

ADRA DENMARK

Initial Audit – Summary Report 2022/10/11

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 checked="" type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input checked="" type="checkbox"/> Advocacy
Head office location	Nærum, Denmark	
Total number of country programmes	7	Total number of staff 21 (part time and full time)

1.2 Audit team

Lead auditor	Birgit Spiewok
Second auditor	Phillip Miller
Third auditor	
Observer	
Expert	
Witness / other	

1.3 Scope of the audit

CHS Verification Scheme	Certification
Audit cycle	Initial audit
Phase of the audit	Stage 2
Coverage of the audit	Entire organisation and all its activities including implementation by partner organisations
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
South Sudan	No	Syria	Not included because security situation in country made travel there too risky for auditors and informants. Not included as remote audit because internet in project sites was reportedly unreliable.	
Syria	Yes		Included	Onsite
Sudan	Yes		Included	Remote
Ethiopia	No	Yemen	Not included as remote audit because internet in project sites was reportedly unreliable.	
Yemen	Yes		Included as enhanced remote audit site	Remote

Any other sampling performed for this audit:

No

Sampling risk:

The sample is generally representative of ADRA Denmark's programming and there is a high level of confidence that the sample is representative of the work of ADRA Denmark. The sample reflects the fact that most of the organisation's work is implemented in complex and unstable environments. Humanitarian and development mandates are represented.

**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
ADRA Denmark office	2021/11/01 – 2021/11/05	Remote
Partner – ADRA Syria	2022/03/06 – 2022/03/11	Onsite
Partner – ADRA Yemen	2022/03/01 – 2022/03/03	Remote
Partner – ADRA Sudan	2022/03/21 – 2022/03/23	Remote

2.2 Interviews

Position / level of interviewees	Number of interviewees		Onsite or remote
	Female	Male	
Head Office		1 (board)	Remote
Management	3	2	Remote
Staff	8	1	Remote
Country Programme / Project Office(s)			
Management			
Staff			
Partner staff	7	11	Remote and onsite
Others	1		Onsite
Total number of interviewees	19	15	Total: 34

2.3 Consultations with communities

Type of group and location	Number of participants		Onsite or remote
	Female	Male	
Group Discussion #1 local govt staff		6	Onsite
Group Discussion #2 livelihoods beneficiaries	4	6	Onsite

Interview	1		Onsite
Group Discussion #3 livelihoods beneficiaries	6	1	Onsite
Group Discussion #4 education beneficiaries	6		Onsite
Group Discussion #5 education beneficiaries		40	Onsite
Group Discussion #6 education	5		Onsite
Group Discussion #7 IDPs	19		Remote
Group Discussion #8 IDPs		12	Remote
Group Discussion #9 IDPs	6		Remote
Group Discussion #10 IDPs		6	Remote
Total number of participants	47	71	Total: 118

2.4 Opening meeting

Date	2021/11/01
Location	Remote
Number of participants	17
Any substantive issues arising	None

2.5 Closing meeting

Date	2022/04/01
Location	Remote
Number of participants	14
Any substantive issues arising	None

2.6 Programme / Project site(s)

Briefing

Date	2022/03/06
Location	Damascus
Number of participants	3
Any substantive issues arising	None

De-briefing

Date	2022/03/10
Location	Damascus and remote
Number of participants	8
Any substantive issues arising	None

3. Background information on the organisation

3.1 General information

ADRA DK (Adventist Development Relief Agency Denmark) is a faith-based Danish humanitarian organisation established in 1987. ADRA DK is a member of the wider ADRA network of 113 licenced and independent ADRA organisations. ADRA DK states its mission is based upon the charge, teachings and the example of Jesus and is expressed as:

- To relieve human suffering;
- To enhance personal dignity and contribute to social justice;

- To build social capital and facilitate poverty reduction and sustainable development in poor and marginalised communities.

