



COAST TRUST
CHS Certification Report

COAST-CER-2017-013

2017-11-15

Table of Contents

1. GENERAL INFORMATION	3
2. SCOPE	3
3. SCHEDULE SUMMARY	4
3.2 VERIFICATION SCHEDULE	4
3.2 OPENING AND CLOSING MEETINGS	4
4. RECOMMENDATION	5
5. BACKGROUND INFORMATION ON THE ORGANISATION	5
5.1 GENERAL	5
5.2 ORGANISATIONAL STRUCTURE AND MANAGEMENT SYSTEM	6
5.3 WORK WITH PARTNERS	6
5.4 CERTIFICATION OR VERIFICATION HISTORY	7
6. SAMPLING	7
6.1 RATIONALE FOR SAMPLING	7
DISCLAIMER:	7
6.2 INTERVIEWS:	7
7. REPORT	8
7.1 OVERALL ORGANISATIONAL PERFORMANCE	8
7.2 SUMMARY OF NON-CONFORMITIES	9
7.3 STRONG POINTS AND AREAS FOR IMPROVEMENT:	10
8. ORGANISATION'S APPROVAL	16
9. HQAI'S DECISION	17
APPEAL	18
ANNEX 1: EXPLANATION OF THE SCORING SCALE	19
WHAT DO THE SCORES STAND FOR?	20

1. General information

Organisation	COAST Trust Bangladesh		
Type	<input checked="" type="checkbox"/> National <input type="checkbox"/> Membership/Network <input checked="" type="checkbox"/> Direct assistance	<input type="checkbox"/> International <input type="checkbox"/> Federated <input 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	27 staff members at Head Office and 1'200 organisation wide	Sampling Rate	Not relevant – local organization
Lead auditor	Cath Blunt	Second auditor	Karin Wierenga
		Others	Elissa Goucem (observer)
	Head Office	Programme Site(s)	
Location	Dhaka	Cox's Bazaar	
Dates	19 th , 20 th October 2017	23 rd October-25 th October 2017	

2. Scope

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

3. Schedule summary

3.2 Audit Schedule

Name of Programme sites/members/partners verified	Location	Mandate	Number of projects visited	Type of projects
Cox's Bazar	Kutubdia	Humanitarian, development, advocacy	4	Education, climate change, food and livelihoods
Cox's Bazar	Ramu	Development	3	Microfinance, education, girls empowerment

3.2 Opening and closing meetings

3.2.1 At Head Office:

	Opening meeting	Closing meeting
Date	19 th October 2017	26 th October 2017
Location	Dhaka, Bangladesh	Dhaka, Bangladesh
Number of participants	17	18
Any substantive issue arising	No	Anti-corruption and implementation of sexual harassment policy

3.2.2 At Programme Sites:

	Opening meeting	Closing meeting
Date	Not relevant – local organisation	Not relevant – local organisation
Location		
Number of participants		
Any substantive issue arising		

4. Recommendation

In our opinion, COAST TRUST 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
Catherine Blunt

Date
15/11/2017
Place:
Canberra



5. Background information on the organisation

5.1 General

Coastal Association for Social Transformation Trust (COAST) was created out of ActionAid Bangladesh's development work (1984 to 1997) in Bhola Island, Bay of Bengal. Following a 1994 evaluation recommending that the project be transformed into a national NGO, COAST was registered as an NGO in 1998.

COAST's vision is for a world of equity and justice where democracy and human rights are the social culture. Its mission is to organize strategically important activities related to development, facilitating the sustainable and equitable improvement of life, especially of women, children and the disadvantaged population of the coastal areas in Bangladesh.

Micro-finance (MF) is a major program of COAST and is key to its sustainability and independence. Using surplus interest income, the MF programme funds a number of key thematic areas, such as livelihoods, sustainable agriculture and livestock, primary healthcare, advocacy and community disaster management. Other donor funded programmes, such as behaviour change, education and local governance programmes, are often delivered to the same communities benefitting from COAST's core programmes.

COAST provides services within a rights-based approach framework. COAST has 8 regional offices and two main geographic areas of operation: Cox's Bazaar in Eastern Bangladesh, and Bhola Island; it has smaller programmes in Chittagong, Noakhali and Patuakhali. During 2016-2017 the budget of Coast Trust was US\$ 5.04 million, of which a little over a quarter is funding from donors. COAST has a staff of over 2,000 people, approximately half of whom are women.

