

# Action pour la Promotion des Initiatives Locales (APIL) Initial audit - Summary report - 2025/06/12

## 1. General information

### 1.1 Organisation

Type	Mandates	Audited
<input type="checkbox"/> International <input checked="" type="checkbox"/> National <input type="checkbox"/> Membership/network <input type="checkbox"/> Direct assistance <input type="checkbox"/> Federation <input type="checkbox"/> With partners	<input checked="" type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input type="checkbox"/> Advocacy	<input checked="" type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input type="checkbox"/> Advocacy
<b>Legal registration</b>	Public interest NGO	
<b>Head office location</b>	Ouagadougou, Burkina Faso	
<b>Total number of staff in the organisation</b>	230	

### 1.2 Audit team

<b>Lead auditor</b>	Meur Elisabeth
<b>Second auditor</b>	-
<b>Third auditor</b>	-
<b>Observer</b>	-
<b>Expert</b>	-
<b>Witness / other participants</b>	Local facilitators: - Kazienga Salamata - Savadogo Wendpanga Alain

### 1.3 Scope of the audit

<b>CHS:2014 Verification Scheme</b>	Certification
<b>Audit Cycle</b>	First cycle
<b>Type of audit</b>	Initial audit
<b>Scope of audit</b>	This audit covers the entire organisation, including its head office and local offices. APIL's humanitarian and development mandates and its various areas of work are covered by this audit.
<b>Focus of the audit</b>	The sampling of APIL's programmes reflects the diversity of its mandates, its areas of activity and the localities in which it operates. The security and humanitarian dimensions of its operating context are also taken into account in the selection of participants at operational level.

### 1.4 Sampling\*

<b>Sampling unit</b>	National programmes
<b>Total number of sites in the national programme/project/unit included in the sample</b>	15
<b>Total number of sites for onsite visit</b>	1
<b>Total number of sites for remote evaluation</b>	3
<b>Sampling unit selection</b>	
<b>Random sampling - on-site/remote</b>	<b>Purposive sampling - on-site/remote</b>
Supporting community livelihoods through the promotion of animal welfare in the Central Plateau PARMEC-PC/not selected	Solidarité Agissante pour un Vivre Ensemble entre Personnes Déplacées-SONRE/remotely

Programme Victoire sur la Malnutrition plus- VIMplus/remote	Peace and development for displaced persons and vulnerable hosts - PADEP/remote
Strengthening resilience and reducing malnutrition in Burkina Faso - RRM/on site	
Food assistance and provision of specialised nutritious foods to internally displaced persons, children, pregnant and lactating women and host/non-selected households	
<b>Any other sampling considerations:</b> The sample took into account security constraints when selecting the site visited.	
<b>Sampling risks identified:</b> Only one programme was visited for this audit. However, the interviews and desk review cover all other programmes so the risk of bias is mitigated.	

*\*It is important to note that audit results are based on a sample of an organisation's activities, programmes and documentation, as well as direct observation. The results are analysed to determine the organisation's systematic approach and application of all aspects of the Core Humanitarian Standard (CHS) in different contexts and working methods.*

## 2. Activities undertaken by the audit team

### 2.1 Opening meeting

<b>Date</b>	2024/12/03	<b>Number of participants</b>	16
<b>Location</b>	Remote	<b>Any substantive issues arising</b>	-

### 2.2 Locations assessed

Locations	Dates	On-site or remote
Burkina Faso, Zorgho, Zeguedega	20-21.01.2025	On site
Burkina Faso, Pissila	13.01.2025	Remote
Burkina Faso, Boussouma, Barsalogo, Pissila and Tougouri	10.01.2025	Remote
Burkina Faso, Kaya, Boussouma, Korsioro, Tougouri	10.01.2025	Remote

### 2.3 The interviews

Level / Position of interviewees	Number of interviewees		On-site or Remote
	Women	Men	
<b>Head office and offices</b>			
Management	2		Remote
Staff	3	6	Remote
Member of the General Meeting		1	Remote
<b>Sampling unit (project sites / local office(s))</b>			
Management	1		On-site
Staff	1	1	On-site

