



HUMANITARIAN QUALITY  
ASSURANCE INITIATIVE

**TPO Uganda**  
**CHS verification Initial Audit Report**

TPO-VER-2018-004

Date: 2018-08-29

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## 1. General information

Organisation	TPO Uganda		
Type	<input checked="" type="checkbox"/> National <input type="checkbox"/> Membership/Network <input 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 type="checkbox"/> Advocacy
Verified Mandate(s)	<input checked="" type="checkbox"/> Humanitarian	<input checked="" type="checkbox"/> Development	<input type="checkbox"/> Advocacy
Size	11 projects, 23 staff	Sampling Rate	4 programs visited in Uganda
Lead auditor	Mathieu Dufour	Auditor	N/A
		Others	N/A
	Head Office	Programme Site(s)	
Location	Kampala, Uganda	Mpigi, Mityana, Adjumani, Gulu	
Dates	3 <sup>rd</sup> and 9 <sup>th</sup> , may 2018	4 <sup>th</sup> to 8 <sup>th</sup> may 2018	

## 2. Schedule summary

### 2.1 Verification Schedule

Name of Programme sites/members/partners verified	Location	Mandate	Type of projects
Coaching Boys into Men (INSPIRE) -	Mityana district	Development	MHPSS services and response to violence against children
Keeping Children in Healthy & Protective Families (KCHPF)	Mpigi,	Development	Child care support through parenting skills interventions.
Response, Recovery, Resilience, Readness and Opportunity (R4O)	Adjumani district	Humanitarian	MHPSS services for SGBV and war trauma in Emergency
Development of a Dissemination, Prevention and Response Plan for the VACS study in Uganda	Wellspring, Lira	Humanitarian	Response to violence against children
Promoting Peaceful Coexistence and Resilience Activity (USAID). Integrated Physical and Psychological Assistance for War Victims (TFV)	Gulu	Humanitarian	MHPSS services for and peace reconciliation

## 2.2 Opening and closing meetings

### 2.2.1 At Head Office:

	Opening meeting	Closing meeting
Date	Thursday, 3 <sup>rd</sup> may, 8h50	Thursday, 10 <sup>th</sup> may, 10h50
Location	Kampala	Kampala
Number of participants	16 people ( 7 women)	14 people ( 8 women)
Any substantive issue arising	N/A	N/A

A significant number of HQ staff were interviewed over the duration of the audit process

### 2.2.2 At Programme Site(s):

	Opening meeting			
Date	3 <sup>rd</sup> may, 12h	N/A	7 <sup>th</sup> , 8h20	8 <sup>th</sup> , 11h
Location	Mpigi	Mityana	Adjumani	Gulu
Number of participants	7 (3 women)	N/A	10 (3 women)	12 (6 women)
Any substantive issue arising	N/A	N/A	N/A	N/A

## 3. Recommendation

In our opinion, TPO shows a high level of commitment to the CHS and its inclusion in the Independent Verification scheme is justified.

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

Mathieu Dufour

Barcelona, July 3rd, 2018

## 4. Quality Control

Quality Control by	Elissa Goucem
Follow up	
First Draft	2018-07-09
Final Draft	2018-08-29

## 5. Background information on the organisation

### 5.1 General

TPO Uganda is a non-governmental organization that has been delivering services to vulnerable communities in Uganda for the last 24 years, with a commitment to empower communities affected by armed conflict, natural disasters, poverty as well as HIV and AIDS to meet their psychosocial and mental health needs.

In the early years, TPO Uganda programs targeted refugee communities that had high levels of war-related trauma and psychological distress. Over the years, TPO Uganda gradually moved its interventions to underserved national communities that were also in need of support. At the time of launching its new Strategic Plan in 2017, TPO Uganda is active in over 25 districts spanning eight regions in Uganda. Its growth was not only geographical but also entailed an increase in the volume of its interventions, from a single issue (psychosocial support) focus to more holistic programming covering; psycho social support and mental health, social protection interventions, child and adolescent focused programs as well as economic empowerment programs for women and vulnerable households. Over the years TPO Uganda has carved its niche in the provision of mental health and psychosocial support, trauma management, child protection and prevention and response to violence against women and children and community empowerment.

