

# Action Against Hunger UK (Action Against Hunger-UK) Renewal Audit – Summary Report – 2024/11/21

## 1. General information

### 1.1 Organisation

Type	Mandates	Verified
<input checked="" type="checkbox"/> International <input type="checkbox"/> National <input checked="" type="checkbox"/> Membership/Network <input checked="" type="checkbox"/> Direct Assistance <input type="checkbox"/> Federated <input checked="" type="checkbox"/> With partners	<input checked="" type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input checked="" type="checkbox"/> Advocacy	<input checked="" type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input type="checkbox"/> Advocacy
<b>Legal registration</b>	Company limited by guarantee company number 03069468	
<b>Head Office location</b>	London, UK	
<b>Total number of organisation staff</b>	70 staff employed and working for UK HQ	

### 1.2 Audit team

<b>Lead auditor</b>	Johnny O'Regan
<b>Second auditor</b>	N/A
<b>Third auditor</b>	N/A
<b>Observer</b>	N/A
<b>Expert</b>	N/A
<b>Witness / other participants</b>	N/A

### 1.3 Scope of the audit

<b>CHS:2014 Verification Scheme</b>	Independent Verification
<b>Audit Cycle</b>	Second cycle
<b>Type of audit</b>	This Renewal Audit is a transition from the 4-year audit cycle to the 3-year audit cycle.
<b>Scope of audit</b>	The audit covers the UK Head Office as well as Action Against Hunger UK's development and humanitarian programming implemented globally through other members (France, Spain, USA) of the network and downstream partners. India Implementing Headquarters (Implementing HQ) is out of scope due to the limited and atypical programming through it.
<b>Focus of the audit</b>	The audit focuses on how Action Against Hunger-UK, as part of a network, delivers its programmes through downstream partners.

### 1.4 Sampling\*

<b>Sampling unit</b>	Country Programme
<b>Total number of Country Programmes included in the sampling</b>	24
<b>Total number of sites for onsite visit</b>	1
<b>Total number of sites for remote assessment</b>	3
<b>Sampling Unit Selection</b>	
<b>Random Sampling — onsite/remote</b>	<b>Purposive Sampling — onsite/remote</b>

Turkey- onsite	Zimbabwe – remote
Ukraine- remote	Somalia- remote

**Any other sampling considerations:**

The sample included three Implementing HQs that manage programmes funded by Action Against Hunger-UK

**Sampling risks identified:**

The team could not find a female interpreter and so a staff member of ACF (Turkey) provided translation services, which presents a risk of (at least the perception of) lack of impartiality. The team was confident though that the staff member behaved impartially and translated literally. One focus group was facilitated by another staff member but was translated by an independent translator contracted by HQAI who confirmed that the interview appeared to be impartially conducted.

As mentioned above, the sampling included 3 out of the 4 Implementing HQs to understand where there were common and differential approaches to programming. Turkey is atypical insofar as it operates exclusively through partners which is less common. However, the remote sites have more direct implementation. 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

<b>Date</b>	18/7/24	<b>Number of participants</b>	7
<b>Location</b>	Remote	<b>Any substantive issues arising</b>	None

## 2.2 Locations Assessed

<b>Locations</b>	<b>Dates</b>	<b>Onsite or remote</b>
Turkey, Gazantiep, Hatay	9-12 September 2024	Onsite
Zimbabwe	September 2024	Remote
Ukraine	September 2024	Remote
Somalia	September 2024	Remote

## 2.3 Interviews

<b>Level / Position of interviewees</b>	<b>Number of interviewees</b>		<b>Onsite or remote</b>
	Female	Male	
<b>Action Against Hunger UK</b>			
Management and staff	7	3	Remote
<b>Other Implementing HQs</b>			
Management and staff	3	8	Remote
<b>Country Programmes</b>			
Management and staff	7	9	Onsite & remote
Partner management and staff	7	4	Onsite & remote
<b>Total number of interviewees</b>	24	24	Total: 48

