



# Organisation for Rehabilitation and Development in Amhara (ORDA)

CHS Independent Verification Initial Audit Report

ORDA-VER-2018-006

2019-01-18

## Table of Content

<b>TABLE OF CONTENT</b> .....	<b>2</b>
<b>1. GENERAL INFORMATION</b> .....	<b>4</b>
<b>2. SCHEDULE SUMMARY</b> .....	<b>4</b>
<b>3. RECOMMENDATION</b> .....	<b>6</b>
<b>4. QUALITY CONTROL (COMPLETED BY HQAI)</b> .....	<b>6</b>
<b>5. BACKGROUND INFORMATION ON THE ORGANISATION</b> .....	<b>7</b>
5.1 GENERAL.....	7
5.2 ORGANISATIONAL STRUCTURE AND MANAGEMENT SYSTEM.....	7
5.3 ORGANISATIONAL QUALITY ASSURANCE .....	8
5.4 WORK WITH PARTNERS .....	8
5.5 CERTIFICATION OR VERIFICATION HISTORY .....	9
<b>6. SAMPLING</b> .....	<b>9</b>
6.1 RATIONALE FOR SAMPLING .....	9
6.3 INTERVIEWS:.....	10
<b>7. REPORT</b> .....	<b>11</b>
7.1 OVERALL ORGANISATIONAL PERFORMANCE.....	11
7.2 SUMMARY OF CORRECTIVE ACTION REQUESTS .....	11
7.3 STRONG POINTS AND AREAS FOR IMPROVEMENT: .....	12
<i>Commitment 1: Humanitarian assistance is appropriate and relevant</i> .....	12
<i>Commitment 2: Humanitarian response is effective and timely</i> .....	13
<i>Commitment 3: Humanitarian response strengthens local capacities and avoids negative effects</i> .....	13
<i>Commitment 4: Humanitarian response is based on communication, participation and feedback</i> .....	13
<i>Commitment 5: Complaints are welcomed and addressed</i> .....	14
<i>Commitment 6: Humanitarian response is coordinated and complementary</i> .....	14
<i>Commitment 7: Humanitarian actors continuously learn and improve</i> .....	14
<i>Commitment 8: Staff are supported to do their job effectively, and are treated fairly and equitably</i> .....	15
<i>Commitment 9: Resources are managed and used responsibly for their intended purpose</i> .....	15
<b>8. ORGANISATION’S REPORT APPROVAL</b> .....	<b>16</b>
<b>9. HQAI’S DECISION</b> .....	<b>17</b>
<b>ANNEX 1: EXPLANATION OF THE SCORING SCALE</b> .....	<b>18</b>



## 1. General information

Organisation	ORDA (Organisation for Rehabilitation and Development in Amhara)		
Type	<input checked="" type="checkbox"/> National <input type="checkbox"/> International <input type="checkbox"/> Membership/Network <input type="checkbox"/> Federated <input type="checkbox"/> Direct assistance <input type="checkbox"/> Through partners		
Mandate	<input checked="" type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input type="checkbox"/> Advocacy		
Verified Mandate(s)	<input checked="" type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input type="checkbox"/> Advocacy		
Size (Total number of programme sites/ members/partners – Number of staff at HO level)	45 project sites HO staff: 233 PO staff: 968 Zone office: 271 Addis Ababa: 12	Sampling Rate (45 Projects)	7 sites
Lead auditor	Annie Devonport	Auditor	Susanne Neymeyer
		Others	Observers N/A
	Head Office	Programme Sites	
Location	Bahir Dar, Amhara Province, Ethiopia	1) Farta 2) Wadla 3) Flakit/Meket	
Dates	29 <sup>th</sup> October – 31 <sup>st</sup> October 5 <sup>th</sup> – 7 <sup>th</sup> November 2018	1 <sup>st</sup> – 4 <sup>th</sup> November 2018	

## 2. Schedule summary

### 2.1 Verification Schedule

Name of Programme sites/members/partners verified	Location	Mandate (Humanitarian, Development, Advocacy)	Number of projects visited	Type of projects
Improving food and nutrition security by enhancement of production and productivity	Farta-Debra Tabor	Development	1	Livelihoods

