



# Verification against the Core Humanitarian Standard on Quality and Accountability

## CAFOD

September 16, 2015

## 1. General information

Organisation Name:	CAFOD	Verification Ref / No:	CAFOD-2015-09-15
Type of organisation: <input type="checkbox"/> National <input checked="" type="checkbox"/> International <input type="checkbox"/> Federated  <input type="checkbox"/> Membership/Network  <input type="checkbox"/> Direct assistance <input checked="" type="checkbox"/> Through partners		Organisation Mandate: <input checked="" type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input checked="" type="checkbox"/> Advocacy  Verified Mandate(s)  <input checked="" type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input checked="" type="checkbox"/> Advocacy	
Organisation size: (Total number of programme sites/ members/partners)	40 countries; 450 partners <a href="#">approx</a>	Legal Registration: (NGO, Church, etc)	INGO
Head Office Location:	London	Field locations verified:	Sierra Leone, Nicaragua
Date of Head Office visit:	July 6-8	Date of Field visit:	Sierra Leone: July 10-16. Nicaragua: July 26-29
Lead Auditor:	Johnny O'Regan	2 <sup>nd</sup> Verificator's Name: <i>(indicate if Trainee)</i>	Elissa Goucem (trainee)
		Observer's Name and Position	

## 2. Scope

### 2.1 Type of verification

- |   |  |
|---|--|
| <input type="checkbox"/> External verification          | <input type="checkbox"/> Mid term Audit        |
| <input checked="" type="checkbox"/> Certification audit | <input type="checkbox"/> Recertification audit |

The scope of the audit includes all of CAFODs humanitarian, development and advocacy work. The methodology employed was to examine CAFOD's quality control mechanisms (including structures, systems, policies, processes and procedures) that govern how it applies the CHS. The main methods of enquiry were document review, interviews (including staff, partners and community members), and observation (eg of activities or walkthrough of a system). A critical aspect of the approach is the triangulation of findings: between different types of evidence (eg comparing interviewees' assertions and an output report from a CAFOD monitoring visit) and by comparing similar evidence from a number of sources (eg comparing different interviewees' assertions). This is helpful for corroborating findings at head office but particularly important at programme sites to allow the verification team to extrapolate findings and conclusions from the sample of sites visited (see sampling methodology at 6.2 below).

Also critical is the principle of proportionality; the CHS is cognisant that differences in context/operating environment and the nature of an intervention will result in significant differences in what can realistically be expected to be achieved, the timeframe for achievement and the sources of verification available to the team. The CHS is mindful that these issues are amplified where organisations work through partners and variable according to the nature of partnership relationships. Nonetheless, where partners are the interface with communities, and because of the nature of the CHS, which is a community-centred standard, the verification teams need to establish how CAFOD approaches issues of quality and accountability and the due diligence policies and practice of the organisation when working with its partners. The purpose of verifications is not to examine partner's work but to understand how organisations assess, support and strengthen partners' capacity to deliver on the organisations quality and accountability commitments. Proportionality also requires verification teams to understand how organisations decide where to focus human and financial resources to maximise the benefits of their work on accountability. For example, an organisation might decide to dedicate more resources based on inherent risk of lack of accountability in certain contexts or a particular community's exposure to this risk.

### 3. Opening and closing meetings

1) At HO

	Opening meeting	Closing meeting
Date	6/7/15	
Location	London	
Number of participants	9	
Any substantive issue arising	No	

2) At PS

	Opening meeting	Closing meeting
Date	10/7/15	16/7/15
Location	Freetown	Freetown
Number of participants	7	3
Any substantive issue arising	No	No
	Opening meeting	Closing meeting
Date	27/7/15	29/7/15
Location	Managua	Managua
Number of participants	2	3

### 4. Recommendation

In our opinion, CAFOD conforms to the commitments of the Core Humanitarian Standard. We recommend certification.

