

DANMISSION-IA-2019

ORGANISATION: DANMISSION

Initial audit – Summary Report Initial Audit 2019/11/18

General information

Organisation	DANMISSION		Mandates	Verified mandates
Type	<input type="checkbox"/> National <input type="checkbox"/> Membership/Network <input type="checkbox"/> Direct assistance	<input checked="" type="checkbox"/> International <input type="checkbox"/> Federated <input type="checkbox"/> With partners	<input type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input checked="" type="checkbox"/> Advocacy	<input type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input checked="" type="checkbox"/> Advocacy
Total number of country programmes	12	Total number of staff	50	Head office location
				Hellerup, Denmark

Audit team

Lead auditor	Marie Grasmuck
Second auditor	Jorge Menendez Martinez
Third auditor	-
Expert	-
Observer	Claire Goudsmit at Head Office, Hellerup, Denmark

Scope of audit

Audit stage	CHS Certification	CHS Independent Verification	CHS Benchmarking	Other
Initial audit	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
First maintenance audit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mid-term audit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Second maintenance audit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recertification audit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Extraordinary audit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Short notice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (briefly explain below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sampling

Danmission structures its work around three main strategic areas of activities: church development; interfaith and intercultural dialogue; and poverty reduction. The church development component, derived from Danmission's history as a missionary organisation, is present in all its countries of operation, and closely intertwined with the two other components. Some project sites focus only on church development activities, with very small grants from Danmission's own funds, no Danmission staff on site, and activities based on volunteering. While the audit could not totally rule out church development from its scope because of how integrated the components are, the project sites that had only church development activities were ruled out of the sampling, as it was not the focus of the audit. Hence, the sample considered nine programme countries in total, where at least two strategic areas of activity were being implemented.

The random sample considered Cambodia, Egypt and Myanmar, three countries that were deemed representative of Danmission's work. It was decided the visit would take place in Cambodia, since it offered a wider range of activities and partners to visit than Egypt, and since visas and authorisations to visit Myanmar's areas of operations were very difficult to obtain. Myanmar and Egypt were assessed remotely.

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It is important to note that the audit findings are based on a sample of the organisation's country programmes, its documentation, etc. Findings are analysed to determine the organisation's systematic approach and application of all aspects of the CHS across different contexts and ways of working.

Activities undertaken by audit team

Locations assessed (project level in country programmes)	Dates	Remote/On-site
Hellerup, Denmark	30/09 – 1/10	On-site
Cambodia	7/10 – 11/10	On-site
Myanmar	17/10	Remote
Egypt	23/10	Remote

Interviews

Position of interviewees	Number of interviewees	
	Female	Male
Head Office	10	5
Project site(s):		
Cambodia Danmission Staff	4	4
Myanmar Danmission Staff	1	1
Egypt Danmission Staff	1	0
Cambodia Danmission Partners (Continuing Learning Organisation, Peace Bridges Organisation and Ponleu Ney Kdey Sangkhum)	3	10

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Cambodia Stakeholders (audit firm and coordination forum)	0	2
Cambodia National Government representatives	0	2
Total number of interviews	19	24

Consultations with communities

Type of Group	Number of participants	
	Female	Male
CLO Communities (Pastors)	0	2
CLO Communities	1	4
PBO Communities	1	2
PBO Communities (District Councillors)	2	0
PBO Communities (Prey Lang Community Network)	0	6
PBO Communities (Church Leaders)	3	0
PNKS Communities (Committee members of Community Development Association)	1	3
PNKS Communities (Commune Councillors)	1	2
PNKS Communities (School Support Committee)	3	0
PNKS Beneficiaries (School Support Committee)	0	7
Total number of participants	12	26

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Opening and closing meetings

	Opening meeting	Closing meeting
Date	30/09/2019	24/10/2019
Location	Hellerup, Denmark	Online
Number of participants	13	11
Any substantive issue arising	None	None

	Briefing	Debriefing
Date	7/10/2019	11/10/2019
Location	Phnom Penh	Phnom Penh
Number of participants	7	7
Any substantive issue arising	None	None


Lead auditor recommendation

In our opinion, Danmission shows a high level of commitment to the Core Humanitarian Standard on Quality and Accountability and its inclusion in the Independent Verification scheme is justified.