ADRA DK has identified four inter-connected key focus areas to relieve human suffering, build resilience and support the capacities of people living in conflict or poverty to be active agents in their own development. The four focus areas are:

- Relieve human suffering during times of crisis and conflict;
- Promote equal rights and opportunities for women and girls;
- Improve the livelihoods of the poor and those affected by crisis;
- Strengthen civil society to promote participatory and sustainable change.

ADRA DK focuses on the least developed and most fragile states in Africa and Middle East.

In 2020, ADRA DK received income of 68.4 million Danish Kroner (roughly equivalent to USD 9.7 million). 66% of ADRA DK's income was sourced from Danida (source ADRA DK website). By 2024, ADRA DK hopes to grow its income to 90 million Danish Kroner and expects over 64% to come from Danida.

ADRA DK underwent an initial verification audit in 2017. This was followed by a mid-term verification audit in 2019. Whilst weaknesses that were identified during these audits are relevant to this audit inasmuch as they help to build a picture of the journey of the organisation in terms of commitments to CHS, it is not within the scope of this initial certification audit to specifically assess whether those weaknesses have been addressed.

Since its mid-term verification audit in 2019, ADRA DK has reduced the number of countries in which it supports partner's programming from 8 to 7. ADRA DK phased out programming in Malawi and Burundi and commenced programming in Tanzania in 2020.

3.2 Governance and management structure

ADRA DK describes itself as a democratic organisation and is governed by a Board of Directors which consists of seven people. The Board of Directors meets five times a year. The Board of Directors is elected by the General Assembly which meets annually. The organisation reports that the Board of Directors has become more aware of its role in overseeing compliance with the CHS, particularly in regards to safeguarding. To strengthen governance, the Board of Directors has been expanded and now includes more members who have field (humanitarian) experience. The Chair of the Board is also the President of the Adventist Church in Denmark.

Since the mid-term verification audit in 2019 there has been one change in personnel in the management team and some minor changes in staffing. The overall structure has not changed. As ADRA DK has a small number of staff, portfolios such as safeguarding, complaints handling etc are spread amongst the programme team. In line with the ADRA International policy requirements, ADRA DK now have a designated Safeguarding Focal Point (ADRA DK Secretary General) and Safeguarding Officer (ADRA DK Humanitarian Coordinator).

The organigram of ADRA DK is shown below.

ADRA Danmark

Organigram – June 2022



3.3 Internal quality assurance mechanisms and risk management

Danish law requires NGOs to be audited annually and this is specified in the ADRA DK statutes. These external audits include finance, compliance and performance checks. Also, ADRA DK is part of the ADRA International Network and as such is required to undertake the networks Accreditation and Licensing programme (AAL) which was released in February 2019. As part of this AAL, ADRA International undertakes audits of the self-assessment of its member organisations and proposes improvement plans based on these checks.

Although the organisation does not perform internal audits as such, ADRA DK has a comprehensive framework in place to assure quality in its programming and this includes Monitoring & Evaluation and Risk Management mechanisms. ADRA DK has an Evaluation Policy in place. Commitments to learning are embedded in ADRA DK's Programme Manual, Complaint Handling Procedure, and Open Information Policy and trip reports and monitoring reports capture points for improvement.

The organisation has clear processes and tools to support the monitoring work of its partner organisations and ADRA DK's monitoring report formats align with the CHS.

Risk assessments and mitigation are built into project design. High level organisational risks are identified and effectiveness of mitigation measures are tracked through a risk register.

3.4 Work with partner organisations

ADRA DK continues to implement exclusively through partners and has no presence outside of Denmark. In each country of operation ADRA DK works through the ADRA entity in that country. The organisation currently works with 8 POs of which 7 are POs from within the ADRA network (e.g., ADRA Yemen, ADRA Syria etc.).

ADRA DK's approach to partnership is outlined in the document 'ADRA DK's approach to civil society, partnership, and localisation', which establishes the organisation's

understanding of working in partnership with local CSOs and their contributions to the localisation agenda. Partnership Agreements are signed by ADRA DK and partners, establishing the conditions for cooperation between ADRA DK and their implementing partners, including specific commitments to financial management, anti-corruption, whistleblowing, protection and safeguarding.

