



**Norwegian Church Aid (NCA)
CHS Certification Report**

CERT-NCA-2017-003

Date: 2017-05-03

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1. General information

Organisation Name:	Norwegian Church Aid (NCA)	Certification Ref/ No:	CERT-NCA-2017-003
Type of organisation: <input type="checkbox"/> National <input checked="" type="checkbox"/> International <input type="checkbox"/> Federated <input type="checkbox"/> Membership/Network <input type="checkbox"/> Direct assistance <input checked="" type="checkbox"/> Through partners		Organisation 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	
Organisation size: (Total number of programme sites/ members/partners)	As at Oct.19th 2016, NCA worked in 33 countries, with country offices located in 22 countries. NCA has 226 partners and 155 staff at HO.		
Head Office Location:	Oslo, Norway	Programme Site sampled:	Ethiopia
Date of Head Office visit:	2-3 February 2017	Date of Programme Site visit:	6-10 February 2017
Lead Auditor:	Phillip Miller	2 nd Auditor's Name: (indicate if Trainee)	Sylvie Robert (Trainee)
		Observer's Name and Position	Elissa Goucem, HQAI QA Officer

2. Scope

- Independent verification initial audit Mid-term Audit
 Certification initial audit Recertification audit

3. Schedule summary

3.2 Verification Schedule

Name of Programme sites/members/partners verified	Location	Mandate	Number of projects visited	Type of projects
NCA Ethiopia Country Office	Addis Ababa	Humanitarian, Development, Advocacy		
Ethiopian Orthodox Church Development and Inter-church Aid Commission (EOC-DICAC)	Addis Ababa, Ankobar, Debra Behan	Development	3	WASH, Reproductive Health and Climate Resilience
Ethiopian Catholic Church–Social Development Commission (ECC-SADCO)	Addis Ababa	Development	CO only	
NCA Field Office (shared with DCA)	Gambella	Humanitarian	1	Humanitarian – Sanitation and Hygiene in Refugee Camp setting
ECHO Gambella Emergency Response Phase II	Jewi Refugee Camp	Humanitarian	1	Humanitarian – Sanitation and Hygiene in Refugee Camp setting

3.2 Opening and closing meetings

3.2.1 At Head Office

	Opening meeting	Closing meeting
Date	2/2/17	3/2/17
Location	Oslo	Oslo
Number of participants	90	100+
Any substantive issue arising	Nil	Nil

3.2.2 At Programme Site

	Opening meeting	Closing meeting
Date	6/3/17	10/3/17
Location	Addis Ababa	Addis Ababa
Number of participants	16	11
Any substantive issue arising	Nil	Nil

4. Recommendation

In our opinion, Norwegian Church Aid (NCA) conforms to the requirements of the Core Humanitarian Standard. We recommend certification.

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

Lead Auditor's
Name and
Signature

Phillip Miller



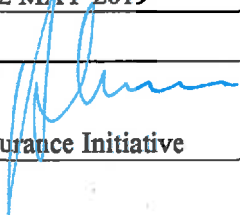
Date and
Place:

6 March
2017,
Australia

5. Decision

Quality Control by: Elissa Goucem Pierre Hauselmann	Quality Control finalised on: First Draft: 2017-03-09 Final: 28.04.2017
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Certification Decision: Pierre Hauselmann	
Certification	Intermediate audit
<input checked="" type="checkbox"/> Certified <input type="checkbox"/> Preconditioned (Major CARs)	<input type="checkbox"/> Maintenance of certificate <input type="checkbox"/> Suspension of Certificate (Major CARs)
Fulfilment of corrective actions: CAR 3.2: 02/05/2018 CAR 3.6: 02/05/2018 CAR 3.8: 02/05/2018 CAR 4.1: 02/05/2019 CAR 4.2: 02/05/2019 CAR 4.6: 02/05/2018 CAR 5.1: 02/05/2019 CAR 5.3: 02/05/2018 CAR 5.6: 02/05/2019 CAR 9.4: 02/05/2019	
Follow up and verification of conformity by: Maintenance audit: before 02 MAY 2018 Mid-term audit: before 02 MAY 2019	

Certification Decision Humanitarian quality assurance Initiative 	Date: 03 MAY 2017
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Appeal

In case of disagreement with the conclusions and/or decision on certification, 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 day to address it. Their decision will be final.