Development Food Assistance Project to Strengthen Institutions & Resilience	Wadla-Kone	Development	1	Livelihoods and resilience
Livelihoods for Resilience	Felakt-Meket	Development	1	Livelihoods and resilience
Enhancing Market Systems for Improved Sustainable Livelihoods	Woldia	Development	Remote assessment	Livelihoods
Joint Emergency Operation Project		Humanitarian	Remote assessment	Food distribution
Amhara Trachoma Control Program		Development	Document review	Health
JOHN's Rig Project-Sanitation and Hygiene Development		Development	Document review	Water, sanitation and hygiene

## 2.2 Opening and closing meetings

### 2.2.1 At Head Office:

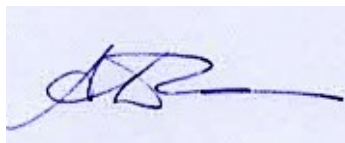
	Opening meeting	Closing meeting
Date	29 <sup>th</sup> October	7 <sup>th</sup> November
Location	Bahir Dar	Bahir Dar
Number of participants	14 (12M/2F)	11 (8 M/3 F)
Any substantive issue arising	None	One of the projects identified by auditors for a site visit was substituted by ORDA for another project in the same location.

### 3. Recommendation

In our opinion, ORDA does not conform with all the requirements of the Core Humanitarian Standard. We do not recommend verification.

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

Lead Auditor's Annie Devonport



Date and Place: 29<sup>th</sup>  
November 2018

### 4. Quality Control

<b>Quality Control by</b>	Elissa Goucem
<b>Follow up</b>	
First Draft	2018-12-10
Final Draft	2019-01-18

## 5. Background information on the organisation

### 5.1 General

Organization for Rehabilitation and Development in Amhara (ORDA) was founded in February 1984 as Ethiopian Relief Organization (ERO) in response to severe rural poverty. ORDA legally registered as a local NGO in Ethiopian relief and rehabilitation commission 1991 and in 1999 by the federal Ministry of Justice (MOJ). The licence number is 0607 and the operating area is the Amhara province of Ethiopia.

In 1991, when the internal situation stabilised, ERO extended its relief and agricultural rehabilitation portfolio to include repatriation of Ethiopian returnees from Sudan and resettlement of internally displaced people. ORDA developed the first five-year strategic plan (1997-2003) during the second General Assembly held in April 1997 in Bahir Dar, and it was during this general assembly that the name ERO was changed to ORDA.

The first strategic plan defined ORDA's priority to focus on natural resource protection, agricultural development, rural water supply and access road construction; emergency food aid and other related interventions to be taken up when necessary. During this period, ORDA implemented seven Food Security and Integrated Rural Development Projects in eight woredas.

The second strategic plan (2004-2008), refined the priorities and restructured the organization under five technical programmes: Agricultural Development and Environmental protection, Forest Resources Development, Water Resources Development, Capacity Building & Community Development and Disaster prevention & Relief Programs, with six supporting units. This strategic period was a period characterized by enormous change when ORDA achieved greater visibility among the public, government, donors and partners.

The third strategic plan (2009-2013) focused in three programmatic areas: natural resource development; water resource development; and food security & agriculture programmes with mainstreaming of gender and HIV/AIDS in all programmes, with expanded coverage and budget. In the strategic period, ORDA reached 3.5 million people in 80 Woredas of the region with over 1.5 billion Ethiopian Birr in cash and commodities.

