

# Danmission

## Renewal Audit – Summary Report – 2023/12/22

### 1. General information

#### 1.1 Organisation

Type	Mandates	Verified
<input checked="" type="checkbox"/> International <input type="checkbox"/> National <input type="checkbox"/> Membership/Network <input 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 type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input checked="" type="checkbox"/> Advocacy
<b>Legal registration</b>	Registered as a Faith Based Association with CVR 25191501	
<b>Head Office location</b>	Hellerup, Denmark	
<b>Total number of organisation staff</b>	73	

#### 1.2 Audit team

<b>Lead auditor</b>	Dorte Busch
<b>Second auditor</b>	Andrea Bollini
<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>	Verification
<b>Audit cycle</b>	Second audit cycle
<b>Coverage of the audit</b>	The audit covers: <ul style="list-style-type: none"> <li><input type="checkbox"/> Danmission's Headquarters (HQ), Regional Offices and Country Offices (RO/COs).</li> <li><input type="checkbox"/> Danmission's development and advocacy mandates only.</li> </ul>

#### 1.4 Sampling\*

<b>Total number of Country Programme sites in scope</b>			7
<b>Total number of sites for onsite visit</b>			1
<b>Total number of sites for remote assessment</b>			2
Name of country programme site	Included in final sample (Y/N)	Rationale for sampling and selection / de-selection decision	Onsite or Remote
<b>Random sampling</b>			
Myanmar	Y	The selection of Myanmar allows for an assessment of how Danmission works with local partners through a remote management approach. The Myanmar Country Office (CO) is located in Thailand due to challenges in accessing Myanmar. Myanmar was assessed remotely at the Initial Audit (IA) in 2019. Onsite access by auditors to Myanmar was not considered feasible due to lengthy visa application procedures and high-level security risks.	Remote

Syria	Y	The selection of Syria allows the auditors to analyse Danmission's assurance of the CHS in a protracted crisis context. Access by auditors to Syria was not considered feasible due to high-level security risks and the likelihood of not obtaining a visa and relevant permissions within the required timeframe.	Remote
Tanzania	N	Tanzania was not selected as the ongoing programme is only in its initial setting-up phase; further, Danmission's programme in Tanzania was assessed remotely at the Mid-Term Audit (MTA) in 2022.	
<b>Purposive sampling</b>			
Egypt and the Regional Office in Beirut		Egypt was selected as it allowed the auditors to assess CHS compliance across the three themes of Danmission's programme strategy and includes both country-level and regional programming. Egypt is part of Danmission's regional MENA programme. Egypt has not been previously assessed by auditors. The visit included an onsite visit to Danmission's Regional Office (RO) in Beirut as well as to the partner implementing the regional programme in Egypt and Syria.	Onsite
<b>Any other sampling performed for this audit:</b> None			
<b>Sampling risks identified:</b> During the audit one of the sampled partners for Syria temporarily suspended its collaboration with Danmission and the planned interviews with the partner could not be undertaken. The audit did, however, include a document review of the projects implemented by this partner. Interviews were conducted with staff from partners in Egypt and Myanmar. Based on the sampling and evidence collected, the auditors are confident of the robustness of audit findings and conclusions.			

*\*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
Danmission's Headquarters, Hellerup, Denmark	13 – 15 September 2023	Lead auditor onsite/second auditor remote
Danmission's Country Office and partners in Myanmar	20 – 22 September 2023	Remote
Danmission's Regional Office and regional partners in Beirut	11 – 13 October 2023	Onsite
Danmission's partners and stakeholders in Egypt	15 – 19 October 2023	Onsite

### 2.2 Interviews

Level / Position of interviewees	Number of interviewees		Onsite/ Remote
	Female	Male	
Head Office			

Management	2	3	Onsite
Staff	5	5	Onsite
<b>Myanmar Country Programme</b>			
Management		1	Remote
Staff	1		Remote
Partner staff	1	8	Remote
<b>MENA Regional Office covering Egypt &amp; Syria country programmes</b>			
Management	1		Onsite
Staff	2	4	Onsite
Partner staff	9	3	Onsite
<b>Total number of interviewees</b>	<b>21</b>	<b>24</b>	<b>45</b>

