



HUMANITARIAN QUALITY
ASSURANCE INITIATIVE

ADRA International
CHS Benchmarking Report
ADRAINT-BENCH-2017-014
Date: 2017-12-14

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1. General information

Organisation	ADRA International		
Type	<input type="checkbox"/> National <input checked="" type="checkbox"/> International <input checked="" type="checkbox"/> Membership/Network <input type="checkbox"/> Federated <input type="checkbox"/> Direct assistance <input checked="" type="checkbox"/> Through partners		
Mandate	<input checked="" type="checkbox"/> Humanitarian	<input checked="" type="checkbox"/> Development	<input checked="" type="checkbox"/> Advocacy
Verified Mandate(s)	<input checked="" type="checkbox"/> Humanitarian	<input checked="" type="checkbox"/> Development	<input checked="" type="checkbox"/> Advocacy
Size (Total number of programme sites/ members/partners – Number of staff at HO level)	50 partners Approximately 100 staff at HO	Sampling Rate (Country programme sampled)	1
Lead auditor	Philip Miller	Auditor	Birgit Spiewok
		Others	n/a
	Head Office	Programme Site(s)	
Location	Silver Spring, MD, USA	Chile	
Dates	9 – 10 Oct. 2017	12 – 16 Oct. 2017	

2. Scope

- Benchmarking Initial audit Mid-term Audit
 Maintenance audit Final/Recertification audit

3. Schedule summary

3.1 Verification Schedule

Name of Programme sites/members/partners verified	Location	Mandate (Humanitarian, Development, Advocacy)	Number of projects visited	Type of projects
ADRA Chile	Santiago, Talca, Constitution	Hum/ Dev	1	Humanitarian

3.2 Opening and closing meetings

3.2.1 At Head Office:

	Opening meeting	Closing meeting
Date	9 Oct 2017	10 Oct 2017
Location	Silver Spring, USA	Silver Spring, USA
Number of participants	6	6
Any substantive issue arising	-	-

3.2.2 At Programme Sites:

	Opening meeting	Closing meeting
Date	12 Oct 2017	16 Oct 2017
Location	Santiago, Chile	Santiago, Chile
Number of participants	7	7
Any substantive issue arising	-	-

4. Recommendation

In our opinion, ADRA International does not conform to the requirements of the Core Humanitarian Standard.

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

Philip Miller



Date and
Place:

19/11/17
Australia

5. Background information on the organisation

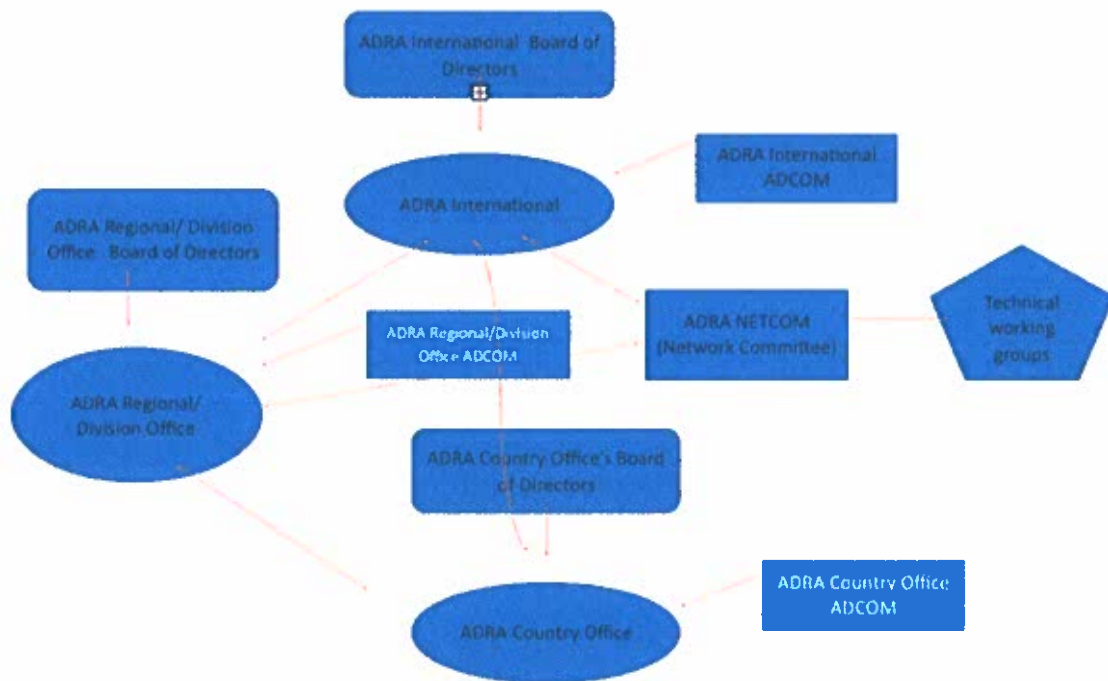
5.1 General

The Adventist Development and Relief Agency (ADRA) is the global humanitarian organization of the Seventh-day Adventist Church. Through an international network, ADRA delivers relief and development assistance to individuals in more than 130 countries. The organisation works with 6,000 staff and volunteers and has its head office in Silver Springs, Maryland, USA. Established in 1956 by the Seventh-day Adventist Church, ADRA underwent two name changes before becoming the Adventist Development and Relief Agency (ADRA) in 1984. Originally called Seventh-day Adventist Welfare Service or SAWS, the agency became Seventh-day Adventist World Service in 1973. In 1997, ADRA was granted General Consultative Status by the United Nations. In 2016, the organisation implemented 1,197 projects worldwide worth 186 Mio USD, the largest area of operation being the Africa Region with an annual budget of 82 Mio USD. ADRA International received 42.7% of its funding from the US Government, followed by 29.9% private donations, 8.8% funding from the Adventist Church and 18.6% donated materials and other revenues (2016).

5.2 Organisational structure and management system

ADRA International is governed by a Board of Directors with 30 international members both from within the ADRA network and externally. Four officers of the Board include the Chair, the Vice Chair, the Treasurer and the Secretary, who also holds the position of President of the organisation. The President and four Vice-Presidents are responsible for the day-to-day running of ADRA International. They manage a team of approximately 100 staff at Head Office. The Director for Organisational Compliance reports directly to the President.

ADRA Network Flowchart



5.3 Work with Partners

ADRA International implements all its programmes and projects through partners, mainly the ADRA network which consists of independent ADRA organisations and regional offices worldwide.

Seven Regional Offices provide administrative and programmatic support to offices within the region. Each country office is registered in the country where it is established, and is responsible to a local Board of Directors.

There is a procedure for the establishment of an ADRA office in a country, and a licensing agreement sets out the minimum standard expected of that office, which effectively determines if ADRA International will work with an office. The procedure for the establishment of an ADRA office requires the ADRA office meeting the requirement of the

licensing standard. ADRA International plans to embed the CHS requirements in its licensing requirements in order to ensure compliance to the CHS across its network. The licensing process, currently under review, assesses partner's operational and financial capacities. Each office can solicit funding and ADRA International also approaches country offices with funding opportunities. A partnership agreement consisting of the project proposal and a formal project agreement is always signed between ADRA International and the partner office for the duration of a project. Joint monitoring is done for all projects with a total value of more than US\$100,000 USD. For smaller projects, ADRA International requires partners to submit progress and final reports based on the project agreement.

All projects funded by ADRA International are governed by a project agreement using a standard template. The project proposal is developed by the partner office, and reviewed by ADRA International until mutual agreement is reached. There are four types of ADRA internal proposals: NEMP (National Emergency Management Plan) Initial Emergency Responses, Initial Emergency Responses, Network Emergency Responses and Private Grants (development).

5.4 Certification or verification history

ADRA International has no certification or verification history relevant to this audit.