Partner staff	1	1	Remote
Others: decentralised technical services, Ministry of Agriculture	1		On site
<b>Total number of interviewees</b>	9	9	18

## 2.4 Community consultations

Type of group and location	Number of interviewees		On-site or remotely
	Women	Men	
Management Committee for the School Gardens, Zeguedega	7	5	On site
Teachers, Zeguedega	1	2	On site
Village Development Committee and working committees, Zeguedega	6	8	On site
<b>Total number of participants</b>	14	15	29

## 2.5 Closing meeting

Date	2025/03/17	Number of participants	14
Location	Remote	Any substantive issues arising	-

## 3. Background information on the organisation

### 3.1 General information

Action pour la Promotion des Initiatives Locales (APIL) is a national, non-political and non-profit organisation. APIL was founded in 1998 by volunteers with the aim of federating the farming sector, based on an observation of the intrinsic weaknesses of Burkina Faso's rural world. Farmer training and the mobilisation of skills were part of a wider objective to increase rural participation in sustainable development. In 2004, APIL acquired the status of development NGO and was recognised as being of public utility in 2013. In 2021, APIL acquired special consultative status with the United Nations Economic and Social Council (ECOSOC).

Its vision is of a Burkina Faso free of hunger and in solidarity, where farmers are autonomous, collectively strong, and earn a decent income from their work thanks to fairer, more inclusive and sustainable food systems. Its mission is inspired by the values of social commitment, equity and respect. It aims to provide small family farms with technical and organisational innovations that guarantee a sustainable improvement in their living conditions. Its mission is to build farmers' capacities, encourage local initiatives, and develop political commitment and empowerment among farmers.

From 2016 onwards, as a result of the security and climate upheavals in the region, APIL adopted the nexus approach, integrating humanitarian and peace components into its programmes. It now includes in its missions many internally displaced people whose urgent needs must be met. In this context, emergency humanitarian funding is forcing APIL to rethink its action while preserving its approach of supporting populations.

Its mission is based on a ten-year Strategic Orientation Plan (SOP). The aim of the 2020-2030 SOP is to focus the organisation's activities on five areas: strengthening the sustainable food system, territorial development, sustainable transformation of local economies and inclusive growth, humanitarian management and disaster risk prevention, and finally, organisational and institutional strengthening of the NGO. APIL aims to consolidate its visibility and identity at national and international level by contributing to the dynamics of sustainable development. Its areas of intervention include sustainable food security, local economic development, sustainable

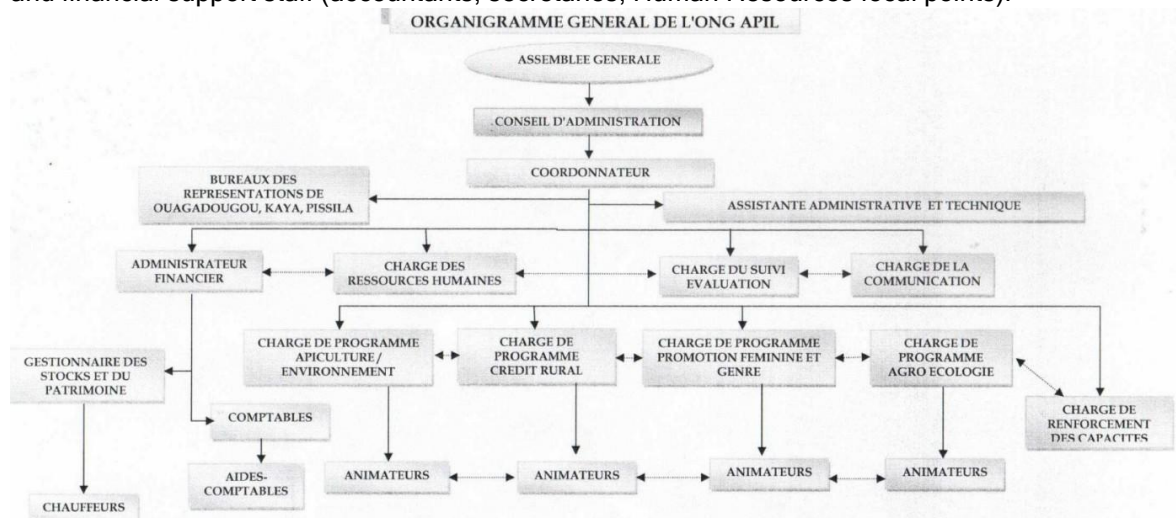
management of natural resources, gender promotion, agro-ecology, humanitarian and disaster risk management, and local governance.