## 2.3 Consultations with programme stakeholders

Type of group and location	Number of participants		Onsite or remote
	Female	Male	
Stakeholder, Dialogue for Change and Transformation, Cairo, Egypt	1		Onsite
Influencers, Dialogue for Change and Transformation, Cairo, Egypt	2	2	Onsite
Natural Resource and Water Management (NRWM) university student change agents, Cairo, Egypt	7	3	Onsite
Intercultural Dialogue for Development and Peace (FID) media representatives, Cairo, Egypt	3		Onsite
NRWM small farmer representatives, Minia, Egypt	3	6	Onsite
NRWM Resilience Incubator Resilience Committee members, Minia, Egypt	4	4	Onsite
Stakeholder, Ministry of Agriculture, Minia, Egypt		1	Onsite
CSO stakeholder, Dialogue for Development and Peace, Minia, Egypt		1	Onsite
NRWM Elected Committee members, Minia, Egypt	6	5	Onsite
Religious leaders taking part in Promoting Intercultural Dialogue for Development, Capacity Building for Peaceful Coexistence and Cooperation (FID), Minia, Egypt	3	6	Onsite
Civil Society representatives FID, Minia, Egypt	6	2	Onsite
Women influencers FID, Minia, Egypt	7		Onsite
<b>Total number of participants</b>	<b>42</b>	<b>30</b>	<b>72</b>

## 2.4 Opening meeting

<b>Date</b>	2023/09/13
<b>Location</b>	Denmark
<b>Number of participants</b>	11
<b>Any substantive issues arising</b>	No

## 2.5 Closing meeting

<b>Date</b>	2023/10/24
<b>Location</b>	Denmark
<b>Number of participants</b>	5
<b>Any substantive issues arising</b>	No

### 3. Background information on the organisation

#### 3.1 General information

Danmission is a Christian, faith-based organisation with development, advocacy and humanitarian mandates and a vision of “a world with sustainable existence and peaceful co-existence”. The scope of the CHS audit includes verifying Danmission’s development and advocacy mandates.

Danmission is registered as a Danish, faith-based association since 2000, through a merger of the Danish Missionary Society and the Danish Santal Mission, although its history dates back to 1821. It is an independent organisation under the Danish National Church, and connected to the Evangelical-Lutheran denomination. In 2022, Danmission celebrated its 200-year anniversary. It is a member-based association, and members are organised at a diocesan level in accordance with the geographical division of the Danish National Church.

Danmission’s work is based on the Christian faith. Its values, vision and mission focus on equality and are based on the contributions of popular and church communities and individuals, and on their commitment through missionary groups, working groups, charity shops, religious communities, etc.

Danmission implements seven country programmes through its Regional and Country Offices (ROs and COs). Volunteers from dioceses undertake smaller projects in an additional four countries. While Danmission contributes some of the funding for these activities, these volunteer-driven projects do not form part of the scope of the CHS audit.

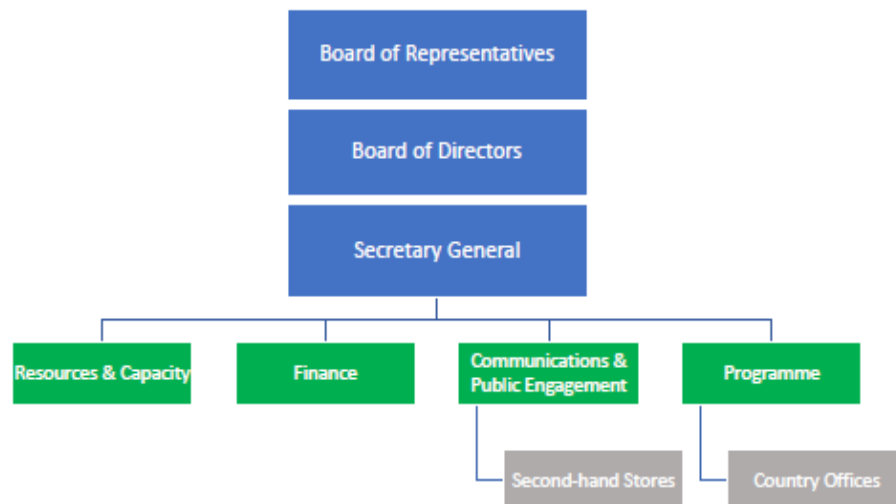
Danmission currently owns and operates around 60 second-hand charity shops in Denmark (Danmission Genbrug); the profits from the second-hand shops are used to support Danmission’s programmes.