Auditor's Name and Signature Johnny O'Regan



Date and Place:

Dublin, April  
16/09/2015

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

## 5. Background information on the organisation

### 5.1 General:

Catholic Agency for Overseas Development (CAFOD), established in 1962, is the official overseas development and relief agency of the Catholic Church in England and Wales. CAFOD acts as part of the global Caritas network, a federation of approximately 160 Catholic relief and development agencies and works in 4 main thematic areas: Sustainable Development, Disaster and Emergency Response, Campaigning and Advocacy, and (in the UK), Education. CAFOD works in approximately 40 countries worldwide; it has twelve Country / Regional Offices: Cambodia, Kenya, North Sudan, South Sudan, Ethiopia, Zimbabwe, Mozambique, Sierra Leone, DRC, Niger, Nicaragua, and Bolivia.

CAFOD works exclusively through approximately approx. 350 short and long term partnerships with local and international organisations. CAFOD disaggregates partners in three categories (strategic, fellowship, project); this forms the basis for different levels of engagement and capacity strengthening support including on quality and accountability. The 2014 Keystone Accountability Survey found CAFOD ranked 28th out of 66 INGOs/funders in terms of its partner organisations overall satisfaction with its performance across a range of key metrics including relationships, capacity strengthening and financial and non-financial support. In furtherance of its accountability goals. Since 2010 CAFOD was working with a pool of approximately 60 'select' partners on accountability issues, normally partners designated 'strategic partners', and those receiving more than £250k over 3 years, approx. 60 in anyone year. The Humanitarian Capacity Development programme provides in-depth, ongoing capacity development support including accountability, humanitarian leadership and emergency preparedness planning to 18 strategic humanitarian partner organisations in 10 countries over 2 years.

CAFOD has supported partners in Sierra Leone since the late 1970's. In 2006, CAFOD decentralised management to Freetown and it now implements a joint sub-regional strategy with Liberia because of their shared history (of civil war) and similar socio-economic and geopolitical issues, including food insecurity, poverty and poor governance. According to the 2013-2016 country strategy plan (CSP) the programme had four focus areas: governance, sustainable livelihoods, humanitarian response and resilience building, and institutional strengthening.

The outbreak of the Ebola Virus Disease (EVD) in mid-2014 resulted in a severe health emergency that warranted significant changes in programming for CAFOD and its approximately 20 partners in Sierra Leone. Strategic areas of focus at present are food security, livelihoods, health, governance and social protection. Programmes include existing food security and livelihoods programmes and new programmes, such as psycho-social counselling, trauma healing and WASH in health and educational facilities. CAFOD is currently working in a consortium with World Vision and Catholic Relief Services (SMART consortium) to manage the fleets for front line vehicle response to the EVD outbreak. This includes case surveillance and tracking, safe and dignified burial, and live case management. The 2014-15 Sierra Leone budget was approximately £2.1 million.

CAFOD has been supporting work in the Central American region for over 40 years. CAFOD has been operating in Nicaragua undertaking development and humanitarian work in a regional programme that also covers El Salvador, Guatemala, and Honduras. CAFOD's work (with approximately 25 partners in the region) focuses on: Sustainable Livelihoods with a Climate Change Adaptation and Disaster Risk Reduction approach, Gender and HIV Capacity Building, and Human Rights and Governance. The 2014-15 regional budget was approximately £1M.

See section 6 below for a rationale for the selection of Sierra Leone and Nicaragua.

## 5.2 Organisational structure and management system:

CAFOD has been undergoing a major restructuring of the organisation; the structure of the leadership team was still being finalised during the verification visit. The new leadership group will be comprised of the executive director group heads including International Development, Emergency Response, Advocacy and Education, Parish, Participation and Volunteering, Supporter Fundraising, Finance, Information and Infrastructure, People and Performance (including HR and Planning, Performance and Evidencing) and Communications. The Accountability Advisor is on a contract tied to institutional funding and sits outside the international programmes structure.