## 2.4 Consultations with communities

<b>Type of group and location</b>	<b>Number of participants</b>		<b>Onsite/ remote</b>
	Female	Male	
Group discussion with programme participants - residents of containers (hygiene, non food items) and WASH Committee members- Hatay	14		Onsite
Consultation with residents and representatives of camp management– Kiyamdar - container city- Hayati	1	2	Onsite
Consultation with residents of containers- Kirihan- container city- Hayati	3	1	Onsite
Consultation with residents of containers- Kirihan- container city- Hayati	2		Onsite
Group discussion with programme participants- residents of containers (hygiene, non food items)	11		
Consultation with residents of containers- Ovakent- container city- Hayati	3	3	Onsite
Group discussion with programme participants- Yıldırımtepe - residents of containers		10	Onsite
Group discussion with programme participants- Yıldırımtepe - residents of containers	10		Onsite

Total female/male	44	16	
<b>Total number of participants</b>	60		

## 2.5 Closing Meeting

<b>Date</b>	2024/09/27	<b>Number of participants</b>	2
<b>Location</b>	Remote	<b>Any substantive issues arising</b>	None

## 3. Background information on the organisation

### 3.1 General information

Action Against Hunger UK is a company limited by guarantee incorporated in England and Wales. Action Against Hunger-UK is an independent entity with no constitutional link to the other entities within the Action Against Hunger (ACF) international network, which is made up of eight independent organisations (UK, France, Spain, US, India, Canada, and Germany<sup>1</sup>) that operate under common International Co-operation Protocol. Four are Implementing HQs (Implementing HQ): France, Spain, USA and India. The other three offices generate funding to support programmes which are managed and implemented by the four Implementing HQs at country level; there is only one Action Against Hunger legal entity in any country. Hence Action Against Hunger-UK holds all relationships between Action Against Hunger and donors in the UK.

The Action Against Hunger International Strategic Plan 3 (2020 – 2025) sets the ambition for the whole network to mitigate the consequences of hunger; address the causes of hunger; and change the way hunger is viewed and addressed. The ISP3 is cascaded and contextualised into HQ and Country Office strategy papers. In 2024, Action Against Hunger International was present in 59 countries with a global income of around €670 Million. Globally it has 8,987 members of staff with 70 in the UK office.

Action Against Hunger-UK does not directly implement large scale programmes overseas but supports the work of Action Against Hunger International by raising funds for programming; it also campaigns to raise awareness on global hunger and nutrition and to influence the UK government at a policy level.

Action Against Hunger-UK also carries out externally contracted services (third party services) for other organisations, including the UN and other INGOs (MEAL and nutrition services). This work is not included in the scope of this audit which focuses on projects/grants that are being managed by Action Against Hunger-UK through partners, using donor funds, restricted or unrestricted, public or private. This portfolio of work is primarily managed for UK government funding by the Programme Funding Team (PFT) and for private funding by the Fundraising department. Only work managed through PFT is included in scope.

Action Against Hunger-UK pools financial resources and expertise to the Action Against Hunger network. In 2023, Action Against Hunger-UK had a total income of £37m of which more than £17m came from the UK government (UK Aid) primarily through FCDO and the Start Network; and around £14m was generated from donations and legacies. Action Against Hunger UK has been a member of Disaster Emergency Committee since 2018. The majority of the funds raised, after deduction of the costs of running the Charity, is sub-granted to

<sup>1</sup> As of October 2024, Italy has been inducted into the ICC. Italy does not currently hold a seat on the IEC, and revisions to the ICP are pending

other ACF organisations for programme implementation through Intra-Network Sub-Grant Agreements (INA).

### 3.2 Governance and management structure

The UK Board has eight Trustees who are the Directors of the Charity. The Board meets quarterly and operates in accordance with its Articles of Association, which was updated in 2021. The Board of Trustees delegates the management and administration of the charity to the Executive Director and Senior Management Team (SMT), which manage five departments: Operations, Fundraising and Communications, Finance and Administration, Human Resources and the Executive Office, which includes Legal and Governance, Evaluation, Learning and Accountability, and international coordination.

The Board works closely with the Executive Committee (ExCom), the members of which attend all Board meetings. Three Board Committees meet quarterly: Audit, Risk and Compliance Committee, Remuneration/Compensation and Governance Committee and the Fundraising, Engagement and Ethics Committee.

Although Action Against Hunger-UK is not involved in programme implementation, it has an Operations Department which supports the technical and programmatic work of other ACF organisations: funding for programmes, technical expertise (nutrition and MEAL), third party contracting services to the ACF network and other organisations and advocacy, research and UK domestic programmes.