6. Sampling

6.1 Rationale for sampling

Countries with unacceptable security risks (rated 3 and above) as per advice of ADRA International were ruled out from the onset of the sampling process.

Fields with less than USD 200,000 budgets were considered too small to be representative of ADRA International work. In the same logic, all sites that were only humanitarian or development (as defined by the mandate of ADRA International) were not prioritised.

The Auditors selected five countries as probable sites for visits: Chile, Iraq, Madagascar, Malawi and Zimbabwe.

The projects in Madagascar were too remote and could not be accessed within the timeframe of the audit (that is, the nearest project involved two days travel to reach from the capital). In Iraq, the projects had been completed.

Amongst the three other options, Chile was selected on the basis that it was more representative of the work of ADRA International: a focus on South America and small scale humanitarian programming in response to localised disasters. Additionally, the accessibility to the projects ensured maximum time could be spent at the project sites level, with communities and project partners.

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 focus groups 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

Type of people interviewed	Number of people interviewed
Head Office	
Board of Directors	1
Senior Management	5
Management	15
Programme sites	
Board of Directors	1
Senior Management	4
Management	4
Total number of interviews	30

6.2.2 Focus Group Discussions (interviews with a group >6

Type of Group	Number of participants	
	Female	Male
ADRA Volunteers	3	6
Mixed Members Community I	2	3
Women Leaders Community I	3	0
Leader Community II	5	2
Mixed Members Community II	9	5
Total number of participants	22	16

7. Report

7.1 Overall organisational performance

The main strengths of ADRA International relate to its commitment to, and consistent practice of, coordination (commitment 6) and learning from experience (commitment 7).

However, ADRA International does not yet have comprehensive processes in place to ensure it understands the way its partners implement the CHS commitments and support them in doing so at an adequate level. This affects the capacity of ADRA International to implement many indicators of the standard, as reflected in the report.

Within ADRA International there are also some significant gaps between policy and practice and the organisation is weakest in the delivery of Commitments 3 and 5. Indeed, ADRA International does not have a policy framework or practice that ensures that communities are not negatively affected and more prepared, resilient and less at risk as a result of its humanitarian actions. Neither does it have processes that ensure that communities and people affected by crisis have access to safe and responsive mechanisms to handle complaints.

7.2 Summary of weaknesses

Weaknesses	Type	Time for resolution*
Commitment 2		
2.1 Programmes are not systematically designed to take into account constraints so that the proposed action is realistic and safe for communities	Minor	2 years
2.3 ADRA International does not systematically refer unmet needs to an organisation with relevant technical expertise and mandate or initiate advocacy to address these needs	Minor	1 year
2.7 ADRA International does not have policy commitments which ensure that evidence from monitoring and evaluations is used to adapt and improve programmes.	Minor	1 year
Commitment 3		
3.1 ADRA International does not ensure that programmes build on local capacities and work towards improving the resilience of communities and people affected by crisis	Minor	2 years
3.3 ADRA International programmes do not enable the development of local leadership and organisations in their capacity as first responders and promote an appropriate representation of marginalised and disadvantaged groups in local leadership and organisations.	Minor	1 year
3.6 ADRA International does not identify and act upon potential or actual unintended negative effects in a	Minor	1 year