According to the 2022 financial statements, the total income of Danmission was DKK 95.6 million (12.8 million EUR), a decrease of DKK 14 million from 2021. The net result for the year was a planned deficit of DKK 4.6 million due, in part, to investments in COs in Myanmar and Tanzania. Danmission’s programme expenditure (including Danmission’s development programmes and humanitarian actions and local advocacy) was DKK 36.6 million while expenditure on communications and engagement, including global advocacy, was DKK 7 million. In 2022, Danmission received DKK 22 million in income from institutional donors, including the Danish Ministry of Foreign Affairs and the EU, while the balance derives from the surplus income from the charity shops, as well as gifts, inheritance and public donations.

#### 3.2 Governance and management structure

The governance of the organisation is established in the By Laws of Danmission and includes the Board of Representatives and the Board of Directors. Danmission’s organisational structure is depicted below.

#### Organisational Chart



The Board of Representatives is the supreme authority of Danmission and comprises 240 members elected by the dioceses. The Board of Representatives meets on an annual basis and adopts the annual report of the Board of Directors and the financial statements.

The Board of Directors comprises 12 members, nine of which are elected by the Board of Representatives. The remaining three members are elected by the Board of Directors to ensure that the Board of Directors holds the necessary expertise and provides broad-based church representation. Danmission's employees are represented on the Board of Directors by two elected employee representatives. The employee representatives have the right to speak but do not hold voting rights. Members serve a three-year term with the possibility of re-election, up to a maximum of 12 years. The Board of Directors is responsible for the presentation of Danmission's annual report and financial statement to the Board of Representatives, and approves the annual budget and organisational changes. The Board of Directors is responsible for appointing the Secretary General.

The Secretary General is the CEO and reports to Danmission's Board of Directors. The Secretary General is responsible for effectively achieving Danmission's organisational objectives. The Secretary General together with the Head of Resources and Capacities, Head of Finance, Head of Communication and Public Engagement, and the Head of Programmes constitute the Management Team. The Management Team is responsible for the day-to-day management of Danmission's resources and meets on a regular basis.

Since 2021, Danmission has initiated a decentralisation process. Danmission ROs and COs are established or consolidated in the programme countries, with a clear distribution of functions and tasks between the HQ and ROs and COs:

- The HQ is in charge of the overall strategic direction, cross-cutting coordination and resource management, it provides technical and professional guidance, and manages relationships with Danish and European donors and stakeholders.
- The ROs and COs are in charge of project implementation, financial management and day-to-day partner relationships.

The functions of the ROs are similar to those of COs, with ROs holding responsibility for regional programmes implemented across more than one country. There are no COs in countries covered by a RO.

### 3.3 Internal quality assurance mechanisms

At an organisational level, the Board of Directors oversees Danmission's performance and commissions an internationally certified external auditor to undertake annual organisational audits. The Management Team holds the overall responsibility to control and address risks related to partnerships, programmes and staff. Risk management of Danmission's partner

## and risk management

and programme engagements rests with the Programme Department and the Finance Department, while the Resources and Capacities Department is responsible for risks related to staff safety and staff performance. Danmission does not have an internal audit function.

Segregation of duties at RO, CO and partner levels is a key internal control along with finance and accounting guidelines to reduce the risks of fraud and corruption. Staff sign the *Anti-Corruption Code of Conduct* and undertake a compulsory, on-line anti-corruption training course. Partners provide narrative and financial reports biannually including budget flow, variances, and cash and bank balances. Partners are required to have annual external audits of those activities supported by Danmission. Audits of partner programmes are carried out in accordance with international standards.

Staff sign the *Code of Conduct on Child Protection* which commit to a zero tolerance for SEAH.

Danmission displays its complaints mechanisms on its website and has a separate reporting line for sensitive complaints. RO and CO staff and partners are informed about the complaints mechanisms. Danmission maintains a log of sensitive complaints received, including how a complaint has been handled, and it reports serious incidents to donors in accordance with the requirements of the Danish Ministry of Foreign Affairs. Danmission does not publicly report the numbers of complaints it receives and processes on its website or in its annual report.

To manage risks related to its partnerships, Danmission undertakes a due diligence process before engaging with partners. The due diligence process is repeated based on a financial risk assessment, with a normal frequency of every two years. Currently, the process covers financial risk areas only. Danmission is in the process of revising its due diligence process to include assessment of organisational performance, including policies for the prevention of sexual exploitation, abuse and harassment (PSEAH).