ADRA International released the ADRA Accreditation and Licensing program (AAL) in February 2019. This process involves self-assessment and submission of supporting documents reviewed externally by ADRA International Regional Offices. As a self-assessment tool, the AAL assesses ADRA country offices against standards necessary to receive/maintain the ADRA License. These standards include governance requirements, human resource management, financial management, standards relating to quality programme implementation, fundraising, and risk management. The Guidelines state that the CHS Commitments are included in the standards. ADRA POs are not required to share their AAL results with ADRA DK, However, working with AAL accredited ADRA partners gives ADRA DK assurance that their POs work to agreed standards.

Whilst recognising that its partner organisations are ultimately responsible for their own governance and controls, ADRA DK does support its partners to reach standards of governance, quality assurance and risk management. ADRA DK has a system of making clear their expectations, assessing capacities and providing support to partners in the following key areas:

- Complaints handling,
- PSEAH,
- Preventing corruption.

Evidence of this is found in partnership agreements, mapping of partners processes and policies, inclusion in regular monitoring of partners and reporting requirements of partners. There is also evidence that these processes lead to learning and remedial actions to reduce risk and improve compliance with CHS.

ADRA DK strives for 'equal partnerships' underpinned by mutual trust and respect. For partnerships with ADRA entities, ADRA DK leverages common values and ways of working through the AAL. ADRA DK views partnership as a long-term arrangement and takes a supportive and long-term approach when it has identified shortcomings in the implementation of the CHS. However, it is unclear how ADRA DK ensures that non-ADRA Partner Organisations have the necessary organisational capacities for programme implementation or how they ensure that values and ways of working are fully aligned including in terms of commitment to the CHS.

ADRA DK has expanded its portfolio of partners to include non-ADRA entities. This is the case in Tanzania where ADRA now works with RECODA; a civil society organisation. ADRA DK's partners also work with grassroots civil society organisations such as farmers' groups, Village Savings and Loan Associations etc.

4. Overall performance of the organisation

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

ADRA DK scores highly in regards to internal quality assurance and risk measures: 3 indicating full conformity with the requirements. The organisation has the required policies in place to provide commitments and accountability for the promotion of quality, effective management of risk and good governance throughout the organisation. The organisation has processes in place to implement its policies throughout the organisation. ADRA DK has implemented several actions to remedy weaknesses identified in previous audits. This audit confirms that the internal quality assurance processes are being applied.

ADRA DK has comprehensive monitoring mechanisms in place to assess and follow-up on key areas of its partners' policies and practice, such as assessment of needs, safeguarding, complaint mechanism. ADRA DK has taken measures to strengthen the effectiveness of its governance by training Board members e.g. in their safeguarding role and promoting inclusion of people with field experience as Board members. ADRA DK reviews the governance arrangements of its partner organisations and in one case in the recent past, has ceased working with a long-standing partner organisation due to a failure of the partner to address weak governance issues. These were identified through conducting risk assessment procedures as a result of corruption allegations.

Generally, ADRA DK staff awareness of their role in ensuring quality and compliance is high. ADRA DK has a process in place to ensure all new staff are made aware of policies relevant to them and updating all staff when new policies come into being. Staff interviewed feel that ADRA DK has evolved into a more professional organisation and this claim is supported by the comprehensive policy library that has recently been developed.

ADRA DK's risk register is updated regularly and reviewed by the Board and the Senior Management Team. It includes risk of failing to protect beneficiaries as well as fiduciary risks.

4.2 How the organisation applies the CHS across its work

ADRA DK has invested time and energy in measures to improve and demonstrate compliance with the CHS. These include stronger processes to monitor and support partners implementation of key aspects of the CHS; creation and revision of policies; and inclusion of CHS in partner agreements. The verification process undertaken by ADRA DK is evidence of the organisation's commitment and organisational learning took place as a result of that work.

