

# Finn Church Aid

## Renewal Audit – Summary Report – 2023/10/05

### 1. General information

#### 1.1 Organisation

Type	Mandates	Verified
<input checked="" type="checkbox"/> International <input type="checkbox"/> National <input 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 checked="" type="checkbox"/> Advocacy
<b>Legal registration</b>	International NGO	
<b>Head Office location</b>	Helsinki, Finland	
<b>Total number of organisation staff</b>	3,010	

#### 1.2 Audit team

<b>Lead auditor</b>	Daniel Rogers
<b>Second auditor</b>	Gertrude Dendere Chibwe
<b>Third auditor</b>	
<b>Observer</b>	
<b>Expert</b>	
<b>Witness / other participants</b>	

#### 1.3 Scope of the audit

<b>CHS Verification Scheme</b>	Certification
<b>Audit cycle</b>	Third cycle - Renewal audit
<b>Coverage of the audit</b>	The entire organisation, all of its offices and programmes (humanitarian, development and advocacy), including those implemented by partner organisations.

#### 1.4 Sampling\*

<b>Total number of Country Programmes in scope</b>			12
<b>Total number of sites for onsite visit</b>			1
<b>Total number of sites for remote assessment</b>			3
Name of country programmes	Included in final sample (Y/N)	Rationale for sampling and selection / de-selection decision	Onsite or Remote
<b>Random sampling</b>			
IOPT	N	Small programme with only 2 staff and 3 projects	
Nepal	Y	Partnership only programme	Remote
Central African Republic	Y	Direct implementation only. Visit not possible due to security risks.	Remote
Uganda	Y	Largest country programme, mix of direct and partner, humanitarian and development work	Onsite

Ukraine	Y	New country programme. Visit not possible due to security risks.	Remote
<b>Purposive sampling</b>			
n/a		n/a	
<b>Any other sampling performed for this audit:</b> n/a			
<b>Sampling risks identified:</b> The auditors have a high degree of confidence in the findings of this audit.			

*\*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 Locations Assessed

Locations	Dates	Onsite or remote
Helsinki	24 April 2023	Remote
Kyaga II Refugee Settlement, Uganda	16-17 May 2023	Onsite
Kampala, Uganda	18-19 May 2023	Onsite
Nepal	12 June 2023	Remote
Central African Republic	14 June 2023	Remote
Ukraine	12 June 2023	Remote

### 2.2 Interviews

Level / Position of interviewees	Number of interviewees		Onsite/ Remote
	Female	Male	
<b>Head Office</b>			
Management	2	4	Remote
Staff	5	4	Remote
<b>Country-offices</b>			
Management	4	8	Onsite
Staff	9	3	Onsite
Partner staff	4	1	Onsite
Others	2	3	Onsite
<b>Total number of interviewees</b>	<b>26</b>	<b>23</b>	<b>49</b>

### 2.3 Consultations with communities

Type of group and location	Number of participants		Onsite or remote
	Female	Male	
Teachers, Kyaga II refugee settlement, Uganda	4	5	Onsite

Secondary school learners, Kyaga II refugee settlement, Uganda	23	13	Onsite
Children with disabilities, Kyaga II refugee settlement, Uganda	6	4	Onsite
Parent teacher association members, Kyaga II refugee settlement, Uganda	3	7	Onsite
Psychosocial Support Group, Kyaga II refugee settlement, Uganda	11	0	Onsite
Parents, Kyaga II refugee settlement, Uganda	8	12	Onsite
Former trainees, Kampala, Uganda	4	6	Onsite
Current trainees, Kampala Uganda	10	10	Onsite
Peace club members, Kampala Uganda	6	4	Onsite
<b>Total number of participants</b>	<b>75</b>	<b>61</b>	<b>136</b>

## 2.4 Opening meeting

<b>Date</b>	2023/04/24
<b>Location</b>	Remote
<b>Number of participants</b>	25 (13F / 12M)
<b>Any substantive issues arising</b>	n/a

## 2.5 Closing meeting

<b>Date</b>	2023/06/19
<b>Location</b>	Remote
<b>Number of participants</b>	15 (7F / 8M)
<b>Any substantive issues arising</b>	n/a

## 3. Background information on the organisation

### 3.1 General information

Finn Church Aid (FCA) counts its history back to 1947 when the Lutheran World Federation Finnish National Committee was established. The organisation grew out of the Lutheran World Federation's Finnish National Committee, which worked on reconstructing Finland after World War II through coordinating international aid to Finland from the United States and Sweden. Over time, FCA shifted towards international aid and is today the largest Finnish humanitarian and development organisation.