At project level, Danmission and partners undertake a risk assessment for all projects. The risk assessment is updated as part of partner annual reporting. Processes for project quality assurance include dialogue between Danmission's ROs and COs with partners about project scope and design; inputs from technical and financial advisors from HQ; and a quality assurance and approval meeting. Danmission's requirements for MEL are described in a Project Cycle Management (PCM) Chart. ROs and COs undertake regular project progress and financial monitoring visits as do HQ thematic advisors and financial controllers. PCM processes require that project assumptions, context and risks are revised annually. Danmission assesses expenditure levels according to plans at least biannually.

In practice, the Management Team approves external funding following consideration of whether the funding is legally and ethically acceptable or if funding could jeopardise Danmission's independence, however, there is no guidance in place for the Management Team's decision.

## 3.4 Work with partner organisations

Danmission implements its development programmes in partnership with local Christian organisations and other faith-based and civil society organisations (CSOs). Globally, Danmission works in partnership with more than 50 local partners of which some are well-established CSOs while others are smaller and less formal entities.

Danmission's partnerships are established with the purpose of building local civil society capacity and enhancing civil society space. Danmission's partners work with faith based groups, dioceses, community-based CSOs, community members who can speak on behalf of others, university students and local media. In the area of natural resource management programming, partners also work directly with the wider community. In this report, the auditors use the term 'programme stakeholders' for the various primary stakeholders that are the focus of Danmission's programming, including communities.

Danmission engages in long-term partnerships based on shared values. Partnerships are defined by a clear division of roles and responsibilities between Danmission and the partner. Framed by its Programme Strategy, Danmission is responsible for fundraising, technical support, programme monitoring, quality assurance and financial controls. In dialogue with Danmission, partners undertake needs assessments and project design, and take full responsibility for local project planning, implementation and reporting. Danmission holds annual bilateral meetings with individual partners to discuss project progress along with other issues related to the partnership.

Danmission uses a two-stage approach when selecting partners. Partners are initially pre-qualified based on an assessment of complementary goals and values, then a due diligence assessment is undertaken. Danmission has recently developed a Partnership Agreement Template to ensure partner compliance with its key policies. The Partnership Agreement includes the requirement that partners have policies, procedures and a Code of Conduct in place covering PSEAH, child protection and the prevention of fraud and corruption. Danmission's due diligence reporting formats also includes an assessment if partners have a Code of Conduct in place. However, considering that the Partnership Agreement and the due diligence reporting formats are being rolled out at the current time, Danmission does not yet systematically assess if partners have CoCs in place as per new requirements.

## 4. Overall performance of the organisation

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

Danmission continues to strengthen its approach to quality assurance and risk management, and has further strengthened its MEL capacity.

The RA finds Danmission's financial management processes, with annual organisational and project audits, segregation of duties, financial monitoring and budget revisions to be effective, as are the project level processes for quality assurance and performance monitoring.

However, while progress is being made, Danmission also has some gaps in its internal quality assurance and risk management processes:

- In relation to PSEAH, Danmission does not have guidelines or resources in place on how staff and partners should address PSEAH risks, and does not ensure that staff and partners have a clear understanding of its policies for PSEAH and child protection and the consequences of not adhering to them.
- In relation to complaints mechanisms, partners do not routinely share information about complaints received relating to Danmission supported projects. Project agreements do not require partners to share information about complaints received, and Danmission does not systematically monitor if partners receive sensitive complaints.
- In relation to its partnerships, the frequency of the partner due diligence does not reflect financial risk assessment, with the exception of those projects funded by the Danish Ministry of Foreign Affairs. Risk areas pertaining to organisational performance, including in relation to PSEAH are not yet systematically considered.
- At project level, Danmission's new Project Cycle Management Chart (2023) is not yet rolled out to COs and ROs, and there is no guidance in place for partners and staff to systematically consider PSEAH, corruption and environmental risks as part of the project risk assessment.

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

Danmission shows commitment to work in accordance with the requirements of the CHS, and the Secretary General and the Management Team are actively involved in the audit and CHS implementation processes. Since the IA in 2019, and the MTA in 2022, Danmission has developed a new Partnership Agreement Template which commits partners to zero tolerance for fraud and corruption and SEAH. Danmission is in the process of revising its due diligence assessment processes to ensure that organisational capacities for community engagement, PSEAH and complaint handling are considered. Danmission has also established an overview of actions required to address weaknesses identified during previous CHS audits with staff designated to lead on the required actions.

