



**CONCERN WORLDWIDE  
CHS CERTIFICATION Report**

CONCERNW - CER - 2017 - 011

**2017-07-24**

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## 1. General information

Organisation Name:	Concern Worldwide	Verification Ref / No:	CONCERNW - CER - 2017 - 011
Type of organisation: <input type="checkbox"/> National <input checked="" type="checkbox"/> International <input type="checkbox"/> Federated  <input type="checkbox"/> Membership/Network  <input checked="" type="checkbox"/> Direct assistance <input 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 – Number of staff at HO level)	27 programme sites; total staff 3,974	Programme Site sampled:	2
Head Office Location:	Dublin	Field locations verified:	Liberia, Burundi
Date of Head Office visit:	20 to 22 <sup>nd</sup> June, 2017	Date of Programme Site visit:	25 <sup>th</sup> June to 6 <sup>th</sup> July
Lead Auditor:	Johnny O'Regan	Auditor	Mathieu Dufour

## 2. Scope

 Initial audit

 Mid-term Audit

 Maintenance audit

 Final/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
Liberia	Grand Bassa	Humanitarian and Development	2	Emergency, livelihoods,
Burundi	Kirundo & Gitega	Humanitarian and Development	3	Livelihoods, resilience, health and advocacy

#### 3.2 Opening and closing meetings

##### 3.2.1 At Head Office:

	Opening meeting	Closing meeting
Date	21/6/17	17/7/17
Location	Dublin	Dublin (and skype)
Number of participants	17	11
Any substantive issue arising	No	No

##### 3.2.2 At Programme Site 1 :

	Opening meeting	Closing meeting
Date	26/6/17	5/7/17
Location	Monrovia	Skype
Number of participants	18	3
Any substantive issue arising	No	No

##### 3.2.3 At Programme Site 2:

	Opening meeting	Closing meeting
Date	3/7/17	6/7/17
Location	Kirundo	Bujumbura
Number of participants	10	14
Any substantive issue arising	No	No

## 4. Recommendation

In our opinion, Concern Worldwide conforms to the requirements of the Core Humanitarian Standard. We recommend certification.

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

Johnny O'Regan



Dublin, 27/9/17

## 5. Background information on the organisation

### 5.1 General

Concern Worldwide was founded in 1968 in response to the Biafran war and famine. Concern has since worked in over 50 countries, responding to major emergencies as well as working in long term development programmes. As of December 2016 Concern employed 3,974 staff in 27 countries, including Ireland and the UK. Geographically, its main focus is Africa (14 countries) although financially, the middle east represents approximately 25% of expenditure because of the scale of the Syrian crisis. Concern's main thematic areas of intervention are emergency response, livelihoods (Agriculture, Community-based Natural Resource Management; Interaction with Markets and resilience), health and nutrition (including Maternal, Neonatal and Child Health, and WASH), Education: (quality, access & well-being) and disaster risk reduction. In 2016 Concern expenditure was \$167 million:

Sector	Total €	Sectoral %
Health and nutrition	28,449	17%
Education	9,418	6%
Livelihoods	28,355	17%
Integrated programmes	26,913	16%
Emergency	69,519	42%
Development education and advocacy	3,782	2%
Governance	902	1%
Total programme	167,338	100%

Key strategic goals focus on the poorest and most vulnerable regions, strengthening emergency response, improving food and nutritional security of extremely poor people, addressing root causes of poverty, and improved programme quality, impact and accountability.

### 5.2 Organisational structure and management system

Concern Worldwide is overseen by a Council responsible for setting Concern's values and strategy. The Senior Management Team is led by the Chief Executive Officer; the Chief Operating Officer is the Deputy Director of Concern and oversees HR, Finance, and other support services. Other directorates include International Programmes; Emergencies; Strategy Advocacy & Learning; Public



Affairs; New Business Development; and Communications. Key management decisions and decisions relating to delivering the strategic plan are made by the Senior Management Team (comprised of the CEO, COO and Heads of Directorates); programmatic decisions are taken in the relevant directorates and units and in country programmes, which are led by Country Directors and supported by Programme and Systems Directors.