In 1995, FCA became a Foundation with its own Board of Directors (BoD). Since 2010, FCA took the strategic decision to become more decentralised and establish more field presence. FCA focuses its international humanitarian interventions in fragile and complex environments. The challenge to find appropriate partners, particularly in complex contexts, has led FCA to be increasingly self-implementing. Today, FCA is a global actor with offices in 12 countries, one regional office and advocacy and fundraising offices in Bangkok and the USA. It is a member of the ACT Alliance.

FCA is a faith-based organisation working with a rights-based approach and guided by human rights standards and principles. Its vision is of a world comprised of resilient and just societies where everyone's right to peace, quality education and sustainable livelihood has been fulfilled. Its mission is to act for human dignity. Its values are unconditional love for its neighbours, unyielding hope, courage and respect. FCA's three thematic focus are: Right to Livelihoods, Right to Peace and Right to Education.

In 2022 FCA's largest programme was education and FCA supported 489,330 students' access to quality education, 5,200 teachers participated in trainings, 10,400 persons with

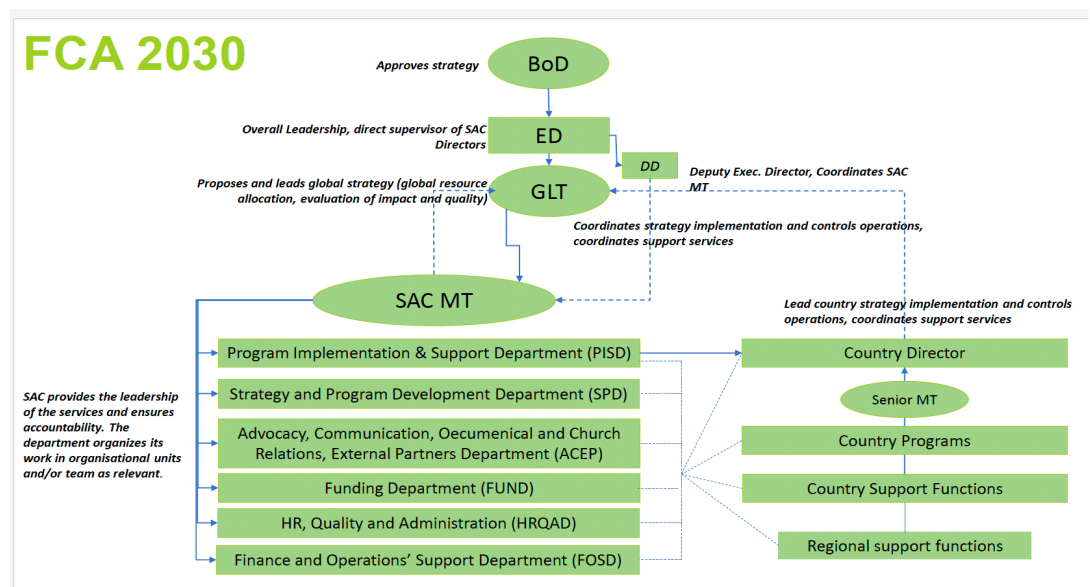
disabilities were supported, 942 school-related structures were constructed and rehabilitated. FCA had a total expenditure of 67.9m Euro (according to latest financial report 2022).

**3.2 Governance and management structure**

FCA is governed by a 14-member BoD. The directors are appointed on a 3-year term by the Church Council of the Evangelical-Lutheran Church of Finland. Approximately two-thirds of directors are independent of the Church. The BoD approves the strategy and annual work plan and budget.

FCA has been undertaking significant changes in its organisational structure since 2020, through its “FCA 2030 process”, a change process initiated by the Service and Accountability Centre (SAC) Management Team (MT) and geared towards shaping FCA to reach its change vision for 2030. This included a review and renewal of the leadership structures through a structural realignment of FCA management and organisation in Helsinki. The new structure intends to respond in a localised way to global trends, including environmental, geopolitical, demographic and technological changes, as well as changes in the aid sector.