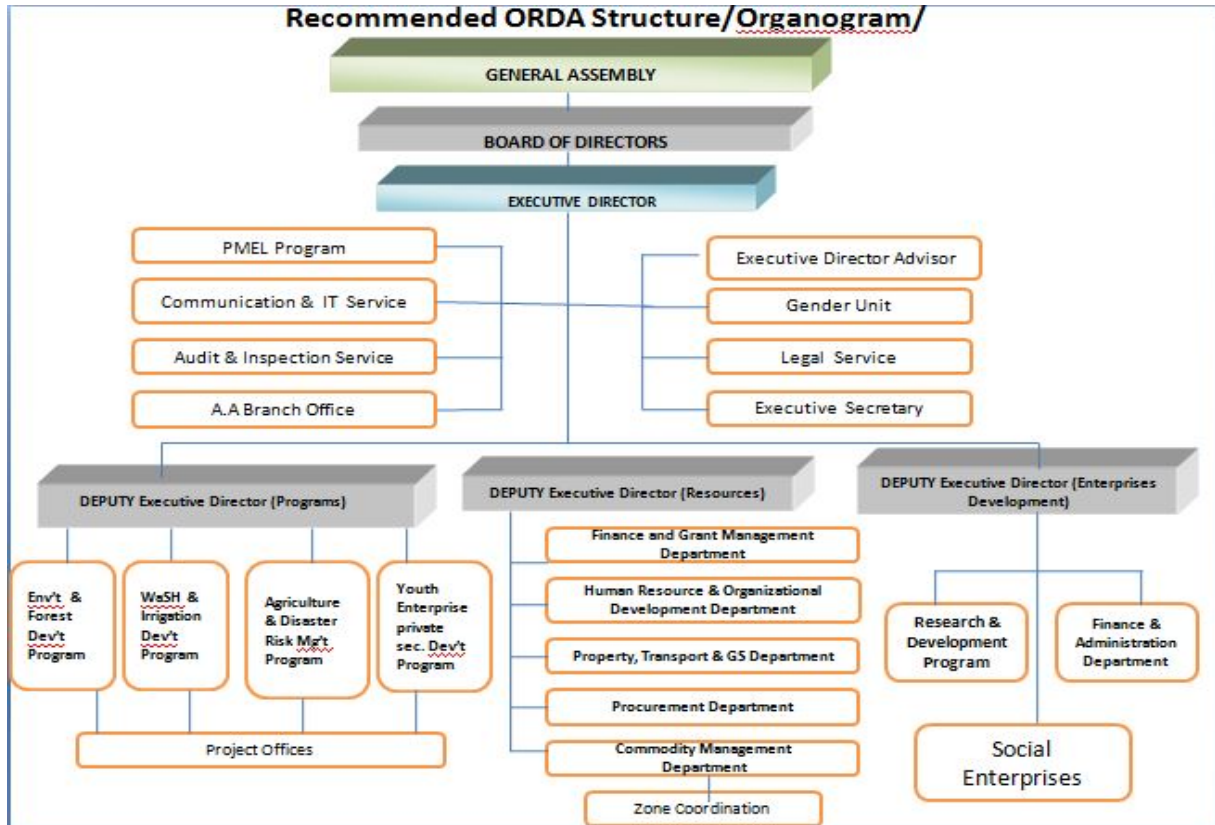
The fourth strategic plan (2014-2018) was implemented for two years (2014-2015) before being revised to align with the Government of Ethiopia's growth and transformation agenda. The current plan covers the period from 2016 to 2020.

ORDA's Mission: Empowering poor communities and their institutions to achieve livelihoods and environmental security in Amhara region, and their vision is a prosperous society in Amhara region of Ethiopia. The core values are: respect and dedication to the people; integrity; endurance; transparency and accountability; inclusiveness. There are three strategic themes: climate smart sustainable livelihoods; strategic partnership; and operational excellence.

### 5.2 Organisational structure and management system

ORDA is a constituency-based organisation from which its General Assembly is formulated. Board of Directors is the second highest governing body, elected by the General Assembly (GA) for a term of four years. The board is responsible for appointing the executive and deputy directors. The board of directors oversees the implementation of organisational strategies and plans; is responsible for signing off new policies; and provides overall guidance to the management of the organisation. The Executive Director is responsible for the overall management of the organisation.

The management committee of ORDA comprises the executive director, the deputy directors, programme directors, programme managers, coordination and service managers.



### 5.3 Organisational quality assurance

ORDA board and programme directors are responsible to ensuring the quality of the services delivered by the organisation. Quality is assured through ORDA’s Monitoring and Evaluation (M&E) framework and internal and external auditing procedures.

The Business, Development and Research Action (BDRA) department is responsible for overall M&E procedures and for ensuring they are followed. Project activities are monitored by field staff weekly, monthly, quarterly and half-yearly with findings reported to ORDA management for remedial actions and decision. Senior staff also undertake periodic field-level monitoring.