Date and place: Metz (France), on Nov 3, 2019

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Name and signature of lead auditor: Marie Grasmuck

Marie Grasmuck


HQAI decision

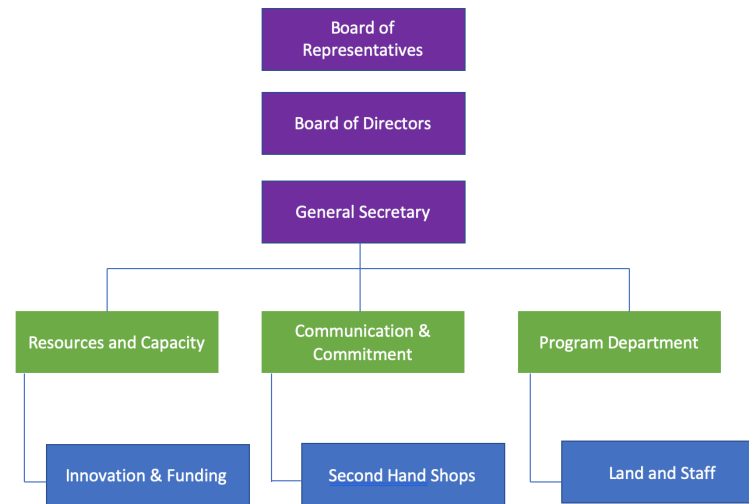
Independent Verification Decision	
Registration in the Independent Verification Scheme:	<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Refused
Next Audits	<i>Mid-term audit before 2021-12-19</i>
Pierre Hauselmann Executive Director Humanitarian Quality Assurance Initiative	 Date: 2019-12-19

Background information on the organisation

<p>General</p>	<p>Danmission is a faith-based organisation, which was established in 2000 through a merger of the Danish Missionary Society and Danish Santalmission. Since the merger, Danmission has continued the work begun by Danish Missionary Society in 1821 and Dansk Santalmission in 1867; being the oldest and largest missionary organisation in Denmark. Danmission’s work is based on Christian faith; its values, vision and mission focus on equality, respect and reciprocity.</p> <p>Danmission works to reduce poverty and encourages church development and dialogue in Africa, Asia and the Middle East. Poverty reduction strategy addresses the root causes of poverty and seeks sustainable social change through a strengthened civil society; Church Development and Dialogue has three main areas of operation: theological education, Christian witness and dialogue. The dialogue aims to build, create, and construct relationships together with people from different faiths.</p> <p>Danmission currently owns and runs more than 80 charity shops in Denmark (called ‘Danmission Genbrug’) the profits from these businesses go directly to Danmission’s work.</p> <p>In 2019, Danmission was operational in 12 countries; with 50 staff members and more than 3.000 volunteers. In 2018, its total income reached DKK 70.6 million and the total expenses were DKK 72.9 million; this income level was the third highest in the history of the organisation.</p>
<p>Governance and management structure</p>	<p>The governance structure of Danmission consists of a Board of Representatives and a Board of Directors (see organogram below). The Board of Representatives consists of between 237 and 257 members and is the highest decision-making body, with the mandate to approve Danmission’s: statutes; annual reports, financial reports and action plans; and annual budget. They also elect 9 out of 12 of Danmission’s Directors of the Board; the Board of Directors elects the other 3 members.</p> <p>The Board of Directors reports to Danmission’s Board of Representative annually and approves the strategy and annual financial statement. The Board of Directors appoints the General Secretary and decides on the mandate and its employment conditions. Also, the Board of Directors appoints an executive committee and establishes the specific rules for its activities and powers.</p>

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The General Secretary (GS) is the responsible CEO and reports to Danmission’s Board of Directors. The GS is responsible to effectively achieve Danmission’s organisational objectives.



Effectiveness of the internal quality assurance systems

Danmission has systems and processes in place to ensure quality of project and programmes:

- Danmission’s work is guided by key strategic documents: Danmission General Strategy 2017–2022, Strategy for Poverty Reduction 2017–2022, and Strategy for Church and Dialogue 2016–2020. A Partnership Strategy also exists, although it is under review at the time of writing this report. Danmission ensures its work in-country fits with its strategy through the development of theories of change, and approval forms for its projects;
- Danmission’s risk identification and management systems are in place to identify the risks faced by the organisation; determine risk tolerance and strategies to address these, as well as ensuring compliance with laws and regulations;

