

World Renew

Initial Audit – Summary Report AI 2021/06/10

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	
Head office location	USA HO: Grand Rapids (Michigan) Canadian HO: Burlington (Ontario)		
Total number of country programmes	27	Total number of staff	185

1.2 Audit team

Lead auditor	Jorge Menendez
Second auditor	Aninia Nadig
Third auditor	--
Observer	--
Expert	--
Witness / other	--

1.3 Scope of the audit

CHS Verification Scheme	Independent verification
Audit cycle	First Cycle
Phase of the audit	Initial Audit - Stage 2
Extraordinary or other type of audit	--

1.4 Sampling*

Randomly sampled country programme sites	Included in final sample	Replaced by	Rationale for sampling and selection of sites	Onsite or remote
Sierra Leona	No	Nepal	Nepal was included instead of Sierra Leone to include an International Disaster programme.	Initial plan onsite, but due to COVID-19 pandemic it was remotely assessed.
Honduras	Yes		Honduras was randomly selected. It represents a programme from the Latin America region, thus ensuring geographical coverage.	Initial plan onsite, but due to COVID-19 pandemic it was remotely assessed.

Lebanon	No	USA	US was included instead of Lebanon to cover national Disaster Response Services programmes.	Remote
Kenya	Yes		Kenya was randomly selected. It represents a programme from the East Africa region, thus ensuring geographical coverage.	Remote
Laos	Yes		Laos was randomly selected. It represents a programme from the Asia region, thus ensuring geographical coverage. It also represents a country programme with direct implementation.	Remote
South Sudan	No	Nigeria	Nigeria was included instead of South Sudan to include a programme from West Africa region, ensuring a better geographical coverage.	Remote

Any other sampling performed for this audit:

None

Sampling risk:

World Renew's work focuses on two main strategic areas of activity: disaster response (domestic and international) and community development. The sample considered six countries covering the two main strategic areas. Regarding the community development, the sample includes countries in four of the five regions where World Renew is active. Regarding disaster response, the sampling includes one national (US) and one international programme (Nepal). Community and Partner consultations were carried out remotely due to the COVID-19-related restrictions on travel to the selected country programmes.

The auditors took account of all available evidence provided during the audit, they also used information from the CHS self-assessment report. The audit confirmed that World Renew has internal quality assurance and control systems in place to address most of the requirements of the CHS. Despite the limitations of remote auditing methodologies, the auditors are confident that the evidence obtained is sufficient and appropriate to provide a basis for their conclusions and recommendation.

Refer also to Section 6

**It is important to note that the audit findings are based on a sample of an organisation's country programmes, its documentation and 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
Canada Head Office: Burlington (Ontario)	28 Sept – 1 Oct 2020	Initial plan onsite, but due to COVID-19 pandemic it was remotely assessed.
USA Head Office: Grand Rapids (Michigan)	28 Sept – 1 Oct 2020	Initial plan onsite, but due to COVID-19 pandemic it was remotely assessed.
Nepal	14 – 23 Feb 2021	Initial plan onsite, but due to COVID-19 pandemic it

		was remotely assessed.
Honduras	1 – 12 Feb 2021	Initial plan onsite, but due to COVID-19 pandemic it was remotely assessed.
USA	4 March 2021	Remote
Kenya	1 – 3 March 2021	Remote
Lao	5 March 2021	Remote
Nigeria	3 March 2021	Remote

2.2 Interviews

Position / level of interviewees	Number of interviewees		Onsite or remote
	Female	Male	
Head Office			
Management	5	2	Remote
Staff	11	3	Remote
Christian Reformed Church in North America Staff	1	-	Remote
Country Programme			
Management	1	2	Remote
Staff	8	12	Remote
Partners	5	3	Remote
Stakeholders	2	1	Remote
Volunteers	2	2	Remote
Total number of interviewees	35	25	