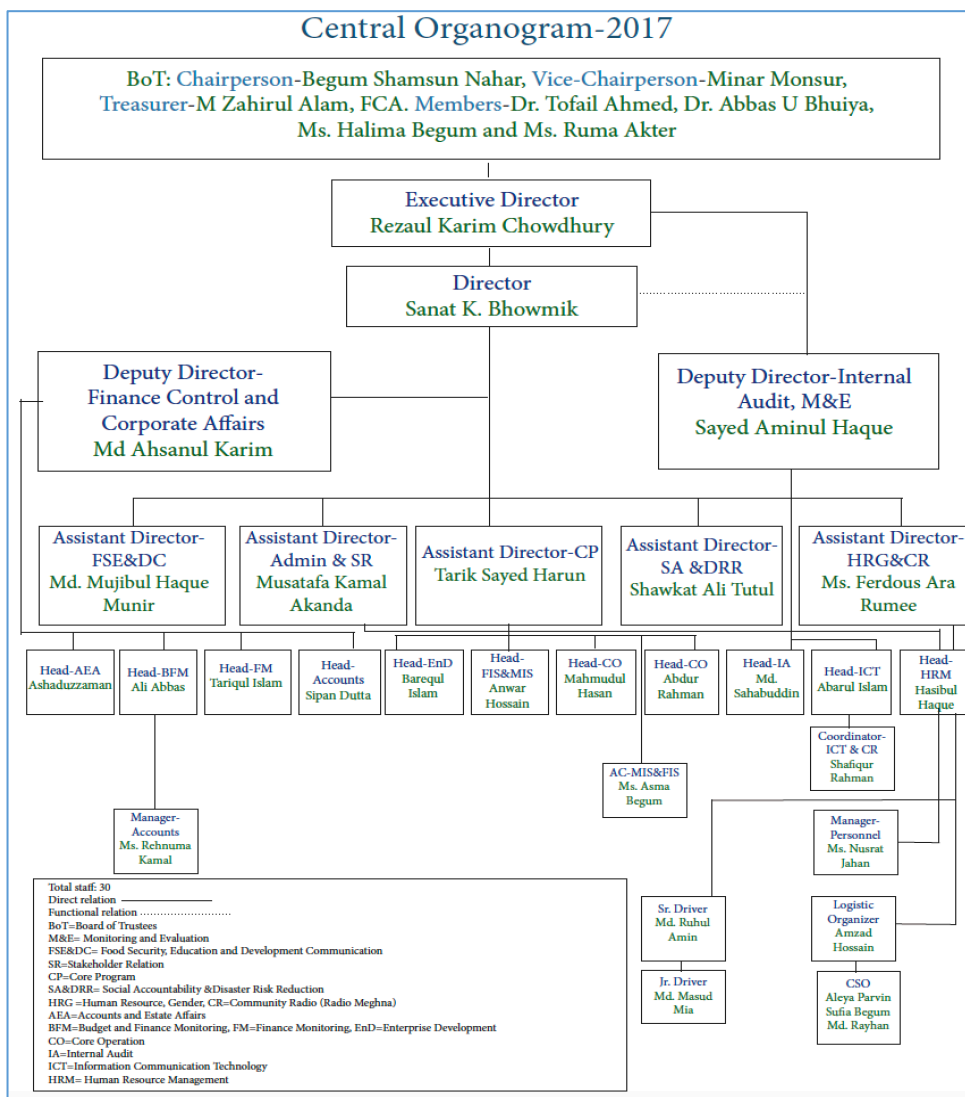
5.2 Organisational structure and management system

COAST (COAST) has a seven-member Board of Trustees responsible for the governance of the organisation. It approves new projects, policies, budgets, monitors risks and delegates day-to-day management to the Executive Director who is responsible for the overall management of the organisation in line with COAST mission, vision and values.

This position is supported by a senior management team of one Director, two Deputy Directors and five Assistant Directors. Regional Centres and projects have a team leader and focal point responsive to one of the assistant directors. COAST prepares its annual plan and budget with the participation of senior staff. This process commences in September and ends in November, with the Board of Trustees approving in December. The annual Plan of Operation sets out goals and targets per region/ project and sector, including activity plans and the staff training calendar.

The People’s Organisation (PO) is a community institution comprising elected members of COAST’s Micro Finance (MF) program – the core activity of the organisation. Elected representatives from the PO are on the Board of COAST, providing a link between communities and the governance of the organisation.

Below is the organogram of the head office in Dhaka:



5.3 Work with Partners

COAST does not work with partners, they are a self-implementing regional Bangladeshi organisation.

5.4 Certification or verification history

Recertified by HAP, 6th January 2014 (first audit in 2010).