From 2022 onwards, APIL expanded its partnership portfolio (with the arrival of new humanitarian partners), its human and financial resources, and its geographical areas of intervention. APIL's budget in 2023 was €8,067,040, made up mainly of funding received from its financial partners and its own funds (around 5% of its budget).

**3.2 Governance and management structure**

APIL is governed by three bodies. Firstly, the General Assembly (GA) is made up of all member organisations. It meets annually to approve the NGO's activity programmes by a 2/3 majority vote and to monitor their implementation. It is the supreme decision-making and guiding body for the organisation's activities. Secondly, the Board of Directors (BD) meets quarterly and is made up of five members, elected for three years by universal suffrage. It is responsible for implementing the decisions and policies defined by the General Meeting. It is responsible for the day-to-day management of the organisation, approving action plans and cash flow plans as well as draft budgets, analysing budget implementation and reporting to the General Meeting. Finally, the Executive Board is responsible for implementing and managing the activities approved by the General Meeting, with the support and supervision of the Board. The Steering Committee, headed by the General Co-ordinator, ensures the co-ordination and implementation of programmes through project managers, support staff and field workers.

APIL's head office is in Ouagadougou, but its administration is based in Ziniaré and Kaya. The organisation also has regional operational offices in Kaya, Boulsa, Korsimoro, Zorgho, Ziniaré, Ouaga, Fada, Koudougou and Pissila. This decentralisation is a response to the need to be close to the sites where it operates to ensure that its projects and programmes are properly monitored. The operational offices are headed by a Head of Office and house operational staff (programme managers, monitoring and evaluation officers, facilitators, etc.) as well as technical, administrative and financial support staff (accountants, secretaries, Human Resources focal points).



**3.3 Working with partner organisations**

APIL works with many NGOs and international agencies as an implementing partner, but also with government departments with which agreements and protocols are signed.

Its partnership portfolio has grown considerably since 2010 and now includes more than ten partners. In addition, the security situation has led to an increase in its humanitarian work, with particular support for internally displaced people, now backed by NGOs and international humanitarian agencies. This has resulted, on the one hand, in an increase in the number of due diligence processes (five for 2023). On the other hand, the organisation has had to adapt to the requirements of some of its partners in terms of intervention modalities.

APIL is a member of several networks and platforms, such as clusters, and its General Coordinator is Chairman of the Board of Directors of SPONG, a national platform bringing together 290 NGOs and development associations.

Finally, through its mission, APIL accompanies and supports hundreds of producer groups, cooperatives and agricultural unions.

## 4. Overall performance of the organisation

### 4.1 Internal quality assurance and risk management mechanisms

APIL has internal quality assurance mechanisms described in strategic documents and procedures. APIL's Monitoring and Evaluation (M&E) system is in place with different levels of responsibility and control. APIL's decentralised structure ensures that activities are monitored and financial and budgetary controls are carried out as close to operations as possible, from the Monitoring and Evaluation (M&E) officers and accountants to the Coordinator. Programme monitoring is also based on the reporting templates of its financial partners.

Internally, APIL has a documented protection system, including a *Code of Ethics*, a *Policy on Protection from Sexual Exploitation and Abuse* (PSEA), a *Policy on Safeguarding Children's Rights*, and a *Policy on Reporting Cases*, which includes protection measures and staff training.