During emergencies, the key decision-making groups (depending on the categorisation and stage of the crisis) are:

- International Emergency Group (IEG), includes a range of senior humanitarian and regional/country representatives; it is the principle decision making forum in an emergency response; it monitors significant crises as they unfold, including capacity to respond, establishes management and reporting arrangements, the programme direction/response, and potential scale-up
- Corporate Emergency Group, including key members of the Corporate Leadership Group (CLG), is only convened if the IEG decides that the emergency requires corporate engagement and a CAFOD appeal (level three crisis) and then delegates responsibility to IEG. It discusses use of reserves, major implications for management and human resources and high level policy and advocacy positions.
- Emergency Management Team is accountable to the IEG; it includes a range of humanitarian and regional/country management representatives and is responsible for managing the day-to-day tasks associated with a timely and effective emergency response.

CAFODs information management and collaboration systems comprise the intranet (CAFOD Connect) and SharePoint for document management which includes thematic portals, the Cross Organisational Workspaces. CAFODs programme information management system (WebPromise) contains programme, project and institutional contracts details such as project summaries, outcome matrices (logframes) and partner profiles (including partner assessments) organisational profiles and logframes. The document management system (SharePoint) can be accessed from WebPromise.

### 5.3 Certification or verification history:

April 2009 HAP Certification Audit – Head Office	May 2009 HAP Certification Audit – Programme site (Mozambique)
September 2009 HAP Certification Awarded	April 2011 HAP Mid-Term Progress Audit (MTPA) – Head Office
June 2011 MTPA – Programme Site (Kenya and Uganda)	October 2012- HAP Recertification Audit- London/DRC
2013: People in Aid kite mark (certification)	

## 6. Sampling

### 6.1 Rationale for sampling

A number of countries and country programmes were shortlisted based on factors that would make them relevant to visit, including Ethiopia (it operates a joint country office with Trocaire and Scottish Catholic International Aid Fund), Sri Lanka (the relationship with government is complex), Gaza (challenging operating context). Two programmes were selected to be visited:

- Sierra Leone (humanitarian, development and advocacy mandates): Africa is a very significant focus of CAFOD, Sierra Leone has a country office and because the EVD outbreak offered an opportunity to examine how CAFOD performed in a crisis situation
- Nicaragua (humanitarian and development mandates) because it has a country office, no Central American office had been visited by HAP in the past and it potentially offered an interesting counterpoint to Sierra Leone.

The selection precluded the verification team from examining a country programme that is managed directly from HO. However, given resource constraints the chosen countries were considered the optimal combination. Partners were selected based on a range of factors, including programmatic spread, ongoing projects, financial significance and logistics.

## 6.2 Interviews

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

Type of people interviewed	Number of people interviewed
<b>Head Office</b>	
Management	13
Staff	12
<b>Programme site (Sierra Leone)</b>	
Management	3
Staff	8
Partners	5
<b>Programme site (Nicaragua)</b>	
Management/Staff	3
Partners	11
Total number of interviews	55

Focus Group Discussions (interviews with a group >6)

Type of Group	Number of participants	
	Female	Male
<b>Sierra Leone</b>		
Livelihoods	20	4
Ebola sensitisation	6	16
Livelihoods	4	12
<b>Nicaragua</b>		
Support to adolescent girls	8	
Reduction of environmental risks, Livelihoods	9	11
Total number of participants	47	43



## 7. Summary

See meaning of scores in Annex 1

### 7.1 Summary by criterion

#### 1. Humanitarian assistance is appropriate and relevant

Score: 2.5

Policies commit to ongoing contextual analysis, and impartial and needs based assistance and to disaggregate data by sex and to distinguish between adults and children but not to further disaggregate by age or ability. Context is analysed at the macro level by CAFOD through country strategy plans and programme frameworks and at the micro level through project proposal development with partners; CAFOD does not have a formal targeting strategy or guidelines and none of the partners visited in Sierra Leone had their own strategic plans; some Nicaraguan partners had strategic plans.

