

# Danmission

## Mid-Term Audit – Summary Report MTA 2022/09/05

### 1. General information

#### 1.1 Organisation

Type	Mandates	Verified	
<input checked="" type="checkbox"/> International <input type="checkbox"/> National <input type="checkbox"/> Membership/Network <input type="checkbox"/> Direct Assistance <input type="checkbox"/> Federated <input type="checkbox"/> With partners	<input 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>Head office location</b>	Hellerup, Denmark		
<b>Total number of country programmes</b>	8	<b>Total number of staff</b>	40

#### 1.2 Audit team

<b>Lead auditor</b>	Jorge Menendez Martinez
<b>Second auditor</b>	Efehi Ubebe
<b>Third auditor</b>	
<b>Observer</b>	
<b>Expert</b>	
<b>Witness / other</b>	

#### 1.3 Scope of the audit

<b>CHS Verification Scheme</b>	Verification
<b>Audit cycle</b>	First cycle
<b>Phase of the audit</b>	Mid-Term Audit
<b>Coverage of the audit</b>	The audit covers the Danmission's international programmes
<b>Extraordinary or other type of audit</b>	

#### 1.4 Sampling\*

Randomly sampled country programme sites	Included in final sample	Replaced by	Rationale for sampling and selection of sites	Onsite or remote
Tanzania	Yes		Tanzania represents a programme from the African region, giving geographical coverage.	Remote
Lebanon	Yes		Lebanon represents a programme from the MENA region, giving geographical coverage.	Onsite
<b>Any other sampling performed for this audit:</b>				
This audit includes interviews with staff from MENA Regional Office in addition to the rest of the interviews.				

**Sampling risk:**

The random sample generator suggested Tanzania and Lebanon, two countries that were deemed representative of Danmission's work. It was decided the visit would take place in Lebanon, since it offered a wider range of activities and partners to visit than Tanzania. Tanzania was assessed remotely.

*\*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
Head office. Hellerup, Denmark	2022/03/28 to 2022/04/27	Remote
Lebanon	2022/4/4 to 2022/04/28	Onsite
Tanzania	2022/05/05	Remote

### 2.2 Interviews

Position / level of interviewees	Number of interviewees		Onsite or remote
	Female	Male	
<b>Head Office</b>			
Management	2	4	Remote
Staff	5	3	Remote
<b>Regional Office</b>			
Management	1		Onsite
Staff	1	2	Onsite
<b>Country Programme</b>			
Management		1	Remote
Staff	2	1	Onsite
Partner staff	6	3	Onsite
Stakeholder (Islamic court judge)	0	1	Onsite
<b>Total number of interviewees</b>	<b>17</b>	<b>15</b>	<b>Total 32</b>

### 2.3 Consultations with communities

Type of group and location	Number of participants		Onsite or remote
	Female	Male	

Group discussion # 1 - Women, Religious and Human Rights in Lebanon - Adyan	3	4	Onsite
Group discussion # 2 - Social Cohesion in Fragile Lebanon - Forum for Development, Culture & Dialogue	3	4	Onsite
Group discussion # 3 - Social Cohesion in Fragile Lebanon - Forum for Development, Culture & Dialogue	4	3	Onsite
Group discussion # 4 - Social Cohesion in Fragile Lebanon - Forum for Development, Culture & Dialogue	3	5	Onsite
Group discussion # 5 - Social Cohesion in Fragile Lebanon - Forum for Development, Culture & Dialogue	3	1	Onsite
Group discussion # 6 - Social Cohesion in Fragile Lebanon - Forum for Development, Culture & Dialogue	5	4	Onsite
Group discussion # 7 - Social Cohesion in Fragile Lebanon - Forum for Development, Culture & Dialogue		5	Onsite
Group discussion # 8 - Social Cohesion in Fragile Lebanon - Forum for Development, Culture & Dialogue	4		Onsite
<b>Total number of participants</b>	<b>25</b>	<b>25</b>	<b>Total 50</b>