### 5.3 Work with Partners

Concern's work with partners has been decreasing as it increasingly works in more challenging environments where it finds it more difficult to engage in partnerships. Concern worked with approximately 158 implementing partners during 2016 compared with 450 in 2013. Expenditure through partners represents approximately 11% of overall expenditure. Furthermore, Concern's partners typically work through Concern's systems where partners do not have their own systems established - for example Concern's complaints mechanisms apply to partners, and Concern undertakes all major procurement for projects where partners do not have the capacity to do so directly. Therefore, findings in the report generally apply to work with partners- though this was quite limited in programme countries visited. Concern's tools for working with partners include:

- Concern Local Organisation Selection Assessment Tool (CLOSAT), used to analyse partner's capacities, including general management, accountability/transparency, external relations and overall strengths and weaknesses.
- Concern Local Organisation Financial Assessment (CLOFAT) analyses partners' financial capacities.
- Concern Emergencies Partners Selection Assessment Tool (CEPSAT) used in emergency contexts.

### 5.4 Certification or verification history

Concern was verified as 'Compliant with the People In Aid Code'; Concern was last certified by HAP in 2013

## 6. Sampling

### 6.1 Rationale for sampling

The auditors excluded a number of countries based on security grounds (e.g. Afghanistan and Syria) and other countries were excluded because they had been audited by HAP previously (e.g. Bangladesh). The Middle East was considered on the grounds of expenditure but not selected because of access limitations to much of the programmes (e.g. Syria). Another country shortlisted included Haiti, which was initially selected for audit but deselected based on updated security information. Ultimately, Liberia and Burundi were selected because they presented an interesting counterpoint of Francophone and Anglophone countries in Africa, where Concern has increasingly focused its operations:

Liberia: operational since 1996; annual budget: \$3m, 128 staff in country, one implementing partner. Programmes: Ebola response and development/resilience programming including livelihoods, nutrition and education.

Burundi: Operational since 1997, annual budget: \$2.4m (with Rwanda), 67 staff in country, no current implementing partners. Programmes: livelihoods, resilience, health (including emergency component).

Projects at programme sites were selected by the auditors (in consultation with Concern) based on their representativeness of the overall programme and mandates, scale, and ability to be audited within the

proposed timeframe. The initial sample of communities at project sites was selected by the auditors; other communities were selected by Concern based on logistics of moving between the auditors' selection and subsequent destinations in the schedule. Community members were self-selected in Liberia; Burundi country office staff randomly selected community members from beneficiary lists.

Concern selected (programmatic, financial, human resources) management and staff for interview at the Head Office, country office and field offices based on their knowledge and responsibility for implementing CHS commitments. The auditors randomly selected further interviewees.

## 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	24
Programme sites	
Liberia- staff	12
Liberia – partners	2
Burundi	13
Total number of interviews	49

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

Type of Group	Number of participants	
	Female	Male
Liberia		
WASH, Ebola Response (Zondo)	1	5
Education, health, Ebola response (Little Bassa)	0	7
Education, health, Ebola response (Loydsville)	2	7
Livelihoods, WASH, Ebola response (Kabayah)	8	4
Livelihoods (Geo Town)	6	5
Livelihoods (Boymazi?)	3	5
Burundi		
Livelihoods (Gisenyi)	12	6
Health (Gatare)	4	3
Livelihoods, health (Gatete)	10	0
Livelihoods, health (Gatete)	0	5
Resilience (Gitora)	4	6
Resilience (Rushanga)	0	11
Resilience (Rushanga)	11	0
Total number of participants	61	64

## 7. Report

### 7.1 Overall organisational performance

Concern's commitment to accountability is evident through its overall approach and advancements. Country programmes undertake CHS self-assessments and submit improvement plans during annual reporting; complaints mechanisms are becoming increasingly embedded and information sharing more systematic. Concern's focus on the poorest and most vulnerable countries and communities is systematic through comprehensive global and country level analysis. However, this focus, combined with current salary and terms and conditions sometimes makes it difficult to attract and retain the requisite staff and therefore stretches organisational capacity to meet its commitments. Concern's strong relationship with communities was evident throughout the audit process- best exemplified by community-level clarity around, and acceptance of Concern's exit plans.