6. Sampling

6.1 Rationale for sampling

Cox’s Bazar and Kutubdia in Eastern Bangladesh were selected as they represent the scope of the audit (humanitarian, advocacy and development); demonstrate a representative spread of COAST programme elements (microfinance, donor funded programs, disaster response) and were accessible within the timeframes allocated.

Bola, Chittagong and Noakhali regions were not chosen due to the lack of humanitarian programs offered there and the extensive travel time and limited transport options available.

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	
Senior management	9
Middle management	4
Programme sites	
Middle management	7
Project staff	10
Total number of interviews	30

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

Type of Group	Number of participants	
	Female	Male
Humanitarian	17	15
Micro Finance (MF), People's Organisation, Advocacy groups	24	25
Education committee & parents, Self-reliance group, SEEDS group, Enrich group	50	20
Total number of participants	91	60

7. Report

7.1 Overall organisational performance

COAST is a growing regional Bangladeshi organisation, with staffing and funding levels increasing over the last few years.

COAST excels in co-ordinating assistance with other actors and ensuring that communities receive complementary assistance. It hosts and participates in a number of NGO networks and works at local and district level appropriately with government.

COAST has thorough mechanisms for ensuring that its use of financial resources is effective, efficient and ethical. It has a strong system of line management and a tightly planned program of internal meetings which is how learning is shared, programmes are monitored and deliverables kept on track. The values of the organisation are clear in the programs offered, the motivation of the staff, and the transparency of their information provision which is exceptional.

COAST's independent and sustainable financial situation enables it to undertake innovative advocacy work, building on the capacities of existing groups and supporting them to pursue their rights. It also provides the ability to respond quickly in humanitarian situations.

However, COAST's quality management systems do not operate at a level commensurate with the strong implementation mechanisms apparent in the field. Operational guidelines, templates, policies are scattered or contained in one-page documents which appear to 'float' unconnected to anything else. The exception to this is Microfinance which has a detailed set of written instructions on how the programme operates. In the view of the auditors, the applicability of this to the wide range of programmes offered by COAST (as claimed by the organisation), is limited and too people dependent to act as the cornerstone of all other work undertaken.

This manifests in poor systems for evaluation, learning, programmatic risk assessment, safeguarding personal information and obtaining and disaggregating feedback.

It has been five years since COAST’s HR and organisational policy manual has been updated (although frequent circulars have kept staff updated). Important policy areas such as anti-corruption and sexual harassment are not coherently implemented and the organisation does not have an adequate security and well-being policy for its staff. The child – safeguarding policy is not known or understood by all staff who work with children.

COAST has a strong emphasis on the ability of stakeholders to make complaints and has a policy and a functioning complaint handling system. The actions at the operational level are however not systematically implemented or monitored. The policy itself is incomplete, and the application of the requirements regarding sexual exploitation and abuse (SEA) are confused and are difficult to access by people affected by crisis.

COAST code of conduct does not contain the minimum requirements of the Standard regarding SEA. Given that COAST works with children, mainly with poor women and has a high rate of female staff at the local level, this is required to be addressed in priority.

7.2 Summary of non-conformities

Non-compliance	Type	Time for resolution
2.7 COAST does not have the policies in place to ensure a systematic, objective and ongoing evaluation of activities and their effects and that evidence from monitoring and evaluation is used to adapt and improve programmes.	Minor	1 year
3.6 COAST does not identify and potential or actual unintended negative effects in a timely and systematic manner in the areas of: sexual exploitation and abuse by staff, gender relations, and livelihoods.	Minor	1 year
3.8 COAST does not have systems in place to safeguard personal information collected from communities and people affected by crisis that could put them at risk.	Minor	1 year
4.4 Communities and people affected by crisis are not systematically encouraged by COAST to provide feedback on their level of satisfaction with the quality and effectiveness of assistance. No attention is paid to the gender, age and diversity of those giving feedback.	Minor	2 years

5.3 The safety of the complainants is not prioritised in the management of complaints, especially sexual harassment cases.	Minor	1 year
5.5 COAST complaints are not consistently acted upon according to defined policies and processes.	Minor	2 years
5.6 People affected by crisis are not aware of the expected behaviour of COAST staff, including commitments on the prevention of sexual exploitation and abuse.	Minor	1 year
5.7 The complaints that do not fall within the scope of the organisation are not referred to a relevant party in a manner consistent with good practice.	Minor	1 year
7.4 COAST has no policies and procedures that describe how the organisation evaluates and learns from its practice and experience.	Minor	2 years
8.2 Staff are not all aware of the policies that concern them, and specifically on child protection	Minor	1 year
8.7 COAST code of conduct does not establish the obligation of staff not to exploit, abuse or otherwise discriminate against people.	Minor	1 year
8.9 COAST does not have policies in place for the security and well-being of staff.	Minor	2 years
TOTAL Number	12 Minor	