#### 2. Humanitarian response is effective and timely

Score: 2.5

CAFOD and partner's programmes are based on local realities and primary data; they generally take communities safety and capacity constraints into account and apply the 'do no harm' approach. CAFOD has processes (such as senior management meetings during a crisis) to ensure that programme commitments are in line with organisational capacity. However, the range of partners currently supported exceeds CAFOD's capacity to provide an appropriate level of support, which is focused on 'selected' partners; one result is that partnership tools and assessments are not being used systematically to improve partner capacity. Monitoring of activities and outputs is reasonable; monitoring at outcome (or intermediate outcome) level is a challenge. Because CAFOD's monitoring of partners is relatively light (relative to the level required for analysis of where and why programmes are underperforming), and because of the 'familial' relationship with partners, CAFOD is comparatively slow to take decisive action (such as more intensive support for programmes that are not delivering on objectives) on foot of poor performance.

#### 3. Humanitarian response strengthens local capacities and avoids negative effects

Score: 2.4

CAFOD and partners are generally strong on disaster risk reduction and in some areas work with communities to develop risk maps to inform contingency plans. CAFOD works very well on developing local leadership and organisations in their capacity as first responders by virtue of working through local partners. The number and quality of (project/programme) exit strategies is limited although CAFOD and partners are very cognisant of the need to promote early disaster recovery. There are no formal systems to safeguard personal information collected from communities; partners

tend to hold this information and CAFOD does not provide guidance on how to protect it. CAFOD and partners are more systematic about identifying negative effects such as safety/security/dignity, and sexual exploitation and abuse than about the local economy and the environment. Staff are generally good at acting on negative effects when they are observed.

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

Score: 2

CAFOD has strong policies and practice around presenting communities ethically and with dignity. CAFOD's gender focus helps promote representation in programme design and feedback from women and girls, however there is less focus on feedback from other groups and CAFOD does not work systematically with partners on this area. CAFOD does not have clear targeting strategies to engage communities to systematically reflect their priorities and risks and this tends to be driven by staff/partner experience. Policies commit to transparency at a general level but are not sufficiently well developed to provide guidance to staff and partners regarding what information should be shared. The result is that this is quite context specific; participation of communities in ongoing project development in Sierra Leone was limited but better in Nicaragua. CAFOD/partner communication with communities is in appropriate language and media; community knowledge of CAFOD is (unsurprisingly) limited as partners are the interface with communities; knowledge of partners and projects is mixed- in Nicaragua it is generally good but less so in Sierra Leone.

#### 5. Complaints are welcomed and addressed

Score: 1

CAFOD has a complaints handling policy and mechanisms to report and investigate complaints but the mechanism has only recently become operational after a gap (of almost 18 months) where it was effectively non-functional. There was no meaningful consultation with communities or partners on CAFOD's complaints mechanism and staff have limited knowledge and sense of ownership of the mechanism and procedures. Although complaints received are investigated they are not necessarily addressed in a timely manner because of CAFOD's level of remove from complainants. There are so few complaints in the system that it seems likely that it is not yet embedded. The verification team accepts that developing a meaningful complaints procedure is very challenging where CAFOD has limited interaction with communities. However, complaints procedures are not in place even where CAFOD is semi-operational such as the EVD response and partners generally had limited knowledge of the CAFOD complaints mechanism. There has been limited formal work with partners (other than strategic partners) on the area of developing their own complaints mechanisms.

#### 6. Humanitarian response is coordinated and complementary

Score: 3

CAFOD coordinates well with its partners, participates in relevant coordination bodies and collaborates well with other agencies to improve coverage and minimise demands on communities, and has strong relationships with its partners. It does not systematically identify roles and responsibilities of different stakeholders but does this informally through partners. There is a policy commitment to coordination though CSPs provide limited insight into coordination mechanisms. Grant agreements generally focus on financial accountability and mutual obligations rather than recognising constraints and commitments though these are recognised and respected informally.