2.3 Consultations with communities

Type of group and location	Number of participants		Onsite or remote
	Female	Male	
Group Discussion #1. Male – Caritas Nepal (Nepal)		4	Remote
Group Discussion #2. Female – Caritas Nepal (Nepal)	4		Remote
Group Discussion #3. Older Male & Older Women– Caritas Nepal (Nepal)	2	2	Remote
Group Discussion #4. Male – Friends of Sanku (Nepal)		4	Remote
Group Discussion #5. Female – Friends of Sanku (Nepal)	4		Remote
Group Discussion #6. Older Male & Older Friends of Sanku (Nepal)	2	2	Remote
Group Discussion #7. Female – Diaconia (Honduras)	6		Remote
Group Discussion #8. Male – Diaconia (Honduras)		4	Remote
Group Discussion #9. Female – Diaconia (Honduras)	6		Remote
Group Discussion #10. Male – Diaconia (Honduras)		6	Remote

Group Discussion #11. Female – Diaconia (Honduras)	6		Remote
Group Discussion #12. Male – Diaconia (Honduras)		4	Remote
Group Discussion #13. Female – Alfait (Honduras)	4		Remote
Group Discussion #14. Male – Alfait (Honduras)		4	Remote
Group Discussion #15. Female – Misterios Cristianos de Mayordomía (Honduras)	6		Remote
Group Discussion #16. Female – Misterios Cristianos de Mayordomía (Honduras)		6	Remote
Total number of participants	40	36	

2.4 Opening meeting

Date	2020/09/28
Location	Remote
Number of participants	74
Any substantive issues arising	None

2.5 Closing meeting

Date	2021/3/29
Location	Remote
Number of participants	25
Any substantive issues arising	Discussed and explained the weaknesses identified in the audit.

2.6 Programme site(s)

Briefing

Date	2021/02/01
Location	Honduras (Remote)
Number of participants	9
Any substantive issues arising	None

De-briefing

Date	2021/02/22
Location	Honduras (Remote)
Number of participants	7
Any substantive issues arising	None

Briefing

Date	2021/02/15
Location	Nepal (Remote)
Number of participants	7
Any substantive issues arising	None

De-briefing

Date	2021/03/10
Location	Nepal (Remote)
Number of participants	7
Any substantive issues arising	None

3. Background information on the organisation

3.1 General information

World Renew (WR) is a faith-based organisation, which was established as the relief and development arm of the Christian Reformed Church in North America (CRCNA). World Renew is formed by World Renew Canada and World Renew United States (US), and each organisation is registered as an independent charity organisation in each country. However, all of World Renew's work is jointly managed and coordinated by the two Boards of Directors and the two Co-Directors.

World Renew's work is based on the Christian faith, and its mission is to join communities around the world to renew hope, reconcile lives, and restore creation. World Renew's policies indicate that as part of its work, World Renew should not engage in proselytising activities; CRCNA has another organisation, "Resonate", which is responsible for these activities.

World Renew focuses on disaster response (national and international) and community development. Disaster response activities are focused on providing support for displaced families and invest in local economies to help rebuild communities and renew hope, bringing long-term stability. Community development programmes embrace a family-centred approach to ending global poverty with food security, peace and justice, economic livelihood and health.

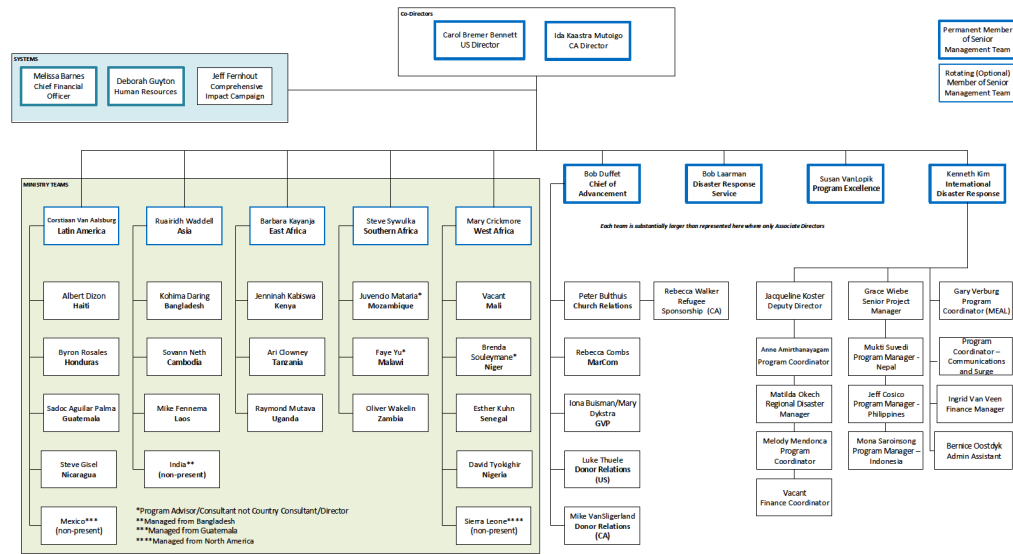
In 2020, WR was operational in 27 countries in America, Africa and Asia; with 185 staff members and more than 511 volunteers. In 2019, the total income reached 17 million US Dollars in World Renew US and 20 million US Dollars in World Renew Canada. In that same year, World Renew ministered to a total of 918,663 community members and people affected by crisis worldwide.

