to address the minor CARs from the Maintenance audit are reflected in the progress that NCA has made overall, and is evident through the significant changes that NCA has made to key organisational policies and procedures, programme requirements, templates and tools. However, time has not been sufficient for NCA to show visible progress on the implementation of all its new procedures and tools across all country programmes.

## 7.2  Summary of corrective action requests

4 CARs are closed at this MTA, although observations are made on these indicators. The remainder minor CARs identified at the Maintenance Audit (2018) are all extended for 2 years. This is necessary to allow NCA to roll out and implement the measures taken in 2018/2019 across the entire organisation, with all partners and for all programmes. At the next Maintenance audit, NCA will need to provide evidence of progress against these CARs, and the Re-Certification Audit will need to evidence progress at a practice level in order to close the CARs.

2 new CARs are issued at this MTA on indicators 5.3 and 8.2.

| Corrective Action Requests | Type (Minor/Major) | Original deadline for resolution | Status of CAR at MTA | Time for resolution |
|---|---|---|---|---|
| 2018 – 3.2: NCA does not have policies or processes in place to ensure the results of community hazard and risk assessments and preparedness plans guide activities. | Minor | 02-05-2019 | Closed | |
| 2018 – 3.6: NCA has not put in place systems to identify potential and actual negative effects of its programming in particular in the areas of people's safety, security, sexual exploitation and abuse by staff, and the environment. | Minor | 02-05-2019 | Closed | |
| 2018 – 4.1: NCA does not ensure that partners provide information to communities and people affected by crisis about the organisation, the principles it adheres to, the expected behaviours of staff, its programmes and deliverables. | Minor | 02-05-2019 | Closed | |

| | | | | |
|---|---|---|---|---|
| 2018 - 4.2: NCA does not systematically plan for or monitor that information is accessible and understood by all community members, especially vulnerable and marginalised groups. | Minor | 02-05-2019 | Open | Extended to 20-05-2021 |
| 2018 - 5.1: NCA does not ensure that communities and people affected by crisis are consistently consulted on the design, implementation and monitoring of complaints-handling processes on all programmes. | Minor | 02-05-2019 | Closed | |
| 2019 – 5.3: NCA does not ensure that complaints are managed in a timely, fair and appropriate manner that prioritises the safety of the complainant. | Minor | | New | 20-05-2021 |
| 2018 – 5.6: NCA does not ensure that communities and people affected by crisis are fully aware of the expected behaviour of NCA or partner staff, including commitments on the prevention of sexual exploitation and abuse. | Minor | 02-05-2019 | Open | Extended to 20-05-2021 |
| 2019 – 8.2: CAR: NCA does not sufficiently facilitate staff to understand and adhere to updated policies and procedures that are relevant to them. | Minor | | New | 20-05-2020 |
| 2018 – 9.4: When using local and natural resources NCA does not consider its impact on the environment across all its Country Offices and programme activities. | Minor | 02-05-2019 | Closed | |
| **Total** | | | **4** | |

## 7.3  Strong points and areas for improvement:

### Commitment 1: Humanitarian assistance is appropriate and relevant

Score: 2.8

NCA continues to conform to the indicators of this commitment; communities consider the assistance they receive from NCA and partners to be appropriate and relevant to

their needs and culture. NCA and partners analyse contexts on a continuous basis in close cooperation with communities and other stakeholders. NCA provides impartial assistance based on needs assessments. NCA does not consistently monitor that programmes are designed and implemented based on an understanding of the risks, vulnerabilities as well as the capacities of different community groups.

Feedback from people affected by crisis and communities on Commitment 1:

Communities consulted reported that their needs and capacities are assessed by NCA; project designs include trainings to communities to allow them to participate in the activities and monitoring.

## Commitment 2: Humanitarian response is effective and timely

Score: 2.8

NCA has taken steps to ensure that its programmes are realistic and safe for communities and delivered in a timely manner. NCA has an emergency response mechanism through the ACT Alliance where responses are facilitated in a timely manner. Funds can be made available and staff capacity activated quickly with support of HO. Emergency and Preparedness Response Plans are developed at the country level, although these are not in place in all Country Programmes (CP).