TPO is aware of the changing and unpredictable donor environment and takes cognizance of political developments in the west and how these can affect organizations such as TPO Uganda that are largely dependent on grants. Therefore, some of the strategies in TPO's strategic Plan such as continually diversifying funding portfolio as well as establishing a microcredit component onto its country program portfolio as well as acquiring office premises for its Head Office are bold ideas to ensure financial sustainability. TPO Uganda's 5 year Strategic Plan charts the course for the organization to address organizational and programmatic issues in a more strategic way. It demonstrates the organisation's commitment to provide quality, effective and efficient service to its constituents. TPO envisions a society where communities enjoy mental health and socio-economic wellbeing.

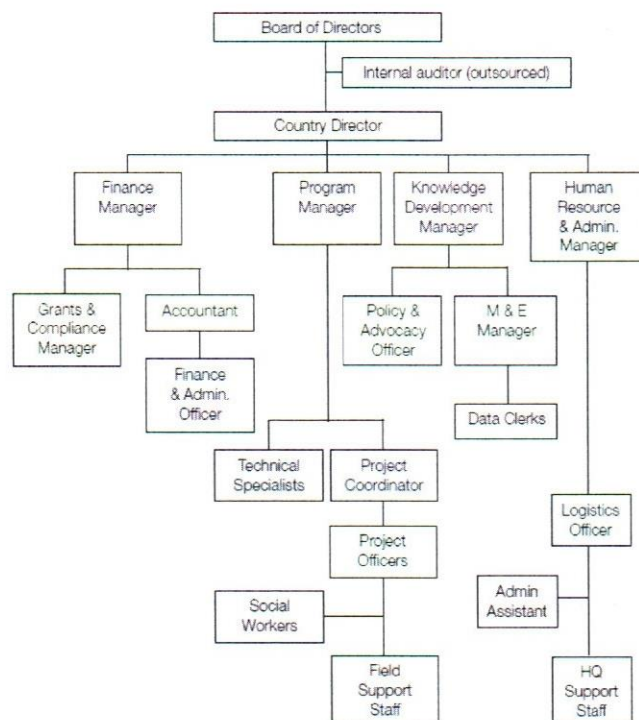
TPO Uganda is a rights based NGO that works in partnership with communities, civil society, the private sector and government to empower communities improve their mental health and socio-economic wellbeing in a sustainable way. TPO works closely with other like-minded organizations, including grant making consortia arrangements as well as sub-granting relationships. It also works with local governments and in all districts where it is operating, it signs memorandum of understanding that spell out modalities of collaboration.

In 2017 community support structures reached 39,889 beneficiaries including children and community members with Mental Health and Psycho Social Support (MHPSS)

interventions; 410 stakeholders were trained to deliver therapeutic treatment for trauma management and to address psychological distress. In the same year, 11322 beneficiaries were screened for MHPSS issues amongst which 8953 were enrolled into 645 Cognity Behavioural Treatment groups across the different projects in close to fifteen districts. 201 community support initiatives/groups that comprise counselling and patient support groups, VSLAs, women groups and village health teams were strengthened through information sharing and trainings. These in turn reached 32,041 community members with a range of mental health and psychosocial support services through their support structures. In total TPO reached over 63,212 individuals through psycho education and MHPSS awareness activities