3.2 Governance and management structure

The governance structure of World Renew Canada and World Renew US consists of a Board of Delegates and a Board of Directors in each country.

The Board of Delegates in Canada consists of 20 members, It is the highest decision-making body, with the mandate to approve World Renew's statutes, annual reports, financial reports and action plans. This Board also elects the 8 members of World Renew Canada's Board of Directors. The Board of Delegates in the US consists of 50 members and is the highest decision-making body. Its mandate is to approve World Renew's statutes, annual reports, financial reports and action plans. This Board also elects the 7 members of World Renew US's Board of Directors. Through a joint ministry agreement, the Canadian and US Boards of Directors hold combined meetings as a Joint Ministry Council. World Renew uses a policy governance model (also known as the Carver model) to ensure the distinct functions of the Board and staff.

World Renew Canada and US each have their own director, or termed Co-Directors. They each report to their Board of Directors. The Co-Directors are responsible for achieving World Renew's organisational objectives effectively. World Renew Canada oversees international disaster response, and World Renew US is in charge of national disaster response and international community development programmes. The senior management team of World Renew Canada and World Renew US have regular meetings and support each other in all areas of work.



Prepared for CFGO Orientation – March 2021



3.3 Internal quality assurance mechanisms and risk management

World Renew’s Quality and Accountability Framework outlines the key policy commitments and standards that all staff of World Renew have to follow. To ensure that all the policies, procedures and guidelines are in line with the Core Humanitarian Standard, the organisation has created the Policy Group, which is in charge of reviewing, updating and developing new policies; and the CHS Charter Group, which has regular meetings and supports World Renew’s efforts towards CHS verification by:

- Drafting a CHS verification plan;
- Monitoring and reviewing progress towards goals identified in the verification plan;
- Championing specific initiatives as needed;
- Maintaining visibility of the standards and verification requirements within the organisation;
- Supporting the policy review process by providing input and support to the lead consultant;
- Collecting and sharing best practices and tools that facilitate the integration of standards into programming.

The policies are accessible to all staff through a centralised sharing platform. Any new policy is announced through World Renew’s newsletter, the main policies are available on the World Renew website, and the *Onboarding Plan* includes briefings on programmatic policies. However, it was noted during the audit that the mechanisms used were not being effective and not all staff interviewed were aware of the main policies.

World Renew follows donor guidelines or its own guidelines for unrestricted funds. Project proposals consist of a narrative and a financial section. They are reviewed, as a minimum, by in-country and HO staff. Also, World Renew requests that all programmes and projects have a Monitoring and Evaluation plan before they start. The monitoring results have to be reported in the Newdea system.

World Renew conducts an annual financial audit for both World Renew Canada and World Renew US. In conjunction with the CRCNA, it also conducts internal audits for the Country Offices, based on the level of risk defined by standard criteria. In the countries where World Renew has a legal status, it performs a financial audit every year. World Renew’s Audit

Policy ensures that the financial resources of World Renew are managed ethically, transparently, effectively and in conformity to applicable national and local laws.

World Renew has a low turnover of human resources, both at HO and country level, which contributes to maintaining a good understanding of the organisations' processes and ways of working within the organisation.

3.4 Work with partner organisations

Partnership is the key driver of the organisation's work both at international and domestic levels (Canada & US).