## 7. Humanitarian actors continuously learn and improve

Score: 2

CAFOD contributes well to sectorial learning and innovation and in some instances it works with partners to develop their own learning and improvement practices, generally on-the-job rather than formally. CAFOD has an evaluation policy that describes evaluation criteria and thresholds for evaluations but learning is not comprehensively addressed at a policy level and the sense from interviewees is that learning is not a priority. Partners were generally not aware how their reports or monitoring information are used to improve programmes. Partners sometimes conduct baselines though it is not clear how well the information is recorded to facilitate later measurement. Mechanisms to record and share knowledge and experience exist (Web-Promise and SharePoint) but are not being used for this purpose, which is likely because they are not sufficiently well adapted. This means that CAFOD's ability to draw on prior experience when designing programmes is more ad hoc and reliant on personal experience; this often works well through surge teams and communities of practice. However, implementing change based on monitoring and evaluation is limited and is not possible based on complaints due to the low level of complaints received.

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

Score: 3

CAFOD is open to providing training and staff feel supported in their work and have an understanding of the relevant standards and procedures. Security policies and plans are developed and the code of conduct is explained to staff. Job descriptions and performance processes are in place and functioning well. CAFOD has the staff capacity to deliver its programmes. However, staff are stretched in many cases owing to workload and the number of partners to support, which could impact on the quality of the work if not addressed.

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

## Score: 2.5

There are generally strong policies and procedures around use and management of resources (e.g. ethical fundraising, audit, anti-corruption) and there are good systems for designing programmes (particularly for institutional funding) with efficiency in mind. However, staff training on financial monitoring is variable and there is limited value for money analysis of programmes so the system relies on appropriate design and financial management controls. The level and quality of budget to actual and variance analysis is quite person dependent - where it works well it helps drive financial management. The internal audit function is a helpful detective control where other controls have not been well applied. CAFOD takes action where corruption is identified though its trust-based relationship with partners means that it is more reactive than proactive in this regard. Partner financial capacity is reviewed but there is limited formal work with partners to follow through on these assessments in order to develop financial capacity or other aspects of resource management.

The commitment to environmental stewardship is well described and the focus on working with local partners promotes the efficient use of resources. However, procedures underlying the environmental stewardship are not sufficiently well developed, which means the implementation is dependent on the knowledge and environmental sensitivity of individual staff members.

## 7.2 Summary of non conformities

See meaning of Minor and Major nonconformities in Annex 1

Five out of Nine CHS Commitments have been met / complied with. Commitments met are CHS 1, 2, 6, 8 and 9. The following Commitments have not been met:

Non compliance	MAJOR	MINOR	Time for resolution
Commitment 3		3.4 CAFOD generally only produces exit strategies for country programmes and where it produces project/programme exit strategies they are not sufficiently robust to provide guidance to partners and communities on how best to manage the transition after CAFOD exits	1 year
		3.8 Personal information regarding communities is generally held by partners; CAFOD does not engage with partners on safeguarding personal information, for example through risk analysis and management regarding information that is particularly important to safeguard.	18 months

Non compliance	MAJOR	MINOR	Time for resolution
Commitment 4		4.1 CAFOD has not developed a systematic approach to information sharing with communities and does not check how partners provide information about the principles it adheres to, the expected behaviours of staff, its programmes and deliverables	2 years
Commitment 5		5.1 Communities and people affected by crisis were not consulted for the design of CAFODs CHM and are not consulted on the implementation and monitoring of the mechanisms	2 years
		5.2a Affected communities have limited access to CAFOD's complaints handling mechanism and CAFOD has not undertaken sufficient work with partners to promote their openness to complaints.	2 years
		5.2b CAFODs complaints mechanism is not adequately communicated to all relevant stakeholders and partners are not adequately supported to communicate their complaints mechanisms.	2 years
		5.3a CAFOD does not ensure that complaints are managed timely, fairly and appropriately	2 years
		5.5 CAFOD does not promote complaints at the highest level of the organization nor use them as a means of learning	2 years
Commitment 7		7.2 CAFOD does not systematically use learning from M&E, complaints and feedbacks to implement changes	1 year
TOTAL Number	0	9	