The Helsinki-based Service and Accountability Centre (SAC) is led by the Executive Director (ED). The Global Leadership Team (GLT), composed of the ED, the Deputy ED and three Country Directors, meets regularly to propose and lead FCA’s global operational strategy. The Management Team (MT) coordinates the work of the SAC as a whole and assures that FCA’s daily operations follow GLT’s strategic guidance. Annual planning, budgeting, and reporting remain with the MT, signed off by the BoD.



FCA’s new operational structure is aligned with its aim of decentralisation. Country Directors are directly supported by the Programme Support Department (PSD) which liaises closely with the other departments. FCA’s Regional Desks have been removed, which reduces the SAC’s direct support to Country Offices (CO).

**3.3 Internal quality assurance mechanisms and risk management**

FCA’s Quality Assurance and Management efforts are guided by its Global Quality and Accountability Framework. The framework defines the organisation’s quality and accountability commitments which are aligned to the CHS, the ACT Code of Good Practice and other international best practice guidelines that FCA subscribes to.

FCA’s detailed description of its Quality Management System (QMS) and ways of operationalising it, is currently under development and is expected to be finalised and rolled

out in 2023. The QMS will aim to ensure that elements of quality management are included in the organisation's ways of working through on-going review of process descriptions and inclusion of quality management into all guiding documents.

FCA's new Rules of Procedure and Financial Standing Order were updated to reflect the changes within the leadership and organisational structure and clarify the responsibilities and mandates of the departments, units and COs, enhancing accountability for quality assurance, quality control and quality improvement.

FCA's risk management comprises contextual, organisational and programmatic risks, in line with FCA's Risk Management Policy. Risk assessment is embedded in the project design and implementation phases. The Compliance & Risk team, under the Finance and Operations' Support Department, reviews and supervises FCA's key risks. Together with the Administration Department, the team conducts the overall corporate risk assessment, monitoring and management. The BoD is responsible for approving the corporate risk assessment. FCA is currently strengthening its risk management processes and is amending the Risk Committee of the board to include external members with expertise in risk and audit.

Compliance with the CHS is verified through external audits conducted by the Humanitarian Quality Assurance Initiative (HQAI) and internal monitoring by the SAC. Organisational level audits are conducted regularly by Ministry for Foreign Affairs of Finland (MFA). FCA Global Programme evaluations are conducted regularly, contracted by FCA and/or MFA. FCA's country programmes and projects are evaluated regularly by independent evaluators assigned by FCA, based on a rotating evaluations' scheme, and project evaluations based on duration of the project. Management responses and plans of action to evaluations are tabled at SAC meetings.

FCA conducts systematic CO Self-Assessments on Quality and Accountability, based on the CHS indicators; these are linked to an Accountability Improvement Plan and inform CO MEAL Plans, staff capacity building plans, and annual and longer-term CO planning processes. This is still a relatively new initiative and is not fully operational everywhere, but it has the potential to significantly improve FCA's quality and accountability systems.

FCA has updated and revised various strategies and policies such as the Code of Conduct, Partnership Strategy, Operational Partnership Policy and Rules of Procedures. The organisation is also still in the process of revising several other key policies and guidelines as part of the organisational restructure. These include Risk Management Policy, Quality Management System, Data Protection Policy, Advocacy Strategy and Security Management Process. The rollout of new organisational documents to COs has been ongoing although CO staff experience some gaps in their knowledge of current policies and of their implementation. The SAC restructure, COVID-19 and the war in Ukraine have all contributed to delays in completion and rollout of various new policies and initiatives.

FCA has rolled out a new project management system, SAMPO which aims to improve quality and efficiency of key processes in Monitoring, Evaluation, Learning and Accountability (MEAL). M&E guidelines and procedures are contextualised in country programme specific plans and included in partner contracting documents, project design and reporting. Evaluation and audit results are used for improvement and learning at different levels of the organisation.

### **3.4 Work with partner organisations**

FCA's strategy includes working with different partners as a key component of its programming, and the Annual Report reports on how the organisation has engaged various partners in implementing its programmes. FCA delivers programmes with partners in most countries in which it works, and in some countries, programmes are delivered entirely by local partners. Overall, a relatively small percentage of FCA's work is delivered by local partners.