World Renew identifies potential international partner organisations through the following assessments tools; for the Community Development partners, World Renew use the Partner Evaluation Tool; the International Disaster Response partners are assessed through the Partner Assessment Form for disaster response programmes. After the assessment, World Renew provides a fund of 4.000 US\$ to initiate some work with a potential partner. The fund can be used in different ways, including capacity building of potential partners, research or a pilot project. World Renew decides whether or not to approve the partner based on the assessment results and how the potential partner implemented the fund. The decision is taken by the Joint Ministry Council, based on the recommendations of the Co-Directors, Team Ministry Leader and Country Team.

Community Development partners' capacities and risks are assessed annually through the World Renew Assessment of Partners (WRAP) tool and the Partner Evaluation tool every three years. Assessment areas include community transformation capacity, financial management, project management and adherence to CHS. Based on the results, annual capacity building plans are implemented to increase the partners' capacities and mitigate their main risks. Capacities of International Disaster Response partners are assessed through the Partner Assessment form for disaster response programmes. World Renew requests all its international partners to implement the CHS commitments in their work, to adhere to the key World Renew policies and to have in place – amongst others – a Code of Conduct and a Feedback and Complaints Mechanism. However, some of the international partners selected by the auditors as samples do not have a complaint mechanism in place. This is an important area of risk identified by the present audit and leads to several observations and weaknesses – including one major weakness at commitment level (C5), as detailed in the report.

Partners for disaster response in the US and Canada (termed as domestic partners) are usually community groups, churches or local NGOs. The volunteer project managers, together with DRS staff, are responsible for evaluating possible partnerships and agreeing on the work to be done together. World Renew supports its domestic partners in disaster response in different ways, including organisation capacity building, reconstruction, community development consultations. However, World Renew has no standardised tool to assess the capacities of its domestic partners. World Renew is a member of National Voluntary Organizations Active in Disaster (NVOAD), an association of organisations that mitigate and alleviate the impact of disasters. NVOAD states on its webpage that it "*provides a forum promoting cooperation, communication, coordination and collaboration and fosters more effective delivery of services to communities affected by disaster.*" As a member of this organisation, World Renew agrees to adhere to NVOAD guiding principles – communication, coordination, collaboration and cooperation – and to work according to the protocols and guidelines set by NVOAD.

In February 2021, World Renew updated its Partner Agreement for Domestic partners to require them to apply CHS commitments in their work, adhere to key World Renew policies and have a code of conduct or complaints mechanism in place. However, the new Partner Agreement has not been implemented yet at the time of this audit. World Renew's work with domestic partners is an important area of risk identified by the present audit and leads to several observations and weaknesses, including one major weakness at commitment level (C5), as detailed in the report.

4. Overall performance of the organisation

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

World Renew Board Policies define clear segregation of duties between the Board of Delegates, the Board of Directors and the two Co-Directors. World Renew also has clear segregation of duties between the two head offices and between the different departments. World Renew has several policies and procedures, which define management systems and internal quality assurance and which are implemented at the HO level. The organisation applies different processes depending on the type of project (IDR, DRS or community development) and the origin of the funds. This means that the quality is not the same for all types of projects or programmes. Furthermore, the level of implementation varies from country to country, and World Renew does not have action plans or protocols to support country offices in the implementation process. In most countries selected, the communities, partners and stakeholders interviewed were not aware of World Renew complaints mechanism, and some of the staff interviewed do not know if they have to implement the World Renew complaints mechanism at country level. This is an important area of risk identified by the present audit (see also 3.4).

Partners are selected and managed within a quality assurance system based on the partnership policy, the partners' assessment and capacity building processes, the partnership agreement and a set of policies and programme management tools to support the implementation of quality programmes. World Renew provides funds to the country offices to support its partners. However, as mentioned in section 3.4, the audit identified several weaknesses regarding the implementation of these processes and policies at partner level.

4.2 How the organisation applies the CHS across its work

World Renew shows commitment to accountability and transparency. It puts communities at the centre of its response. Projects and programmes are based on the participation of the community members and people affected by crisis. Regarding the CHS, interviews with staff from Head Offices (USA & Canada) and Country Offices show that the level of its implementation and understanding varies between IDR, DRS and Community Development programmes, as well as between partners, as mentioned in sections 3.4 and 4.1.

The audit shows that World Renew is particularly strong in the areas of partnership, community engagement, provision of appropriate and relevant assistance, as well as timeliness and effectiveness of its responses.