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	<ul style="list-style-type: none"> • Regarding approval of project proposals, Danmission follows donor guidelines, or its own approval guidelines for the use of its own funds, which include narrative and financial proposals. Approval of projects follows Danmission’s quality assurance process documents (one for each type of funds), and include quality assurance drivers, such as a cross-reader opinion and direct discussion with the partners to ensure that project design is relevant and appropriate; • Project proposals are reviewed by, at least, the staff in-country as well as stakeholders at HO, including the Internal Controller and Programme Advisor; • Danmission conducts monitoring and evaluation activities directly or through its partners; Partners are required to send a biannual narrative and financial progress report to Danmission; • Danmission conducts an annual financial audit for its financial statement. Partners are monitored through audits or through financial monitoring visits. • Danmission has a low turnover of human resources, both at HO and country level, which contributes to maintaining a good understanding of the organisations’ processes and ways of working within the organisation.
<p>Work with partners</p>	<p>Partnership is the key driver of Danmission’s work, and the organisation implements its work almost exclusively through partner organisations. Danmission has a Partnership Policy (currently under review). Most of Danmission’s partners are faith-based organisations and churches; however, it also enters into partnerships with multi-faith and non-faith-based NGOs and relevant networks. Danmission also has some long-lasting partners, some of which have been in place for over 100 years. In 2019, Danmission has more than 50 partners, in 13 countries. Danmission’s role is one of fundraiser, facilitator, and advisor; providing technical support during programme design, planning, and implementation, and monitoring programmes. It is noteworthy that Danmission’s partnerships are not determined by available funding, and that Danmission can remain in a partnership even when it is not funding any specific activity of that partner.</p> <p>Partners are chosen after an identification process, which includes several discussions, assurance that Danmission’s values and that of the partners are in line with each other, and discussion with third parties to obtain references. Once the partners have been pre-identified, Danmission undertakes an organisational partner assessment with a broad scope, using a standard assessment tool as part of its due diligence before entering into a partnership. Partners are</p>

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	<p>required to submit bi-annual or annual progress reports or project proposals to request funds, and are monitored by Danmission at different regularity according to prioritisation of the management or according to their risk profile. Danmission is flexible and adapts to the different structures and capacities of the organisations it partners with.</p>
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Overall performance of the organisation

<p>Effectiveness of the management system, internal quality assurance and governance</p>	<p>Danmission's governance is effective and the audit revealed no challenges in this area. Regarding management systems and internal quality assurance, while Danmission has some systems in place (see above), they are often not implemented across the organisation and its projects (see below). Regarding its projects, Danmission applies different processes according to the origin of the funds and is gradually formalising its ways of working more and more. Danmission is also in the process of integrating accountability standards in its systems, however not all initiatives have started at the time of this audit.</p> <p>Danmission is currently in the process of defining how to transition to more structured ways of working while at the same time, keeping its flexibility and adaptability to each context of its operations.</p>
<p>Overall organisational performance of application of the CHS</p>	<p>The audit revealed that Danmission is particularly strong in the areas of partnership and coordination (Commitment 6) and learning (Commitment 7).</p> <p>In the areas of human resources (Commitment 8), relevance (Commitment 1), effectiveness (Commitment 2) of its projects , and communication with the communities (Commitment 4), Danmission has some strong systems in place, although there are several observations that require attention.</p> <p>In the areas of localisation and avoidance of negative effects (Commitment 3), complaints mechanisms (Commitment 5), and efficiency and finances (Commitment 9), there are several and important weaknesses that require Danmission's attention in priority. See Summary on Commitment 5, page 13.</p>
<p>Overall performance on PSEA</p>	<p>Currently, PSEA is not a topic that is discussed in Danmission or with its partners, and systems that could prevent SEA (such as the existence of functioning complaints mechanisms or communication with communities on the topic) are not in place, or not fully functional.</p>

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<p>Overall performance on localisation</p>	<p>Danmission operates mainly through local partners; these partnerships are highly valued by both Danmission and its partners. Partnerships are governed by transparent agreements. Danmission is also active in local coordination networks and ensures its projects complement the action of local authorities and other actors. However, a few observations require Danmission’s attention, such as on how to consider local risk assessment, contingency planning and exit and transition strategies into proposals.</p>
<p>Overall performance on gender and diversity</p>	<p>Danmission has had a focus on how to ensure gender is taken into account in its activities, at all stages of the project cycle. However, the audit observed that overall diversity (such as people with disabilities) is not considered and implicated in all its activities, especially in contexts where inclusion is challenging, such as where discriminations pre-exist, or where there is unequal access to resources or unequal opportunities to speak-up in society.</p>