ORDA’s Audit & Inspection Service carries out internal audits such as cash-count audit; financial document review; stock and property; and procurement; and checks the implementation of policies, plans, rules and procedures. External audits on the financial statement take place annually. ORDA’s financial reporting system controls project budgets and the analysis of variances. The procurement department checks biannually whether the material delivered to the project offices is still available.

ORDA is dependent on funding from International NGO partners for many of their programmes. Regular reports are submitted to funding partners. Joint monitoring of project activities is undertaken with INGO partners and with local government officials.

### 5.4 Work with Partners

ORDA identifies as partners bodies such as Government, International NGOs, CBOs, the community and even commercial organisations. Strategic partnership is one of ORDA’s key themes; this theme focuses on sustainable resource mobilisation and utilisation; and effective communication and image building.

Whilst all ORDA programmes are implemented with support from funding partners, three of ten are as a member of a larger consortium. There is provision for partnerships and



programmes to broaden out from ORDA's core organisational intents by up to 5%, as long the project lies within Amhara and the need is clearly identified.

When selecting partners for collaboration, aside from the Government, ORDA considers whether the organisation aligns with their own vision and principles. Assessments of organisations is however, ad hoc, with no formal framework or due diligence to guide the process. There is currently no finalised partnership framework to describe the nature of the relationship ORDA has with the different types of partner.

At the time of the audit, ORDA is directly implementing all its current programmes.

## 5.5 Certification or verification history

This audit against CHS is the first audit of its kind for ORDA. No similar audits have been undertaken previously.

## 6. Sampling

### 6.1 Rationale for sampling

An initial random selection was used to identify seven projects from forty-five provided by ORDA (under ten programme headings), in accordance with HQAI methodology. Following discussions with ORDA, four projects were replaced for the following reasons: a) two were under the same programme in different locations; b) three were a long distance from the head office so were replaced by three others from the same programme. The project selected to substitute for the duplication was a different sector of activity.

Of the seven projects identified three were selected for a site visit, two for a remote assessment and two were reviewed through documents only. The rationale for selection of the three for site visits were logistics and diversity of activities. However, once in country, auditors found that one project selected for a site visit had not commenced so had no staff or beneficiaries. As a result, ORDA made a substitution for a project in the same location.

#### 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 Recommended sample size for the mid-term audit

Auditors recommend that the sampling base for the mid-term audit should be the number of programmes currently being implemented rather than the projects. If the programmes remain unchanged at ten, the sampling size should be three.

### 6.3 Interviews:

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

Position of interviewees	Number of interviewees
Head Office <b>Staff</b>	21 (18 M; 3 F)
<b>Partner</b>	1 (Remote)
Project sites	-
<b>Staff</b>	10
<b>Stakeholder - Government representative</b>	4
<b>Total number of interviews</b>	36

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

Type of Group	Number of participants	
	Female	Male
Beneficiary focus groups	5 groups: total of 38 participants	5 groups: total of 38 participants
<b>Total number of participants</b>	38	38

## 7. Report

### 7.1 Overall organisational performance

ORDA is clear in its mission and organisational and development objectives. Having started as a humanitarian organisation the focus of programmes now is largely development and resilience, to improve the lives and livelihoods of the people of Amhara.

A core strength of the organisation is its close working with the community and the dedication of its staff. This strength can be seen in how ORDA designs programmes to meet needs in an impartial way and through the timely delivery of goods and services. Programmes are developed to build the capacity and resilience of communities. Communications and relationships with communities and with other stakeholders are strong. There is good evidence that ORDA is working to capture and share learning and use this in project plans. The management of resources is tightly controlled.

A lack of documentation on some aspects of CHS resulted in the inability of auditors to fully verify compliance in some areas. ORDA's weaknesses lie in the policy framework for several CHS commitments; the weakest areas relate to complaints mechanisms and human resource policies. Auditors found that in some areas policies were available, but implementation and assurance mechanisms were weak.