## 2.4 Opening meeting

<b>Date</b>	2022/03/28
<b>Location</b>	Remote
<b>Number of participants</b>	6
<b>Any substantive issues arising</b>	No

## 2.5 Closing meeting

<b>Date</b>	2022/05/25
<b>Location</b>	Remote
<b>Number of participants</b>	7
<b>Any substantive issues arising</b>	No

## 2.6 Programme site(s)

### Briefing

<b>Date</b>	2022/04/04
<b>Location</b>	Beirut
<b>Number of participants</b>	6
<b>Any substantive issues arising</b>	No

### De-briefing

<b>Date</b>	2022/04/08
<b>Location</b>	Beirut
<b>Number of participants</b>	6
<b>Any substantive issues arising</b>	No

### 3. Background information on the organisation

#### 3.1 General information

Danmission is a faith-based organisation established in 2000 through a merger of the Danish Missionary Society and Danish Santal mission. Since the merger, Danmission has continued the work begun by the Danish Missionary Society in 1821 and Dansk Santalmission in 1867; being the oldest and largest missionary organisation in Denmark. Danmission's work is based on the Christian faith; its values, vision and mission focus on equality, respect and reciprocity. Danmission currently owns and runs more than 80 charity shops in Denmark (called 'Danmission Genbrug'); the profits from those businesses go directly to Danmission's work.

In 2021, Danmission approved the new programme strategy, which frames Danmission's work in three thematic areas: contextual theology for faith and social action; dialogue and peacebuilding; and sustainable, just, and equitable stewardship. Danmission has eight country programmes: one in the East Africa region, five in the Middle East and two in the Southeast Asia region, with more than 40 staff members.

According to the 2021 financial statements, total income reached DKK 109 million, total expenses reached DKK 94.4 million, and the net result for the year was a surplus of DKK 14.6 million.

#### 3.2 Governance and management structure

The governance structure of Danmission consists of a Board of Representatives and a Board of Directors.

The Board of Representatives consists of at least 237 members, with a maximum of 257 seats and it is the highest decision-making body. It has the mandate to approve Danmission's statutes, annual reports, annual financial reports, annual action plans, and annual budget. The representatives also elect 9 out of the 12 Danmission Board Directors; whilst the Board of Directors elects the other three members.

The Board of Directors reports to Danmission's Board of Representatives on an annual basis, approves the strategy and signs the annual financial statement. The Board of Directors appoints the Secretary General (SG) and decides on the mandate and its employment conditions. In addition, the Board of Directors appoints an executive committee and establishes the specific rules for its activities and powers.

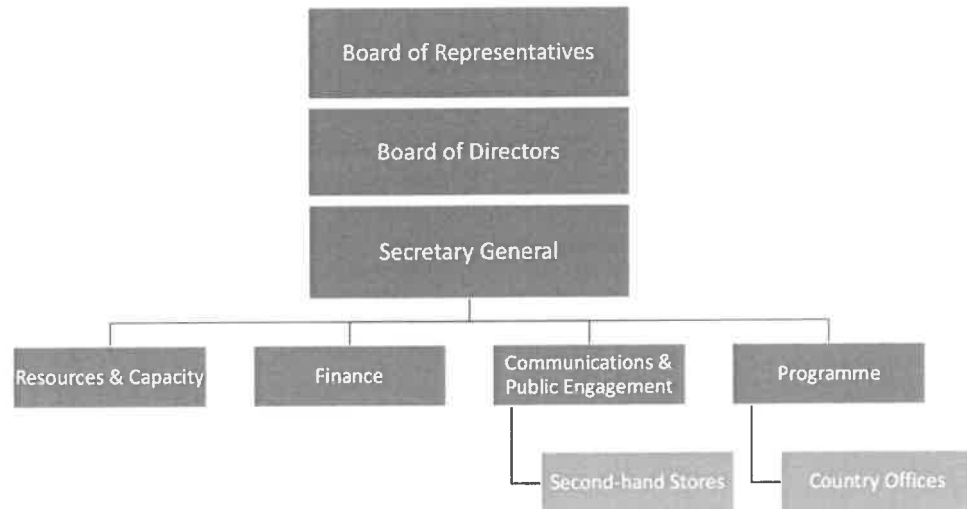
The SG is the responsible CEO and reports to Danmission's Board of Directors. The SG is responsible for effectively achieving Danmission's organisational objectives.