## 5.2 Organisational structure and management system

TPO Uganda has a Board of Directors that comprises nine members, including the Country Director as the Secretary. Service on the board is voluntary and the selection method used is through public invitations to serve. The Board conducts its business through the following committees; Audit and Risk Management, Governance and Organizational Development and the Programmes and Resource Mobilization committee. Meetings follow the mandatory quarterly schedule and a calendar is drawn at the first meeting of the year. The Board leadership comprises; Chairperson, Vice-chairperson, Secretary (performed by the Country Director) and six other members. The day to day management of TPO is done by the Country Director supported by a Program Manager, Finance Manager, Knowledge Development Manager and Human Resources Officer. TPO has 8 field offices which are semi-autonomous and each office is headed by a Project Coordinator assisted by Finance and Administration Officer. The general board evaluation focuses on how the board business is being executed. Specific areas include: self-assessment, peer review, general board meeting, how the Board Chair conducts meetings, running of committees, the Country Director's performance, the organisational structure- who reports to who, board role in financial oversight and conformance especially as regards organisation's legal obligations. The Country Director's report focuses on the following: Governance, programme, partnerships, financial management and areas where the board can support management. The overall responsibility for the implementation of the policy ultimately lies with the Board of Directors. The Country Director is responsible for operationalizing the policy. The Country Director may delegate responsibility to carry out specific activities to the line managers, which have the responsibility to ensure that the policy is implemented with regard to the activities for their departments/sections.



### 5.3 Organisational quality assurance

The TPO Uganda M&E protocol has four stages of project cycle management: assessment, design, monitoring and evaluation. The entire cycle is built with the assumption that all processes which are planned, implemented and supported with credible management systems can result in sustainable development. In view of enhancing a participatory M&E system, this function is mainstreamed into the programming structure.

The programming teams are oriented about the benefits of a functional M&E system towards project success and also define their roles in project monitoring. The monitoring, evaluation and documentation unit develops data collection tools and performance measurement systems that projects use routinely to collect information on progress and performance.

The monitoring, evaluation and documentation unit regularly conducts M&E field missions to triangulate information that has been provided in project progress reports. It uses the project monitoring sheet and Indicator Performance Tracking Tables (IPTT) to update management on project progress and performance. Project teams collect data periodically and enter it into project information management system to track progress. The data entered into the system is verified regularly through M&E field spot checks and/ or impromptu field visits. This is to ensure data quality control.

Following each M&E field visit, a field visit report or memo is documented and discussed with respective project teams and an action plan developed which the monitoring, evaluation and documentation unit monitors as a follow up activity. At the end of the month or as agreed, an M&E consolidated field visits and project progress report is written. On a quarterly basis, an M&E report that seeks to document updates on project outputs, actions taken, early effects that are likely to translate into concrete outcomes, lessons learned and best practices is documented. The M&E team develops meetings for M&E officers that covers the importance for Data Quality Assurance (DQA) and provides approaches for ensuring data quality.

Support supervision visits are planned by the management team and provide human resources & finance management support as well as M&E support including on the following up of projects implementation, data quality, and reporting.

#### 5.4 Work with Partners

The vision for TPO Uganda's partnerships and the entire work of TPO Uganda centres on a rights-based approach, as well as the achievement of its long-term goal of empowering its partners, local communities, civil society and local governments to deliver services to the most vulnerable children, families and communities. Through partnerships, TPO proposes to support and empower progressive community-based organizations (CBOs) and Civil Society Organizations (CSOs) that have shared goals with TPO Uganda.

TPO believes in a society where all live in a harmonious and mutually supportive environment that builds the potential of everyone to realize a dignified quality of life. An effective collaboration between TPO Uganda and like-minded developmental organizations, international Non-Government Organizations, research and academic institutions, Civil Societies (CSOs), community-based organisations, consortiums, national and international organisations, corporate organizations as well as private entities, participates in the fulfilment of TPO mission and goals.

#### 5.5 Verification history

TPO has no certification related to international humanitarian standards such as People in Aid or HAP. This is the first verification exercise related to the core humanitarian standard.



## 6. Sampling

### 6.1 Rationale for sampling

4 projects were selected for visits amongst the 11 current projects listed in the selection form. The security constraints and logistics issues were the first criteria used to rule out some projects. The sampling was finalised taking into account criteria such as project mandates, size (number of staff) and phases of the project. It resulted in the selection of:

1. 2 emergency projects, one of which was recently opened, and the other already more established;
2. 2 development projects, one of which was recently opened.

#### 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

It is recommended for the mid-term audit to maintain the same sampling rate. In case of regional openings outside Uganda, it is recommended that the projects be included in the sampling.