In terms of accounting and financial control systems, APIL does not have an internal audit function, but external audits of its accounting and financial statements are carried out annually and submitted to the governing bodies. APIL has a system enabling it to prevent and deal with the risks of fraud and corruption. The programme budget provides a link between the technical programme and the budget for the year and enables its efficiency to be monitored.

APIL does not have a formal system for analysing and managing organisational and programme risks. Various policies, strategies and programme documents include certain risks for the organisation and its mission. This is particularly true of the intervention strategy and the annual programme budgets. Risk matrices are formalised for certain programmes and in accordance with the requirements and frameworks of the financial partners. The presence of regional offices, close coordination with local authorities and the fact that APIL is rooted in the community nevertheless enable it to identify programmatic risks. The strategic orientation plans cover contextual and internal risks. Finally, at its quarterly meetings, the Board of Directors examines the implementation of current and future projects, while keeping a close eye on organisational and programmatic risks.

Overall, APIL has few procedures, frameworks or tools of its own to enable it to implement its policies systematically and consistently across its programmes. This represents a risk in terms of quality assurance. In addition, the increase in the humanitarian mandate in its programming (currently being strengthened through targeted recruitment and training) marks a turning point for this organisation, whose identity and relationship with communities is based on long-term support and capacity building. According to management, the nexus approach has made this transition possible, but the quality and risk management mechanisms still need to be adapted to different intervention and monitoring logics.

### 4.2 Level of application of the CHS standard

The CHS standard was gradually introduced by APIL's financial partners following the increase in the humanitarian component of its work and the adoption of the triple nexus approach - humanitarian, development and peace. Because it was only recently introduced, the standard has not yet been adopted by individuals or institutions. Nevertheless, management believes that auditing the CHS standard will enable it to improve quality and gain a better understanding of humanitarian requirements. Training in the CHS standard at

---

SPONG level and, in particular, training for HQAI audit focal points as part of the LOCAL project are helping to ensure that the standard is taken on board.

Accountability towards communities is an integral part of APIL's identity, particularly through a participatory approach at all stages of the intervention. APIL's programmes focus on local leadership, with an emphasis on gender and social cohesion. APIL's programmes are designed to ensure the sustainability, resilience and empowerment of vulnerable groups. Community respondents and stakeholders report a high level of satisfaction and very good relations with APIL.

APIL has a robust system for the protection and prevention of sexual exploitation and abuse (PEAS), with specific policies and staff trained in protection, gender and inclusion, as well as designated officers and focal points in regional offices. Its system is well communicated internally, with staff familiar with the relevant policies and code of ethics. Awareness-raising sessions on PEAS are organised in the communities, demonstrating a good knowledge of the behaviour expected of staff.

However, APIL does not have a robust system for managing community complaints. Despite the fact that the mechanism is rooted in the community, the complaints system lacks clarity as to responsibilities, scope and handling of complaints. The policies are not sufficiently articulated with procedures and implementation tools, and they are not always consistent with the practices observed at programme level. APIL's documents and practices do not ensure that the complaints mechanism is effectively and systematically implemented throughout the organisation and its programmes. However, this is one of the organisation's strategic priorities for 2020-30.

