ADRA DK Renewal Audit – Summary Report – 2025/09/15

1. General information

1.1 Organisation

Type	Mandates	Verified
☒ International ☐ National ☒ Membership/Network ☐ Direct Assistance ☐ Federated ☒ With partners	☒ Humanitarian ☒ Development ☒ Advocacy	☒ Humanitarian ☒ Development ☒ Advocacy
Legal registration	ADRA DK is registered under the Danish Business Authority with Registration number 20074035	
Head Office location	Naerum, Denmark	
Total number of organisation staff	24	

1.2 Audit team

Lead auditor	Johnny O'Regan
Audit Facilitator	Akram Alsarory
Third auditor	
Observer	
Expert	
Witness / other participants	

1.3 Scope of the audit

CHS:2024 Verification Scheme	Certification
Audit cycle	Third cycle
Type of audit	Renewal audit
Coverage of the audit	The audit covers the whole organisation including Head Office in Denmark as well as all development and humanitarian programming and advocacy implemented through ADRA partners.
Focus of the audit	Yemen has a comparatively high budget in a high risk environment with insecurity in country; the audit selected projects and programmes that are representative of ADRA DK's programming. This is ADRA DK's first audit under the CHS:2024 standard and so corrective actions (CARs) under the previous standard are not closed or extended but are used to guide the risk based approach to the audit and tracked to related requirements in this audit.

1.4 Sampling*

Sampling Unit	Country Programme
Total number of Country Programmes sites in scope	8
Sample size	8
Total number of onsite visits	1
Total number of sampling units for remote assessment	2

Sampling Unit Selection	
Random Sampling — onsite/remote/not selected	**Purposive Sampling — onsite/remote**
Yemen- selected- onsite	
Ukraine –selected- remote	
Uganda –selected- remote	
Any other sampling considerations: All countries were part of the random sample. Yemen was selected for an onsite visit as access to communities was not a challenge as some programming sites are located near the office in Aden. Community members were generally invited to focus group discussions by general invite and self-selected for attendance so presented less possibility for selection-bias than if they were selected by ADRA staff.	
Sampling risks identified: No specific sampling risks identified. The sample reflects ADRA's work, which is generally in complex and/or unstable environments. Humanitarian and development mandates are represented. It also includes two countries (Uganda and Ukraine) with consortium arrangements in place, which is an increasing aspect of ADRA DK's work. The audit team is confident in the findings and conclusions of this audit based on the sample.	

**It is important to note that the audit findings are based on a sample of an organisation's activities, programmes, and documentation as well as direct observation. Findings are analysed to determine an organisation's systematic approach and application of all aspects of the CHS across different contexts and ways of working.*

2. Activities undertaken by the audit team

2.1 Opening Meeting

Date	2024/04/29	**Number of participants**	19
Location	Onsite	**Any substantive issues arising**	None

2.2 Locations Assessed

Locations	Dates	Onsite or remote
Kampala, Uganda	13 May 2025	Remote
Kiev, Ukraine	16 May 2025	Remote
Aden, Yemen	18-26 May 2025	Onsite & remote

2.3 Interviews

Level / Position of interviewees	Number of interviewees		Onsite or remote
	Female	Male	
Head Offices			
Management & staff	7	4	Onsite & remote
Board		1	Remote
Country Programmes			
Yemen	4	11	Onsite and remote
Partners (3 protection Partner organisations)	2	1	Onsite
Uganda	3	2	Remote
Ukraine	2	2	Remote

Total number of interviewees	**18**	**21**	

2.4 Consultations with communities

Type of group and location	**Number of participants**		**Onsite/ remote**
	Female	Male	
Male Cash for Work community members - Basateen, Yemen		7	Onsite
Male livelihood grants community members - Basateen, Yemen		11	Onsite
Female Cash for Work community members; Basateen, Yemen	11		Onsite
Female livelihood grants community members; Basateen, Yemen	7		Onsite
Male protection community members; Basateen, Yemen		8	Onsite
SCLR community members; Basateen, Yemen	6	7	Onsite
Female protection community members; Basateen, Yemen	7		Onsite
Community committee members; Basateen, Yemen	1	4	Onsite
Total number of participants	**32**	**37**	