The organisation works with a broad range of partners and has recently developed a Partnership Strategy (2022-2025) that covers how the organisation works with the 6 partnership groups classified as: Local Civil Society Partners; Global Institutional Partners; Global Faith-Based Organisations and Interfaith Actors; Academic Partners and Research Institutions; Private Sector; and Public Authorities. The Partnership Strategy aims to be the guidance for the result-oriented development of a global partnership approach which will be done in collaboration between the SAC, COs and other parts of the FCA group where relevant.

The Operational Partnership Policy covers FCA's overall approach to working with its operational partnerships in detail, including principles and processes for operational partnerships and management of operational partnerships through various partnership assessment tools and guidelines.

FCA is yet to develop a clearer and more detailed approach to working with local civil society organisations, and how this is linked to its Localisation Agenda. The absence of a clear and more intentional strategy on working with local civil society partners has manifested through limited systematic partner capacity development. FCA's Localisation Agenda is currently in draft and is expected to be completed in 2023.

FCA has a Partner Assessment Tool, linked to partner capacity building. The initial partnership assessment, which includes more explicitly CHS commitments, is a pre-requisite for finalising Cooperation Agreements for funded activities. The Standard Cooperation Agreement with partners has been updated to provide specific obligations on key CHS commitments such as Complaints Handling Mechanisms, Safeguarding and communication with communities.

## 4. Overall performance of the organisation

### **4.1 Effectiveness of the governance, internal quality assurance and risk management of the organisation**

FCA's management system has undergone significant reform as per section 3.2 above. The organisation has integrated the 2021 Recertification Audit observations into its restructuring and "FCA 2030" process (See 4.2). FCA focuses on mainstreaming Quality and Accountability and has tried to increase capacity in the area by introducing a key management role responsible for following up of the CHS audits, to ensure a more strategic approach to addressing gaps observed by the audits, and alignment with the organisation. To increase capacity in Quality and Accountability in the COs, FCA has conducted trainings to selected focal points and in Uganda they have recruited a resource focused on Quality and Accountability who is supported through various in house and external trainings.

As part of the "FCA 2030" process, FCA has updated and is still in the process of updating and developing organisational strategies, policies and guidelines. This process has taken longer than the organisation had anticipated due to capacity constraints and the restructuring process, as well as the impact of Covid-19 and FCA's decision to respond to the war in Ukraine.

FCA lacks a systematic process for informing staff of new policies and how they should be implemented, and staff have experienced gaps in their knowledge and implementation of current policies. A key focus of FCA in the process now includes a more effective roll-out and implementation of policies and procedures. FCA measures the change process regularly, through staff survey, the results are analysed by the GLT and the SAC MT.



Risk management is part of the planning and reporting cycle at different levels in the organisation. Country level risk matrices comprise contextual, organisational and programmatic risks. Individual Project level risk assessments are conducted as a mandatory process in project design.

#### **4.2 Level of implementation of the CHS and progress on compliance**

FCA continues to be committed to implementing the CHS at all levels of the organisation and with partners. This is evidenced by the ongoing integration of CHS commitments in key organisational guidelines and documents including documents shared with partners such as the Code of Conduct and Standard Cooperation Agreements. The COs Quality and Accountability Self Assessments organised along the CHS indicators; Annual organisational wide Complaints Response Mechanism (CRM) performance reviews are a further expression of this commitment. FCA has four staff at SAC dedicated to Quality and Accountability and has created a dedicated position in Uganda. Other COs have selected complaints focal points responsible for handling complaints. Staff at SAC and CO levels are generally aware of the CHS and FCAs commitment to it.

FCA has made progress in addressing open CARs as detailed below, however progress has overall been slow, mainly due to limited capacity and the ongoing organisational restructure process. In certain areas such as CRM, FCA has made notable progress, however this progress is still in the process of translating into on the ground results, and the organisation continues to work towards this.