NCA refers unmet needs to other organisations and empowers people to advocate for their needs at the government level. The organisation has policy requirements to gather disaggregated data on gender and age, but not consistently on other abilities. It uses international technical standards in programme planning, design and implementation. But systems to assure that risks and constraints are consistently assessed through the application of global tools are not fully in place across CPs.

NCA and partners monitor programme activities, outputs and outcomes on a regular basis and monitoring and evaluation is done per NCA requirements and procedures.

Feedback from people affected by crisis and communities on Commitment 2:

Communities and people affected by crisis consider the assistance and protection they receive from NCA to meet their needs and that assistance is reached in a timely manner related to their needs.

## Commitment 3: Humanitarian response strengthens local capacities and avoids negative effects

Score: 2,4

NCA builds on local capacities, with the objective to improve the resilience of people, and has a strong partnership approach. Conflict sensitivity and Do no Harm are more and more integrated into its programmes and staff awareness on project level. But there is no evidence of partner capacity building plans as per NCA requirement after partner assessment.

NCA has put measures in place to identify unintended negative effects, but the lack of systematic community-based complaints handling mechanisms limits NCA ability to systematically identify unintended negative effects and act upon them. Risk assessment with communities is not consistently reviewed and unintended negative effects are still not consistently monitored in areas such as sexual exploitation and abuse and the environment.

Feedback from people affected by crisis and communities on Commitment 3:

Communities feel empowered by NCA and local partners projects that build their capacities through training (e.g. vocational training, psycho-social support), community

mobilisation and sensitisation activities, as well as participation in building shelter and water distributions.

## Commitment 4: Humanitarian response is based on communication, participation and feedback

Score: 2.3

NCA continues to embed principles of participation throughout its work and this is fully integrated into its methodologies for civil action and governance programming.

The previous audit noted that NCA had weaknesses in ensuring that all elements of this commitment were fulfilled. NCA has made progress to address some components e.g. updated CRM procedures, partnership agreements and requirements in programme proposal, monitoring and reporting formats on information sharing, communication and participation. However, systematic processes are not yet in place to ensure that all programmes and partners, inform, engage with and include a full representation of all people within communities, especially vulnerable and marginalised groups.

Feedback from people affected by crisis and communities on Commitment 4:

Communities had mixed experiences of how they are facilitated to engage and participate in activities. Members of advocacy work were empowered and able to participate, although were not informed about NCA precisely. In humanitarian projects contexts, communities were not informed or equally enabled to participate. Vulnerable members were not satisfied with the lack of opportunities to feedback to staff and fully participate.

## Commitment 5: Complaints are welcomed and addressed

Score: 1.9

NCA welcomes and accepts complaints and has made significant progress to develop formal CRM systems across all its COs and programmes. NCA has updated its complaints handling policy and guidelines and staff have received training. CP staff are working with partners to put in place CRMs. NCA has a robust internal system for handling and escalating complaints from staff and partners.

Nevertheless, NCA does not yet ensure that all communities are systematically consulted on the design, implementation and monitoring of complaints handling processes. NCA has taken steps to ensure that information is shared with communities on access and scope of the CRM, as well as on behaviour of staff, including commitments on the prevention of sexual exploitation and abuse, but this is not yet consistently practiced in all country programmes.

Some communities are positive about the way that NCA and partners deal with complaints, although in some projects and for some, mostly vulnerable groups, there is a lack of understanding about how to raise complaints to NCA.

## Commitment 6: Humanitarian response is coordinated and complementary

Score: 2.8

NCA continues to perform well against the key actions of this commitment. No weaknesses were identified in the previous audits and no significant changes have been made. NCA continues to work closely within the ACT Alliance members and with other organisations at the global, country and project levels. NCA works in a

collaborative manner with its partners and other actors to more effectively meet strategic goals, to avoid duplication of effort and complement activities, thus reducing demands on communities. Procedures are in place to identify and analyse different stakeholders at different levels of the organisation, although in some countries Emergency Response and Preparedness plans are not in place.