2.5 Closing Meeting

Date	2024/11/6	**Number of participants**	20
Location	Remote	**Any substantive issues arising**	None

3. Background information on the organisation

3.1 General information

ADRA DK (Adventist Development Relief Agency Denmark) is a faith-based Danish humanitarian organisation established in 1987. ADRA DK is a member of the wider ADRA network of approximately 120 licenced and independent ADRA organisations. ADRA DK states its mission is:

- To relieve human suffering;
- To enhance personal dignity and contribute to social justice;
- To build social capital and facilitate poverty reduction and sustainable development in poor and marginalised communities.

ADRA DK has identified four inter-connected key focus areas to relieve human suffering, build resilience and support the capacities of people living in conflict or poverty to be active agents in their own development. The four focus areas are:

- Climate Resilience
- Peace and Social Cohesion
- Equal Rights and Opportunities
- Crisis Preparedness and Response.

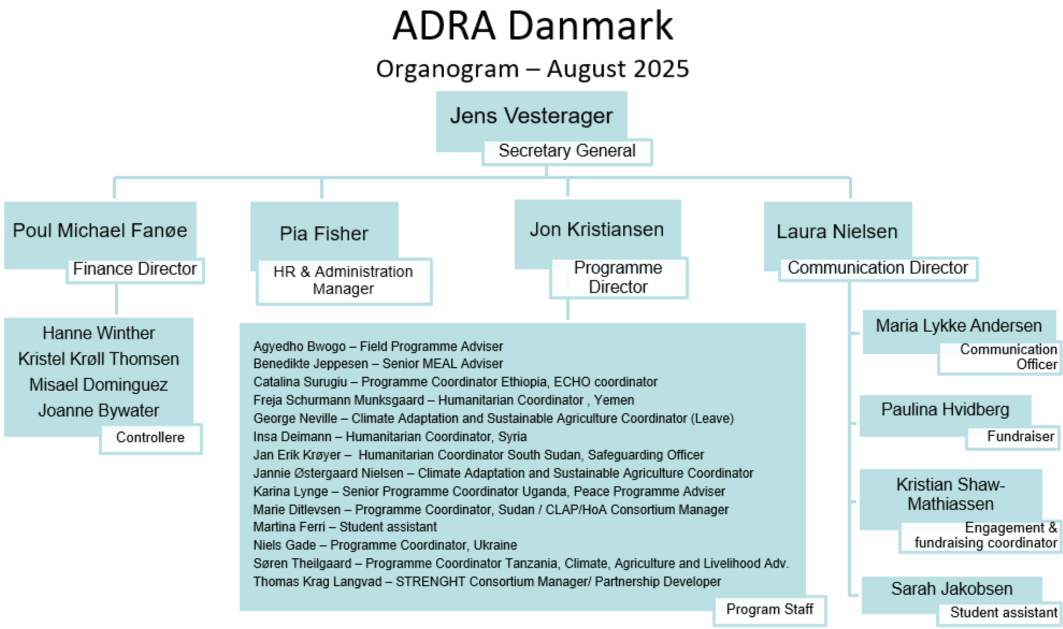
ADRA DK focuses on the least developed and most fragile states in Africa and Middle East. It currently funds programmes in 8 countries; the three largest (Syria, Ukraine, Yemen) represent approx. 62% of programme expenditure. In 2024, ADRA DK received income of 91.3 million Danish Kroner (roughly equivalent to USD 14.3 million). 75% of ADRA DK's income was sourced from the Danish International Development Agency (Danida).

3.2 Governance and management structure

ADRA DK's Board of Directors is elected by the General Assembly, which meets annually. The board consists of seven elected members. In addition, the Secretary General and one staff representative take part in the board meetings with the right to speak, but not to vote. Board of Directors members' experience includes programmatic (humanitarian and development), governmental cooperation, politics, legal, economics, academia and finance. The board meets five times a year and more often if necessary. Standing agenda items include previous action points to be addressed, the Secretary General's presentation on key issues to be considered and in relation to human resources in Denmark. The Board also invites employees to present any areas to be discussed, including updates on financial situation, risk management, and complaints report presentation. Sub committees are formed as necessary, for example to formulate policies. The Board of Directors is conscious of its role in overseeing compliance with the CHS, particularly in regards to safeguarding and receives briefings regarding, for example, certification.