FCA's approach to addressing open CARs has been through development of a root cause analysis meant to integrate the audit observations into on-going organisational processes, in order to approach closing the gaps holistically and sustainably. The root cause analysis focuses on three overarching or cross-cutting areas, which FCA considers will address the causes of non-conformity as follows:

- 1) Ensuring adequate CO level staffing, staff competencies and staff wellbeing.
- 2) Working on a more systematic and long-term approach to operational partnerships.
- 3) Improving the roll-out of policies and guidelines.

PSEAH and communication are identified as additional key issues. The above three main areas of improvement were integrated into the SAC MT and GLT two-year plans for follow up and action. The 2021 Recertification Audit noted three minor non-conformities and the targeted steps taken by FCA to address the CARs are as follows:

- Referral of unmet needs (2.3):
  - FCA is working on integrating specific requirements and guidelines for referring unmet needs in its key programming documents, CO Advocacy Planning instructions for 2023 (in conjunction with annual planning instructions) and the Humanitarian Strategy. These documents are still under revision and are expected to be completed in Q4 2023. A Humanitarian Advocacy Advisor within SAC was recruited in 2022.
- Inadequate Partner CRM systems (5.4):
  - FCA conducts one on one online consultations with each CO Complaints focal point twice a year, to understand the context-specific challenges, successes and further support needs, and to provide immediate support in troubleshooting some of the context-specific challenges in complaints handling and management of the CRM in each country.
  - In-person CRM trainings were held in Nepal CO and inductions provided to new complaints focal points in Nepal, Cambodia, Ukraine and Somalia Country Offices.
  - COs have been instructed to use the Q&A Self-Assessment tool to assess the quality of implementing partners' CRMs.

- The new Operational Partnerships Policy includes guidance on ensuring the accountability chain and the existence of CRMs at partner level.
  - In Uganda FCA now has a dedicated staff for Quality and Accountability.
  - FCA's is currently revising its Complaints Policy and Country Office Guideline on Complaints Handling to include even clearer requirements and guidance for COs on how to ensure FCA's implementing partners have adequate complaints mechanisms in place.
- Community awareness of the expected behaviour of FCA and partner staff (5.6):
    - FCA's revised Information Sharing Guidelines offer practical guidance to programme staff on what, when and how to share information with affected communities, including the requirement to share information on expected FCA and partner staff behaviour, PSEA, Code of Conduct, and child safeguarding commitments. Roll-out training sessions have been conducted and information sharing is included in FCA's updated Project Planning Guidelines. Refresher trainings were conducted for all 11 COs between December 2021 and April 2022.

FCA has included the above requirements in key partnership documents such as the revised CoC and SCA that specifically require Partners to share certain information with communities as per the Information Sharing Guideline.

#### 4.3 Performance against each CHS Commitment

Commitment	Strong points and areas for improvement	Feedback from communities	Average score*
<b>Commitment 1:</b> Humanitarian assistance is appropriate and relevant	<p>FCA commits to impartial assistance based on the needs and capacities of communities served. Context and stakeholder analyses are conducted by the organisation and partners at various levels and incorporated into programmes. However, FCA does not always ensure that context analyses are conducted as needed for volatile or fragile contexts.</p> <p>FCA and its partners disaggregate data by sex, age and abilities and make regular effort to adapt programmes to changes in contexts.</p>	Communities report that interventions by FCA and its partners are relevant and appropriate to their needs, and they are generally consulted on programme activities.	2.7
<b>Commitment 2:</b> Humanitarian response is effective and timely	<p>FCA's programme commitments are largely in line with the organisational strategy and notable efforts are ongoing to address capacity constraints. Identified capacity gaps are in areas of Safeguarding and Quality Management.</p> <p>FCA has a systematic MEAL process in place across different organisational levels and departments. FCA's decision making structures allow for programme adaptations by Country Offices. CO staff refer unmet needs through country and local networks, however, processes to systematically include guidelines on the referral of unmet needs are still ongoing.</p>	Communities feel that FCA's work is effective and generally provided in a timely way, however, they would like to be provided with more feedback concerning project delays or changes.	2.6