### 6.3 Interviews:

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

HQ	8	35%
Project	15	65%
<b>Total number of interviews</b>	<b>23</b>	

#### 6.3.2 Focus Group Discussions (interviews with a group >6

Civil society organisations	4	7%
Community members	41	73%
District officials	6	11%
Families	5	9%
<b>Total number of interviews</b>	<b>56</b>	

Number of men	13	23%
Number of women	43	77%
<b>Total number of interviews</b>	<b>56</b>	

## 7. Report

### 7.1 Overall organisational performance

TPO's commitment to accountability is evident through all levels of the organisation. Its focus to improve mental health and socio-economic wellbeing of communities in a sustainable way is systematic. Coordination with others, civil society organizations and government representative above all, constitute a real strength that allows efficient and targeted aid. 20 years working with donors have allowed TPO to build solid systems for quality assurance, including a strong monitoring and evaluation unit. Communities have expressed feeling secured and stronger with TPO intervention.

TPO is in a constant improvement process and some areas still require improvements such as the systems for early identification of negative effects, monitoring or security as well as the complaints mechanisms. Nevertheless, the weaknesses identified on the later seem to be more related to the recent appropriation of the topic than to a lack of organisational commitment.

### 7.2 Summary of Weaknesses

Weaknesses	Type	Time for resolution
2018-3.2. TPO has no formal processes to identify and analyse at an early stage existing preparedness plans or risk assessment.	Minor	2020 - 07
2018- 3.6 No specific mechanism exists for prompt detection, assessment and mitigation of unintended negative effects, nor is there a systematic monitoring of unintended negative effects.	Minor	2020 - 07
2018- 4.1 TPO does not systematically provide information to communities on the expected behaviour of its staff and on the principles it adheres to.	Minor	2020 - 07
2018- 5.1 Communities and people affected by crisis are not systematically consulted on the design, the implementation and the monitoring of complaints handling processes.	Major	2019 - 07
2018- 5.3 TPO does not take steps to guarantee the safety of the complainant and those affected at all stages.	Minor	2020 - 07
2018- 5.4 The complaints handling process does not cover programming, sexual exploitation and abuse of people, or other abuses of power.	Minor	2020 - 07
2018- 5.6 TPO does not systematically provide information to communities on the expected behaviours of its staff	Major	2019 - 07
2018- 7.1 Programmes are not systematically designed based on prior lessons and experience.	Minor	2020 - 07
2018- 8.1 TPO staff is not consistently aware of behaviour policies, values of the organisation and minimum service standards.	Minor	2020 - 07
2018- 8.9 TPO has neither a security policy nor context-specific guidelines in all locations of operation.	Minor	2020 - 07

2018- 9.4 TPO's involvement in environmental protection is limited and potential negative impacts on the local and natural resources are not monitored. Environmental constraints and potential negative effects of the programs are not analysed in regards to water, soil, air and biodiversity.	Minor	2020 - 07
<b>TOTAL Number Major CARS</b>		2
<b>TOTAL Number Minor CARS</b>		9

### 7.3 Strong points and areas for improvement:

Commitment 1: Humanitarian assistance is appropriate and relevant

**Score: 2,7**

TPO identifies and works with existing and adequate community support structures, properly identify stakeholders and coordinate on a regular basis with government representatives at the 5 administrative levels. TPO has a proper understanding of the context, mostly thanks to extensive and constant coordination. TPO uses various tools to understand needs and deliver impartial assistance based on those needs. It works according to non-discrimination and equality values, supporting that the rights and needs of discriminated and vulnerable groups are addressed.

But in the absence of an autonomous financial capacity, TPO has a limited capacity to extend or change program objectives, when changing needs are identified.

Feedback from people affected by crisis and communities on Commitment 1

Communities expressed that they were satisfied that opportunities to express their needs to TPO exist and are efficient.