timely and systematic manner, including in the areas of: dignity and rights; sexual exploitation and abuse by staff; livelihoods; and the local economy.		
3.8 ADRA International has no policy or procedures in place to systematically ensure that personal information collected from communities and people affected by crisis is safeguarded.	Minor	1 year
Commitment 4		
4.1 ADRA International, does not ensure that in all its operations communities and affected people receive information about the organisation, its principles, the expected behaviours of staff or its programmes and the deliverables to the affected communities.	Minor	1 year
4.3 ADRA International has not put in place specific processes through which it can ensure the systematic participation and engagement of people and communities at all stages of the work	Minor	1 year
4.4 The organisation does not ensure adequate feedback systems are implemented systematically in all its operations.	Minor	1 year
4.6 The organisation does not have a general operating policy in place for engaging communities and people affected by crisis, which includes reflecting upon the priorities and risks of communities.	Minor	1 year
Commitment 5		
5.1 The organisation does not ensure systematically that communities and crisis-affected people are consulted when designing, implementing and monitoring complaints handling processes.	Major	6 months
5.2 ADRA International does not ensure systematically that in all its operations complaints are welcomed and communities and affected people are informed on how to access a complaints mechanism.	Minor	1 year
5.3 ADRA International does not ensure that its partners manage complaints in a timely, fair and appropriate manner that prioritises the safety of the complainants and those affected at all stages	Major	6 months
5.4 ADRA International does not have processes to ensure that its partners have a documented complaints handling process in place that covers sexual exploitation and abuse and other abuses of power.	Minor	1 year
5.5 ADRA International does not ensure an organisational culture in which complaints are taken seriously and acted upon according to defined policies and processes nor does it take measures to ensure its partners have policies or processes in place to ensure an organisational culture of taking complaints seriously	Minor	1 year

5.6 The organisation does not ensure that in all its operations communities and people affected by crises are aware of the expected behaviour of staff.	Minor	1 year
5.7 ADRA International has no process in place to ensure that in all its operations complaints that do not fall within the scope of the organisation are referred to a relevant party in a manner consistent with best practice.	Minor	1 year
Commitment 7		
7.4 The organisation has no specific evaluation and learning policy in place to ensure a systematic and transparent application across the organisation and its partners	Minor	1 year
Commitment 8		
8.7 ADRA International has no consistent Code of Conduct, used in both development and emergency contexts, signed and adhered to by staff, volunteers and ADRA partner organisations, which includes provisions on abuse and exploitation	Minor	1 year
Commitment 9		
9.6 ADRA International has no corruption policy, no environmental protection policy and no risk management policy in place.	Minor	1 year
TOTAL Number	21	

**time for resolution is provided as an indication to the organisation. It is not relevant in the framework of a benchmarking audit.*

7.3 Strong points and areas for improvement:

Commitment 1: Humanitarian assistance is appropriate and relevant

Score: 2.5

ADRA has a practice of analysing the context and stakeholders during the planning and implementation of emergency responses and these are adapted according to changes in the context.

However, there are no policies or processes in place to ensure that vulnerabilities and capacities of different groups are assessed and incorporated into programme design. ADRA International does not have a policy commitment to collecting data that takes into account the diversity of communities.

Feedback from people affected by crisis and communities on Commitment 1

Communities advised that ADRA did not consider their existing community capacities or vulnerabilities in the design of the response. However, they confirmed that ADRA Chile did assess their needs in the early stages of the project and expressed satisfaction

Commitment 2: Humanitarian response is effective and timely

Score: 2.1

ADRA International has processes and policies which promote the timeliness of its humanitarian responses. Its programmes incorporate relevant global and local technical standards in the design and monitoring of activities. There are processes in place to ensure that programme commitments are in line with organisational capacities. Generally, the monitoring systems of ADRA International lead to the tracking of activities, outputs and outcomes, adaptation and poor performance being addressed.

However the lack of policy commitments makes there is no systematic, objective and ongoing monitoring and evaluation of activities and their effects. Nor that evidence from monitoring and evaluations is systematically used to adapt and improve programmes. ADRA International does not have processes that ensure programming is safe and realistic for communities. Although there were examples of unmet needs being referred to other stakeholders, the fact it was not related to any direction or policy of ADRA International makes it unlikely that referrals are systematic across the organisation.

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

Communities confirmed that ADRA staff monitored activities at a household level and regularly checked that outputs were being delivered. They felt that the response was timely.