The new programme strategy marks the decentralisation process that is being implemented in Danmission. Danmission Country/Regional Offices will be established or consolidated in the programme countries, with a clear distribution of functions and tasks between Hellerup and the Country/Regional Offices.

The office in Hellerup is in charge of the overall strategic direction, cross-cutting coordination and resource management, the necessary technical and professional expertise, as well as ongoing contact with Danish and European donors and stakeholders etc.

Country and Regional Offices are in charge of the project implementation, financial management, and day-to-day partner contact.

## Organization Chart



**DANMISSION**

### 3.3 Internal quality assurance mechanisms and risk management

The Initial Audit (IA) (2019) noted that: Danmission's risk identification and management systems were in place to identify the risks faced by the organisation; partners were chosen after a lengthy identification process, and Danmission had a quality assurance process to approve their projects. Also, the IA noted that Danmission conducts monitoring and evaluation activities directly or through its partners, and conducts an annual financial audit for its financial statement, requesting its partners do the same.

In 2021, Danmission approved the new Programme Strategy, which guides Danmission's work and commits to implementing the Project Cycle Management System (PCMS) to manage the projects (see 4.1). Also, in 2020, Danmission updated the guidelines for the quality assurance and approval process: these new guidelines cover all the externally and internally funded programmes, projects and initiatives above DKK 20,000 (see 4.1 and 4.2). In 2021, Danmission contracted a new Monitoring, Evaluation and Learning (MEL) Advisor to develop guidelines and protocols on MEL and provide advice to the Country Offices (see 4.2).

Danmission's Guidelines for Risk describe processes and methods to identify the risks. Danmission considers three types of risks:

- Contextual risks are the range of potential adverse outcomes that could arise in a certain context.
- Programmatic risks include two kinds of risk: 1) the potential for an aid programme failing to achieve its objective; and 2) the potential for the programme to cause harm in the external environment.
- Institutional risks are the internal risks that Danmission has as an organisation.

Danmission identifies the main risk in each category and indicates the likelihood of its occurrence. However, the guidelines do not require mitigation activities and do not consider SEAH (see 4.3) and environmental risks (see 4.4).

### 3.4 Work with partner organisations

The new programme strategy commits to working with and through partners in partnership, mutuality and accompaniment. Partnership is the key driver of Danmission's work, and the organisation implements its work almost exclusively through partner organisations. Danmission's partnership policy is still under revision; in the interim, the new programme strategy defines how Danmission works in partnerships with local, regional, national and international partners. Most of Danmission's partners are faith-based organisations and churches; however, it also enters into partnerships with multi-faith or non-faith-based NGOs as well as other relevant networks. Danmission has some long-lasting partnerships, some of which have been in place for over 100 years.

Danmission has more than 50 partners and there is a clear division of roles between Danmission and its partners. Danmission's role is fundraiser, facilitator, and advisor; providing technical support during programme design, planning, and implementation, and monitoring programmes with an emphasis on the local context, community building, human rights, good stewardship and accountability and commitment to the sustainable development goals. Partners consider that transparent agreements govern their partnerships.

Danmission chooses its partners through an identification process, which includes the necessary dialogue and assurance that Danmission's values and expectations match those of its partners. After the partners are pre-identified, Danmission undertakes an organisational partner assessment with a broad scope, using standard assessment tools as part of its due diligence and capacity review process before entering into a partnership.