The audit also identifies several weaknesses, which require World Renew's priority attention. These include the feedback and complaints mechanisms; the early identification of negative effects of the organisation's work; the evaluation and learning policies; processes for the safety of staff; context and stakeholder analysis; and the mechanisms to ensure that communities are aware of the expected behaviour of World Renew and partner staff.

4.3 PSEA

World Renew has an overall and clearly spelled-out approach to safeguarding and Prevention of Sexual Exploitation and Abuse (PSEA), which is based on a principle of zero tolerance. PSEA is also included in the Code of Conduct, the CD and IDR Partner MoU templates and – as of February 2021 – the DRS Partner MoU template. The World Renew's Code of Conduct spells out the obligation for all World Renew staff members (including paid employees, short-term contractors, board members and unpaid volunteers), not to exploit, abuse or otherwise discriminate against people. However, at country level the audit found that local consultants are not systematically requested to be aware of World Renew's Code of Conduct or sign it.

The complaints mechanism currently exists as a policy and guidance, and it is implemented at HO level. However, at country level, and particularly with several partners, it is not fully rolled out. Generally, HO and country staff have a fairly good understanding of PSEA.

Most partners understand the importance of the commitment on PSEA, but they do not systematically inform the communities about it. Not all partners verify if the communities are aware of the commitment to PSEA and if they understand what kind of staff behaviour they should expect. Partners understand that they should have a complaints mechanism in place, and when they do not have those in place, stated that they are in the process of development. However, they generally do not have a clear understanding of the what this process entails (communities consultations on the development/implementation).

Communities are often aware of their rights to complain about sensitive issues, and all of them consider that they can complain to World Renew and its partners' staff. However, they do not recall having been informed about World Renew's and partners' commitment to PSEA, on how their staff should behave or how they handle a SEA complaint. In line with this, Communities stated that they do not know how to raise a SEA complaint involving partner or World Renew staff.

World Renew has data protection processes in place, but these are not systematically applied at country office and partner levels.

4.4 Localisation

World Renew has a strong organisational commitment to increase local capacities and decrease vulnerabilities. It strives to support communities in building a more stable economic basis and to be more resilient to future shocks. This is done through participatory methods and with the help of community plans, which are evaluated once a year together with the communities.

World Renew's work with communities is based on context and stakeholder analyses to ensure a thorough understanding of the operational context. This last element is not yet fully implemented in all projects and programmes.

Community capacities are taken into consideration from the beginning, which allows communities to be involved in all stages of the project. World Renew and partners work with and support the leadership structures of affected communities. In line with its focus on gender (see also below), World Renew actively supports women's empowerment and leadership, both within the communities and at community leadership levels. It does so to a lesser degree for marginalised and disadvantaged groups.

World Renew's focus on local capacity building extends beyond affected communities: the organisation works predominantly with national staff and through local partners and coordinates with national and local governance structures, thereby supporting and strengthening local disaster response capacity.

4.5 Gender and diversity

World Renew strives towards gender equality and non-discrimination throughout its programmes. This gender focus (also reflected in the Gender Policy) builds on World Renew's Overarching Principle of "working with communities and individuals on the basis of need and human rights without any form of discrimination, ensuring that the capacities and capabilities of communities are considered at all times, and especially targeting those who suffer discrimination and those who are most vulnerable." World Renew recognises that it is important to take account of, and adequately represent, vulnerable, disadvantaged and marginalised populations, and to consider gender, age, disability, minorities or ethnic groups, amongst others. World Renew targets the most vulnerable people and households through community consultations, with a strong focus on gender equity and inclusion. While World Renew consistently disaggregates beneficiary data by sex, it does so less by age and disability. Similarly, the IDR and DRS Partner MoUs currently in use were not explicit about the need of disaggregating data by sex, age and disability as a minimum.