Performance of the application of the CHS

Commitment	Strong points and areas for improvement	Feedback from communities	Average score
<p>Commitment 1: Humanitarian assistance is appropriate and relevant</p>	<p>Danmission states its commitment to independence and impartiality and to providing assistance based on the needs and capacities of the communities, and its partners have to adhere to its principles and values. Danmission adapts the programmes according to the changes in context and the needs or capacities of stakeholders. Danmission and its partners undertake context and stakeholder analysis and needs assessments for all programmes funded by institutional funds; however, not for all programmes funded by Danmission’s own funds. Programmes are designed following a rights-based approach and on analysis of risks, rights and needs of the communities; however, Danmission does not have a mechanism or tools to ensure the quality of the community assessment. Programmes are designed to collect data disaggregated by</p>	<p>Communities consider that Danmission and its partners provide a fair and impartial assistance appropriate to their needs, and they remark that partners’ staff visit them regularly and have a good understanding of their situation and needs.</p>	<p>2.3</p>

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	sex and age; however, other vulnerabilities such as people with disabilities are not taken into account. There are no policies or guidelines requiring disaggregated data to be collected or which define the kinds of data to be collected.		
Commitment 2: Humanitarian response is effective and timely	<p>Danmission has a decentralised organisational structure with clear lines of authority allowing for timely decision-making. Designs of project funded institutionally include indicators related to timeliness and delays. Danmission’s Policy on Humanitarian Assistance describes the process to take a timely decision on whether or not they should respond to the emergency, although Danmission does not usually perform humanitarian emergency response activities.</p> <p>Technical standards are used to plan and assess projects; however, there is a lack of technical guides or protocols to indicate what standards should be used across the board.</p> <p>Danmission does not monitor the activities and outputs of the projects and programmes in a structured way, and there is no evaluation, nor a monitoring policy.</p>	Communities stated that Danmission’s programmes are realistic and safe; they generally expressed satisfaction with the timeliness of implementation.	2.3
Commitment 3: Humanitarian response strengthens local capacities and avoids negative effects	<p>Danmission has a commitment to build resilience and strengthen local capacities in communities and of its local partners, which is indicated in its main policies and strategic documents. Danmission has several policies and guidelines to help avoid programmes from having negative effects; however, not all of its staff and partners are aware of these, and there are a lack of tools in place to identify unintended negative effects of the activities. Danmission and its partners use a range of strategies and methodologies within the project management cycle to ensure that women and young people are promoted in local leadership and organisations; however, other marginalised and disadvantaged groups, for instance people with disabilities, are not taken into account.</p>	Communities stated that programmes improved their capacities and helped them become more resilient. Communities do not identify negative effects of programmes and projects.	1.8

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	Danmission does not develop exit strategies for all its programmes, nor does it have a system in place to ensure that community hazard and risk assessment results guide its project activities.		
Commitment 4: Humanitarian response is based on communication, participation and feedback	<p>Danmission commits to transparency and accountability, and to engaging communities and people affected by crisis. However, requirements and guidance for its partners regarding communication and inclusion are not always clear nor documented, and there are no specific strategies to encourage diversity in contexts where it is challenging, such as a contexts where discrimination are rooted in the community. Danmission and its partners provide information to communities about the programme and the principles they adhere to and in languages and formats which can be understood by communities. However, Danmission and partners do not provide information to communities on how their staff are expected to behave.</p> <p>Danmission has a Communication Strategy, including ethical principles to follow when crafting communication messages; however, the strategy does not apply to Danmission’s countries of operations. At country-level, Danmission senior management validates external communications before they are issued. Danmission and partners routinely obtain informed consent when collecting information and communication materials from communities.</p>	The communities interviewed stated they were sufficiently informed about the programmes and the organisations (Danmission and partners). Communities also stated that all the parts of the communities were included in discussions, that they felt part of decision-making, and that their feedback is taken into account. They explained that Danmission or their partners asked for consent to collect information and material and that they knew how these could be used.	2
Commitment 5: Complaints are welcomed and addressed	<p>A major weakness has been identified at the level of commitment 5 due to the number and significance of the minor weaknesses identified on several inter-connected indicators in commitments 3, 4, 5 and 8, which render a risk in this area. Specific indicators where weaknesses are identified are: 3.6, 3.7, 4.1, 4.5, 5.2, 5.3, 5.4, 5.6, 5.7 and 8.2.</p> <p>Danmission Complaints Mechanism covers complaints or concerns about safeguarding, child protection, the conduct or behaviour of staff and</p>	Communities reported a good behaviour from partners’ staff. Complaints can be made through phone calls to local partner staff, or at community meetings, but some of the interviewees do not consider it	0