In 2021, Danmission updated the partnership agreement to request that all partners compulsorily comply with Danmission's main policies, which include the ethical code of conduct, an anti-corruption policy and the code of conduct, and have a complaint mechanism in place in all programme countries. Also, partners are required to submit bi-annual and annual progress reports or project proposals to request funds and are monitored by Danmission on a different periodic basis according to the prioritisation of the management or according to their risk profile. Danmission is flexible and adapts to the different structures and capacities of its partner organisations.

## 4. Overall performance of the organisation

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

Danmission's overall internal quality assurance and risk management score, based on average weighted findings across key CHS indicators, is 2.5 out of 4, which shows an improvement since the Initial Audit (IA) in 2019, when Danmission scored 2.0.

The SG and the executive committee are actively involved in the audit and implementation process of the CHS. The observations and weaknesses identified in the IA have been considered in the new strategy; however, Danmission does not develop a specific action plan to implement all the actions required to address all the observations and weaknesses.

Danmission continues to focus on strengthening its approach to quality assurance. At the Mid Term Audit (MTA) (2022), Danmission is implementing the PCMS to manage all the projects (see 3.3). The PCMS details all the steps and procedures that projects have to perform to ensure project quality.

The new guidelines for approval process (see 3.3 and 4.2) describe the process for quality assurance and approval of externally and internally funded programmes, projects and initiatives above DKK 20,000. The quality assurance and approval process consists of the following steps:

- Step 1: Dialogue between Danmission and partner(s),
- Step 2: Third-party cross reader and financial staff give written feedbacks and inputs,
- Step 3: Quality Assurance & Approval Meeting.

Based on the recommendation of the Quality Assurance & Approval Meeting, the Programme Department Director approves projects or programmes between DKK 20,000 – DKK 200,000 and the General Secretary approves projects or programmes above DKK 200,000.

Danmission has contracted a new Monitoring, Evaluation and Learning (MEL) Advisor, who is in charge of developing all the procedures and guidelines for MEL and supports the country programmes; however, at the MTA, the procedures and guidelines have not yet been developed.

The new procurement manual, and administrative and financial manual details all the procedures to appropriately manage procurement, administrative and financial issues.

The draft of *Danmission's Financial Manual* describes when and how the audit has to be done. All the procedures and types of audits are described in this manual. It is expected to be approved in the second semester of 2022. The financial manual and partnership agreement require partners to provide audit financial statements every year.

#### **4.2 Overall performance of how the organisation applies the CHS across its work**

Danmission worked steadily to carefully address the CHS requirements identified in the IA. At the time of the MTA, Danmission had strengthened its work in:

- Monitoring, Evaluation and Learning (MEL) of projects and programmes. Danmission has contracted an MEL Advisor, who is in charge of developing all the procedures and guidelines for MEL and related support to country programmes; however, at this audit, the procedures and guidelines have not yet been developed (see 3.3).
- Project management through the Project Cycle Management System.
- Quality assurance of the projects and programmes through the new guidelines for the approval process (see 3.3 and 4.1).
- Quality assurance of the partners. The updated partnership agreement requests its partners to comply with the main Danmission policies and also to have a complaints mechanism in place.
- Code of conduct. Danmission has ensured that all staff and partners are aware of and apply the ethical code of conduct. However, the staff are not aware of the code of conduct for child protection.
- Danmission has rolled out e-learning materials to ensure systematic integration of a Human Right-Based Approach (HRBA), non-discrimination, and gender equality in all the projects and programmes.

A major weakness remains with the complaints mechanism at country level, and minor weakness was observed in other specific areas, such as the systematic referral of unmet needs, disaggregation of data by disabilities, participation of people with disabilities in the project and programmes, and the means to inform communities about the expected behaviour of the staff and Danmission's commitment on preventing sexual exploitation and abuse.

#### **4.3 PSEA**

Danmission has a low-level score on protection against sexual exploitation and abuse (PSEA) 1.8 out of 4) and Do No Harm (1.9 out of 4), although there has been improvement since the IA, (1.43 on PSEA and 1.7 on Do No Harm).