<p><b>Commitment 3:</b> Humanitarian response strengthens local capacities and avoids negative effects</p>	<p>FCA has integrated the Do No Harm principle into its policies, guidelines and programmes and conducts risk assessments at all levels to avoid negative effects. However, FCA does not proactively identify and respond to unintended perceptions of unequal selection criteria in its programmes.</p> <p>FCA has systems in place to safeguard personal information, although some partners still face challenges in this area and the Data Protection Guidelines have not yet been finalised and rolled out.</p> <p>FCA's projects are built on, and strengthen, local capacities and resources, and build the resilience of local communities. In some, but not all countries, FCA enables the development of local leadership and organisations in their capacity as first-responders through its programmes, however, the organisation is still developing its detailed approach to working with local partners and its localisation strategy.</p> <p>The organisation's projects promote early disaster recovery, and policies and project guidelines require benefit to the local economy.</p>	<p>Communities state that they feel FCA's projects are inclusive and there is equal access to community representation roles. FCA's projects increased their resilience and avoid negative effects.</p> <p>Some community members are unaware of project timelines and how some interventions will be sustained.</p>	2.4
<p><b>Commitment 4:</b> Humanitarian response is based on communication, participation and feedback</p>	<p>FCA has a culture of open communication, and shares information with its partners, communities and stakeholders as guided by the Information Sharing Guideline and updated CoC that include the requirement to share PSEAH information.</p> <p>Commitments to information sharing are communicated to partners verbally and through key partnership documents, though FCA does not systematically monitor information shared by partners with communities.</p> <p>Community participation and consultations are conducted at all project stages, however, FCA does not always provide adequate communication through visual information for communities.</p> <p>FCA does not always translate key organisational documents, such as the CoC, into all of the relevant local languages or ensure partners always consider language needs in programming.</p>	<p>Communities state that they are informed about FCA's projects and are able to participate and give feedback at different stages of the projects and through various platforms.</p> <p>Some community groups served by partners are not aware of expected staff behaviours.</p> <p>Communities would like to participate more in deciding which activities are carried out by FCA.</p>	2.4
<p><b>Commitment 5:</b> Complaints are</p>	<p>FCA has a documented and systematic Complaints Handling Mechanism in place, covering PSEA and other abuses of power, and</p>	<p>Communities are generally aware of FCA's CRM and how to access it; they feel it is safe</p>	2.4

<p>welcomed and addressed</p>	<p>is safe to access by communities. Staff and partners are trained periodically on the CRM process, and an annual evaluation of its functioning is conducted.</p> <p>FCA communicates expected behaviours of staff and PSEA commitments to partners and communities served, however FCA does not systematically review whether partners share these with the communities.</p> <p>FCA publicly shares its CRM with communities through various platforms though there is limited distribution of information materials such as fliers and posters on the CRM.</p> <p>FCA generally handles complaints in a timely manner though delays in responding to sensitive complaints are experienced due to delays in recruiting an external service provider and a dedicated Safeguarding person at SAC.</p>	<p>and that FCA is an organisation that generally welcomes complaints.</p> <p>Some community groups served by partners are not aware of how to report complaints, especially those pertaining to staff behaviour.</p>	
<p><b>Commitment 6:</b> Humanitarian response is coordinated and complementary</p>	<p>FCA is committed to ensuring its humanitarian and development work is both coordinated and complementary to the efforts of other actors. FCA often leads EIE and equivalent clusters and working groups in the countries in which it works. FCA regularly works closely with government education structures and agencies in order to support national education efforts and to build sustainable responses.</p> <p>FCA regularly engages in joint needs assessments and joint response plans for the humanitarian responses in which it is engaged.</p> <p>FCA's global and country level advocacy strategies can make use of the active engagement of the organisation in these coordination spaces.</p> <p>FCA ensures partnerships are based on clear agreements which consider partners' capacities and mandates. FCA does not consistently ensure partner organisations receive the support they need to fully understand and apply FCA policies.</p>	<p>While FCA coordinates well at national and response levels, communities report that FCA's efforts to make referrals to and coordinate with other agencies at a community and individual case level could be more proactive and more clearly communicated.</p>	<p>2.7</p>
<p><b>Commitment 7:</b> Humanitarian actors continuously learn and improve</p>	<p>Improvements to FCA's IT systems make access to information across the organisation easier, the intranet is seen as a useful resource which is accessed widely.</p> <p>Internal and external evaluations are taken seriously within the organisation with management responses and follow up actions.</p>	<p>Communities confirm that FCA use feedback to make improvements to projects.</p>	<p>2.3</p>