## 7.2 Summary of non-conformities

Non-compliance	Type	Time for resolution
3.6 Concern does not systematically identify all potential and unintended negative effects, particularly regarding safety, security, culture, social and political relationships, and the environment.	MINOR	12 months
5.1 Concern does not systematically consult communities on the design and implementation of complaints response mechanisms and there is limited evidence that it consults communities on the monitoring of complaints.	MINOR	6 months
9.4 Concern does not produce formal guidance on environmental impact assessments and generally does not formally consider the environmental impact of using local and natural resources	MINOR	2 years
TOTAL: 3		

## 7.3 Strong points and areas for improvement

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

**Score: 3.1**

Concern undertakes ongoing (macro and meso) contextual analysis and comprehensive and impartial analysis of global/national/local needs and vulnerabilities to select and deselect areas of operation. Concern also uses this information to design impartial programmes that target the extreme poor and vulnerable. Concern's monitoring systems and internal review mechanisms generate data to adapt programmes in line with changing needs and capacities. Concern's data collection systems are robust and disaggregate by sex and age but not other significant vulnerabilities such as disability.

#### **Feedback from people affected by crisis and communities on Commitment 1**

Communities describe Concern's assistance as appropriate to their needs and capacities and adapted in line with changing circumstances. They find Concern to be fair and impartial in delivery of assistance.

## Commitment 2: Humanitarian response is effective and timely

Score: 2,8

Concern's programmes are realistic and safe and address constraints but do not formally analyse risks to communities and people affected by crisis. Preparation procedures and rapid funding sources allow it to deliver humanitarian response without unnecessary delay (considering external constraints). Concern has strong technical resources and identifies and refers unmet needs, primarily through its participation in coordination mechanisms. Concern's monitoring system and feedback mechanisms monitor activities, outputs and outcomes and indicate areas of weakness to be adapted. Concern's drive to focus on highly vulnerable environments as well as human resource challenges in challenging contexts means that organisational commitments on occasion temporarily stretch capacity.

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

Communities feel that Concern's programmes are realistic and safe and expressed satisfaction with the timeliness of Concern's response.

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

Score: 2,6

Concern has a strong focus on avoiding negative effects around sexual exploitation and abuse, dignity and rights. It does not systematically identify potential unintended negative effects regarding safety, security, culture, social and political relationships and the environment. The organisation's programmatic approach is focused on strengthening local capacities, particularly in development environments, and enabling communities and people affected by crisis to be more resilient to shocks. Programmes are designed to promote early recovery and support the local economy. Concern supports communities to develop preparedness plans and works with local authorities to develop their capacity as first responders. It defines exit strategies early in interventions and makes its intentions clear to all stakeholders. However, transition planning is more challenging, particularly in contexts which move in and out of crisis.

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

Communities feel stronger as individuals and groups as a result of Concern's interventions and identified no negative effects of programmes.

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

**Score: 2.6**

Concern's information sharing guidance is not well known by staff in country programmes who have developed their own contextualized information sharing plans that meet CHS requirements. Communities are familiar with programme content and deliverables and almost all were familiar with Concern's future plans. There is clear improvement in the systematic nature of information sharing (particularly regarding Concern's principles, complaints handling mechanisms and expected staff behavior) in more recent projects. The organisation's programmes demonstrate inclusive representation and/or participation at all stages, including design, planning, implementation and monitoring. Concern staff are open to feedback from communities.

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

Communities are generally satisfied with the nature and format of information provided by Concern. They feel that opportunities for participation are appropriate and meaningful though noted some instances where feedback did not receive a response.