At the global level, the ACF Network has three main governing bodies to facilitate effective coordination and collaboration across the network:

1. The International Committee of Chairs (ICC) comprises the Chair of the Board of each member.
2. The International Executive Committee (IEC) meets on a weekly basis and comprises the Chief Executives of each of member.
3. The International Management Groups (IMG) comprise senior managers of departments that meet on a monthly basis.

A number of other international working groups (e.g. Risk) report to the IEC.

### 3.3 Work with partner organisations

All of Action Against Hunger-UK's projects and grants are implemented by partners; the majority of these are Action Against Hunger International partners, who commit to a range of network wide policies. The range of policies to which network members commit has increased over the years, which provides growing assurance to Action Against Hunger-UK of its key partners commitment to quality and accountability. Implementing HQs have their own quality assurance systems such as internal audit arrangements, monitoring visits to country programmes, and technical support expertise.

Action Against Hunger-UK negotiates with potential partners through the issuing of calls for Expressions of Interest (EoI), and developing proposals in collaboration with them. Action Against Hunger-UK is responsible for governance and delivery of contracts, including compliance and risk management. Action Against Hunger-UK currently implements programmes through four Implementing HQs: Spain, France, USA and India (which is out of scope as described earlier).

Some funding is channelled to downstream partners who are not part of the Action Against Hunger International network. Action Against Hunger-UK does not have a formal partner capacity building policy, nor does it provide core funding for partners, or standalone funding for partner capacity development. However, those Implementing HQs undertake due diligence exercises with downstream partners and develop capacity building plans based on identified gaps.

The Intra-Network Agreement (INA) with Implementing HQ partners describes terms and conditions, reporting requirements and compliance demands. They include reporting

requirements on serious incidents in connection with project delivery, including, specifically, Aid Diversion or safeguarding concerns.

The Local Partnership Policy (2023) defines the principles of partnership of the Action Against Hunger network across its relationships with other organisations. Two Action Against Hunger Working Groups exist: one to provide strategic direction and the development of a Localisation Policy and the other to support learning on the implementation of the Local Partnership Policy. The current policies and procedures do not explicitly refer to the CHS and expectations in relation to adherence to the CHS commitments.

Action Against Hunger-UK contributes to and influences network level policies and priorities in areas relevant to meeting the CHS through the governing bodies and working groups mentioned in 3.2. This helps strengthen the overall system on which Action Against Hunger-UK relies for assurance.

## 4. Overall performance of the organisation

### 4.1 Internal quality assurance and risk management mechanisms

Action Against Hunger-UK continues to strengthen systems, including further harmonisation of policies within the network. The PFT oversees the grant portfolio (except for philanthropy and corporate grants which are managed by the Fundraising Team and outside the scope of this verification). The PFT manages the relationship with implementing partners (mainly Implementing HQs) and donors. This is primarily in terms of ensuring that proposals and narrative and financial reports are in line with UK donor requirements but not, for example, reviewing them from a technical programmatic perspective. The PFT also supports with incident reporting to donors in line with contracts. The Finance Department supports the PFT with budget review and expenditure reporting. The MEAL team is a separate entity from PFT, it is involved in commissioning and overseeing the DEC evaluations on a rotational basis (most recently Ukraine Response).

Programme countries are effectively branches of an Implementing HQ and Action Against Hunger-UK depends on those Implementing HQs implementing the Intra-Network Sub grant agreement for its quality assurance. This is reflected in many of the scores in the annex to this report- insofar as the audit identifies numerous indicators where Action Against Hunger is meeting the standard. However, in the absence of a quality assurance function in the UK then in some instances this represents a risk that the standard may not be applied in future as the level of systemisation may not be clear. In other instances, for example where there is a network-wide emphasis such as on complaints, there is less of a risk. This current audit has identified improvements in risk management processes at project site level, with systematic risk analysis of, for example safety and security, though with some gaps, for example in conducting contextualised safeguarding risk assessments.

### 4.2 Level of application of the CHS

Action Against Hunger-UK demonstrates a clear understanding of, and commitment to the CHS and its application. The international strategic plan, which the UK strategy aligns with, is in line with the CHS with priorities including building resilience, mobilising civil society and creating and sharing knowledge. Accountability is mentioned as an enabling theme. Action Against Hunger has improved significantly since the initial audit in a number of important areas, including functioning of complaints mechanisms and delivering on the localisation agenda. Other areas perform well such as relevance, efficiency, effectiveness and coordination of interventions. As mentioned in 4.2, these are not necessarily fully reflected in the scores below as the level of systematic application across interventions is not always clear.