4.6 Organisational performance against each CHS Commitment

Commitment	Strong points and areas for improvement	Feedback from communities	Average score*
Commitment 1: Humanitarian assistance is appropriate and relevant	<p>Overall, World Renew meets its commitments to undertake contextual analysis and needs assessments, and to use this information to design and implement impartial programmes that target the extremely poor and vulnerable. World Renew analyses context through coordination mechanisms and through project proposal development with partners. These context analyses are not done consistently over time.</p> <p>World Renew disaggregates data by sex, but not systematically by age and disability. DRS partners are not requested to provide impartial assistance based on needs and capacities and the organisation does not provide clear guidance on how to achieve impartiality.</p> <p>World Renew adapts programmes to changes in context and circumstances, including during the ongoing COVID-19 crisis.</p>	<p>Communities consistently stated that World Renew and partners provided appropriate assistance based on their needs. They felt the selection of beneficiaries was done in an impartial way.</p>	2.0
Commitment 2: Humanitarian response is effective and timely	<p>World Renew's response efforts are timely. Disaster response can be in response to sudden-onset disasters, or support to communities well after other disaster response projects have ended. Programmes and projects are effective and build on communities' expressed needs and capacities. World Renew has the organisational capacity to carry out its programmes and projects and supports its partners' capacities as well.</p> <p>Programmes and projects are evaluated and monitored regularly and adapted accordingly, but DRS partners have no guidance on how to adapt projects based on monitoring and evaluation.</p>	<p>Communities consistently stated that the support received was effective and that projects were adapted based on changes in context or needs.</p>	2.1
Commitment 3: Humanitarian response strengthens local capacities and avoids negative effects	<p>World Renew's work has a strong focus on building on local capacities to enhance resilience. Its own systems for safeguarding personal information are not robust yet, and World Renew does not ensure that all partners have similar systems in place. World Renew directly involves communities throughout the project cycle. While it supports the leadership structures of local and affected communities, World Renew does not ensure representation of marginalised groups. The organisation has</p>	<p>Communities consistently said they were better equipped for future shocks and have built up a more sustainable livelihood thanks to World Renew projects. They found World Renew and partner staff to be respectful and knowledgeable.</p>	2.1

	<p>transition or exit strategies in place which aim at strengthening the communities economically and socially but does not always communicate these clearly to partners and communities. World Renew promotes early disaster recovery and supports the local economy, but it does not systematically identify potential unintended negative effects in some areas of concern. DRS projects do not consistently include a do-no-harm aspect.</p>		
<p>Commitment 4: Humanitarian response is based on communication, participation and feedback</p>	<p>World Renew commits to transparency and accountability and to engaging affected communities. It requests its partner to do the same. However, World Renew does not provide them with clear guidance on what information should be shared with communities and how. Both provide information to communities about the principles they adhere to, the programmes they are implementing and what they intend to deliver, in languages and formats that communities can easily understand. However, they do not inform about unacceptable staff behaviour and their commitment to PSEA. Communities are involved at all stages of the projects, they provide feedback at community meetings and face-to-face, and World Renew and its partners take their feedback into account. However, not all communities can provide feedback in a confidential way. External communication is accurate, ethical and respectful, presenting affected people as dignified human beings. The use of written consent is not systematic in all country programmes.</p>	<p>Communities stated that World Renew and its partners inform them about the programmes and the organisations. They consider that they are sufficiently involved in project activities, discussions, and decision-making and that their feedback is welcome.</p>	2.0
<p>Commitment 5: Complaints are welcomed and addressed</p>	<p>World Renew is in the process of setting up a complaints mechanism across all levels of the organisation. While the mechanism works fairly well at HO level, at country level several weaknesses have been identified. These relate to the way World Renew transmits its organisational culture of welcoming and addressing complaints to its partners, and to the absence of community involvement for designing implementing and monitoring the complaints mechanisms. Furthermore, there complaints are not always treated timely, fairly and in an appropriate manner.</p> <p>World Renew has not demonstrated that it meets the requirements of this commitment, therefore a Major Weakness has been issued.</p>	<p>Regarding project-related complaints, communities stated that they can complain to World Renew staff and its partners in person, telephone or at community meetings, and that their complaints are addressed. Most of them stated that World Renew or its Partners never consulted them on the design, implementation and monitoring of a mechanism. Communities also stated that they do not know how Partners or World Renew handle the complaints.</p>	0