	<p>However, many programmes are not evaluated externally.</p> <p>FCA incorporates learning into MEAL processes including project design, and monitoring activities and processes, and many projects have specific lessons learnt end of project workshops to capture these lessons. Despite all of this, staff report that sharing of lessons and innovation between countries is limited and ad hoc in nature.</p>		
<p><b>Commitment 8:</b> Staff are supported to do their job effectively, and are treated fairly and equitably</p>	<p>FCA has a high level of satisfaction and staff report an open culture where they feel supported to do their jobs. Exceptionally, in a singular instance, staff directly employed by FCA expressed uncertainty regarding their employment conditions and a lack of clear communication from the organisation.</p> <p>FCA has HR systems in place to support staff learning and development and an allowance for all staff of 5-7 learning days each year. FCA faces a lack of staff in certain areas including child protection and safeguarding, this is currently (2023) being addressed at head office level but remains an issue at CO level.</p> <p>While FCA staff are all aware of the Code of Conduct, not all partners, consultants and service providers are, and the CoC is not always translated into all of the appropriate languages in all countries where FCA works.</p>	<p>Communities consistently report that FCA staff are kind, supportive and treat them well.</p>	2.2
<p><b>Commitment 9:</b> Resources are managed and used responsibly for their intended purpose</p>	<p>FCA has systems in place for effective and efficient management of resources, including financial resources.</p> <p>FCA has a climate and environment working group which provided recommendations which informed revision of the global strategy. A revision of FCA's climate approach is ongoing, and a mainstreaming plan is being developed. A climate tool exists to support COs, however it is not yet consistently used at CO and partner levels.</p>	<p>FCA does not normally share budgetary or financial information about their projects with communities.</p> <p>Communities do not report any instances of FCA wasting resources or contributing to negative environmental impacts.</p>	2.5

\* *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 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 open non-conformities

Corrective Action Request (CAR)	Type	Resolution due date	Status	Date closed out
2021-2.3: FCA does not have a system in place to refer unmet needs and to advocate for needs to be addressed.	Minor	2023/08/04	Closed	2023/08/29
2021-5.4: FCA has not yet ensured that all its partner implemented projects have Complaints Response Mechanisms in place capable of ensuring a systematic approach to dealing with sensitive complaints.	Minor	2023/08/04	Closed	2023/08/29
2021-5.6: People affected by crisis in partner implemented projects are not always fully aware of the expected behaviour of staff.	Minor	2023/08/04	Closed	2023/08/29
2023-6.6: FCA does not ensure partner organisations always receive the support needed to understand and apply the full range or applicable FCA policies.	Minor	2026/08/29	New	
2023-8.7: FCA does not ensure that their Code of Conduct is always used by partners, consultants or service providers.	Minor	2026/08/29	New	
<b>Total Number of open CARs</b>	2			


## 6. Recommendations for next audit cycle

<p><b>Specific recommendation for sampling or selection of sites or any other specificities to be considered</b></p>	<p>FCA's new strategy and upcoming Approach to Localisation stress the increasing importance for FCA of working with local partners, this should be considered in the sampling for the next audit (include local partners in the sample).</p> <p>If possible, include at least one example of a rapid onset humanitarian response in the next audit sample.</p>
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## 7. Lead auditor recommendation

<p>In our opinion, Finn Church Aid has demonstrated that it continues to conform with the requirements of the Core Humanitarian Standard on Quality and Accountability.</p> <p>We recommend maintenance of certification.</p>	
<p><b>Name and signature of lead auditor:</b></p>  <p>Daniel Rogers</p>	<p><b>Date and place:</b> Brighton, UK 29 August 2023</p>

## 8. HQAI decision

<b>Certificate renewed:</b>	<input checked="" type="checkbox"/> Issued <input type="checkbox"/> Preconditioned (Major CARs)
Next audit: before 2024/06/27	
<b>Name and signature of HQAI Executive Director:</b> Désirée Walter 	<b>Date and place:</b> Geneva, 05 October 2023

## 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>  Tomi Järvinen, Executive Director 	<b>Date and place:</b> Helsinki, 9 October 2023

## 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.	<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>
1	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>
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.	<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