The details of the Appeal Procedure can be found in document [PRO049 – Appeal and Complaints Procedure](#).

6. Background information on the organisation

6.1 General

Norwegian Church Aid (NCA), is an independent humanitarian and ecumenical organisation with headquarters in Oslo, Norway which was established in 1947. Norwegian Church Aid works together with people and organisations across the world to eradicate poverty and injustice. NCA provides emergency assistance in disasters and works for long-term development in local communities. In order to address the root causes of poverty, NCA advocates for just decisions by public authorities, business and religious leaders.

Norwegian Church Aid is a diaconal organisation for global justice. Norwegian Church Aid is a member of the ACT Alliance which consists of church-based organisations throughout the world and cooperates with organisations across religious faiths.

Norwegian Church Aid provides emergency assistance in disasters, works for long-term development in local communities and address the root causes of poverty, and advocates for just decisions by public authorities, business and religious leaders.

NCA is going through a process of rationalisation of its offices and programmes overseas. As at October 19th 2016, NCA worked in 33 countries, with country offices located in 22 countries. Out of these 22 country offices, 3 offices were in the process of being closed (Vietnam, Laos & Brazil), 2 offices have their programs phased out and are in the process of being reorganised or closed (Kenya & South Africa), 2 offices will be joint offices with DCA where DCA is lead agency (Myanmar & Palestine) and another 2 offices are in the process of being merged with other ACT Alliance organisations (Guatemala & Haiti).

6.2 Organisational structure and management system

NCA's governance structure consists of a council and board. NCA's Council is NCA's superior decision-making body, representing NCA's constituencies (owners/churches). The Council approves NCA's statutes, Statement of Principles, the annual financial report from the NCA Board and the consolidated annual financial statements. The Council also discusses the annual general report from the Board and elects 9 of 12 NCA Board members.

NCA's Board reports to NCA's Council on an annual basis. The Board approve NCA's main strategy and signs consolidated annual financial statements. The Board appoints the General Secretary and decides on the mandate and the conditions of employment for the General Secretary.

The General Secretary is the responsible CEO and reports to NCA's Board. The General Secretary is responsible for achieving NCA's organizational goals in an effective manner.

See attached organograms showing the governance structure and international programmes division of NCA.

6.3 Work with Partners

NCA implements the vast majority of its work through partner organisations. Whilst NCA can, and does, partner with civil society organisations, most of its partners are faith based organisations and churches. NCA directly implements some of its humanitarian responses and also jointly implements with other ACT Alliance members. NCA undertakes assessments of partner organisations across a range of

aspects (including governance, financial capacity, programming experience etc.) using a standard assessment tool as part of its due diligence checks before entering into a partnership. NCA reassesses existing partners using the same tool every three years. NCA also reassesses 3 to 5 partners per country annually to track performance in relation to capacity development of partners. In addition, NCA (using its Head Office controllers) undertakes in depth assessment of existing partners' financial and fraud prevention systems for some partners during the implementation cycle. This can, and has, resulted in discontinuation of some partnerships as the risk was deemed unacceptable. However, some core partnerships with organisations also assessed as high risk were continued and capacity building measures were put into place. As part of assessing whether to respond to an emergency, NCA assesses whether there are partners available which reflect the values of NCA. In the absence of suitable partners and other implementation modes, NCA can decide not to respond to an emergency.

6.4 Certification or verification history

NCA was audited against the HAP 2010 standard at Head Office and at NCA Kenya and certified on 15 November 2011. It had its mid-term audit in August 2013, with a visit to Ethiopia. It was audited for recertification against the HAP 2010 standard at with a visit to Guatemala Office in October 2014. It was recertified against the HAP 2010 standard on the 10th April 2015. NCA was due for a mid-term HAP audit in April 2017, but due to the change from HAP to CHS, it decided to apply for certification against the CHS.