In line with its principles of equal partnership, ADRA DK takes a supportive approach to promoting CHS compliance through sharing information about CHS, offering and providing support and training, and monitoring the practice of partners. Gaps that are identified are referred to the MEAL Advisor to encourage support and capacity building to address issues over time. The organisation keeps track of how its POs implement the

CHS commitment e.g. through monitoring visits and reports and uses this information to guide PO capacity development plans.

Overall ADRA DK has shown full compliance at all levels in relation to providing effective and timely humanitarian response that is coordinated and complimentary from competent and well-managed staff. There was solid compliance in regards to programming being appropriate and relevant, strengthening local capacities and avoiding harm, continuous learning and improving and managing resources adequately. The areas of weakness of ADRA DK relate to how the organisation shares information and encourages feedback and complaints.

4.3 PSEA

ADRA DK has a reasonable level of compliance with the elements of the CHS that relate to PSEA, scoring 2.5 on average across those requirements. In the past years, ADRA DK has strengthened the processes through which it ensures the protection of beneficiaries and has applied the CHS as the vehicle to do this.

These include appointing both a Protection Officer and a Safeguarding Task Force and ensuring that all staff have signed the Code of Conduct and have been re-trained on the organisation's protection policies. ADRA International has undertaken a Safeguarding audit of ADRA DK and the organisation has developed an improvement plan to address some weaknesses identified.

Given the emphasis on building and rolling out new safeguarding frameworks to more comprehensively manage risks, it is not surprising that some staff are still catching up, but generally awareness levels were adequate.

ADRA DK explains its expectations about PSEA to its partners, provides support to them to implement the relevant aspects of the CHS and methodically monitors partners' progress.

Shortcomings in partner safeguarding practices are raised through quarterly reports and escalated to the Secretary General who then raises the issues with their counterpart in the partner organisation. The Secretary General also consolidates these in reports to the Board of ADRA DK.

For partners which are part of the ADRA family, ADRA DK is supported by shared commitments of ADRA International on PSEA. The weaknesses identified relating to PSEA all relate to Commitment 4 and Commitment 5. ADRA DK does not systematically work with its partner organisations to ensure that empowering information is shared with all community members and that their capacity to safely complain is improved.

4.4 Localisation

ADRA DK scores 2.7 on the components of localisation that are represented in the CHS. ADRA DK's approach to partnership reflects a commitment to localisation. ADRA DK backs up its commitment to equal partnership by providing support to partners that strengthen the organisation as well as its workforce. The organisation has policies and procedures in place to promote local leadership and early recovery in their strategies

and programming. They ensure that their programmes complement activities of local authorities and are coordinated with other stakeholders.

Some inconsistencies were noted regarding how the organisation supports its POs to fully consider community hazards when planning activities and planning exit strategies to reduce the risk of aid dependency. A minor non-conformity was identified relating to ADRA DK not ensuring systematically that environmental risks are assessed at project level.

4.5 Gender and diversity

The promotion of equal rights and opportunities for women and girls is one of the four focus areas of ADRA DK. ADRA DK has clear written commitments (including a Gender Strategy) which are demonstrably supported by processes which promote women as primary beneficiaries of its programming. In its programmes, the organisation performs impartial assessment of needs and risks, including risks to people's safety and the prevention of sexual exploitation and abuse. Human resource policies are fair and transparent and staff behaviour is guided by a Code of Conduct known to all staff and endorsed through trainings and mandatory signing.

The organisation scored 2.3 overall, because although its commitment to gender is clearly described, the organisation does not have processes in place to ensure systematically that its POs promote inclusive representation when working with communities. This is also not requested in partner agreements or ensured through monitoring.

Evidence gathered at programmes sites therefore showed differences in how the POs promoted inclusive programming. In some places, a focus was put on ensuring inclusive participation and representation of all community members in terms of age, ethnicity, gender and abilities; however, in some places, communities expressed that they did not feel adequately represented and therefore did not receive all information or were able to fully give feedback.