Action Against Hunger has or is in the process of rolling out a number of either new or updated policies and guidance that are important for quality and accountability. These include safeguarding, protection, gender, environment, complaints management, anti-fraud, and learning. Action Against Hunger-UK has a role in development of these policies through the governing bodies and working groups described in Section 3.2. It has less of a role in oversight of implementation of policies except to the extent that this is reported back at a macro level through those same organs. Otherwise it primarily relies on the Implementing HQs through which it implements projects for assurance. In terms of practice, staff and

partners demonstrate a strong commitment to the CHS, in their work ethic, empathy and competence. However, this is not always supported by systems, guidance, quality control and collaborative knowledge exchange to promote strong community engagement such as participation, information sharing, ensuring that programmes (and feedback mechanisms) are inclusive of all community members and that monitoring is sufficiently focused on addressing poor performance. This negatively affects how well it performs on gender and diversity, and PSEAH. Relatedly, supports for training and development for staff is an area that also needs improvement in Action Against Hunger UK. While the culture regarding complaints and the systems to ensure they are used for accountability and learning are evolving, the level of consultation on the design and implementation of feedback and complaints needs to be improved. Nonetheless the improvements in the culture and functioning of complaints have improved its performance against PSEAH, gender and diversity metrics and Internal Quality Controls. Encouragingly, the issues highlighted in this report have generally been identified through the network's own review and analysis.

This audit :

- closes 13 minor weaknesses
- extends 9 minor weaknesses
- raises 4 new minor weaknesses

### 4.3 Organisational performance against each CHS Commitment

Strong points and areas for improvement	Average score*
<b>Commitment 1: Humanitarian assistance is appropriate and relevant</b>	2.5
<p>Action Against Hunger-UK supports operations in many challenging contexts; it displays an understanding of context and in the context visited by auditors undertakes an impartial analysis of needs and uses these to design programmes that target vulnerable communities. However, it does not necessarily capture the full range of vulnerabilities in communities, partly because of lack of targeting strategies at network level. Its data collection systems disaggregate by sex and age but not other important vulnerabilities such as disability and minorities. Review mechanisms facilitate the adaptation of programmes in line with changing needs and capacities.</p>	
<p><b>Feedback from communities:</b> Communities generally expressed satisfaction about the appropriateness of programmes with regards to their needs, vulnerabilities and capacities. They find programmes and partners to be fair and impartial in delivery of assistance, though sometimes over-reliant on self-reporting of vulnerabilities.</p>	
<b>Commitment 2: Humanitarian response is effective and timely</b>	2.1
<p>Programmes are realistic, address constraints and analyse risks to communities and people affected by crisis. Strong technical resources are in place and staff identify and refer unmet needs, primarily through its participation in coordination mechanisms. Monitoring systems leans towards the capture of quantitative data, which makes it more challenging to address poor performance. Due diligence exercises do not review partners' monitoring systems in depth.</p>	
<p><b>Feedback from communities:</b> Monitoring happens systematically but poor performance is not always systematically monitored and addressed. Communities feel that programmes are realistic and safe and expressed satisfaction with the timeliness of response.</p>	
<b>Commitment 3: Humanitarian response strengthens local capacities and avoids negative effects</b>	1.8
<p>Programming promotes resilience, including during response and resilience phases and supports partners' ability to prepare and respond to emergencies. It does not systematically develop exit strategies, but where it does it involves partners and communities at an early stage. While there is an appropriate range of policies, principles, standards, and guidance designed to prevent programmes having negative effects (such as risk assessments, post distribution</p>	