As ADRA DK has a small number of staff, portfolios such as safeguarding, complaints handling etc are spread amongst the programme team. In line with the ADRA International policy requirements, ADRA DK now has a designated Safeguarding Focal Point (ADRA DK Secretary General) and Safeguarding Officer.

The organigram of ADRA DK is shown below; the senior management team consists of the Secretary General, Finance Director, HR & Administration Manager, Programme Director and Communications Director. The programme team includes country coordinators who may have thematic responsibilities such as safeguarding and some who are thematically dedicated such as the Climate & Sustainability Coordinator.



3.3 Work with partner organisations	ADRA DK's go-to implementing partners are local ADRA network offices, while also engaging other local organisations at different levels based on capacity and complementarity to assist vulnerable communities. Currently ADRA DK works through 8 local ADRA offices such as ADRA Yemen. ADRA DK's approach to civil society, partnership, and localisation and its 'local leadership strategy' outlines its approach to work with partners and how it contributes to the localisation agenda. ADRA DK and partners sign partnership agreements that describe the shared understanding of and commitment to safeguarding, whistleblowing and anti-corruption. The local ADRA entities are primarily direct implementation organisations but on-grant funds to downstream partners in some instances. This is expected to represent approximately 15% of programme expenditure in 2025. ADRA DK is part of two consortia in Ukraine, one consortium in Ethiopia/Kenya, one in Uganda/South Sudan, and is commencing another consortium in Sudan. In 2025 these are expected to account for approx. 20% of programme expenditure. ADRA DK leads three of the consortia and the other is led by Dan Church Aid, which is also CHS certified. The consortia include downstream partners that are managed by consortia members and where those downstream partners are managed by the local ADRA entity the relationship is managed in the same way as any other downstream programming relationship.

4. Overall performance of the organisation

4.1 Internal quality assurance and risk management mechanisms	As part of the ADRA International Network (ADRAI), ADRA DK undertakes self-assessments against the networks Accreditation and Licensing programme (AAL). The most recent certificate expired in 2024; ADRAI is relaunching the process in 2025 and will undertake an audit of ADRA DK's self-assessment against the new version. ADRA DK uses the results of

	the AAL in discussion with other members of the network. The Secretary General of ADRA DK is on the task force to integrate the new version across the network. ADRA DK's framework for quality assurance includes its monitoring and evaluation and risk management framework and it tracks risks through its organisational-level risk framework in a way that is in line with good practice by realistically measuring likelihood and impact of a range of relevant risks related to staffing, management, financial and non financial assets and stakeholders. The Board reviews organisational risks on an ongoing basis and ADRA DK staff review project risk management processes. ADRA DK does not have an internal audit function but finance staff are involved in monitoring implementation of financial procedures and any allegations of financial impropriety. ADRA DK's monitoring structures and processes consider safeguarding, complaints mechanisms, inclusion of communities, and cooperation with local authorities.
4.2 Level of application of the CHS	ADRA DK performs well across all CHS commitments. Its focus on needs and vulnerabilities is clear from the countries in which it works, frequently those very affected by fragility, conflict or violence and/or the most underdeveloped regions in countries in which it programmes. Programmes demonstrate a commitment to working with vulnerable individuals in a transparent and impartial manner though there is less clarity in its approach to some aspects of diversity, equity and inclusion such as disability. ADRA DK is committed to localisation, which can be seen in its guidance on civil society, partnership and localisation, and local leadership strategy and its support for locally led efforts to build resilience. It is most evident in how it works through local independent ADRA organisations and the respect and autonomy that it affords them without compromising its other principles. These include a marked focus on the Prevention of Sexual Exploitation Abuse and Harassment (PSEAH) at all levels in the organisation and its partners. It also focuses on other aspects of the Do No Harm agenda and its environmental focus, which, though evident in recent recruitment and adoption of tools, needs further time to deliver its policy commitments. The application of the CHS is also in evidence in ADRA DK's emphasis on complaints mechanisms and ensuring that complaints are welcomed, listened to, prioritised according to their gravity and actioned. ADRA DK manages its resources efficiently and effectively and it is clear that it places a high value on its employees and those of its partners who, in turn, demonstrate a strong commitment to ADRA values. This audit : raises 6 CARs (see 4.4 below); notes 6 observations.
4.3 PSEAH	ADRA DK's commitment to PSEAH is evident at all levels of the organisation and through its work with partners to ensure that this commitment is clear in programming. Risk assessments in relation to SEAH are well thought through, revisited to ensure they continue to be relevant to the situation of communities and mitigating strategies are realistic and in line with good practice. All visits to partners whether by senior management or programme monitoring emphasise the importance of this area of work. ADRA DK maps partners complaints mechanisms and works with them to improve them where they do not meet needs and/or context. ADRA DK supports partners to communicate communities' rights and expected behaviours of staff and communities show strong awareness of these areas.