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	ADRA DK has a clear commitment to ensuring humanitarian assistance is appropriate and relevant. Policies and processes are in place to support this commitment. Practice shows that ADRA DK's partners provide the assistance to communities affected by crisis that is needed. Some gaps were identified in ensuring systematically that ADRA DK's partner organisation include all community groups during assessment and implementation phases to fully ascertain that their needs are considered.	The feedback of communities was not consistent. In one programme site female community members had not been engaged in any aspect of the project apart from receiving aid. The experience of communities in other programme sites was quite positive and confirmed that they were engaged at various points and as a result the aid	2.8

		they received was appropriate.	
Commitment 2: Humanitarian response is effective and timely	Despite supporting partners working in volatile environments, ADRA DK was able to ensure the delivery of effective humanitarian responses in a timely manner. The organisation ensures this through long-term partnerships with mostly ADRA network partners. Their capacities to deliver effective and timely humanitarian response is ensured through partner agreements including policy commitments, shared goals, coordinated activities as well as regular communication and monitoring activities. It is unclear how ADRA DK ensures that organisational capacities of new non-ADRA partners are in line with programme commitments.	Community feedback consistently reported that the aid delivered by ADRA DK partners was timely. In one programme site, reports of the partner's approach of comprehensive programming was valued for its effectiveness.	2.9
Commitment 3: Humanitarian response strengthens local capacities and avoids negative effects	ADRA DK has commitments to building local capacities and the principles underpinning its approach to partnership also demonstrate this. The organisation supports the strengthening of local leadership and works with communities to help them build their resilience and contribute to early recovery. The organisation has both policies as well as guidance and tools in place to assess and mitigate risks including SEA. There are observations on consistently including exit strategies in programme planning and including specifically community hazards in their risk assessments. A minor non-compliance was identified: ADRA DK does not systematically ensure that its partners safeguard personal information collected from communities.	Communities described instances of where local capacities had been built.	2.5
Commitment 4: Humanitarian response is based on communication, participation and feedback	ADRA DK has policy commitments in place around information sharing and receiving feedback. ADRA DK requires its partners to report on feedback from beneficiaries and there is evidence that this has led to programme improvements. However, ADRA DK is not working systematically with partners to ensure that they are providing required information to communities. In addition, ADRA DK does not give adequate guidance and support to partners to ensure vulnerable groups are always represented.	Communities did not have sufficient information about the organisation delivering aid. Their expectations about staff behaviour were based on their own understanding of how people should behave rather than any information given to them by the organisation.	2.0
Commitment 5: Complaints are welcomed and addressed	ADRA DK welcomes complaints and has measures in place to understand how partners deal with complaints and build their capacity around complaints handling. But ADRA DK does not work systematically with its partners to ensure that communities: are consulted about the design of complaints handling mechanisms; are made aware of expected behaviours of staff; and, ensuring all partners have documented complaints handling processes in place.	Processes for lodging complaints were not consistently understood by communities. In addition, community members were not always comfortable using the complaints mechanisms they had been informed about. No communities reported having been involved in the design of the complaints handling processes.	2.1

Commitment 6: Humanitarian response is coordinated and complementary	ADRA DK has commitments to promoting coordination and complementarity in its humanitarian responses. A key strength of ADRA DK is the way it builds respect into its relationships with partners, and this was valued by partner organisations. There are solid processes in place to ensure partner organisations coordinate their activities and effectively share information with other stakeholders to strengthen outcomes for beneficiaries.	Communities expressed that ADRA DK partners coordinated with other organisations and were interested in what other organisations were implementing in their communities.	3.0
Commitment 7: Humanitarian actors continuously learn and improve	ADRA DK has a commitment to learning and actively seeks feedback to improve how it implements programming. A gap was identified in that ADRA DK does not systematically support partners learning and sharing of learning within the sector, and with stakeholders including communities.	Communities cited instances where programming had improved as a result of feedback that they had given to the partner organisation. Communities consistently reported that learning from ADRA DK was not shared with them.	2.5
Commitment 8: Staff are supported to do their job effectively, and are treated fairly and equitably	ADRA DK has human resource management policies and processes which promote fairness and competence. These support staff to do their job effectively and follow expected standards of behaviour. The organisation also supports staff development through training and coaching. ADRA DK works with partners to ensure their own staff can do their jobs effectively by organising trainings for competency development on specific technical aspects as well as on overall quality assurance like M&E processes. The organisation reviews its partners' Human Resource policies with regard to fairness and non-discrimination.	ADRA DK partner staff were consistently held in high regard by communities both in terms of their behaviours and competency.	3.0
Commitment 9: Resources are managed and used responsibly for their intended purpose	ADRA DK has policies and processes to ensure resources are managed and used for their intended purpose. But ADRA DK does not ensure environmental risks are considered in the design of projects. It does not support partners to systematically consider the impact of their activities on the environment.	Communities perception is that ADRA's partnership organisation managed resources responsibly and for the intended purpose.	2.7