---

#### 4.3 The organisation's performance in relation to each of the CHS commitments

Strong points and areas for improvement	Average score*
<b>Commitment 1: Humanitarian assistance is appropriate and relevant</b>	2,7
<p>APIL's participatory approach, through the planning, programming and monitoring cycle, enables the needs of all community groups to be understood and the most vulnerable households to be targeted impartially. Various tools are in place to adapt programmes to changing needs, capacities and context.</p> <p>However, some mechanisms, such as data disaggregation, context analysis and stakeholder analysis, are not formalised through policies and/or procedures. This represents a risk in the future of not applying these requirements systematically across all programmes.</p>	
<p><b>Feedback from the communities:</b> They confirm non-discrimination and affirm that all are represented, including Internally Displaced Persons (IDPs), people with disabilities, the elderly, etc. The communities interviewed have a good understanding of the issues involved. The communities interviewed have a good understanding of targeting and its selection criteria. Needs are diagnosed in a participatory way by village and the communities affirm that their needs are taken into account as well as their capacities. Finally, community members give examples of how they have adapted to changes in their needs and in the political context.</p>	
<b>Commitment 2: Humanitarian response is effective and timely.</b>	3
<p>APIL has a system that enables it to match its missions with its organisational capacities. Its community base and monitoring system ensure that decisions are taken quickly and effectively. Its partnerships with humanitarian agencies have enabled APIL to provide an emergency response, particularly to displaced populations. APIL has managed to adapt to security constraints and to take measures to reduce the risks to communities at risk, for example during food distributions.</p>	
<p><b>Feedback from communities:</b> Communities feel safe during activities and confirm that programming is respected and carried out on time. They confirm that programming is monitored on an ongoing basis by project staff and in collaboration with community members.</p>	
<b>Commitment 3: Humanitarian response strengthens local capacities and avoids negative effects.</b>	3,1
<p>APIL has a robust system for building the capacity of communities, leadership and local institutions through a holistic and sustainable approach to building resilience. This has enabled it to achieve an exemplarity score of 4 for the requirement to build capacity and resilience. In addition, the organisation has a protection policy arsenal articulated with training for staff, stakeholders and communities. Various mechanisms and tools, as well as APIL's participatory approach, help to identify and prevent the negative effects generated by projects.</p>	
<p><b>Feedback from communities:</b> Community members explain that the activities have strengthened their resilience, and in particular their ability to cope with the effects of climate change using techniques that are adapted and accessible. They also feel that the activities have strengthened social cohesion in the village and local leadership, particularly with the creation of women's cooperative societies. Finally, they highlight the positive effects on the local economy, thanks in particular to the income-generating activities (IGAs).</p>	
<b>Commitment 4: Humanitarian response is based on communication, participation and feedback.</b>	3
<p>APIL's participatory approach is described in its policies and strategies and is deployed through specific mechanisms. APIL's commitment to PEAS is well communicated both internally and externally, in particular through the organisation of awareness-raising sessions for communities. Analysis of external communication reveals that communication is ethical and respectful of the dignity of communities, and this is covered in various policies. APIL uses communication channels adapted to the communities (radio, theatre, communication in local languages).</p>	