4.3 Performance against each CHS Commitment

Strong points and areas for improvement	Average score*
Commitment 1: People and communities can exercise their rights and participate in actions and decisions that affect them.	2.3
ADRA DK programmes have a strong focus on disadvantaged and vulnerable people though guidance is less clear on aspects of diversity and inclusion such as disability than on other vulnerabilities such as conflict or poverty. Open information policies and procedures are in place and communities receive regular and timely information regarding their rights and ADRA commitments. Communities are supported to participate in decision-making that affect them, and approaches empower communities to lead initiatives. They consent to communications that relate to them and those images are respectful and presented with dignity.	
Feedback from communities ADRA communicates clearly and in appropriate language, including on commitments to prevention of SEAH. Communities appreciate the opportunity to participate in decision-making and find awareness sessions helpful in addition to the opportunity to contact ADRA if information is missing.	
Commitment 2: People and communities access timely and effective support in accordance with their specific needs and priorities.	2.7
Programmes are planned and implemented with due consideration to local knowledge and capacities, selection criteria are fair and impartial and ADRA DK regularly monitors and adjusts programmes to ensure timely action is taken when those needs or circumstances change. ADRA DK applies relevant technical standards when planning and implementing programmes. Community driven conflict analysis build on local knowledge with strong contextualisation that integrates local knowledge into planning and ADRA systematically refers unmet priority needs to relevant stakeholders.	
Feedback from communities: ADRA is attentive to local knowledge; programmes are based on well thought through targeting and needs assessments. Despite some feelings of exclusion, all agreed the criteria are impartial and transparent. Deliverables are timely and ADRA follows implementation plans and timelines. There are good referral systems for unmet needs and technical expertise is made available to communities.	
Commitment 3: People and communities are better prepared and more resilient to potential crises.	3
ADRA DK supports formal and informal community leadership, locally led resilience approaches, local ownership of resources and the development of local capacities to reduce risks associated with potential crises. Programmes are planned and implemented with a focus on long-term benefits for lives, livelihoods and local economies. It designs programmes with community engagement and uses risk-based tools to identify mitigation plans with solid anticipatory action such as crisis modifiers.	
Feedback from communities: Communities feel safer and better prepared for crises/shocks; programmes support local economies though sustainable businesses and post service- interventions. ADRA is committed to fostering local ownership and decision making and communities note a tangible improvement in livelihoods after ADRA support.	