<p>monitoring reports, complaints mechanisms) and strengthen local capacities, it does not have the adequate systems in place to assess the full range of potential unintended negative effects for example through safeguarding risk assessments. Programmes are designed to promote early recovery and support the local economy and it supports communities to develop preparedness plans. It defines exit strategies early in interventions and makes its intentions clear to all stakeholders.</p>	
<p><b>Feedback from communities:</b> Community members generally stated that programmes improved their resilience and noted no unintended negative effects of programmes.</p>	
<p><b>Commitment 4: Humanitarian response is based on communication, participation and feedback</b></p>	<p>1.6</p>
<p>The guidance on community engagement, including information sharing and participation, is obsolete and there is insufficient focus on this area during due diligence exercises. The draft MEAL policy is aligned with the CHS but how it will be put into effect is unclear. Communication with communities is respectful and appropriate to their requirements, including in terms of languages and media. Staff and partners encourages participation but it is not sufficiently inclusive, partly because of the lack of targeting strategies. Likewise, communities are encouraged and facilitated to provide feedback on their level of satisfaction with the quality and effectiveness of assistance. It does disaggregate by sex and age but not diversity.</p>	
<p><b>Feedback from communities:</b> Communities were well informed on programmes and deliverables and were regularly asked for feedback on their level of satisfaction with the quality and effectiveness of assistance. They feel that opportunities for participation are appropriate and meaningful though noted some instances where feedback did not receive a response.</p>	
<p><b>Commitment 5: Complaints are welcomed and addressed</b></p>	<p>2.1</p>
<p>The organisational culture regarding complaints is evolving; the complaints mechanism is documented and country programmes have functioning complaints mechanisms. There is very limited evidence regarding the consultation regarding the design, implementation and monitoring of complaints mechanisms. However, there is good clarity regarding access to and scope of complaints mechanisms and expected behaviour of staff. Where complaints are received, they are welcomed and accepted and the safety and confidentiality of complainants is prioritised. There is limited evidence of systematic referral of out-of-scope complaints to relevant agencies, but this does happen for serious complaints.</p>	
<p><b>Feedback from communities:</b> No community members remember being consulted on the design or implementation of complaints mechanisms, though they are consulted on how they function. They understand appropriate staff behaviour, express confidence in the integrity of complaints mechanisms and say they would have no fear of reprisals if they made a complaint. They reported that they were very satisfied with the behaviour of staff and partners.</p>	
<p><b>Commitment 6: Humanitarian response is coordinated and complementary</b></p>	<p>2.8</p>
<p>Action Against Hunger-UK demonstrates a strong commitment to coordination at international and national level; coordination within the network is evolving positively but there is room for further improvement. Staff understands stakeholders' roles, responsibilities capacities and interests. This increases the complementarity of responses with national and local authorities and other stakeholders. The organisation is a member of a range of coordination mechanisms through which it shares and receives information that is helpful for programming.</p>	
<p><b>Feedback from communities:</b> Communities are generally aware of collaborative efforts with other organisations and local government authorities and say while there are gaps in services there is no duplication.</p>	
<p><b>Commitment 7: Humanitarian actors continuously learn and improve</b></p>	<p>2.0</p>
<p>Policies for learning are fit for purpose but the mechanisms for sharing are not sufficiently navigable and learning between countries (particularly those associated with different Implementing HQs) is challenging. This makes it difficult to design programmes based on prior experience. Monitoring and evaluation exercises are used to learn</p>	

and implement change but the focus on quantitative monitoring challenges its capacity to implement changes. It shares innovation and learning with a range of stakeholders but not systematically with communities.	
<b>Feedback from communities:</b> Some communities expressed satisfaction with learning shared with them; other could not provide examples of learning and likewise with changes to programmes.	
<b>Commitment 8: Staff are supported to do their job effectively, and are treated fairly and equitably</b>	2.7
HR policies/procedures and job descriptions are in place, are perceived to be fair and realistic and performance reviews are generally delivered systematically. Staff work according to agreed objectives and performance standards; they are familiar with organisational policies and the consequences of non-adherence – particularly regarding the code of conduct. The main issue is with resourcing of learning and development opportunities for Action Against Hunger – UK, including training on new policies and personal development opportunities, which challenges staff development. Action Against Hunger-UK takes staff wellbeing and security seriously.	
<b>Feedback from communities:</b> Communities expressed strong satisfaction with the behaviour and competency of staff. No communities mentioned a breach of the code of conduct.	
<b>Commitment 9: Resources are managed and used responsibly for their intended purpose</b>	2.7
Action Against Hunger-UK has strong guidance on resource management and its systems and procedures for designing and implementing programmes balance quality, cost and timeliness. It systematically monitors and reports on budget and has a reasonable range of preventative, detective and corrective controls that help reduce waste and counter corruption. Its approach to the environment has improved through rollout of green initiatives and baselining/measuring the carbon impact of its actions.	
<b>Feedback from communities:</b> Communities were not aware of any instances of financial misappropriation and where they expressed an opinion they stated that resources are used reasonably.	