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	<p>volunteers, and fraud or corruption. Complaints Handling and Investigation Guidelines include who, what, when and why somebody could complain, the process to lodge a complaint, and how Danmission will record, manage, and respond to complaints; nevertheless they do not include how the mechanism should be implemented at country level and how to refer complaints.</p> <p>Danmission makes public through its website in English and Danish how to submit complaints: via its centralised email address or through the Danmission’s website; however, partners, stakeholders and communities are not always aware of the process, and the mechanism is not implemented at country and community levels. Communities and people affected by crisis are not consulted on the design, implementation, and monitoring of the complaints handling processes. Communities can complain through the partner’s Complaints Mechanism; however, Danmission does not ensure the mechanisms cover sexual exploitation and abuse by the staff, are safe for the complainant and functional at the community level.</p>	<p>safe enough to be used as they feared reprisals.</p> <p>Communities did not recall Danmission or partners communicating with them about issues of sexual exploitation and abuse and expected behaviour of the staff. Communities explained that they had not been consulted about the design, implementation and monitoring of complaints-handling processes.</p>	
<p>Commitment 6: Humanitarian response is coordinated and complementary</p>	<p>Danmission is committed to the coordination and complementarity of its activities, and it ensures that activities create no duplication and are coordinated with local authorities. Danmission is an active part of several coordination networks and platforms, and sometimes lead or create networks, at international, regional or national levels. Danmission identifies the roles, capacities and interests of the different stakeholders through a strong partnership with national and grassroots structures, as well as its own knowledge of the context. Partnerships are at the core of Danmission activities, and the organisation has built transparent and equal relationships with its partners, that respect each partner’s mandate,</p>	<p>Communities interviewed explained that there is no duplication of the activities and that Danmission or its partners coordinate with local authorities and other actors.</p> <p>They stated that Danmission or its partners coordinated with them to plan the activities at times when they were available and that it did not interfere with</p>	<p>3</p>

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	obligations and independence, and recognises their respective constraints and commitments.	the activities of another organisation.	
Commitment 7: Humanitarian actors continuously learn and improve	Danmission draws from the lessons learnt and experience when designing programmes, and its planning documents, such as the country theory of change and its strategies, explicitly present logical links with what it has learned over the years and through monitoring and evaluation activities. Danmission also shares experience internally and externally through the organisation of biannual workshops with its partners, and of forums with its networks. Danmission also contributes to the humanitarian sector by sharing its innovations, for example disseminating the results of its Peace Tech initiative or sharing specific studies it develops. However, Danmission has no system or policy in place to organise and decide on monitoring and evaluation activities for its projects.	Communities interviewed said they witness changes to the activities following the feedback they give to Danmission or its partners, and that they sometimes take part in learning workshops. However, they explained that they do not receive feedback on the results of the learning activities.	2.3
Commitment 8: Staff are supported to do their job effectively, and are treated fairly and equitably	Danmission staff work according to the values and the mandate of the organisation, and the partner's values are aligned with those of Danmission's. Both Danmission and partner staff benefit from training, capacity building and competency development by Danmission. However, Danmission has no specific requirements regarding the staff policies and procedures of its partners. In addition, Danmission has no formal grievance process for its staff. Danmission staff and its partners are aware of the Anti-Corruption Policy and Code of Conduct; however, they are not aware of the Code of Conduct for Child Protection, nor of the Ethical Code of Conduct, which cover the obligation not to abuse, exploit or discriminate against the communities they operate in.	Communities stated that the staff they interact with are competent and skilled to implement the activities. They were satisfied with the behaviour of the staff and expressed that they were being treated with respect and dignity.	2.6
Commitment 9: Resources are managed and	Danmission has a quality assurance process for the approval of projects, including a cross reader examination, as well as a geographic prioritisation that allows it to allocate funds according to its objectives.	Communities stated that from their understanding and observation, the resources for	1.8

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<p>used responsibly for their intended purpose</p>	<p>Danmission has a number of policies and processes in place to ensure the efficient use of resources, such as the due diligence process for partners, the process for approval of projects, regular financial and narrative reporting by the partner, financial monitoring visits and external audit activities. However, not all these processes (i.e. audit, monitoring and due diligence) are implemented across the projects and partners, or guided by a clear procedure or policy. Danmission has an Environmental Policy and is in the process of being assessed against the Greenhouse Gas Protocol, and the organisation follows several principles to minimise the environmental impact of their activities. Danmission has an Anti-Corruption Policy and Code of Conduct and manages the risk of corruption through several activities, including e-learning, transparent communication, and partners workshops.</p>	<p>the activities are used wisely by Danmission or its partners, and that they had no specific complaints regarding misuse of resources.</p>	
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Summary of non-conformities