### 7.2 Summary of Corrective Action Requests

Weaknesses	Type	Recommended time for resolution
2018-1.5 ORDA has no policy or guidance document that indicates the need to collect disaggregated data.	Minor	12 months
2018-1.6 ORDA neither systematically nor continuously analyses the context.	Minor	24 months
2018-3.6. ORDA does not always undertake hazard and risk assessments when planning programmes and not all communities are made aware of ORDA commitment to the prevention of sexual exploitation and abuse. ORDA does not monitor the environment for negative impacts.	Minor	24 months
2018-3.8. ORDA has no clear policy, guidance or systems to ensure safeguarding of sensitive beneficiary information.	Minor	12 months
2018-5.3 ORDA does not systematically document beneficiary complaints.	Minor	24 months
2018-5.4 ORDA has no clear overarching complaints handling policy or guidance in place that covers programming, sexual	Major	6 months

exploitation and abuse, and other abuses of power.		
2018-5.5. ORDA's practice on complaints handling is not consistent throughout its programmes and complaints are not acted upon according to defined policies and processes.	Minor	12 months
2018-6.1. ORDA does not systematically undertake stakeholder and capacity analyses and has no tool or guidance on how this should be done.	Minor	24 months
2018-7.4. ORDA has no learning policy and the M & E policy is not clear on when evaluations should be conducted	Minor	12 months
2018-8.2. ORDA does not have systems in place to ensure all staff are aware of the Code of Conduct and Ethics	Minor	12 months
2018-8.6. ORDA does not ensure that new staff are adequately inducted into the organisation.	Minor	24 months
2018-8.9. ORDA does not systematically monitor adherence to its safety policy and does not carry out health and safety risk assessments.	Minor	24 months
<b>TOTAL Number</b>		12

### 7.3 Strong points and areas for improvement:

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

**Score: 1.8**

ORDA's policies commit to delivering impartial needs-based assistance and to diversity of communities. The organisation designs and implements its projects taking into account vulnerabilities and capacities and offers different types of aid depending on the capacity and assets of its beneficiaries. However, there is no process by which ORDA systematically reviews the context or the needs and capacities of communities. ORDA does not systematically disaggregate collected data by age and by ability and there is no guidance on the collection and use of disaggregated data.

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

Communities expressed their satisfaction and consider the project activities as relevant and appropriate. Beneficiaries stated they consider that ORDA is impartial, independent and non-discriminatory.

## Commitment 2: Humanitarian response is effective and timely

Score: 2.4

ORDA ensures timely response by using clear processes and through close collaboration with other departments and government agencies. In an emergency, the national government provides the disaster management plan and additional staff. Mechanisms, such as staffing needs and SWOT analyses, and regular reviews of proposed project budgets, assure that ORDA's project commitments are in line with its organisational capacities. ORDA's performance oriented monitoring system ensures the identification of poor performance. However, ORDA rarely monitors the project outcomes, although ORDA's M&E guidelines state otherwise. ORDA's M&E reporting structures and tools are inconsistent and not systematic and the organisation handles risk identification and solutions differently depending on project type and donor. ORDA refers unmet needs to the government, but does not systematically identify them. Overall, ORDA uses relevant technical standards and good practice but training and induction of the CHS for staff is incomplete.

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

Communities generally agree that ORDA's assistance is timely and according to their needs.

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

Score: 2.4

ORDA works to improve food security, livelihoods and the environment in Amhara. The organisation develops the capacity of communities and local leadership towards these aims. All programmes have a transition or exit strategy through empowerment and support towards self-reliance. ORDA has no standardised tool for risk and community vulnerability and capacity assessment and does not always consider or monitor the potential unintended effects of their programme. There is no overarching policy covering the safeguarding of personal or sensitive information gathered from communities.

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

Communities stated that they were in a stronger state and felt more resilient to withstand future shocks and set-backs. They did not identify any negative effects from any of the projects. Some communities were aware of how to respond to sudden emergencies such as floods and landslides, stating that the Government took responsibility for such planning and conducting training.

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

Score: 2.6

ORDA engages communities in all stages of the projects, excluding the design phase. In line with local culture, ORDA communicates with communities using soft, largely verbal, approaches. Field workers frequently live within the villages of intervention and are accessible and open to feedback. ORDA demonstrates a commitment to inclusion of women and people with disabilities; they recognise the need to take further, positive action to include more people with disabilities in their programmes. External communications are both ethical and respectful of beneficiaries. However, ORDA lacks

organisational guidelines to support staff's engagement with communities, so is unable to ensure a consistent approach across all programmes.