Previous audits identified a number of Minor Weaknesses relating to programme stakeholders' access to safe and responsive mechanisms for handling complaints. The Minor Weaknesses identified included that Danmission does not systematically assess and monitor the quality of partners' Complaint and Feedback Mechanisms (CFMs) or of complaints received by partners; that it does not systematically monitor if partners manage complaints in a timely, fair and appropriate manner that prioritises the safety of the complainant; and that Danmission does not systematically ensure that information on how to access complaints mechanisms and of their scope was available to all of its stakeholders. Furthermore, two Major Weaknesses were identified, one at the commitment level noting that Danmission does not ensure complaints are welcomed and addressed, and in relation to 5.1, that Danmission and partners do not consult programme stakeholders about their preferred complaints mechanisms. While the RA finds that Danmission has shown some progress in addressing the weaknesses including through the development of the Partnership Agreement Template and the ongoing revision of the due diligence process, the Major Weakness for Commitment 5 and indicator 5.1 still stand. The MTA resolution due date was 18 July 2025 and the RA has extended the closing date until 2026 to align with the three year CHS audit cycle.

The previous audit also recorded a number of Minor Weaknesses in relation to Danmission's commitments on PSEAH, including that Danmission's risk management processes do not systematically consider risks in relation to PSEAH, and that partners are not required to have a Code of Conduct or policies and procedures in place for the prevention of SEAH and for handling complaints. The MTA also recorded a Minor Weakness that Danmission and its partners do not systematically share information about the expected behaviour of staff and on their commitments to PSEAH, and that there are no mechanisms in place to systematically ensure that programme stakeholders are fully aware of the expected behaviour of Danmission and partner staff or of their commitments on PSEAH. The RA notes that the roll out of the Partnership Agreement Template and the enhanced due diligence processes are designed to address these issues although these are not yet fully rolled out. For this reason, the RA has extended the closing date until 2026 to align with the three-year audit cycle.

The MTA also identified a Minor Weakness that Danmission does not have a policy on how to handle staff grievances. The RA finds that Danmission's procedures and systems for staff grievances follow standard Danish procedures and Danmission has, since the MTA, started a process of establishing a mechanism for grievances for staff in COs and ROs and has therefore closed the Minor Weakness, although an observation is recorded.

Finally, the RA finds that Danmission's strategy gives consideration to the environmental impact of Danmission's actions, and evidence from the sampled projects indicates that partners consider the impact on the environment when using local and natural resources. For this reason the related Minor Weakness from the MTA is closed. An observation, however, is recorded.



### 4.3 Performance against each CHS Commitment

Commitment	Strong points and areas for improvement	Feedback from programme stakeholders	Average score*
<p><b>Commitment 1:</b> Humanitarian assistance is appropriate and relevant</p>	<p>Danmission has clear policies in place outlining its commitment to impartial assistance. Policies commit Danmission to work with a diverse range of partners, including faith-based organisations and CSOs. Danmission considers international, national and local level stakeholders in its stakeholder analysis, and it requires partners to contribute to ongoing context analysis. Partners undertake stakeholder analysis at the local level, as Danmission recognises that partners have long-term knowledge and understanding of the local context. In line with this, Danmission also devolves the majority of its needs assessments to partners, with technical support from Danmission HQ, RO and COs. However, Danmission does not provide guidance to partners for the conduct of needs assessments. Further, Danmission does not have guidelines or requirements in place for the collection of disaggregated data on age, gender and abilities of different groups.</p>	<p>Programme stakeholders state that Danmission's programmes are appropriate to community needs, including the needs of vulnerable groups. They also indicate that people with disabilities are included in some projects.</p>	2,5
<p><b>Commitment 2:</b> Humanitarian response is effective and timely</p>	<p>Danmission conducts systematic and ongoing monitoring and evaluation of its activities. This is achieved through clear reporting and monitoring frameworks, that include formal monitoring processes, and through regular meetings with partners. ROs and COs are responsible for coordination with partners, and Danmission adapts its programmes in a timely manner. Community constraints are considered in dedicated Theory of Change (ToC) documents for each CP. ToCs are developed with the participation of partners who have a lead role in designing interventions in accordance with the programmatic priorities of Danmission. Danmission monitors poor performance through a financial monitoring and control system. Staff are trained on relevant technical standards including the Human Rights-Based Approach (HRBA). However, Danmission does not ensure that the referral of unmet needs is addressed at project level and this requirement is not communicated to partners. Danmission is currently revising its due diligence processes to include consideration of partners' organisational capacity to deliver programmes.</p>	<p>Programme stakeholders state that Danmission and its partners are willing to adapt project activities</p>	2,7