7. Sampling

7.1 Rationale for sampling:

The information used to base the selection decision on was provided to the auditors in the standard HQAI programme selection form and through responses to subsequent requests for further information.

A number of countries and country programmes were shortlisted based on factors that made them relevant to visit as part of the audit, including representativeness of NCA's work, level of security, scope of programming (development, humanitarian and advocacy), presence in-country, volume of partners and projects, level of country budget, accessibility of project sites within the audit timescale and the future plans for this country office based on the rationalisation that NCA is undertaking. Through this process the following programme sites were rated as unsuitable: Afghanistan, Brazil, DRC, Guatemala, Haiti, Kenya/Eastern Africa, Lao PDR, Mali, Myanmar, Palestine, Somalia, Southern Africa, South Sudan, Sudan and Vietnam. Angola and Zambia were rated as 'probable' but were not shortlisted as NCA only implemented development programming in these fields and thus they were not representative of NCA's work.

The following programme sites were prioritised from the shortlist: Ethiopia, Tanzania, and Malawi as well as Burundi and Pakistan. Tanzania, Malawi, Burundi and Pakistan were discarded due to insecurity, uncertainty about obtaining travel authorisations and absence of humanitarian programming.

Ethiopia was selected as it provided auditors the opportunity to sample both humanitarian and development programming.

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.

7.2 Interviews:

7.2.1 Semi-structured interviews (individual interviews or with a small group <6)

Type of people interviewed	Number of people interviewed (some were interviewed jointly)
Head Office	
Senior Management Team	4
Middle Managers and Staff	16
Partners	0
Programme sites	
Management and Staff (CO)	11
Management and Staff (field office)	4
Partners	4
DCA staff (joint implementation)	1
Other Stakeholders (govt and UN)	5
Total number of interviewees	45

7.2.2 Focus Group Discussions (interviews with a group >6)

Type of Group	Number of participants	
	Female	Male
Refugees (humanitarian beneficiaries)	11	10
Development Programme beneficiaries	34	21
Hygiene Promoters (incentivised by NCA and drawn from refugee population)	5	5
Total number of participants	50	36

8. Report

8.1 Overall organisational performance

NCA has put in place many of the policy commitments necessary to ensure systematic application of the CHS. It has a strong commitment to delivering aid to people affected by crisis in a timely and appropriate fashion and has the processes in place to make this happen. NCA also has strong systems in place to ensure resources are utilised for their intended purpose. Staff are supported in policy and practice to develop the skills and expertise that they need to deliver on their commitments.

However, as well as some policy gaps, the ways of working of NCA make it sometimes difficult for the organisation to enforce compliance to some of its own policies and commitments. Indeed, partnership is core to how NCA works and working with churches and faith based organisations is part of the mandate of NCA. As delivering aid and development programmes is not the primary work of its church based partners, the robustness of the systems relevant to meeting some CHS commitments varies. NCA generally has a strong respect for partners' autonomy but not necessarily a commensurate level of support to help them develop strong systems that can warrant the level of autonomy. In terms of CHS commitments, the three major areas of weakness for NCA highly relate to this unbalance between autonomy and actual capacity of partners: facilitating safe access to and managing complaints as well as identifying and managing the risks to communities and people in crisis.

For example, whilst NCA encourages partners to have complaint handling processes it does not necessarily demand or support them to develop these nor systematically controls this area in its ongoing work with partners. This is mirrored at different levels across the CHS commitments, on which there is limited formal due diligence and work undertaken with partners.

8.2 Summary of non-conformities

Non-compliance	MINOR	TIME FOR RESOLUTION
Commitment 1		
Commitment 2		
Commitment 3	3.2	1 year
	3.6	1 year
	3.8	1 year
Commitment 4	4.1	2 years
	4.2	2 years
	4.6	1 year
Commitment 5	5.1	2 years
	5.3	1 year
	5.6	2 years
Commitment 6		
Commitment 7		
Commitment 8		
Commitment 9	9.4	2 years
TOTAL Number	10	

8.3 Strong points and areas for improvement:

8.3.1 Commitment 1: Humanitarian assistance is appropriate and relevant

Score: 2.5

Needs and contextual analysis are undertaken by NCA and these inform design and programmes. There is evidence that programmes are adapted to meet changing needs and contexts although NCA's monitoring processes do not ensure that there is ongoing analysis of the context. NCA does not have systems and processes in place to ensure risks, vulnerabilities and capacities of different groups is taken into account in the design and implementation of programmes. NCA policies commit to providing impartial assistance but NCA's policy commitment to taking into account the diversity of communities and collecting disaggregated data is incomplete.