Commitment 2: Humanitarian response is effective and timely

**Score: 2,6**

TPO designs its programs taking into account expectations of local governments. A number of working processes track timely implementation for each project but in the absence of an autonomous financial capacity, TPO has a limited capacity to adapt program without unnecessary delay. Strong coordination mechanisms allow for proper referrals of unmet needs. Though unequally known by its staff, TPO uses internal technical standards aligned with national requirements and coherent within the local and global context of humanitarian work. TPO has no dedicated procedures in place to regularly assess and address potential risks and harm to affected people and staff. A strong design, monitoring and evaluation framework combined with constant internal assessment allows proper tracking of activities, outputs, outcomes, as well as poor performance. TPO uses objectively verifiable indicators and collects reliable data on a regular basis.

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

Communities fell TPO response is effective and timely.

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

**Score: 2,3**

TPO strengthens local capacities through targeted trainings and co-operates with local government structures where appropriate. TPO has no formal processes to identify and analyse at an early stage any existing preparedness plans or risk assessment. Using a strong support network centred on direct caregivers, TPO reinforces communities' ability to respond to crises and local leadership, for instance by training community based counsellors. TPO works side by side with the Ugandan government and commits to avoid negative effects from its work. But no specific mechanism exists for prompt detection, assessment and mitigation of unintended negative effects, nor is there a systematic monitoring of unintended negative effects. Specifically, positive and negative effects of the programs on the local economy are not systematically assessed in early recovery stage. TPO does not consistently share its transition strategy or exit parameters consistently with communities.

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

Communities reported feeling stronger thanks to TPO's programs. Nevertheless, exit parameters are not known nor discussed with communities, and project duration is unequally known by communities.

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

**Score: 2,4**

TPO conducts induction meetings with stakeholders and communities to share information on the organisation and its programs, but at the community level there is a lack of understanding of the principles TPO adheres to and on the expected behaviours of its staff. TPO uses appropriate languages, formats and media in its communication with communities. Dialogue with communities is embedded in the program life through, for instance, community meetings or quarterly meetings involving community representatives. While staff encourages community to express themselves through a number of mechanisms promoting participatory approaches, there is no systematic knowledge of a feedback system nor is there a particular attention paid to gender, age and diversity of those giving feedback. Policies for information-sharing are in place, and promote a culture of open communication. Procedures do not detail how external communications should present communities as dignified human beings.

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

All groups within affected communities feel they have equitable and safe opportunities to participate in decisions about the response that affect them, for instance through needs assessment. But some communities stated that they receive an uneven amount of information on the programs themselves.

## Commitment 5: Complaints are welcomed and addressed

Score: 0

Communities and people affected by crisis are not systematically consulted on the design, the implementation and the monitoring of complaints handling processes. Though there is a general positive attitude of staff towards complaints, there is no systematic and robust approach to roll out an effective complaints handling mechanism. For instance, the level of information on how to access the mechanism is uneven amongst communities. The complaints handling process is only documented in a one pager which does not cover programming, sexual exploitation and abuse of people, or other abuses of power. It results in very few cases recorded, a lack of monitoring and thus an inability to identify trends and act upon them timely.

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

While communities report general good behaviour from TPO's staff, communities do not systematically understand what is considered good behaviour and what is expected from staff. Communities feel safe to complain if needed through social workers, but have no systematic knowledge of a formal complaints mechanism.

## Commitment 6: Humanitarian response is coordinated and complementary

Score: 3,2

TPO has a clear commitment to coordination and collaboration with others, including national and local authorities, without compromising humanitarian principles. TPO works closely with the Ugandan government, which plays a key role in global humanitarian coordination; this helps TPO identification of roles, responsibilities, capacities and interests of different stakeholders. TPO also implements induction meetings and regular meetings as opportunities to strengthen its understanding and maximise the coverage and service provision of the wider humanitarian effort. Complementary action is effective thanks to appropriate communication. TPO uses clear memorandum of understanding to define modalities of collaboration with partners.