<p><b>Commitment 3:</b> Humanitarian response strengthens local capacities and avoids negative effects</p>	<p>Danmission has clear policies and procedures in place for building local capacity including through its partnership approach and its Programme Strategy. Danmission builds the capacity of local partners through long-term relationships whereby partners implement successive projects over time. Danmission's partners state that they receive support to develop their capacity. Danmission has a strong strategic focus on strengthening resilience and empowering programme stakeholders and partners to promote the participation of minority groups in leadership roles within their communities, and in projects.</p> <p>Danmission and partners undertake programme risk assessments and Danmission's focus on social cohesion and dialogue also supports early recovery after crises or disasters. However, Danmission does not systematically monitor and act on the findings of risk assessments with partners, and risk assessments do not systematically consider potential risks of SEAH, harm to the environment, and risks to security and safety for staff. Danmission does not support partners to build their capacity to manage SEAH risks.</p> <p>Danmission allow partners to access forex services as an alternative to central banking systems, as a last resort. The use of alternative forex services is based on a risk assessment, however, considerations about risks to partner staff vary across contexts.</p>	<p>Programme stakeholders indicate that programmes build their capacity to engage in dialogue and peacebuilding and to contribute to strengthening community resilience.</p> <p>In general, programme stakeholders are aware of the duration of programmes and they state that the support provided ensures longer term positive effects.</p>	2.6
<p><b>Commitment 4:</b> Humanitarian response is based on communication, participation and feedback</p>	<p>Danmission's Programme Strategy emphasises the importance of open communication with partners and on the engagement of programme stakeholders to promote freedom of religion and belief and intercultural dialogue. Danmission applies a HRBA to support the engagement and inclusion of programme stakeholders and marginalised groups across the project cycle. Danmission's external communication is accurate and ethical and the organisation and partners share information with programme stakeholders about their organisations, their values and the projects they engage in.</p> <p>In general partners considered that Danmission uses respectful and culturally appropriate language that they can understand, however some partners indicate that not all Danmission staff consistently communicate appropriately and treat partners with respect.</p>	<p>Programme stakeholders indicate that they are informed about the values of partners and of Danmission, and that they receive information about project activities they are participating in. Programme stakeholders confirm that partners ask for their feedback, indicating that everybody can provide feedback, and that partners take this into account and adapt activities accordingly. Programme stakeholders also consider that partners and Danmission communicate respectfully in local languages, however, they do not recall receiving</p>	2.4

	<p>The audit also found that Danmission does not systematically provide guidance to partners on requirements for sharing information with programme stakeholders about the expected behaviour of staff and commitments to PSEAH. While partners, staff and programme stakeholders all concur that consent is provided if images or stories are used, Danmission does not maintain records of informed consent received from community members.</p>	<p>information about how partners and Danmission expect staff to behave.</p>	
<p><b>Commitment 5:</b> Complaints are welcomed and addressed</p>	<p>Danmission has an organisational culture where complaints are taken seriously. It displays its complaints mechanism on its website and has a guidance in place for investigating complaints. In line with this guidance, Danmission records complaints received and actions taken, and shares this information with donors. Complaints from programme stakeholders are mainly received and handled by partners who hold the primary relationship with programme stakeholders. Programme stakeholders and partners can also raise complaints with Danmission during staff monitoring visits or through its website.</p> <p>When fully rolled out, Danmission's Partnership Template will require that partners have a complaints mechanism in place, however, at the current time Danmission does not have formally stated requirements in this regard. Danmission does not systematically assess and monitor the quality of partners' CFMs, or of their reports of complaints received, and it does not systematically monitor if partners manage complaints in a timely, fair, and appropriate manner that prioritises the safety of the complainant. Finally, Danmission does not systematically ensure that information on how to access complaints mechanisms and of their scope are available to all its stakeholders. Danmission does not ensure that partners consult programme stakeholders on the design, implementation and monitoring of complaint handling processes or whether information on how stakeholders can access the complaints handling mechanisms is available. Danmission does not publicly disclose the number of complaints it receives and processes.</p> <p>While the RA finds that Danmission shows commitment to addressing the weaknesses including through the development of the Partnership Agreement template and the ongoing revision of due diligence processes, the Major Weakness identified at the MTA for indicator 5.1 and at Commitment level still stand. The RA has extended the closing date</p>	<p>Programme stakeholders believe it is safe to file a complaint and, in general, are aware of different ways to file complaints. However, community members are not aware of how partners handle any complaints received.</p> <p>While programme stakeholders appreciate the opportunities provided for filing complaints, they had no recollection of being consulted on their preferred ways for doing so.</p>	<p>0</p>