### 7.3 Major strengths and weaknesses

Partnership is core to CAFOD and working with local partners with shared values has clear advantages. These include well-informed context analysis, timely interventions, and programmes that address needs and vulnerabilities, build on strengths and capacities and are adaptable to changes in context. There is a strong trust and respect for partners' autonomy but not necessarily a commensurate support to partners to develop strong systems to warrant the level of autonomy granted. For example, CAFOD does not necessarily support partners to develop their own strategic plans and some significant partners do not have their own strategic plans. This is mirrored across all commitments where there is limited formal work undertaken with partners on many of the sub-commitments. The result is that performance tends to be very context specific - where partners have capacity gaps, programmes (including but not limited to accountability) underperform and CAFOD does not have the resources necessary to provide the support required. Where there are strong partners, programmes perform well but it is generally difficult to gauge the extent to which this is attributable to CAFOD.

### 7.4 Partners

Central to CAFOD's accountability approach is its commitment to support (approximately 60) 'select' partners with which it would focus its support. Some of these partners are those that receive substantial financial support from CAFOD; other are those with an expressed commitment to accountability principles. This is understandable in light of resource constraints and the benefits of working with a core group of partners from which lessons can be learnt and rolled out. However, there was no risk assessment to establish which partners most warrant accountability guidance or the communities with the greatest need. Moreover, there is always a danger of self-selection bias whereby those partners that are most interested in working on accountability are often those partners that need it least.

Partners had limited familiarity with the CHS, which is unsurprising given that it has only recently been established. CAFOD's partners are normally organic and close to the communities they serve, which provides CAFOD with access and insights to those communities that would otherwise be very difficult to achieve. CAFOD undertakes general and financial partnership assessments; the general assessments consider partner's values, strategic priorities and programmes, challenges, governance, systems of accountability (eg codes and standards, selection procedures and complaints procedures), monitoring and learning, and experience in humanitarian work. The main issue (with both financial and general assessments) is the level of follow up where gaps are identified. CAFOD generally provides good support to partners in proposal development and related undertakings such as risk identification and analysis. Thereafter it allows partners a good deal of autonomy, partly because of its ethos and partly because it does not have the resources to provide support to such a large portfolio of partners in a diverse range of contexts with varying capacities and needs. It undertakes limited formal work with partners to develop their own policies and monitoring of partners is not systematic. There are some mitigating controls such as a reasonably well resourced internal audit function.

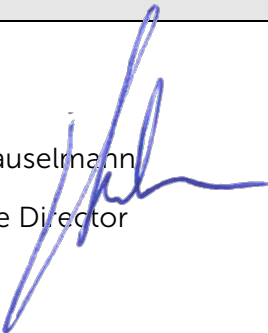


## 8. Decision

Quality Control by: Pierre Hauselmann	Quality Control finalised on: First Draft: 2015-08-16 Final: 2015-09-15
<b>Certification Decision</b>	<b>Date: 12 March, 2016</b>

Certification Decision	
Certification	Intermediate audit
<input checked="" type="checkbox"/> Certified <input type="checkbox"/> Not certified (Major CARs)	<input type="checkbox"/> Maintenance of certificate <input type="checkbox"/> Suspension of Certificate (Major CARs)