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

Score: 1.5

ADRA International has policies and guidance which prevent exploitation, abuse and discrimination of communities by ADRA staff. ADRA International also provides policy guidance to partners around sustainably and responsible exiting. However, ADRA International does not have processes in place which ensure that its programmes are built on local capacities and build resilience; use existing hazard and risk assessments at community level; enable the development of local leadership; promote early recovery and benefit the local economy. ADRA International does not identify and act upon potential or actual unintended negative effects in a timely and systematic manner, including in the areas of dignity and rights, sexual exploitation and abuse by staff, livelihoods and the local economy. ADRA International has no policy or procedures in place to systematically ensure that personal information collected from communities and people affected by crisis is safeguarded.

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

At field level, people affected by crisis and their communities advised that ADRA had not taken measures that strengthened their capacity to prevent or cope with a similar disaster in the future. They were not asked about the risks they face or whether they had any preparedness plans. They also confirmed that there were capacities within their communities that could have been involved in the delivery of aid (for example, builders) but ADRA did not ask about these. The organisation did not consult with local leadership structures nor take measures to build their capacity. Beneficiaries were unaware of how and when ADRA might exit and had not been trained in maintaining the infrastructure built or who to contact should the installations malfunction.

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

Score: 0

The organisation has policies and procedure in place to ensure adequate communication with all stakeholders. However, practice cannot be confirmed and the organisation does not have a feedback system in place to ensure two-way communication. ADRA International has no policy or practice to ensure communities are aware of the expected behaviours of staff. It has procedures in place to encourage participation, but has no operational principle for engaging communities and people affected by crisis.

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

Communities confirmed that communication with them was always very respectful and appropriate. Nevertheless, they stated they were not given information about the organisation, its mandate and work. Some communities stated that they had not been involved in either planning, implementation or evaluation of the project and that there was no feedback system for them to use. They were not aware of expected behaviour of staff.

Commitment 5: Complaints are welcomed and addressed

Score: 0

The organisation has a written complaints policy, but communities and people affected by crisis have not been involved in its design, the implementation or monitoring of complaints handling processes. There is no system in place to systematically receive and handle complaints, ensure that complaints are dealt with fairly, timely and appropriately and that complaints are documented or referred to a relevant party if appropriate. The organisation does not have an organisational culture where complaints are taken seriously: it does not ensure that partner organisations implement ADRA International's policy and have adequate procedures in place, in particular to make communities aware of expected behaviour of staff.

Feedback from people affected by crisis and communities on Commitment 5:

Communities stated that they had not been involved in any complaints handling mechanism and that they were not aware of an existing mechanism. They did not know how to direct feedback or complaints to the organisation and would have chosen another stakeholder to channel their complaints through, if there had been any issue.

Commitment 6: Humanitarian response is coordinated and complementary

Score: 2.7

ADRA International has relevant policies and strategies in place stating its commitment to coordination and cooperation. Its work with partners is governed by clear and consistent written agreements recognising each other's mandates, obligations, constraints and independence. The organisation systematically identifies roles, responsibilities and capacities of stakeholders and ensures that its response complements that of other actors including national and local authorities. To ensure this, the organisation participates in relevant coordination bodies and collaborates with other stakeholders to avoid gaps and duplication and maximise the coverage of humanitarian services provided. Information is shared with stakeholders, although the website and its contents are only available to English speakers.

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

Communities confirmed that the response complemented the action of the national authorities and that ADRA actively seeks to coordinate its response with other stakeholders, ensuring that all needs of the communities are covered.

Commitment 7: Humanitarian actors continuously learn and improve

Score: 2.2

In practice, ADRA International supports learning through arranging and funding trainings for partners. The organisation has policy commitments governing the monitoring and evaluation of Emergency Programs. The organisation does use learning from M&E to implement change and draw on lessons learnt and prior experience when designing programmes. However, ADRA has no policy spanning all its operations and giving implementation details in the form of an organisation wide evaluation plan and standards to be applied.

Due to a lack in complaints and feedback systems the organisation does not consistently learn from these. Learning and innovation is shared internally and mechanisms exist to record knowledge and experiences and make it accessible throughout the organisation via its internal ENET. Learning is also shared externally with other stakeholders, thus contributing to sector wide learning. However, the learning does not reach communities.