#### Commitment 5: Complaints are welcomed and addressed

**Score: 2.3**

Concern's organisational culture regarding complaints is well embedded; the complaints mechanism is documented and the vast majority of country programmes have functioning complaints mechanisms. Although there is limited evidence of consultation in older programmes, there is evidence of improvement in systematic consultation with communities regarding the design and implementation of complaints mechanisms. There is some lack of clarity regarding access to and scope of complaints mechanisms and expected behaviour of staff, particularly in older programmes. However, where complaints are received, they are welcomed and accepted and Concern prioritises the safety and confidentiality of complainants. Referral to other agencies occurs systematically in cases of sexual exploitation and abuse.

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

Communities do not consistently understand expected staff behaviour or the processes of accessing complaints mechanisms. However, they express confidence in the integrity of Concern's complaints mechanisms, and reported that they were very satisfied with the behaviour, competency and commitment of Concern staff.

### Commitment 6: Humanitarian response is coordinated and complementary

Score: 3

Concern's policies and strategies demonstrate a strong commitment to coordination at county and national levels, which is measured through key performance indicators. Concern identifies roles and responsibilities of a range of stakeholders and understands their capacities and interests. This increases the complementarity of responses with national and local authorities and other stakeholders. The organisation is a member of a range of coordination mechanisms, networks and alliances through which it shares information with relevant stakeholders.

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

Communities are generally aware of Concern's collaborative efforts with other organizations and local government authorities.

### Commitment 7: Humanitarian actors continuously learn and improve

Score: 2.8

Concern invests in learning and has a range of structures and mechanisms to share lessons internally and with peers but less systematically with communities. The organisation designs programmes based on contextual analysis and experience from prior interventions. Concern uses monitoring and evaluation exercises to learn and implement change but does not systematically seek community feedback or complaints to make changes.

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

Some communities were satisfied with opportunities for learning and onward sharing of learning with other communities. Other communities could not provide examples of learning.

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

Score: 2.9

HR policies/procedures/documentated pay bands are in place and performance reviews are generally delivered systematically. Staff work according to agreed objectives and performance standards, are familiar with organisational policies and the consequences of non-adherence – particularly regarding the code of conduct. Specific staff manuals exist in all countries of operation and are familiar to all staff. International and senior national staff feel supported to develop themselves through comprehensive training and development programmes. Less senior national staff are most likely to develop through learning on the job, coaching and mentoring. Concern's focus on working in the most challenging environments makes staff recruitment and retention more difficult- this is increased by remuneration packages that are not particularly competitive.

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

Communities were very satisfied with the behaviour, competency and commitment of Concern staff. No communities mentioned a breach of the code of conduct.

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

Score: 2.7

Concern has a strong resource management policy base, with the exception of the environment, which has not been an organisational focus. Concern's systems and procedures for designing and implementing programmes balance quality, cost and timeliness. Processes and procedures (including finance, procurement and stock management) drive efficiency. It systematically monitors and reports on budget and has shown leadership in tackling corruption.

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

Communities are satisfied with how Concern allocates and use resources and were not aware of any instances of financial misappropriation.

## 8. Organisation's approval

### Acknowledgement and Acceptance of Findings

(Organisation representative – please cross where appropriate)

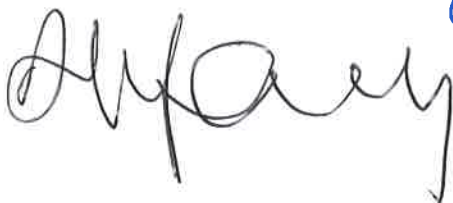
I acknowledge and understand the findings of the audit

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:



Dominiac Mac Sorley  
CEO

Date and Place:

11/10/17  
Dublin

Date of the report: 2017-07-24



## 9. HQAI's decision

Quality Control by: Elissa Goucem	Quality Control finalised on: First Draft: 2017-07-24 Second: 2017-10-02
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Certification Decision:	
Certification	Mid-term 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: 2018-10-10 Mid-term Audit before: 2019-10-10 Second Maintenance Audit before: 2020-10-10	