Feedback from people affected by crisis and communities on Commitment 6:

Communities, partners and other stakeholders (agencies and local government representatives engaged with NCA project work) expressed satisfaction with how NCA staff work in cooperation and in a joined-up approach with others.

## Commitment 7: Humanitarian actors continuously learn and improve

Score: 2.8

The key observation made at the pervious audit related to the lack of system to use community feedback and complaints for learning. While progress has been made through updating NCA's complaints procedure and requiring COs to report quarterly on complaints received, there has not been sufficient time to show how this is enabling NCA to systematically capture learning from the complaints it receives. NCA learns in a routine manner through a regulated monitoring, reporting, review and evaluation framework followed by all country programmes. Organisational or programme learning is not, however, shared with external stakeholders, including communities.

Feedback from people affected by crisis and communities on Commitment 7:

Communities working with partners in long-term projects received information on how the projects were progressing. But some communities, specifically where NCA directly implements the work, had not received information on progress or learning.

## Commitment 8: Staff are supported to do their job effectively, and are treated fairly and equitably

Score: 2.7

NCA continues to improve in the way it supports its staff across its offices and programmes. A training policy and Performance Development Review (PDR) process is in place for all NCA staff, although this is not always formalised at the programme level for all staff, and especially for staff recruited for short-term emergency response work. NCA works with its partners to assess and develop organisational capacity, including on staff codes of practice or conduct. However, NCA does not have a systematic process in place to assure that these are in place for all partners.

The mid-term audit has identified weaknesses throughout the CHS commitments, related to how NCA assures that staff understand and apply NCA's defined policies and mandatory procedures e.g. updated risk management (see C3), information sharing (see C4), complaint handling (C5) and capacity development of partners.

Feedback from people affected by crisis and communities on Commitment 8:

Communities were generally appreciative of the expertise, behaviour and competence of partners and NCA staff that worked in their communities.

## Commitment 9: Resources are managed and used responsibly for their intended purpose

Score: 2.6

NCA continues to implement a robust financial and resource management system across the organisation and with partners. Financial management and procurement procedures are in place and followed by staff at CP levels. Partners are supported to develop financial management capacity and report effectively on expenditure and are closely monitoring these through defined reporting mechanisms.
NCA has made efforts to improve how it assess and minimises the impact of its work on the environment. NCA plans to finalize an environmental impact policy and to establish a procedure to govern its use and management of resources in an environmentally responsible way but this is not yet in place for all programmes.

Feedback from people affected by crisis and communities on Commitment 9:

Communities did not express a significant awareness of financial matters related to project delivery. NCA and partners have raised awareness in communities on environment related issues.

# 8. Organisation's report approval
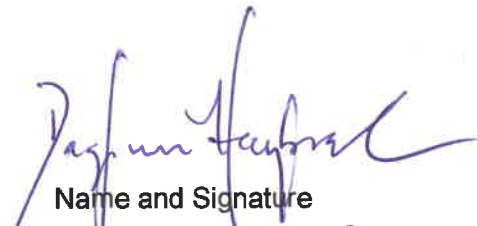
## Acknowledgement and Acceptance of Findings

For Organisation representative – please cross where appropriate

| | |
|---|---|
| I acknowledge and understand the findings of the audit | ☒ |
| I accept the findings of the audit | ☒ |
| I do not accept some/all of the findings of the audit | ☐ |

Please list the requirements whose findings you do not accept

Name and Signature
DAGFINN HØYBRÅTEN

Oslo, June 12, 2019

Date and Place

2019-05-22

# 9. HQAI's decision

| Certification Decision | |
|---|---|
| Certificate:<br><br>☒ Maintained ☐ Reinstated<br>☐ Suspended ☐ Withdrawn | |
| **Next audits**<br>Before date: 2020-05-02 | |
| Pierre Hauselmann<br>Executive Director<br>Humanitarian Quality Assurance Initiative | Date:<br>2019-06-04 |