Pierre Hauselmann  
Executive Director





## ANNEX 1: Scoring scale

Score	Key actions	Organisational responsibilities
0	Operational activities and actions systematically contradict the intent of a CHS requirement.	Policies and procedures directly contradict the intent of the CHS requirement.
	Recurrent failure to implement the necessary actions at operational level.	Complete absence of formal or informal processes (organisational culture) or policies necessary for ensuring compliance at the level of the requirement and commitment.
	A systemic issue threatens the integrity of a CHS Commitment (i.e. makes it unlikely that the organisation is able to deliver the commitment).	
	<p>A score of 0 is equivalent to a major nonconformity in a certification process, resulting in a major corrective action request (CAR).</p> <p>A certificate is not granted until major non-conformities are eliminated, withdrawn if they appear during the cycle and cancelled if they are not corrected within a short timeframe, identified by the auditor in the report.</p>	
1	Some actions respond to the intent behind the CHS requirement. However:	Some policies and procedures respond to the intent behind the CHS requirement. However:
	There are a significant number of cases where the design and management of programmes and activities do not reflect the CHS requirement.	Relevant policies exist but are incomplete or do not cover all areas of the CHS.
	Actions at the operational level are not systematically implemented in accordance with relevant policies and procedures.	Existing policies are not accompanied with sufficient guidance to support a systematic and robust implementation by staff.
		<p>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 ensure the monitoring and systematic delivery of actions, policies and procedures at the level of the commitment.</p>
	<p>A score of 1 is equivalent to a minor nonconformity in a certification process, resulting in a minor corrective action request (CAR).</p> <p>A minor nonconformity allows a certificate to be granted, but requires corrective actions within a specified time frame. Minor nonconformities that are not closed within the given time frame become Major nonconformities. An array of nonconformities that in isolation would be minor can indicate jointly a major noncon-</p>	

	formity.	
2	<p><b>Actions broadly respond to the intent behind the CHS requirement:</b></p> <p>Actions at operational level are broadly in line with the intent behind a requirement or commitment.</p> <p><b>However:</b></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><b>Policies and procedures broadly respond to the intent behind the CHS requirement. However:</b></p> <p>Relevant policies and procedures exist but are partial and not always accompanied with sufficient guidance to support a systematic and robust implementation by staff.</p> <p>Some staff are not familiar with the policies and procedures, and/or cannot provide relevant examples of implementation.</p> <p>The organisation does not have sufficient quality assurance mechanisms to ensure systematic implementation across the organisation.</p>
	A score of 2 is equivalent to an observation in a certification process, Observation do not lead to a corrective action request, but the attention of the organisation is drawn on an issue that may deteriorate into a minor nonconformity if not addressed.	
3	<p><b>Actions respond to the intent of the CHS requirement:</b></p> <p>The design of projects and programmes and the implementation of activities is based on the relevant policies and reflects the requirement throughout programme sites.</p> <p>Staff are held accountable for the application of relevant policies and procedures at operational level, including through consistent quality assurance mechanisms.</p>	<p><b>Policies and procedures respond to the intent of the CHS requirement:</b></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>
	A score of 3 is equivalent to compliance with the specific requirement of the standard in a certification process.	

4	<p>As 3, but in addition:</p> <p>Field and programme staff act frequently in a way that goes beyond CHS requirement to which they are clearly committed.</p> <p>Communities and other external stakeholders are particularly satisfied with the work of the organisation in relation to the requirement.</p>	<p>As 3, but in addition:</p> <p>Policies and procedures go beyond the intent of the CHS requirement, are innovative and systematically implemented across the organisation.</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.</p> <p>They can relate the examples to improved quality of the projects and their deliveries.</p>
	<p>A certification process does not identify levels of application beyond compliance. A score of 4 is thus also a compliance with the specific requirement of the standard. However it indicates an exemplary way of complying with the requirement.</p>	
5	<p>As 4, but in addition:</p> <p>Actions at all levels and across the organisation go far beyond the intent of the relevant CHS requirement and could serve as textbook examples of ultimate good practice.</p>	<p>As 4, but in addition:</p> <p>Policies and procedures go far beyond the intent of the CHS requirement and could serve as textbook examples of relevant policies and procedures.</p> <p>Policy and practice are perfectly aligned.</p>
	<p>Same as 4, but indicates an almost perfect way of complying with the requirement of the standard, e.g. because the organisation receives outstanding feedback from communities and people. A score of 5 should only be attributed in exceptional circumstances.</p>	