7.3 Strong points and areas for improvement:

Commitment 1: Humanitarian assistance is appropriate and relevant

Score:2.5

From the mission and vision as well as the practice it is clear that COAST works for the poor in the Bangladesh coastal areas. COAST is part of Bangladesh society and culture and ensures that its programmes are in line with the needs of the people affected by crisis. COAST donor funded programs are based on a thorough understanding of the programme context and stakeholders, however this is not the case for COAST core programs. COAST's adapts programmes to changing needs. COAST does not have a policy guideline to collect disaggregated data.

Feedback from people affected by crisis and communities on Commitment 1

Communities are satisfied with the relevance of COAST projects. They state that COAST assesses needs and risks and is inclusive. They are satisfied that COAST, understands the needs and capacities of, and focuses on, the most vulnerable.

Commitment 2: Humanitarian response is effective and timely

Score:2.5

COAST's programmes are realistic and safe for communities and delivered in a timely manner in line with their organisational capacities. Constraints are taken into account and COAST monitors development and humanitarian activities, output and outcome on a regular basis. COAST has a quick emergency response mechanism with short decision making lines. Funds are available from surplus within the MF programme and standby staff capacity can be activated within 24 hours. COAST refers unmet needs to other organisations and empowers people to advocate for their needs on government level.

COAST does not use accepted technical standards (e.g. SPHERE), in for example toilet and well construction. There is no evaluation requirement in COAST policies and it is only systematically done when paid for and required by external donor projects. COAST does not have a policy commitment that ensures that evidence from monitoring and evaluation is used to adapt and improve programmes.

Feedback from people affected by crisis and communities on Commitment 2

Communities state that COAST responds quickly. Communities share that COAST listens to their needs and makes changes to the programme if required. Communities state that COAST does not discriminate. They say that they feel safe when accessing COAST programmes.

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

Score:2.2

COAST values, vision and mission are about strengthening communities' capacities and building self-reliance. COAST programmes build the capacities of the very poor and marginalised people in the coastal areas of Bangladesh. It works with communities on emergency preparedness and hazard mitigation and promotes early recovery after an emergency. Members of the Peoples Organisation (PO) participates in COAST's MF programme, are trained in social action and representatives are involved in the governance of COAST. COAST works with government to strengthen the capacity of their local response.

Identification of unintended negative effects to the communities is not systematically done at programme design or implementation phase (in areas of sexual abuse, gender relations and livelihoods). COAST does not systematically develop exit or transition strategies in programmes it funds itself. Security data of communities is not systematically protected by COAST.

Feedback from people affected by crisis and communities on Commitment 3

Communities feel better prepared for new emergencies and more empowered through the assistance of COAST. They claim there are no negative effects of the organisation's programmes.

But communities were not aware of COAST transition or exit strategies from programmes.

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

Score:2.1

Policies for sharing information with external stakeholders such as NGOs, donors, government and the wider literate public are in place and are implemented widely throughout the organisation. High levels of transparency are achieved via the Website, monthly programmatic newsletters, information boards. COAST generally communicates with communities verbally in the local language, which is appropriate for non-literate people. The use of the radio is an innovative format that is easily understood by the community. Participation and inclusivity are a feature of programs as this is a core value of COAST. External communications are ethical, accurate and represent communities as dignified human beings.

Policies and practices do not include sharing information with communities about COAST, its programs and the behaviour expected by staff. COAST does not consistently offer communities the opportunity to provide feedback on their satisfaction with quality and effectiveness of the assistance received. Feedback data is not disaggregated according to gender/age/diversity

Feedback from people affected by crisis and communities on Commitment 4

Communities reported that COAST met with them regularly and informed them about the programs and choices they could make from a range of educational topics offered by COAST. During the cyclone crisis, they appreciated the regular updates provided and learning about the warning systems.

Nevertheless, communities reported very little understanding about the organisation, the principles it adheres to and the expected behaviours of staff.

Commitment 5: Complaints are welcomed and addressed

Score: 1.5

COAST welcomes complaints. The contact points are well advertised throughout all materials. There is a complaints-handling process that is documented and covers the scope of issues required. Recording of complaints exists at field level and there is an awareness of the timeframes required to resolve the complaint.