	until 2026 to align with the three-year audit cycle.		
<b>Commitment 6:</b> Humanitarian response is coordinated and complementary	Danmission has policies in place outlining its commitment to coordination and complementarity. HQ staff attend meetings with international stakeholders, including the UN. At programme level, ROs and COs coordinate with regional and national faith-based platforms. Partners take the lead in coordinating with CSOs and other relevant networks at a project level, and Danmission and partners coordinate with national and local authorities and consider national and local plans. In some instances, Danmission's programmes have been instrumental in establishing new coordination platforms with a focus on interfaith dialogue. Partners have not yet all received or completed the new Partnership Agreement Template and therefore have not been formally informed of a number of the key CHS requirements.	Programme stakeholders consider that Danmission's programmes provide a unique contribution to complementing the agenda of grassroots CSOs.	2.8
<b>Commitment 7:</b> Humanitarian actors continuously learn and improve	Danmission has an IT platform in place where key information and learning from programmes is accessible to staff. The organisation also has an annual routine of bilateral meetings with partners, to discuss learning. Danmission continues to roll out the Outcome Harvesting methodology, with partners reporting on outcomes bi-annually. Through these processes, Danmission factors learning into new proposals. Danmission mainly shares learning with programme stakeholders through partners. However, Danmission does not have a consistent approach to sharing learning with programme stakeholders and has no framework in place regulating monitoring, learning and evaluation. Danmission has not yet validated the final version of its Outcome Harvesting Manual which has been piloted since 2021.	Programme stakeholders state that Danmission has been instrumental for them in learning about new approaches, e.g. the application of HRBA and Outcome Harvesting.	2.7
<b>Commitment 8:</b> Staff are supported to do their job effectively, and are treated fairly and equitably	Danmission's staff policies are documented and non-discriminatory. As a faith-based Christian organisation it requires that management staff and other staff who will engage with Danmission's core constituencies be members of a church. Other staff are not required to be members of a church although they should be committed to Danmission's vision and objectives. These requirements are stated in job advertisements and are in accordance with Danish law. Danmission's staff have job descriptions and the organisation has a well-established system for staff capacity assessment and development. Danmission has	Programme stakeholders consider Danmission and partner staff to be competent, with good capacity to implement projects. Partners report that Danmission provides support for them to strengthen organisational and personal capacities.  Danmission staff consider its human resource policies to be fair and transparent.	2.6

	<p>an annual budget dedicated to innovation and staff development. Project budgets allow for capacity building, and Danmission invites partners to participate in on-line trainings. Danmission requires that staff sign its Codes of Conduct for anti-corruption, child protection and PSEAH. Danmission has the organisational capacity to deliver its programmes, but the ongoing organisational restructuring has led to some gaps in organisational capacity on applying the HRBA and commitments to PSEAH. Gaps are also identified in terms of Danmission not ensuring that staff fully understand the CoC on Child Protection and PSEAH, and that Danmission does not systematically monitor the quality of partner CoCs and how partner staff understand and apply these.</p>		
<p><b>Commitment 9:</b> Resources are managed and used responsibly for their intended purpose</p>	<p>Danmission has policies and procedures in place to prevent and address corruption, fraud, conflicts of interest and misuse of resources. Financial audits form part of routine practice, and Danmission sets transparent rules and regulations on how financial audits are conducted across its programmes. In case of suspected fraud or misuse of resources, Danmission tasks external providers to conduct specific investigations. Danmission publishes its annual programmatic and financial reports. Budget monitoring is done routinely, and an internal control function contributes to both quality assurance of budgets and of financial reports. Danmission has mechanisms in place to accept funds ethically and legally and in ways that do not compromise its independence. However, these mechanisms are not reflected in policy guidance. In some countries, Danmission have undertaken comprehensive preventative risk management approaches for partners operating through cash in complex contexts. This is not, however, applied to all such contexts.</p> <p>Danmission does not monitor whether partners and staff undergo the contractually obligatory anti-corruption training set by Danmission. Danmission has processes in place to ensure that consideration is given to potential environmental impact; these include having a strategic pillar focusing on enhancing sustainability for the people and the planet. However, Danmission has no policies or guidelines on how it uses resources in an environmentally responsible way, and on how it monitors its impact on the environment.</p>	<p>Programme stakeholders state that Danmission and its partners use resources for their intended purposes and they had not experienced or heard of staff engaging in corrupt activities.</p>	<p>2.3</p>