<p>Commitment 6: Humanitarian response is coordinated and complementary</p>	<p>World Renew is committed to coordination and to working in complementarity with different stakeholders, including local and national authorities. The organisation and its partners identify the roles, capacities and interests of stakeholders working in the same area, yet not in a systematic manner.</p> <p>World Renew participates in coordination bodies and networks, but it does not ensure a minimum level of participation from all country offices.</p> <p>Partnerships are at the core of World Renew's activities, and the organisation has built transparent, respectful and equal relationships with its partners. World Renew regularly assesses their capacities, with the exception of DRS partner capacities (see 3.4). Both parties' obligations are detailed in the partner agreement. The partnership agreement includes the relevant sanctions for the event that one of the partners does not meet agreed obligations.</p>	<p>The communities interviewed stated that there is no duplication of the activities delivered by World Renew and its partners. They stated that World Renew and its partners coordinate with them to plan the activities at times when they are available and that project activities do not interfere with other activities.</p>	2.3
<p>Commitment 7: Humanitarian actors continuously learn and improve</p>	<p>World Renew commits to organisational learning; however, it does not support its commitment with policies or guidelines that describe the means available and how World Renew learns systematically from its experience and practice.</p> <p>The organisation has different mechanisms to make important information available throughout the organisation, but a significant number of staff interviewed stated that such information is not easy to access and that they cannot always draw on lessons learned and experience when planning or designing programmes.</p> <p>World Renew normally shares experience and the main innovations and lesson learned with other organisations and coordination bodies.</p> <p>At the community level, World Renew and its partners take community feedback into account to learn, innovate and implement changes. World Renew shares experience and innovations with the communities, partners and local stakeholders.</p>	<p>The communities interviewed stated that they often notice changes following the feedback they gave to World Renew and its partners and that World Renew shares with them some learnings from the projects and innovations.</p>	1.8
<p>Commitment 8: Staff are supported to do their job effectively, and are</p>	<p>World Renew applies fair, transparent and non-discriminatory human resources policies, which are compliant with local employment law. Staff have up-to-date job descriptions, receive regular performance appraisals and are supported with personal development plans.</p>	<p>Communities consider World Renew staff and volunteers and partner staff to be competent and skilled in carrying out the activities. They are also satisfied with</p>	2.1

treated fairly and equitably	<p>World Renew staff, volunteers and partners are aware of the Code of Conduct.</p> <p>World Renew assesses the capacity of partners in different ways, depending on the type of partner (see 3.4). The partnership agreement requests partners to commit and follow the values, principles, and relevant policies of World Renew. Partner staff benefit from training, capacity building and competency development by World Renew</p> <p>World Renew's safety and security plans at country level are not fully implemented.</p>	their behaviour and the way they treat them.	
<p>Commitment 9: Resources are managed and used responsibly for their intended purpose</p>	<p>World Renew has a range of policies in place to ensure appropriate use and management of resources and to strike an appropriate balance between quality, cost and timeliness. It systematically undertakes financial audits of partners and provides capacity strengthening. World Renew ensures that resources are managed and used responsibly for their intended purpose. It regularly monitors partners' budgets to ensure expenses against budget and without waste. World Renew has a consistent focus on environmental sustainability.</p> <p>It has policies to prevent, detect and take action on corruption. However, where corruption is detected, World Renew tends to solve the issue internally – and does not always take corrective actions upon detecting partner fraud.</p>	Communities stated that World Renew and partners manage their project budgets well and without wasting funds. They recognise environmental elements of the projects.	2.2

* *Note: Average scores are a sum of the scores per commitment divided by the number of indicators in each commitment.*

5. Summary of weaknesses

Weaknesses	Type
2021-1.2 World Renew does not ensure that the design and implementation of programmes are based on an impartial assessment of needs and risks and an understanding of the vulnerabilities and capacities of different groups.	Minor
2021-3.6 World Renew does not ensure that staff and partners consistently identify and act upon potential or actual unintended negative effects, in particular regarding community safety and security, PSEA and livelihoods.	Minor
2021-3.8 World Renew does not have systems in place to safeguard personal information collected from communities and people affected by crisis that could put them at risk.	Minor