Commitment 4: People and communities access support that does not cause harm to people or the environment.	2.4
ADRA DK is very focused on the prevention of potential and actual negative effects, particularly in relation to SEAH, safety and security of communities, their livelihoods and local economies. It uses a range of tools to identify and prevent potential and actual negative effects with a strong use of risk matrices at all levels and revises and revisits risk rankings periodically. Its environmental commitment and focus is evident at organisational level, and it has increased its focus on the prevention of negative effects of programmes on the environment. These will likely meet requirements when ADRA DK more systematically applies its policy and rolls out tools it has adopted, which are in line with good practice. ADRA DK emphasises the importance of safe and ethical data management in line with good practice on data protection.	
Feedback from communities ADRA DK is sensitive to and proactive about identifying and preventing potential negative effects on environment and safety, security, livelihoods and reduction in SEAH is attributed to its programming. Communities express strong confidence in ADRA's safe management of data.	
Commitment 5: People and communities can safely report concerns and complaints and get them addressed.	2.7
ADRA DK plans and implements safe and accessible ways for communities to complain; regularly monitors partners' complaints mechanisms and the means that communities have to complain, with a particular focus on complaints around harmful behaviours. This includes ensuring that communities and other stakeholders understand how to complain and how they will be addressed. ADRA applies victim/survivor-centred approaches when investigating complaints and manages (and refers) these in line with good practice. However, some community members understand that they are required to register SEAH-related complaints in person, which is not the case but appears that this is not communicated sufficiently clearly.	
Feedback from communities: Communities express a strong awareness of and satisfaction with complaints mechanism including the accessibility and safety of the system. They trust the system for complaints management, understand behavioural expectations of staff and appreciate satisfaction surveys regarding the complaints mechanisms.	
Commitment 6: People and communities access coordinated and complementary support.	3
ADRA DK is committed to coordination and complementing locally led actions- it avoids duplication and supports partners to ensure quality and accountability. ADRA DK is partnership minded and partners are involved in all relevant aspects of programming such as risk assessments, proposal co-development and targeting. It uses a range of relevant mechanisms for assessing the quality and effectiveness of its relationships and supports partners to apply commitments to quality and accountability to communities.	
Feedback from communities: Communities appreciate community led initiatives, feel that ADRA engages well with other organisations and that its work aligns with and supports local initiatives.	
Commitment 7: People and communities access support that is continually adapted and improved based on feedback and learning.	2.2
ADRA DK has an appropriate policy/procedure base and tools to drive programmatic improvements. Learning is contextualised and it listens to feedback, responds and makes changes where feasible. ADRA systematically	

collects sex and age disaggregated data but less so in relation to ability/disability, which does not feature strongly in guidance. Nonetheless, the tailoring of support to specific groups demonstrates attention to disaggregated feedback, though systematic sharing of learning and analysis with communities was less evident.	
Feedback from communities: Communities appreciate opportunities to feedback such as with satisfaction surveys. There is a respectful approach to data collection that minimizes demands on communities and ADRA listens to feedback on service quality and acts on it. Although learning is not systematically shared with communities, it is sometimes evident from changes to programmes.	
Commitment 8: People and communities interact with staff and volunteers that are respectful, competent, and well-managed.	3
There is a strong culture of quality and accountability at all levels in the organisation and partner staff are supported to deliver these commitments. Human resource management systems and procedures support staff to meet organisational commitments through training and capacity building and also support partner staff to build their own capacities. HR policies are fair and ethical and staff are competent and committed. ADRA DK ensures that staff adhere to its code of conduct, provides a range of appropriate means to raise concerns related to the code and addresses misconduct in a timely way. Staff have confidence in the integrity of organisational systems and ADRA DK takes safety and security seriously.	
Feedback from communities: Staff are respectful, transparent and responsive; communities appreciate engagement from all levels of staff, staff respect for local knowledge and find staff experienced and competent.	
Commitment 9: People and communities can expect that resources are managed ethically and responsibly.	2.5
ADRA DK has a strong policy base to ensure resources are managed ethically and responsibly and it has the capacity and resources to meet commitments. Programs are cost effective; financial resources are managed in line with good practice and fundraising is ethical. ADRA DK responds appropriately to concerns regarding corruption. Despite increased environmental focus, it is not yet systematically considering the impact of resource usage on the environment.	
Feedback from communities: Communities expressed no awareness of waste or of any financial impropriety.	