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

Communities stated that ORDA staff provide all the information they need, through face to face discussions and at meetings. Community groups said they were fully involved in all parts of the project except for the initial planning. They were engaged in decisions on different project interventions. ORDA staff were described as open and approachable for feedback and comments.

### Commitment 5: Complaints are welcomed and addressed

Score: 0

ORDA's complaints mechanisms work for the beneficiaries. ORDA's Code of Ethics and Code of Conduct Code reflect this commitment. ORDA staff generally explain their code of conduct to target communities, provide information on the scope of complaints and on how to complain. Although ORDA generally welcomes complaints, it has no policy or systematic approach to ensure a consistent complaints mechanism for communities; this results in the complaint mechanism differing from project to project. ORDA does not systematically document and manage complaints and referral processes in all its projects.

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

Communities stated they are satisfied with the complaints handling processes. They feel confident about making complaints and sufficiently informed about the complaint handling process. In focus group discussions, all stated they can easily submit complaints without fear, and ORDA treats their complaints fairly, appropriately and in a timely manner.

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

Score: 2.7

ORDA has strong working relationships with Government bodies and International NGOs. Some programmes are implemented as part of larger consortia. Information is shared appropriately with partners and through coordination groups such as the Government/NGO forums, from national to woreda level. All partnerships are governed by contract agreements, although these do not include humanitarian principles. ORDA identifies stakeholders in the strategic plan but does not detail their capacities and interests. At project level ORDA does not always undertake a stakeholder and capacity analysis and does not have a tool to guide staff on how this should be done.

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

Focus groups reported that there were no other NGOs working on the same sectors in their area and were not aware of any duplication.

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

Score: 2.7

ORDA draws on lessons from experience and research when designing programmes. The organisation shares learning with stakeholders and peers through presentations and written and on-line media. Staff have been trained to elaborate 'stories' as a

means of describing successes. ORDA implements changes as a result of monitoring and evaluation; as no complaints register is maintained the organisation cannot ensure they systematically learn from these. ORDA's monitoring and evaluation policy is detailed on monitoring but does not establish when evaluations should be conducted.

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

Communities confirmed that ORDA shares learning and the results of monitoring and evaluation with them. Some groups stated that ORDA was improving.

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

Score: 2

ORDA has a clear set of values which is well known to staff. All staff have a job description and processes exist for regular staff appraisal and development needs assessments. The organisation undertakes regular staff capacity and capability needs assessments to ensure they can deliver on their commitments. All staff who were asked stated that policies were fair and supportive. ORDA has a Code of Conduct and Ethics but only procurement staff are required to sign to declare they have read and will abide by it. ORDA does not have a register of its policies and procedures nor a schedule of when these should be reviewed. A process for staff induction was described by staff but there is no process to assure that new staff have been made aware of what is required of them. Policies to ensure the security and wellbeing of staff are in place but not the mechanisms to ensure they are being followed. ORDA has no health and safety risk assessment process.

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

Communities spoke warmly of ORDA staff and described them as helpful, competent, knowledgeable and of "having a good manner".

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

Score: 2.7

ORDA ensures that its projects are cost effective and that it delivers support by balancing quality, cost and timeliness. A number of policies and procedures assure effective management of logistics and procurements and efficient use of resources. There are effective formal processes for authorising and monitoring the use of funds and resources. Moreover, ORDA has a zero-tolerance policy to fraud and corruption and misuse of resources and takes appropriate action where ORDA suspects or discovers irregular practices (incl. misuse of funds). ORDA consistently considers potential negative project impacts on the environment. ORDA's Environmental Impact Assessment guideline helps in this regard. However, ORDA does not have policies or processes in place to ensure that its own resources are used in an environmentally responsible way.

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

Communities indicated that they use the provided aid as intended. According to them, ORDA's support represents value for money. The communities generally appreciate ORDA's allocation of resources.