\* *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 weaknesses


Weaknesses	Type	Resolution due date	Status & date	New resolution due date (if applicable)
2023-1.5 Danmission has no policy articulating its commitment to collect disaggregated data that takes account of the diversity of programme stakeholders including disadvantaged and marginalised groups.	Minor	2026-12-18	New	
2022-3.6: Danmission does not systematically ensure processes are in place to monitor and mitigate potential risks of safety and security for programme stakeholders.	Minor	2026-12-18	New	
2022-4.1 Danmission and its partners do not systematically share information about the expected behaviours of their staff and their commitment on PSEAH.	Minor	2025-07-18	Extended	2026-12-18
M2022-C5 Danmission does not ensure complaints are welcomed and addressed.	Major	2025-07-18	Extended	2026-12-18
2023-5.1: Danmission does not ensure that its partners consult programme stakeholders on the design, implementation and monitoring of complaints handling processes.	Major	2025-07-18	Extended	2026-12-18
2019-5.2 Danmission does not systematically ensure that information on how to access its complaints mechanisms, and their scope are available to all its stakeholders	Minor	2025-07-18	Extended	2026-12-18
2019-5.3 Danmission does not monitor that the partners manage the complaints in a timely, fair, and appropriate manner that prioritises the safety of the complainant.	Minor	2025-07-18	Extended	2026-12-18
2023-5.4: Danmission does not systematically support, assess and monitor the quality of partners' CFMs or review their reports of complaints.	Minor	2026-12-18	New	
2023-5.6: Danmission does not ensure that programme stakeholders are fully aware of the expected behaviour of Danmission and partner staff or of their commitments on PSEAH.	Minor	2026-12-18	New	
2023-9.6 Danmission does not have policies in place in relation to:	Minor	2026-12-18	New	

a. How it accepts funds ethically and legally				
b. How it uses its resources in an environmentally responsible way				
e. How it manages safety risks of partners when accessing informal forex networks				
f. How it ensures that the acceptance of resources does not compromise its independence.				
<b>Total Number of open Weaknesses</b>	<b>10</b>			

## 6. Recommendations for next audit cycle

<b>Specific recommendation for sampling or selection of sites or any other specificities to be considered</b>	As per the normal HQAI sampling procedures.
---	---

## 7. Lead auditor recommendation

In our opinion, Danmission continues to demonstrate commitment to the Core Humanitarian Standard on Quality and Accountability and its inclusion in the Independent Verification scheme is justified.	
<b>Name and signature of lead auditor:</b>  Dorte Busch	<b>Date and place:</b> 26 November 2023, Copenhagen

## 8. HQAI decision

<b>Registration in the Independent Verification Scheme maintained:</b>	<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Refused
Next audit: before 2026/12/19	
<b>Name and signature of HQAI Executive Director/Head of quality assurance:</b> 	<b>Date and place:</b> Geneva, 21 <sup>st</sup> December 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:	<input type="checkbox"/> Yes <input type="checkbox"/> No

<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>  <b>Caroline Winder</b> Administrationschef DANMISSION	<b>Date and place:</b> Hellerup. 22.2.2024

## 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><input type="checkbox"/> <b>Independent verification:</b> major weakness.</li> <li><input type="checkbox"/> <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><input type="checkbox"/> <b>Independent verification:</b> minor weakness</li> <li><input type="checkbox"/> <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><input type="checkbox"/> <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><input type="checkbox"/> <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