## Commitment 7: Humanitarian actors continuously learn and improve

Score: 2,2

TPO evaluates and learns from its practice and experience based on the design, monitoring and evaluation protocols in place. The knowledge and development unit provides evidence-based services and contributes to disseminate knowledge in and out of the organisation. TPO contributes to learning and innovation in humanitarian response amongst peers and within the sector but it uses feedback from communities unequally to implement changes in its own programmes. Programmes are not systematically designed based on prior lessons and experience, and shows limited integration of lessons learned and promising practices into program development. As the new strategic plan confirms some weaknesses in following up on learning, TPO is implementing measures to improve, such as the research, learning and adaptation agenda.

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

Communities feel they are consulted and get opportunities to give feedback, mostly through their relation with social workers. Communities are not systematically aware of the results of assessments conducted by TPO; most communities recalled participating in evaluations but without knowledge of results.

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

**Score: 2,1**

TPO's vision, mission and core values are reminded in all management policies. But the organisation does not review thoroughly the awareness of staff, resulting in inconsistent knowledge of behaviours policies, values of the organisation and minimum service standard. Though staff knows the code of conduct and HR manual main principles, they also feel TPO does not dedicate enough time or training for this. Despite identifying future development needs through a performance appraisal system, constrained financial capability results in limited opportunities for staff to develop management competencies. Performance management guidelines include details on goal setting, performance execution and monitoring and performance appraisal. Job descriptions are up to date and staff understands performance management principles. TPO takes initiative for the wellbeing of its staff but has neither a security policy nor context-specific guidelines in all locations of operation.

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

**Score: 2,3**

Finance and procurement policies clearly define proper use of resources and responsibilities over resources management are clearly defined. Ongoing improvement in the accountancy software will improve traceability of spending and monitoring capacity, but TPO already monitors expenses against budget. Financial dependency to donors impose a strict reporting on expenses and coherence with initial budgets, allowing for the intend purpose of resources to be achieved. Procedures are in place to cover the use and management of resources. TPO's involvement in environmental protection is limited and potential negative impacts on the local and natural resources are not monitored. Environmental constraints and potential negative effects of the programs are not analysed in regard to water, soil, air and biodiversity. TPO has a commitment to zero tolerance against bribe and fraud, but no specific procedure to record allegation of corruption and the way this would be addressed.

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

Community support structures stated consistently that they feel in charge of resources given by TPO, in particular when projects include a livelihood component.

## 8. Organisation's report approval

### Acknowledgement and Acceptance of Findings

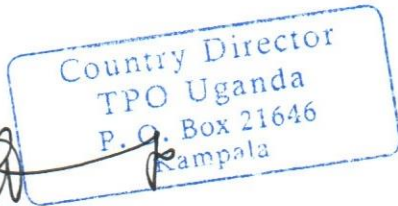
For Organisation representative – please cross where appropriate

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 whose findings you do not accept



PATRICK ONYANGO MANGEN

Name and Signature


11/09/18 KAMPALA

Date and Place

2018-08-29



## 9. HQAI's decision

<b>Independent Verification Decision</b>	
Registration in the verification scheme:	
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Refused	
Next audits	
Maintenance self-assessment before: 2019-08-29	
Mid term audit before: 2020-08-29	
Pierre Hauselmann Executive Director Humanitarian Quality Assurance Initiative	Date: 2018-08-29 



### 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> <ul style="list-style-type: none"> <li>Operational activities and actions contradict the intent of a CHS commitment.</li> <li>Policies and procedures contradict the intent of the CHS commitment.</li> <li>Absence of processes or policies necessary to ensure compliance at the level of the commitment.</li> <li>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.</li> <li>Failure to implement to resolve minor non-conformities in the adequate timeframes</li> <li>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.</li> </ul>
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> <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> <li>Relevant policies exist but are incomplete or do not cover all areas of the requirement/commitment.</li> </ul>
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> <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>

	<ul style="list-style-type: none"> <li>• Policy and practice are aligned.</li> </ul>
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> <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>• 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.</li> <li>• Communities and other external stakeholders are particularly satisfied with the work of the organisation in relation to the requirement.</li> <li>• Policies and procedures go beyond the intent of the CHS requirement, are innovative and systematically implemented across the organisation.</li> </ul>
5	<p><b>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</b></p>
	<p>EXAMPLES:</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> <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> </ul>