## Appeal

*In case of disagreement with the decision on certification, the organisation can appeal to HQAI within 14 days after being informed of the decision.*

*HQAI will investigate the content of the appeal and propose a solution within 10 days after receiving the appeal.*

*If the solution is deemed not to be satisfactory, the organisation can inform in writing HQAI within 30 days after being informed of the proposed solution of their intention to maintain the appeal.*

*HQAI will transmit the case to the Chair of the Advisory and Complaint Board who will constitute a panel made of at least two experts who have no conflict of interest in the case in question. These will strive to come to a decision within 30 days.*

*The details of the Appeals Procedure can be found in document PRO049 – Appeals Procedure.*

# Annex 1: Explanation of the scoring scale

| | |
|---|---|
| **0** | A score of 0 denotes a weakness that is so significant that it indicates that the organisation is unable to meet the required commitment. This is a major weakness to be corrected immediately. |
| | EXAMPLES: |
| | Operational activities and actions contradict the intent of a CHS commitment. |
| | Policies and procedures contradict the intent of the CHS commitment. |
| | Absence of processes or policies necessary to ensure compliance at the level of the commitment. |
| | Recurrent failure to implement the necessary actions at operational level make it impossible for the organisation to ensure compliance at the level of the commitment. |
| | Failure to implement corrective actions to resolve minor non-conformities in the adequate timeframes (for certification only) |
| | More than half of the indicators of one commitment receive a score of 1 (minor non-conformity), making it impossible for the organisation to ensure compliance at the level of the commitment. (for independent verification or certification only) |
| **1** | A score of 1 denotes a weakness that does not immediately compromise the integrity of the commitment but requires to be corrected to ensure the organisation can continuously deliver against the commitment. |
| | EXAMPLES: |
| | There are a significant number of cases where the design and management of programmes and activities do not reflect the CHS requirement. |
| | Actions at the operational level are not systematically implemented in accordance with relevant policies and procedures. |
| | Relevant policies exist but are incomplete or do not cover all areas of the requirement/commitment. |
| | Existing policies are not accompanied with sufficient guidance to support a systematic and robust implementation by staff. A significant number of relevant staff at Head Office and/or field levels are not familiar with the policies and procedures. |
| | Absence of mechanisms to monitor the systematic application of relevant policies and procedures at the level of the requirement/commitment. |
| **2** | A score of 2 denotes an issue that deserve attention but does not currently compromise the conformity with the requirement.. This is worth an observation and, if not addressed may turn into a significant weakness (score 1). |
| | EXAMPLES: |
| | Implementation of the requirement varies from programme to programme and is driven by people rather than organisational culture. |
| | There are instances of actions at operational level where the design or management of programmes does not fully reflect relevant policies. |
| | Relevant policies exist but are incomplete or do not cover all areas of the requirement/commitment. |
| **3** | The organisation conforms with this requirement, and organisational systems ensure that it is met throughout the organisation and over time. |
| | EXAMPLES: |
| | Relevant policies and procedures exist and are accompanied with guidance to support implementation by staff. |
| | Staff are familiar with relevant policies. They can provide several examples of consistent application in different activities, projects and programmes. |
| | The organisation monitors the implementation of its policies and supports the staff in doing so at operational level. |
| | Policy and practice are aligned. |

| | |
|---|---|
| 4 | The organisation demonstrates innovation in the application of this requirement/commitment. It is applied in an exemplary way across the organisation and organisational systems ensure high quality is maintained across the organisation and over time. |
| | EXAMPLES: |
| | Field and programme staff act frequently in a way that goes beyond CHS requirement to which they are clearly committed. |
| | Relevant staff can explain in which way their activities are in line with the requirement and can provide several examples of implementation in different sites. They can relate the examples to improved quality of the projects and their deliveries. |
| | Communities and other external stakeholders are particularly satisfied with the work of the organisation in relation to the requirement. |
| | Policies and procedures go beyond the intent of the CHS requirement, are innovative and systematically implemented across the organisation. |