** Note: Average scores are a sum of the scores per commitment divided by the number of indicators in each Commitment, except when one of the indicators of a commitment scores 0 or if several scores of 1 on the indicators of a Commitment lead to the issuance of a major non-conformity/ weakness at the level of the Commitment (in these two cases the overall score for the Commitment is 0).*

5. Summary of non-conformities

Corrective Action Request (CAR)	**Type**	**Resolution timeframe**	**Status** New, Closed or Extended	**Resolution timeframe for extension**
2025-1.6 ADRA DK does not systematically ensure that policy guidance promotes meaningful participation of all members of communities.	Minor	By renewal Audit 2028	New	

2025-4.2: ADRA DK does not systematically identify, prevent, mitigate and address potential and actual negative impacts of programmes on the environment	Minor	By renewal Audit 2028	New	
2025-5.3: ADRA DK does not systematically ensure that communities understand how to report complaints	Minor	By renewal Audit 2028	New	
2025-7.2: ADRA DK's disaggregation of data does not fully reflect the diversity of communities.	Minor	By renewal Audit 2028	New	
2025-7.4: ADRA DK does not ensure that analysis and learning from feedback and monitoring is systematically shared with communities.	Minor	By renewal Audit 2028	New	
2025-9.4: ADRA DK does not systematically manage and use resources with their environmental impact in mind.	Minor	By renewal Audit 2028	New	
Total Number of open CARs	6			

6. Claims Review

Claims Review conducted	☒ Yes ☐ No	**Follow-up required**	☐ Yes ☒ No

7. Lead auditor recommendation

In my opinion, ORG has demonstrated that it continues to conform with the requirements of the Core Humanitarian Standard on Quality and Accountability. I recommend renewal of certification.	
Name and signature of lead auditor: Johnny O'Regan Johny O'Regan	**Date and place:** September 2, 2025, Dublin

8. HQAI decision

Certificate renewed:	☒ Issued ☐ Preconditioned (Major CARs)
Next audit: before 2026/09/15	
Name and signature of HQAI Executive Director: Désirée Walter D.Walter	**Date and place:** Geneva, 15 September 2025

9. Acknowledgement of the report by the organisation

Space reserved for the organisation	
Any reservations regarding the audit findings and/or any remarks regarding the behaviour of the HQAI audit team: *If yes, please give details:*	☐ Yes ☒ No
Acknowledgement and Acceptance of Findings: I acknowledge and understand the findings of the audit I accept the findings of the audit	 ☒ Yes ☐ No ☒ Yes ☐ No
Name and signature of the organisation's representative: Jens Vesterager Jens Vesterager CONCORDIAVEJ 16 • 2850 NÆRUM • DENMARK • ADRA	**Date and place:** Nærum, 25 September 2025

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 HQAI in writing 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*

Scores	Meaning: for all verification scheme options	Technical meaning for all independent verification and certification audits
0	Your organisation does not work towards applying the CHS commitment.	**Score 0:** indicates a weakness that is so significant that the organisation is unable to meet the commitment. This leads to: • **Independent verification:** major weakness. • **Certification:** major non-conformity, leading to a major corrective action request (CAR) – No certificate can be issue or immediate suspension of certificate.
1	Your organisation is making efforts towards applying this requirement, but these are not systematic.	**Score 1:** indicates 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 it. This leads to: • **Independent verification**: minor weakness • **Certification:** minor non-conformity, leading to a minor corrective action request (CAR).
2	Your organisation is making systematic efforts towards applying this requirement, but certain key points are still not addressed.	**Score 2:** indicates an issue that deserves attention but does not currently compromise the conformity with the requirement. This leads to: • **Independent verification and certification:** observation.
3	Your organisation conforms to this requirement, and organisational systems ensure that it is met throughout the organisation and over time – the requirement is fulfilled.	**Score 3:** indicates full conformity with the requirement. This leads to: • **Independent verification and certification:** conformity.
4	Your organisation's work goes beyond the intent of this requirement and demonstrates innovation. It is applied in an exemplary way across the organisation and organisational systems ensure high quality is maintained across the organisation and over time.	**Score 4:** indicates an exemplary performance in the application of the requirement.

* Scoring Scale from the CHSA Verification Scheme 2020