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

The communities stated that the partner organisation did not share specific learnings with them.

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

Score: 2.4

ADRA International has staff policies and procedures based on best practices of HR management and is dedicated to fair, transparent and non-discriminatory practices. The organisation uses standard job descriptions and staff confirm having up to date job descriptions, however, staff appraisals are not being applied systematically to ensure that staff have a clear understanding of what is required of them. ADRA International has no consistent equivalent to a Code of Conduct in use in both development and emergency contexts, as per the requirement of the CHS, i.e including provisions on sexual exploitation and abuse, signed by all staff, volunteers and ADRA partners.

The organisation is committed to staff development through training, both internally and through external formal education providers as well as other career development opportunities. It also offers training opportunities for its partner organisations. The organisation has a health, safety and security policy, but no wellbeing policy. It has the necessary management and staff capacity and capability to deliver its programmes and has procedures in place for surge capacity both in terms of staff as well as guidelines regarding the cooperation within the organisation's network in emergency response.

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

Communities stated that staff of the partner organisation had the appropriate capacities and were capable to deliver the programme.

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

Score: 2.5

ADRA International has several policies and processes in place to govern the use and management of resources: Guidance on acceptance and allocation of funds and goods in kind ethically and legally; policies and procedure to conduct financial audits and verify compliance and policies to ensure that the acceptance of resources does not compromise its independence. The organisation ensures the efficient use of resources during project planning and implementation, minimising waste and is committed to using environmental friendly and local materials. Systematic monitoring and reporting of expenditures against budget is regulated through guidelines and standard operating procedures.

However, there are several gaps at the level of the organisation's policies, specifically around corruption, environmental protection and risk management. Also, ADRA International does not ensure that existing policies and procedures are known to all relevant staff and partners.

The organisation has no systematic approach on how to manage reported cases of corruption, but deals with them on a case-to-case basis. It does not ensure that appropriate feedback or complaints systems are in place to be able to address community concerns regarding corruption.

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

Communities confirmed that they did not identify any negative impact on the environment related to the project activities. They also felt that ADRA's partner organisation used its resources appropriately and did not believe that the organisation engaged in any corrupt practice.

8. Organisation's approval

Acknowledgement and Acceptance of Findings

(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



Jonathan Duffy
President
ADRA International

01-02-2018

Date and Place:

Date of document: 2017-12-14

9. Approval of the report

Quality Control finalised on:	
First Draft: 2017-12-21 Final: 2018-01-29	
Report Validity This report reflects the situation of ADRA International at the time of the audit.	
Pierre Hauselmann Executive Director Humanitarian Quality Assurance Initiative	Date: 2018-02-13 



Appeal

In case of disagreement with the conclusions of the report, the organisation can appeal to HQAI within 30 days after the final report has been transmitted to the organisation.

HQAI will investigate the content of the appeal and propose a solution within 15 days after receiving the appeal.

If the solution is deemed not to be satisfactory, the organisation can inform in writing HQAI within 15 days after being informed of the proposed solution of their intention to maintain the appeal.

HQAI will take action immediately, and identify two Board members to proceed with the appeal. These will have 30 days to address it. . Their decision will be final.

The details of the Appeal Procedure can be found in document PRO049 – Appeal and Complaints Procedure.

Annex 1: Explanation of the scoring scale

In line with the CHS's emphasis on continuous learning and improvement, rather than assessing a pass/fail compliance with the CHS requirements, the CHS Verification Scheme uses a scoring system. It is graduated from 0 to 5 to determine the degree to which organisations apply the CHS and to measure progress in this application.

Be it in the framework of a self-assessment or in a third-party assessment process, it is key to have detailed criteria to evaluate (score) the degree of application of each requirement and commitment of the CHS. A coherent, systematic approach is important to ensure:

- Transparency and objectivity in the scoring criteria;
- Consistency and reliability between one verification cycle and another, or between the different verification options;
- Comparability of data generated by different organisations.