Feedback from people affected by crisis and communities on Commitment 1

At PS level, communities and those affected by crisis confirmed that they had been involved in needs assessments but information about risks they faced and their capacities had not been sought.

8.3.2. Commitment 2: Humanitarian response is effective and timely

Score: 2.4

NCA has systems in place that promote quick decision-making at Head Office level about humanitarian response. NCA also has systems in place to ensure that assessments that identify constraints are undertaken and the results of these help making programming realistic. Nevertheless, the safety of communities is not assured as risks to community members and those affected by crisis are not systematically assessed by NCA. Whilst there are examples of where NCA has appropriately referred unmet needs to third parties, NCA's monitoring processes do not systematically identify and refer unmet needs.

NCA has policies and processes in place which ensure that programme commitments are in line with organizational capacities, timely decision-making and systematic monitoring and evaluation. The organisation has monitoring tools and processes through which activities, outputs and outcomes are monitored but not necessarily in terms of relevant technical standards. Performance issues are raised through monitoring processes, but the system does not ensure these lead to corrective actions and programmes being adapted.

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

People affected by crisis reported that NCA's and partners response had been very timely and appropriate. They also confirmed that NCA and partners monitored the performance of the project.

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

Score: 2

NCA's overall approach includes building capacities of local organisations and structures, but the organisation does not systematically undertake assessment of risks that community members could face as a result of the programme and does not have safeguards in place around personal information and facilitating communities to identify unacceptable behaviour by NCA and partner staff. Thus, responses by NCA do not consistently manage the possibility of negative effects during the design and implementation of projects.

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

People affected by crisis and communities confirmed that NCA took actions to build capacity of community structures and leaders. They described NCA approaches which strengthened the local economy and reduced risks of conflict. They consistently reported that they had not been told what sort of behaviours they should expect from NCA or partner staff and had not been informed about what measures they could take if they believed NCA or partner staff were behaving inappropriately.

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

Score: 2.3

NCA and partners provide opportunities for communities to provide feedback about the work of NCA and partners. NCA has policies in place that govern information sharing and external communications. But whilst NCA and partners take a participatory approach, this is not assured through policies or assessed through monitoring systems. NCA does not have processes in place to ensure that information about the organisation or programme is communicated to those affected by crisis and communities. Communications means are not always in a medium appropriate for vulnerable and marginalised groups.

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

Communities confirmed that they are invited to give feedback to NCA and partner organisations. Community members and people affected by crisis are engaged by NCA in the project and have active roles in delivering the project outputs. Nevertheless, communities advised that they had not received information about NCA, its principles or expected behaviours of its staff.

8.3.5. Commitment 5: Complaints are welcomed and addressed

Score: 1.6

NCA has a culture of welcoming complaints. However, it does not have systems in place which allow communities and people affected by crisis to safely access a complaints mechanism. The policy on complaints mentions that complaints which do not fall within the scope of NCA are not welcomed, although examples were provided where NCA has referred out of scope complaints.

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

People affected by crisis and communities could not describe ways that they could complain beyond direct communication with the NCA or partner staff or government representatives. They were unaware of hotlines or emails as means to lodge a complaint.

8.3.6. Commitment 6: Humanitarian response is coordinated and complementary

Score: 3.5

NCA has systems and practices in place through which it ensures that its humanitarian responses are coordinated with other organisations. NCA is an active participant in the cluster system and regularly shares information with other agencies and stakeholders in relation to its development programming. NCA makes efforts to ensure its work is complementary and not duplicating that of other organisations, including specifically using its resources to fill gaps and collaborate with sister organisations.