<p><b>Feedback from communities:</b> Communities have a good knowledge of APIL and receive information about activities, the duration of the programme, APIL's principles (such as non-discrimination), the need to inform APIL if there is a problem, and they are consulted about their needs. Community members feel encouraged and comfortable giving feedback. They confirm that communication is appropriate, with the use of local languages and the strong presence of staff on the ground. As one community member put it: "We're like a family because we understand each other so well".</p>	
<p><b>Commitment 5: Complaints are welcome and addressed.</b></p>	<p>2,7</p>
<p>Despite a good organisational culture of protection and several policies, APIL does not yet have a robust complaints management system that clearly articulates its policies with procedures and implementation tools. Some policies and procedures were adopted very recently (at the end of 2024) and their deployment could not therefore be assessed during this audit. Nevertheless, there is a willingness on the part of management to implement a robust complaints management system, as evidenced by the recent adoption of a series of policies.</p>	
<p><b>Feedback from the communities:</b> They are well aware of the behaviour expected of staff: "No sexual exploitation or bribery in order to receive assistance". Community members cite two complaints mechanisms: the complaints committee and the toll-free number. They can also address their complaints to the field workers . •</p>	
<p><b>Commitment 6: Humanitarian response is coordinated and complementary.</b></p>	<p>3</p>
<p>APIL's action is coordinated and complementary. It is based on a series of public partnerships (State, region), agreements with international humanitarian and development NGOs and technical partners. It is also coordinated locally through its work with the Village Development Committees (VDC), agricultural cooperatives and the various management committees.</p>	
<p><b>Feedback from the communities:</b> The communities feel that APIL works in a complementary and coordinated way with the public services, giving examples of complementarity between the State services and APIL.</p>	
<p><b>Commitment 7: Humanitarian actors continuously learn and improve.</b></p>	<p>2,3</p>
<p>APIL has a monitoring system in place with different levels of responsibility and the implementation of recommendations following reports. The organisation contributes to innovation and learning in the sector through cluster meetings, state consultation frameworks and networks such as SPONG. Internal knowledge and experience sharing is functional and uses several communication channels. However, APIL does not have a robust learning system, articulated with mechanisms to ensure that lessons, based on experience and complaints, are systematically integrated across programmes and the organisation.</p>	
<p><b>Feedback from communities:</b> These confirm good communication but no sharing of learning and innovation. They provide examples where field monitoring and feedback have enabled changes to be implemented, such as the introduction of a manual pumping system on a water tower to preserve an individual supply.</p>	
<p><b>Commitment 8: Staff are supported to do their job effectively, and are treated fairly and equitably.</b></p>	<p>2,9</p>
<p>APIL has a human resources management system that aims to ensure fair, transparent and legally compliant processes. Targeted technical recruitment (environment, humanitarian) is carried out and training provided in order to guarantee the skills needed to accomplish its mission. However, APIL's training plan has not been budgeted for, which could jeopardise its implementation.</p>	
<p><b>Feedback from the communities:</b> The communities interviewed emphasised the respect, attentiveness, involvement and availability of APIL staff. They consider the staff to be competent and efficient.</p>	
<p><b>Commitment 9: Resources are managed and used responsibly and for their intended purpose.</b></p>	<p>2,7</p>

APIL has an arsenal of policies and procedures aimed at ensuring the efficient management of resources and preventing the risks of fraud, corruption and waste. However, a weakness has been identified in that certain elements relating to the management of resources and risks are not documented. For example, APIL does not have a process for assessing all the risks covered in this commitment at organisational and programme level and guaranteeing that they are regularly and systematically assessed.

**Feedback from communities:** They feel that APIL keeps its commitments and carries out what is planned. APIL talks to them about environmental protection and they plant trees (mango, guava, etc.).

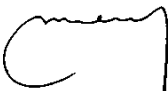
\* Note: Average scores are a sum of the scores per commitment divided by the number of indicators in each Commitment, except when one of the indicators of a commitment scores 0 or if several scores of 1 on the indicators of a Commitment lead to the issuance of a major non-conformity/weakness at the level of the Commitment (in these two cases the overall score for the Commitment is 0).

## 5. Summary of weaknesses



Weaknesses	Type	Status	Resolution timeframe*
2025-5.4: The complaints management process for communities is not operational.	Minor	New	2028
2025- 7.1: APIL does not systematically use learning from previous experience when designing programmes.	Minor	New	2028
2025 - 9.6: 2025 - 9.6: APIL's policies do not mention the requirement for regular external financial and accounting audits. APIL does not have an organisational or programmatic risk assessment policy or process to ensure that risks are regularly and systematically assessed. APIL's policies do not explain how the organisation assesses whether accepting resources compromises its independence.	Minor	New	2028
<b>Total number of weaknesses</b>	3		

\* Note: The CARs are completed by the audit team based on the findings. The audited partner is required to respond with a Management Response for each CAR to HQAI before a certificate is issued (reference: HQAI Procedure 114).