This document outlines a set of criteria to orient the assessment process and help communicate how the respective scores have been attributed and what they mean.

While verification needs to be rigorous, it needs also to be flexible in its interpretation of the CHS requirements to be applicable fairly to a wide range of organisations working in very different contexts. For example, smaller organisations may not have formal management systems in place, but show that an Organisational Responsibility is constantly reflected in practices. In a similar situation, the person undertaking the assessment needs to understand and document why the application is adequate in the apparent absence of supporting process. It is frequent that the procedures actually exist informally, but are "hidden" in other documents. Similarly, it is not the text of a requirement that is important, but whether its intent is delivered and that there are processes that ensure this will continue to be delivered under normal circumstances. The driving principle behind the scoring is that the scores should reflect the normal ("systematic") working practices of the participating organisation.

What do the scores stand for?

Score	Key actions	Organisation responsibilities
0	<ul style="list-style-type: none"> Operational activities and actions systematically contradict the intent of a CHS requirement. Recurrent failure to implement the necessary actions at operational level. A systemic issue threatens the integrity of a CHS Commitment (i.e. makes it unlikely that the organisation is able to deliver the commitment). 	<ul style="list-style-type: none"> Policies and procedures directly contradict the intent of the CHS requirement. Complete absence of formal or informal processes (organisational culture) or policies necessary for ensuring compliance at the level of the requirement and commitment.
1	<p>Some actions respond to the intent behind the CHS requirement. However:</p> <ul style="list-style-type: none"> 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. 	<p>Some policies and procedures respond to the intent behind the CHS requirement. However:</p> <ul style="list-style-type: none"> Relevant policies exist but are incomplete or do not cover all areas of the CHS. 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 ensure the monitoring and systematic delivery of actions, policies and procedures at the level of the commitment.
2	<p>Actions broadly respond to the intent behind the CHS requirement: Actions at operational level are broadly in line with the intent behind a requirement or commitment.</p> <p>However:</p> <ul style="list-style-type: none"> 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. 	<p>Some policies and procedures respond to the intent behind the CHS requirement. However:</p> <ul style="list-style-type: none"> Relevant policies exist but are incomplete or do not cover all areas of the CHS. 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 ensure the monitoring and systematic delivery of actions, policies and procedures at the level of the commitment.
3	<p>Actions respond to the intent of the CHS requirement:</p> <ul style="list-style-type: none"> The design of programmes site(s) and country programme(s) and the implementation of activities is based on the relevant policies and reflects the requirement throughout programme sites. Staff are held accountable for the application 	<p>Policies and procedures respond to the intent of the CHS requirement:</p> <ul style="list-style-type: none"> 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, programmes

	<p>of relevant policies and procedures at operational level, including through consistent quality assurance mechanisms.</p>	<p>site(s) and country programme(s)</p> <ul style="list-style-type: none"> The organisation monitors the implementation of its policies and supports the staff in doing so at operational level.
<p>4</p>	<p>As 3, but in addition:</p> <ul style="list-style-type: none"> Field and programme staff act frequently in a way that goes beyond CHS requirement to which they are clearly committed. Communities and other external stakeholders are particularly satisfied with the work of the organisation in relation to the requirement. 	<p>As 3, but in addition:</p> <ul style="list-style-type: none"> Policies and procedures go beyond the intent of the CHS requirement, are innovative and systematically implemented across the organisation. 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 programmes site(s) and country programme(s) and their deliveries.
<p>5</p>	<p>As 4, but in addition:</p> <ul style="list-style-type: none"> Actions at all levels and across the organisation go far beyond the intent of the relevant CHS requirement and could serve as textbook examples of ultimate good practice. 	<p>As 4, but in addition:</p> <ul style="list-style-type: none"> Policies and procedures go far beyond the intent of the CHS requirement and could serve as textbook examples of relevant policies and procedures. Policy and practice are perfectly aligned.