* *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 non-conformities

Corrective Action Requests (CAR)*	Type	Resolution due date	Date closed out
2022-3.8: The organisation does not systematically ensure that its PO safeguard personal information collected from communities and people affected by crisis.	Minor CAR	2025/05/20	
	Minor CAR	2024/05/20	


2022-4.1: ADRA DK does not ensure that its POs have a process in place to share required information systematically with communities.			
2022-4.3: ADRA DK does not ensure systematically that its partner organisations promote inclusive representation and engagement throughout all stages of the project cycle.	Minor CAR	2025/05/20	
2022-5.1: ADRA DK does not work with its partners to ensure communities are consulted in regards to the design, implementation and monitoring of complaints handling mechanisms.	Minor CAR	2025/05/20	
2022-5.4: ADRA DK does not always take sufficient measures to satisfy itself that partners have a complaints handling process for communities and people affected by crisis that is documented and in place.	Minor CAR	2024/05/20	
2022-9.4: The organisation does not ensure that environmental risks are assessed at project level and POs are not systematically supported in considering their impact on the environment.	Minor CAR	2025/05/20	
Total Number 6	Minor CAR		

* *Note: The CARs are completed by the audit team based on the findings. The audited partner is expected to respond with a Management Response for each CAR to HQAI before a certificate is issued (reference: HQAI Procedure 114).*



6. Sampling recommendation for next audit

Sampling rate	
Specific recommendation for selection of sites	ADRA DK has recently expanded partnerships to include civil society organisations that are not part of the ADRA family and has stated an intent to continue this trend. Programmes which include non-ADRA partnerships should be prioritised in next audit cycle.

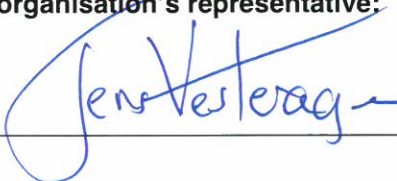
7. Lead auditor recommendation

<p>In our opinion, ADRA DK has demonstrated that it conforms with the requirements of the Core Humanitarian Standard on Quality and Accountability.</p> <p>We recommend certification.</p>	
<p>Name and signature of lead auditor:</p>  <p>Birgit Spiewok</p>	<p>Date and place:</p> <p>Berlin, 20 May 2022</p>

8. HQAI decision

<p>HQAI decision:</p>	<input checked="" type="checkbox"/> Certification preconditioned to the provision of a management response <input type="checkbox"/> Certification preconditioned to the closure of Major CAR
<p>Management response expected by: 2022/09/01</p>	
<p>Name and signature of HQAI Executive Director:</p>  <p>Joost Mönks</p>	<p>Date and place:</p> <p>27th July 2022, Geneva</p>
<p>Final decision on certification:</p>	<input checked="" type="checkbox"/> Issued <input type="checkbox"/> Refused
<p>Start date of the certification cycle: 2022/10/11 Next audit before 2023/10/11</p>	
<p>Name and signature of HQAI Executive Director:</p>  <p>Joost Mönks</p>	<p>Date and place:</p> <p>11th October 2022, Geneva</p>

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: <i>If yes, please give details:</i>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Acknowledgement and Acceptance of Findings: 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
Name and signature of the organisation's representative: JENS VESTERAGER 	Date and place: Narum 11/8-2022

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