## 6. Lead auditor's recommendation

<p><b>CERTIFICATION</b></p> <p>In our opinion, APIL has demonstrated compliance with the requirements of the Fundamental Humanitarian Standard on Quality and Accountability (CHS).</p> <p>We recommend certification.</p>	
<p><b>Name and signature of lead auditor :</b> Meur Elisabeth</p> 	<p><b>Date and place:</b> 06.06.2025, Malbuisson</p>

## 7. HQAI decision

<p>Following APIL’s request to transfer to the CHS certification scheme and following formal acceptance of APIL’s management response by a senior auditor, <b>HQAI accepts the transfer to CHS certification. The validity of the certificate is three years from the approval of the initial audit report, i.e. starting on 12 June 2025 and ending on 11 June 2028.</b></p>	
<p><b>Final decision on certification:</b></p>	<p><input checked="" type="checkbox"/> Issued <input type="checkbox"/> Refused</p>
<p>Certification cycle start date: 2025/06/12 Next audit before: 2026/06/12</p>	
<p><b>Name and signature of the Executive Director of HQAI</b></p> <p>Désirée Walter</p> 	<p><b>Date and place:</b></p> <p>Geneva, 30 March 2026</p>  <p>Abdoulaye OUEDRAOGO Officier de l'Ordre National</p>

## 8. Acknowledgement of the report by the organisation

<p><b>Space reserved for the organisation</b></p>	
<p>Any reservations regarding the audit findings and/or any remarks regarding the behaviour of the HQAI audit team:</p> <p><i>If yes, please specify :</i></p>	<p><input type="checkbox"/> Yes.    <input checked="" type="checkbox"/> No</p>
<p><b>Acknowledgement and acceptance of findings :</b></p> <p>I acknowledge and understand the findings of the audit</p> <p>I accept the findings of the audit</p>	<p><input checked="" type="checkbox"/> Yes.    <input type="checkbox"/> No</p> <p><input checked="" type="checkbox"/> Yes.    <input type="checkbox"/> No</p>
<p><b>Name and signature of organisation representative :</b></p>	<p><b>Date and place :</b></p>

## Appeal

In case of disagreement with the quality assurance decision, the organisation can appeal to HQAI within 14 workdays after being informed of the decision.

HQAI will transmit the case to the Chair of the Advisory and Complaint Board who will confirm that the basis for the appeal meets the appeals process requirements. The Chair will then constitute an appeal panel made of at least two experts who have no conflict of interest in the case in question. The panel will strive to come to a decision within 45 workdays.

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

## Annex 1: Explanation of the scoring scale\*

Scores	Meaning: for all verification scheme options	Technical meaning for all independent verification and certification audits
0	Your organisation does not work towards applying the CHS commitment.	<p><b>Score 0:</b> indicates a weakness that is so significant that the organisation is unable to meet the commitment. This leads to:</p> <ul style="list-style-type: none"> <li>• <b>Independent verification:</b> major weakness.</li> <li>• <b>Certification:</b> major non-conformity, leading to a major corrective action request (CAR) - No certificate can be issue or immediate suspension of certificate.</li> </ul>
1	Your organisation is making efforts towards applying this requirement, but these are not systematic.	<p><b>Score 1:</b> indicates 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 it. This leads to:</p> <ul style="list-style-type: none"> <li>• <b>Independent verification:</b> minor weakness</li> <li>• <b>Certification:</b> minor non-conformity, leading to a minor corrective action request (CAR).</li> </ul>
2	Your organisation is making systematic efforts towards applying this requirement, but certain key points are still not addressed.	<p><b>Score 2:</b> indicates an issue that deserves attention but does not currently compromise the conformity with the requirement. This leads to:</p> <ul style="list-style-type: none"> <li>• <b>Independent verification and certification:</b> observation.</li> </ul>
3	Your organisation conforms to this requirement, and organisational systems ensure that it is met throughout the organisation and over time – the requirement is fulfilled.	<p><b>Score 3:</b> indicates full conformity with the requirement. This leads to:</p> <ul style="list-style-type: none"> <li>• <b>Independent verification and certification:</b> conformity.</li> </ul>
4	Your organisation’s work goes beyond the intent of this requirement and demonstrates innovation. It is applied in an exemplary way across the organisation and organisational systems ensure high quality is maintained across the organisation and over time.	<p><b>Score 4:</b> indicates an exemplary performance in the application of the requirement.</p>

\* Scoring Scale from the CHSA Verification Scheme 2020