Weaknesses	Type (minor/major)	Close-out due date	Close-out date
<p>2019-2.5: Danmission does not ensure the monitoring of activities, outputs and outcomes in order to adapt programmes and address poor performance.</p>	<p>Minor</p>	<p>2021-11-18</p>	
<p>2019-3.7: Staff and partners are not aware of the main policies and guidelines to prevent programmes from having negative effects</p>	<p>Minor</p>	<p>2021-11-18</p>	

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2019-3.6: Danmission does not ensure that potential or actual unintended negative effects are systematically identified and acted upon, in the areas of people's safety and security; sexual exploitation and abuse by staff; livelihoods; the local economy and the environment.	Minor	2021-11-18	
2019-3.8: Danmission does not ensure that systems are in place to safeguard personal information from affected people in the country offices and partners' offices.	Minor	2021-11-18	
2019-4.5: Danmission has no dedicated policy nor requirements regarding information sharing with communities.	Minor	2021-11-18	
2019-5.4: The complaints handling process for communities and people affected by crisis is not in place at country level.	Minor	2021-11-18	
2019-5.6: Communities are not aware of the expected behaviour of Danmission staff or their local partners, and their commitments on the prevention of sexual exploitation and abuse.	Minor	2021-11-18	
2019- 5.7 Danmission does not assure that out-of-scope complaints are referred to a relevant party in a manner consistent with good practice.	Minor	2021-11-18	
2019-5.1: Communities are not consulted in the design, implementation and monitoring of complaints handling processes.	Major	2020-11-18	

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2019-5.2 Danmission does not ensure that information on how to access its complaints mechanisms, and its scope are available to all its stakeholders, partners and communities.	Minor	2021-11-18	
2019-5.3 Danmission does not ensure that the partners manage the complaints in a timely, fair and appropriate manner that prioritises the safety of the complainant	Minor	2021-11-18	
2019-7.4: Danmission has no evaluation policy	Minor	2021-11-18	
2019-8.2: The codes of conduct which establish the obligation of staff not to exploit, abuse or otherwise discriminate against people are not known by staff and partners.	Minor	2021-11-18	
2019-8.9: Danmission does not have formal mechanisms to handle and investigate staff grievances and complaints	Minor	2021-11-18	
2019-9.6: Policies and policies governing the use of resources are not in place regarding: how it accepts funds and in-kind ethically and legally; how it uses its resource in an environmentally responsible way; conducts audits, verifies compliance and reports transparently; manages and mitigates risk on an ongoing basis.	Minor	2021-11-18	
2019-9.2: Processes to identify, monitor and audit the management and use of resources to achieve their intended purpose, minimising waste, are not in place or implemented.	Minor	2021-11-18	

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Sampling recommendation for next audit

Sampling	Consider integrating countries implementing Church Development activities only into the sample if the volume of funds justifies it.
Specific recommendation for selection of sites	As activities funded by institutional funds are well documented in Danmission's self-assessment, and the initial audit included visits to more partners funded by institutional funds than those by own funds, and in consideration of the findings that activities funded by institutional funds have more systems in place that cover the CHS commitments, it is recommended to include visit sites funded by Danmission's own funds.

Acknowledgement of the report

SPACE RESERVED FOR THE ORGANISATION

Reservations regarding the findings / remarks regarding the behaviour of the audit team: yes NO

Reasons:

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Acknowledgement and Acceptance of Findings:

I acknowledge and understand the findings of the audit.

I accept the findings of the audit.

Name: **Caroline Winther**
Administrationschef

Date and place: *Hellery 20.12.2019*

Signature: **DANMISSION**



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	Major non-conformity or Major weakness
	Your organisation currently does not work towards applying this requirement, either formally or informally. It's a major weakness that prevents your organisation from meeting the overall commitment.
1	Minor non-conformity or Minor weakness
	Your organisation has made some efforts towards applying this requirement, but these efforts have not been systematic.
2	Observation
	Your organisation is making systematic efforts towards applying this requirement, but certain key points are still not addressed.
3	Conformity
	Your organisation conforms to this requirement, and organisational systems ensure that it is met throughout the organisation and over time – the requirement is fulfilled.
4	Exceptional conformity
	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.