2021-4.1 World Renew or its partners do not systematically provide information on how they expect they staff to behave and its commitment on PSEA	Minor
2021- 4.4 World Renew does not ensure that communities can provide confidential feedback.	Minor
M2021-C5 World Renew does not ensure complaints are welcomed and addressed	Major
2021-5.1 Communities are not consulted on the design, implementation and monitoring of complaints-handling processes.	Minor (Major Weakness at Commitment Level)
2021-5.2 World Renew does not consistently ensure that communities are aware on how the complaints mechanisms can be accessed and the scope of issues it can address.	Minor (Major Weakness at Commitment Level)
2021-5.3 World Renew does not ensure that the complaints are managed in a timely, fair and appropriate manner that prioritises the safety of the complainant and those affected at all stages.	Minor (Major Weakness at Commitment Level)
2021-5.4 The complaints handling process for communities and people affected by crisis is not in place at country level.	Minor (Major Weakness at Commitment Level)
2021-5.5 World Renew does not ensure that all the complaints are taken seriously and acted upon according to defined policies and processes has been established.	Minor (Major Weakness at Commitment Level)
2021-5.7 World Renew does not have a system for recognising, registering and referring complaints in a safe manner.	Minor (Major Weakness at Commitment Level)
2021-6.1 World Renew does not systematically identify the roles, responsibilities, capacities and interests of different stakeholders.	Minor
2021-7.1 World Renew does not systematically take into account the lessons learned and previous experience when designing programmes.	Minor
2020-7.4 World Renew does not have a policy or guidelines that describes the means available for organisational level learning and how World Renew learns systematically from experiences and its practices.	Minor
2021-8.2: World Renew does not ensure that all the staff and partners are aware of the main policies and understand the consequences of not adhering to them.	Minor
2021-8.9 World Renew does not ensure that all programmes have a Security Plan in place.	Minor
2021-9.5 World Renew does not manage the risk of corruption and does not take appropriate action when it is identified.	Minor
Total Number	17 Minor 1 Major

6. Sampling recommendation for next audit

Sampling rate	In line with HQAI protocols
Specific recommendation for selection of sites	Due to the impact of COVID-19 preventing site visits on this initial verification audit, it is recommended to undertake an onsite visit to Head Office (USA & Canada), a sample of DRS projects and a Country Programme with Community development projects and IDR projects.

7. Lead auditor recommendation

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

Name and signature of lead auditor:



Jorge Menendez Martinez

Date and place:

Buenos Aires, 12 of April 2021

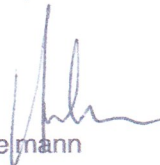
8. HQAI decision

Registration in the Independent Verification Scheme:

- Accepted
 Refused

Next audit: Surveillance audit before 2023/06/03

Name and signature of HQAI Executive Director:



Pierre Hauselmann

Date and place:

June 3rd 2021, Geneva

9. Acknowledgement of the report by the organisation

Space reserved for the organisation

Any reservations regarding the audit findings and/or any remarks regarding the behaviour of the HQAI audit team:

Yes No

If yes, please give details:

Acknowledgement and Acceptance of Findings:

I acknowledge and understand the findings of the audit

Yes No

I accept the findings of the audit

Yes No

Name and signature of the organisation's representative:

IDA KAASTRIA-MUTOIGO



Date and place:

June 11, 2021

Hamilton, ON Canada

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>Score 0: 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"> • Independent verification: major weakness; • Certification: major non-conformity, leading to a major corrective action request (CAR) – No certificate can be issue or immediate suspension of certificate.
1	Your organisation is making efforts towards applying this requirement, but these are not systematic.	<p>Score 1: indicates a weakness that does not immediately compromise the integrity of the commitment but requires to be corrected to ensure the organisation can continuously deliver against it. This leads to:</p> <ul style="list-style-type: none"> • Independent verification: minor weakness • Certification: minor non-conformity, leading to a minor corrective action request (CAR).
2	Your organisation is making systematic efforts towards applying this requirement, but certain key points are still not addressed.	<p>Score 2: 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"> • Independent verification and certification: observation.
3	Your organisation conforms to this requirement, and organisational systems ensure that it is met throughout the organisation and over time – the requirement is fulfilled.	<p>Score 3: indicates full conformity with the requirement. This leads to:</p> <ul style="list-style-type: none"> • Independent verification and certification: conformity.
4	Your organisation's work goes beyond the intent of this requirement and demonstrates innovation. It is applied in an exemplary way across the organisation and organisational systems ensure high quality is maintained across the organisation and over time.	<p>Score 4: indicates an exemplary performance in the application of the requirement.</p>

* Scoring Scale from the CHSA Verification Scheme 2020