\* *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 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 open weaknesses

Weaknesses	Type	Status	Resolution timeframe
2021 – 1.2: Action Against Hunger-UK does not have mechanisms in place to ensure that projects are systematically designed and implemented on the basis of an impartial assessment of needs and risks, and an understanding of the vulnerabilities and capacities of different groups.	Minor	Extended	By renewal audit 2027
2021 – 2.1: Action Against Hunger-UK does not have routine processes in place to ensure systematic consideration of constraints so that a proposed action is realistic and safe for communities.	Minor	Closed	
2021 – 2.5: Action Against Hunger-UK does not have adequate assurance mechanisms in place to ensure that poor performance is addressed	Minor	Extended	By renewal audit 2027
2021 – 3.2: Action Against Hunger-UK does not have standards or requirements in place for implementing partners to systematically consider	Minor	Closed	

community level hazard and risk assessment or preparedness planning to guide project activities			
2021 – 3.3: Action Against Hunger-UK does not have a strategy or guidance for implementing partners to support systematic consideration of how to enable the development of local leadership and organisations in their capacity as first responders	Minor	Closed	
2021 – 3.4: Action Against Hunger-UK does not have a strategy or guidance on planning for project exit or transition and there is no evidence of this being done in practice.	Minor	Closed	
2024- 3.4 Exit strategies are the exception rather than the norm	Minor	New	By renewal audit 2027
2021 – 3.5: Action Against Hunger-UK does not consistently support the design and implementation of projects that promote early recovery and benefit the local economy.	Minor	Closed	
2021 – 3.6: Action Against Hunger-UK does not have effective mechanisms in place to assure that all projects systematically identify and act upon potential negative effects in projects in a timely manner.	Minor	Extended	
2021 – 3.7: Action Against Hunger-UK does not have policies, strategies or guidance in place that are designed to systematically prevent programmes having any negative effects or to strengthen local capacities.	Minor	Closed	
2021 - 4.1: Action Against Hunger-UK does not have a mechanism in place to assure that partners systematically provide information to communities and people affected by crisis about the organisation, the principles it adheres to, how it expects its staff to behave, the programmes it is implementing and what they intend to deliver.	Minor	Closed	
2021 - 4.2: Action Against Hunger-UK does not assure that implementing partners communicate in languages, formats and media that are easily understood, respectful and culturally appropriate for different members of the community.	Minor	Closed	
2021 - 4.3: Action Against Hunger-UK does not systematically engage with partners to ensure inclusive representation and participation and engagement of communities and people affected by crisis at all stages of the work.	Minor	Extended	By renewal audit 2027
2021 - 4.4:	Minor	Extended	By renewal audit 2027


Action Against Hunger-UK does not assure that feedback mechanisms are systematically in place and does not engage with partners to ensure that partners pay particular attention to the gender, age and diversity of those giving feedback.			
2021 – 4.5: Action Against Hunger-UK does not have policies or guidance on Information sharing or open communication with external stakeholders, including partners and communities.	Minor	Extended	By renewal audit 2027
2021 – 4.6: Action Against Hunger-UK does not have mechanisms in place to ensure partners systematically engage communities and people affected by crisis at all stages of the project cycle.	Minor	New	By renewal audit 2027
2021-5.1: There is no mechanism in place to ensure that partners consult with communities and people affected by crisis on the design, implementation, and monitoring of complaints handling process.	Minor	Extended	By renewal audit 2027
2021-5.3: It is unclear how Action Against Hunger-UK consistently and systematically ensures that all its partners manage complaints in a timely, fair and appropriate manner that prioritises the safety of the complainant and those affected at all stages.	Minor	Closed	
2021-5.5: Action Against Hunger-UK's culture in relation to complaint handling in accordance with defined policies and procedures is not sufficiently well developed to ensure partners are systematically listening and responding to complaints.	Minor	Closed	
2021-5.6: Communities and people affected by crisis are not systematically made aware of the expected behaviour of staff, including organisational commitments made on the prevention of sexual exploitation and abuse.	Minor	Closed	
2021-5.7: Action Against Hunger-UK does not ensure that complaints at the project level that do not fall within the scope of the organisation are referred to a relevant party in a manner consistent with good practice	Minor	Extended	By renewal audit 2027
2021 – 7.1: Action Against Hunger-UK does not have an established process in place to ensure that project design is systematically informed by lesson learned and prior experience.	Minor	Extended	By renewal audit 2027
2024 – 7.5: Mechanisms for sharing learning are not sufficiently well developed to promote the accessibility of learning	Minor	New	By renewal audit 2027
2021 – 8.4: Action Against Hunger-UK does not have adequate staff and management capacity for oversight of its main portfolio of projects.	Minor	Closed	