Certification Decision Pierre Hauselmann Executive Director Humanitarian Quality Assurance Initiative	Date: 2017-10-11
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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
<b>0</b>	<ul style="list-style-type: none"> <li>• Operational activities and actions systematically contradict the intent of a CHS requirement.</li> <li>• Recurrent failure to implement the necessary actions at operational level.</li> <li>• A systemic issue threatens the integrity of a CHS Commitment (i.e. makes it unlikely that the organisation is able to deliver the commitment).</li> </ul>	<ul style="list-style-type: none"> <li>• Policies and procedures directly contradict the intent of the CHS requirement.</li> <li>• Complete absence of formal or informal processes (organisational culture) or policies necessary for ensuring compliance at the level of the requirement and commitment.</li> </ul>
<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>		
<b>1</b>	<p>Some actions respond to the intent behind the CHS requirement. However:</p> <ul style="list-style-type: none"> <li>• There are a significant number of cases where the design and management of programmes and activities do not reflect the CHS requirement.</li> <li>• Actions at the operational level are not systematically implemented in accordance with relevant policies and procedures.</li> </ul>	<p>Some policies and procedures respond to the intent behind the CHS requirement. However:</p> <ul style="list-style-type: none"> <li>• Relevant policies exist but are incomplete or do not cover all areas of the CHS.</li> <li>• Existing policies are not accompanied with sufficient guidance to support a systematic and robust implementation by staff.</li> <li>• A significant number of relevant staff at Head Office and/or field levels are not familiar with the policies and procedures.</li> <li>• Absence of mechanisms to ensure the monitoring and systematic delivery of actions, policies and procedures at the level of the commitment.</li> </ul>
<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>		
<b>2</b>	<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"> <li>• Implementation of the requirement varies from programme to programme and is driven by people rather than organisational culture.</li> <li>• There are instances of actions at operational level where the design or management of programmes does not fully reflect relevant policies.</li> </ul>	<p>Some policies and procedures respond to the intent behind the CHS requirement. However:</p> <ul style="list-style-type: none"> <li>• Relevant policies exist but are incomplete or do not cover all areas of the CHS.</li> <li>• Existing policies are not accompanied with sufficient guidance to support a systematic and robust implementation by staff.</li> <li>• A significant number of relevant staff at Head Office and/or field levels are not familiar with the policies and procedures.</li> <li>• Absence of mechanisms to ensure the monitoring and systematic delivery of actions, policies and procedures at the level of the commitment.</li> </ul>
<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>		



Score	Key actions	Organisation responsibilities
3	<p>Actions respond to the intent of the CHS requirement:</p> <ul style="list-style-type: none"> <li>The design of projects and programmes and the implementation of activities is based on the relevant policies and reflects the requirement throughout programme sites.</li> <li>Staff are held accountable for the application of relevant policies and procedures at operational level, including through consistent quality assurance mechanisms.</li> </ul>	<p>Policies and procedures respond to the intent of the CHS requirement:</p> <ul style="list-style-type: none"> <li>Relevant policies and procedures exist and are accompanied with guidance to support implementation by staff.</li> <li>Staff are familiar with relevant policies. They can provide several examples of consistent application in different activities, projects and programmes.</li> <li>The organisation monitors the implementation of its policies and supports the staff in doing so at operational level.</li> </ul>
<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"> <li>Field and programme staff act frequently in a way that goes beyond CHS requirement to which they are clearly committed.</li> <li>Communities and other external stakeholders are particularly satisfied with the work of the organisation in relation to the requirement.</li> </ul>	<p>As 3, but in addition:</p> <ul style="list-style-type: none"> <li>Policies and procedures go beyond the intent of the CHS requirement, are innovative and systematically implemented across the organisation.</li> <li>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.</li> <li>They can relate the examples to improved quality of the projects and their deliveries.</li> </ul>
<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"> <li>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.</li> </ul>	<p>As 4, but in addition:</p> <ul style="list-style-type: none"> <li>Policies and procedures go far beyond the intent of the CHS requirement and could serve as textbook examples of relevant policies and procedures.</li> <li>Policy and practice are perfectly aligned.</li> </ul>
<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>		