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

People affected by crisis valued how NCA worked with other organisations and confirmed that the services they provided did not overlap with other organisations.

8.3.7. Commitment 7: Humanitarian actors continuously learn and improve

Score: 3

NCA has processes in place that capture learning through their monitoring and evaluation practices. The commitments to learning through these mechanisms is also documented in policies. NCA has mechanisms through which it uses what it has learned to adapt its programming and channels through which it shares learning within the organisation and with other organisations and stakeholders (but not necessarily with communities).

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

Communities reported how NCA had changed its approach based on ideas provided by the community members. While some communities had received feedback on the organisation's learning, other communities reported that NCA had not shared results of reviews or learning.

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

Score: 2.9

NCA has policies and systems that help staff to be effective, gain the skills and knowledge required of them, and understand the organisation's expectations. NCA Human Resources policies promote fairness and equity. There is a process to report and respond to (alleged) breaches of Code of Conduct at Head Office level. Nevertheless, there is no process in place to make sure staff are aware of the policies relevant to them, which undermines the ability of staff to adhere to policies.

Feedback from people affected by crisis and communities on Commitment

Communities and people affected by crisis were positive about the capacity, attitude and skills of NCA staff.

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

Score: 2.3

There are systems in place which help NCA manage resources effectively (finance budgeting, monitoring and reporting) as well as audit, and measures to detect and prevent fraud. NCA are striving to be efficient as evidenced by implementing through ACT Alliance members, looking to save costs, closing offices. Detecting corrupt practices rely on whistle blowing and people lodging complaints but the system for external parties to safely lodge a complaint are not in place throughout the organisation, which can hinder the capacity of the organisation to capture this risk through these mechanisms.

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

Feedback from community members show that at community level the system is not in place to prevent misuse of funds raised by the community. Communities were not able to describe channels to safely report misuse of resources had they become aware of this.

9. Organisation's signature

Acknowledgement and Acceptance of Findings

(Organisation representative – please cross where appropriate)

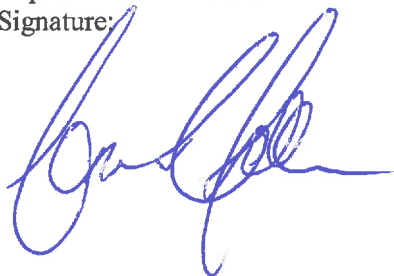
I acknowledge and understand the findings of the audit

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

Organisation's
Representative Name and
Signature:



Date and Place:

05.05.2017 Oslo

Anne-Marie Helland
General Secretary Norwegian Church Aid

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.
<p>Score 0 means: The organisation does not work currently towards the systematic application of this requirement/commitment, neither formally nor informally. This is a major weakness to be corrected as soon as possible.</p>		
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.
<p>Score 1 means: The organisation has made some efforts towards application of this requirement/commitment, but these efforts have not been systematic. This is a weakness to be corrected.</p>		
2	<p>Actions broadly respond to the intent behind the CHS requirement:</p> <p>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.

Score	Key actions	Organisation responsibilities
<p>Score 2 means: The organisation is making systematic efforts towards application of this requirement/commitment, but certain key points are still not addressed. This is worth an observation and, if not addressed may turn into a significant weakness.</p>		
3	<p>Actions respond to the intent of the CHS requirement:</p> <ul style="list-style-type: none"> • The design of projects and programmes 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 of relevant policies and procedures at operational level, including through consistent quality assurance mechanisms. 	<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, projects and programmes. • The organisation monitors the implementation of its policies and supports the staff in doing so at operational level.
<p>Score 3 means: The organisation conforms with this requirement, and organisational systems ensure that it is met throughout the organisation and over time.</p>		
4	<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 projects and their deliveries.
<p>Score 4 means: 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.</p>		
5	<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.
<p>Score 5 means: On top of demonstrating conformity and innovation, the organisation receives outstanding feedback from communities and people. This is an exceptional strength and a score of 5 should only be attributed in exceptional circumstances.</p>		