2024- 8.8: Action Against Hunger-UK policies to support staff to improve their skills and competencies are not systematically in place	Minor	New	By renewal audit 2027
2021 – 9.4: Action Against Hunger-UK does not have specific standards or guidance in place to assess how use of local and natural resources may impact the environment	Minor	Closed	
<b>Total Number of open Weaknesses</b>		12	

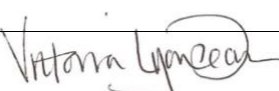
## 6. Claims Review

<b>Claims Review conducted</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>Follow-up required</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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## 7. Lead auditor recommendation


In our opinion, Action Against Hunger-UK demonstrates a high level of commitment to the Core Humanitarian Standard on Quality and Accountability and its continued inclusion in the Independent Verification scheme is justified.	
<b>Name and signature of lead auditor:</b>  Johnny O'Regan  	<b>Date and place:</b>  14 <sup>th</sup> October 2024  Dublin, Republic of Ireland

## 8. HQAI decision

<b>Certificate renewed:</b>	<input type="checkbox"/> Issued <input type="checkbox"/> Preconditioned (Major CARs)
Start date of the current certification cycle: YYYY/MM/DD Next audit before YYYY/MM/DD	
<b>Registration in the Independent Verification Scheme maintained:</b>	<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Refused
Start date of the current verification cycle: 2024/11/22 Renewal audit completed by 2027/11/22	
<b>Name and signature of HQAI Executive Director/Head of quality assurance:</b>  Victoria Lyon Dean  	<b>Date and place:</b> 21/11/2024  Geneva, Switzerland.

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## 9. Acknowledgement of the report by the organisation

<b>Space reserved for the organisation</b>	
Any reservations regarding the audit findings and/or any remarks regarding the behaviour of the HQAI audit team:  <i>If yes, please give details:</i>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Acknowledgement and Acceptance of Findings:</b>  I acknowledge and understand the findings of the audit  I accept the findings of the audit	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Name and signature of the organisation's representative:</b>  Jean-Michel Grand 	<b>Date and place:</b> Dec 10, 2024 London

## Appeal

In case of disagreement with the quality assurance decision, the organisation can appeal to HQAI within 14 workdays after being informed of the decision.

HQAI will transmit the case to the Chair of the Advisory and Complaint Board who will confirm that the basis for the appeal meets the appeals process requirements. The Chair will then constitute an appeal panel made of at least two experts who have no conflict of interest in the case in question. The panel will strive to come to a decision within 45 workdays.

*The details of the Appeals Procedure can be found in document PRO049 – Appeals 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.	<p><b>Score 0:</b> indicates a weakness that is so significant that the organisation is unable to meet the commitment. This leads to:</p> <ul style="list-style-type: none"> <li>• <b>Independent verification:</b> major weakness.</li> <li>• <b>Certification:</b> major non-conformity, leading to a major corrective action request (CAR) – No certificate can be issue or immediate suspension of certificate.</li> </ul>
	Your organisation is making efforts towards applying this requirement, but these are not systematic.	<p><b>Score 1:</b> 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:</p> <ul style="list-style-type: none"> <li>• <b>Independent verification:</b> minor weakness</li> <li>• <b>Certification:</b> minor non-conformity, leading to a minor corrective action request (CAR).</li> </ul>
2	Your organisation is making systematic efforts towards applying this requirement, but certain key points are still not addressed.	<p><b>Score 2:</b> indicates an issue that deserves attention but does not currently compromise the conformity with the requirement. This leads to:</p> <ul style="list-style-type: none"> <li>• <b>Independent verification and certification:</b> observation.</li> </ul>
	Your organisation conforms to this requirement, and organisational systems ensure that it is met throughout the organisation and over time – the requirement is fulfilled.	<p><b>Score 3:</b> indicates full conformity with the requirement. This leads to:</p> <ul style="list-style-type: none"> <li>• <b>Independent verification and certification:</b> conformity.</li> </ul>
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.	<p><b>Score 4:</b> indicates an exemplary performance in the application of the requirement.</p>

\* Scoring Scale from the CHSA Verification Scheme 2020