Report number: ORDA-VER-2018-006

Humanitarian Quality Assurance Initiative 7, ch. De Balexert – 1219 Chatelaine -  
Switzerland Page 16 of 19

## 8. Organisation's report approval

### Acknowledgement and Acceptance of Findings

For 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 of which you do not accept the findings

Name and Signature



Dejene Minliku Mekonen  
Deputy Executive Director  
(Programs')





Date and Place

February 4, 2019



## 9. HQAI's decision

<b>Independent Verification Decision</b>	
Registration in the verification scheme:	
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Refused	
<b>Next steps before</b>	
Workplan for continuous improvement: 2019-08-03	
First Maintenance Self-assessment: 2020-02-03	
Mid-term audit: 2021-02-03	
Second Maintenance Self-assessment: 2022-02-03	
Renewal audit: 2023-02-03	
Pierre Hauselmann Executive Director Humanitarian Quality Assurance Initiative	Date: 2019-02-04  

### Appeal

*In case of disagreement with the decision on certification, the organisation can appeal to HQAI within 14 days after being informed of the decision.*

*HQAI will investigate the content of the appeal and propose a solution within 10 days after receiving the appeal.*

*If the solution is deemed not to be satisfactory, the organisation can inform in writing HQAI within 30 days after being informed of the proposed solution of their intention to maintain the appeal.*

*HQAI will transmit the case to the Chair of the Advisory and Complaint Board who will constitute a panel made of at least two experts who have no conflict of interest in the case in question. These will strive to come to a decision within 30 days.*

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

## Annex 1: Explanation of the scoring scale

0	<p><b>A score of 0 denotes a weakness that is so significant that it indicates that the organisation is unable to meet the required commitment. This is a major weakness to be corrected immediately.</b></p>
	<p>EXAMPLES:</p> <p>Operational activities and actions contradict the intent of a CHS commitment.</p> <p>Policies and procedures contradict the intent of the CHS commitment.</p> <p>Absence of processes or policies necessary to ensure compliance at the level of the commitment.</p> <p>Recurrent failure to implement the necessary actions at operational level make it impossible for the organisation to ensure compliance at the level of the commitment.</p> <p>Failure to implement corrective actions to resolve minor non-conformities in the adequate timeframes (for certification only)</p> <p>More than half of the indicators of one commitment receive a score of 1 (minor non-conformity), making it impossible for the organisation to ensure compliance at the level of the commitment. (for independent verification or certification only)</p>
1	<p><b>A score of 1 denotes a weakness that does not immediately compromise the integrity of the commitment but requires to be corrected to ensure the organisation can continuously deliver against the commitment.</b></p>
	<p>EXAMPLES:</p> <p>There are a significant number of cases where the design and management of programmes and activities do not reflect the CHS requirement.</p> <p>Actions at the operational level are not systematically implemented in accordance with relevant policies and procedures.</p> <p>Relevant policies exist but are incomplete or do not cover all areas of the requirement/commitment.</p> <p>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.</p> <p>Absence of mechanisms to monitor the systematic application of relevant policies and procedures at the level of the requirement/commitment.</p>
2	<p><b>A score of 2 denotes an issue that deserve attention but does not currently compromise the conformity with the requirement.. This is worth an observation and, if not addressed may turn into a significant weakness (score 1).</b></p>
	<p>EXAMPLES:</p> <p>Implementation of the requirement varies from programme to programme and is driven by people rather than organisational culture.</p> <p>There are instances of actions at operational level where the design or management of programmes does not fully reflect relevant policies.</p> <p>Relevant policies exist but are incomplete or do not cover all areas of the requirement/commitment.</p>
3	<p><b>The organisation conforms with this requirement, and organisational systems ensure that it is met throughout the organisation and over time.</b></p>
	<p>EXAMPLES:</p>

	<p>Relevant policies and procedures exist and are accompanied with guidance to support implementation by staff.</p> <p>Staff are familiar with relevant policies. They can provide several examples of consistent application in different activities, projects and programmes.</p> <p>The organisation monitors the implementation of its policies and supports the staff in doing so at operational level.</p> <p>Policy and practice are aligned.</p>
4	<p><b>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.</b></p> <p>EXAMPLES:</p> <p>Field and programme staff act frequently in a way that goes beyond CHS requirement to which they are clearly committed.</p> <p>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> <p>Communities and other external stakeholders are particularly satisfied with the work of the organisation in relation to the requirement.</p> <p>Policies and procedures go beyond the intent of the CHS requirement, are innovative and systematically implemented across the organisation.</p>