However, the implementation of the complaint process is not consistent, with staff reporting various approaches which are not covered by the policy. Confusion at the policy and practice levels surrounds the handling of sexual harassment, exploitation and abuse (SEA) complaints which is conflated with gender equity processes. The result is that the current complaints process for SEA is applicable only to staff and not communities affected by crisis. The safety of the complainant is not prioritised, which is particularly important for this type of complaints.

Communities were involved in the choice of the complaints mechanism (phone) however have not been consulted on the implementation and monitoring of the complaints handling process. COAST does not refer complaints to other agencies.

Feedback from people affected by crisis and communities on Commitment 5

Everyone in the communities knows that they can use the phone to make a complaint, although they are not clear on what they can complain about. Some community members had made a complaint or knew someone that had. They were satisfied with the timeliness and the fairness of the process.

Communities were not aware of the commitments COAST has made regarding sexual exploitation and abuse. They knew little about how the complaints process was implemented or monitored.

Commitment 6: Humanitarian response is coordinated and complementary

Score: 3.0

COAST strength is in co-ordination and provision of complementary services to those offered by national and local government bodies and other Non-Government Organisations. COAST has a practice that it will not duplicate work undertaken by others. It plays a leadership role nationally and in the regions, assisting organisations to communicate, advocate and work together. COAST works closely with national and local authorities and maximises the coverage of and service provision of humanitarian actors without compromising humanitarian principles. The organisation shares information in a very proactive and transparent way via its website, newsletters, press releases.

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

Communities reported that COAST did not duplicate services or programmes offered by others.

Commitment 7: Humanitarian actors continuously learn and improve

Score: 2.3

Learning is one of COAST's values. Lessons learned are shared consistently in regular project updates and meetings and contribute to the design of new programmes. COAST uses monitoring and evaluation, general feedback and complaints to improve their programming. COAST contributes to a number of national and international networks. Mitigation of the effects of climate change is a main focus in their advocacy.

COAST does not have policies or procedures that describe how it evaluates and learns from practice and experience.

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

Communities indicate that COAST programmes have improved over time. Learning and innovation is not shared with communities.

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

Score: 2.1

CDT staff are very motivated by the values of the organization and work to agreed objectives and performance standards. COAST staff are mostly well trained, with a clear training outline planned a year in advance, however accessibility to courses was not uniformly available to staff. Clear processes for staff induction exist, which includes review of policies and meetings with relevant program and senior staff. However, the understanding and application of key policies such as child safeguarding and sexual harassment are not consistently displayed. All staff have a position description and most receive a performance appraisal. COAST has a well-publicised professional standard for staff however it does not include the minimum requirements regarding exploitation, abuse and discrimination. COAST does not have an adequate security or staff well-being policy.

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

Communities reported that they were extremely happy with the professionalism, skills and attitudes of COAST staff. They also believed that COAST was there for them when other organisations were not.

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

Score: 2.9

COAST designs its programmes with an efficient and effective use of resources. COAST has robust financial systems in place and systematically monitors and reports activities against budget. COAST's finance performance is checked by internal as well as external audit. COAST has a financial policy including a separate audit section, policy guidance on ethical acceptance and allocation of funds and gifts-in-kind, a green policy, anti-corruption policy, and a whistle blowing policy. Impact on the environment is a consideration for COAST in its programmes. Processes are in place to act upon corruption, but contrary to their policy, there is no "zero tolerance" on corruption as COAST provides staff with several opportunities to correct their behaviour.

Feedback from people affected by crisis and communities on Commitment 9

Communities were satisfied with the use of resources by COAST. They had no knowledge of budgets but reported that they had not observed any wastage.

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

Organisation's
Representative Name
and Signature:



Rezaul Karim Chowdhury
Executive Director
COAST Trust

Date and Place:
07-01-2018
Dhaka

9. HQAI's decision

Quality Control by: Elissa Goucem	Quality Control finalised on: First Draft: 27.11.2017 Final: 05.12.2017
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Certification Decision:	
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)
Deadlines: First Maintenance Audit before: 2019-01-06 Mid-term Audit before: 2020-01-06 Second Maintenance Audit before: 2021-01-06 Recertification Audit before: 2022-01-06	

Certification Decision Pierre Hauselmann Executive Director Humanitarian Quality Assurance Initiative	Date: 2018-01-07
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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.

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>		

Score	Key actions	Organisation responsibilities
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.
<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.

Score	Key actions	Organisation responsibilities
	<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>	