Since the IA, Danmission has updated the partnership and consultant agreements to request its partners and consultants to actively prevent sexual exploitation, abuse, and harassment in all their activities, and to ensure that any intervention is carried out in an environment free of all kinds of exploitation, abuse and harassment (sexual or otherwise), especially in the case of particularly vulnerable groups.

Danmission's main weaknesses on PSEAH are that Danmission and its partners do not identify the risk of SEAH as part of risk analysis; Danmission does not provide visual information to inform the communities on its PSEAH commitment, and the complaints mechanism is not in place in every Country Office. Also, Danmission does not have procedures or protocols in place to ensure that projects and programmes do not have any negative effects through exploitation, abuse, harassment or discrimination by staff against communities and people affected by crisis.

#### 4.4 Localisation

Danmission has made a small improvement on localisation (2.3 out of 4) since the IA (2.25).

Danmission's new programme strategy recognises localisation and decentralisation as areas of focus. Also, the strategy highlights the importance of operating through local partners. Danmission focuses on building local capacities and complements that of national and local authorities and other organisations. Danmission is also active in local coordination networks and ensures its projects complement the work of local authorities, where appropriate, as well as other actors.

Danmission's main weaknesses on localisation are that it does not prevent negative environmental effects; it does not have exit and transition strategies in projects and programmes and does not consider the impact of its activities and procurement on the environment. However, due to the nature of Danmission's projects and programmes, most activities are resource-light, consisting of meetings, seminars etc. Therefore, the environmental impacts are minimal.

#### 4.5 Gender and diversity

Danmission scores 2.1 on gender and diversity, a slight decrease since the IA, which scored 2.2.

The new project strategy states that Danmission commits and contributes to Goal 5: Gender Equality of the UN Sustainable Development Goals (SDGs). Danmission places focus on how to ensure gender is taken into account in its activities, at all stages of the project cycle, and the PCMS requests that all projects undergo a gender assessment; however, at the time of this audit, not all projects had performed the gender assessment. Also, Danmission has rolled out e-learning materials to ensure systematic integration of a Human Right-Based Approach (HRBA), non-discrimination, and gender-equality in all the projects and programmes.

The main strength of Danmission in relation to gender and diversity is that it makes deliberate efforts to ensure that all gender and religious groups are appropriately included in representative committees.

Danmission's main weakness on gender and diversity is that Danmission does not identify or prevent negative effects on exploitation, abuse, harassment, or discrimination by staff against communities and people affected by crisis. Other areas for improvement include policy commitments on the collection of data on ability and ensuring that people with disabilities are involved in the projects.

#### 4.6 Organisational performance against each CHS Commitment

Commitment	Strong points and areas for improvement	Feedback from communities	Average score*
<b>Commitment 1:</b> Humanitarian assistance is	Danmission states its commitment to independence and impartiality and to providing assistance based on the needs and capacities of the communities and people in the areas of	Communities consider that Danmission and its partners provide fair and impartial assistance appropriate to	2.7



<p>appropriate and relevant</p>	<p>intervention; and its partners are required to adhere to its principles and values. Danmission adapts the programmes according to the changes in context and needs or capacities of stakeholders. Danmission undertakes, alongside its partners, participatory context and stakeholder analysis, and needs assessments for all programmes.</p> <p>Programmes are designed following a rights-based approach and are based on analysis of risks, rights and needs of the community; however, Danmission does not have a mechanism or tools to ensure systematic analyses of all criteria in the community assessment. Programmes are designed to collect data disaggregated by sex and age; however, this is not consistently done, and other vulnerabilities such as people with disabilities are not taken into account. There are no policies or guidelines requiring disaggregated data to be collected, or which define the kinds of data to be collected.</p>	<p>their needs, and they indicate that partners involve them in the needs assessment process and that they can influence the type of activities supported.</p>	
<p><b>Commitment 2:</b> Humanitarian response is effective and timely</p>	<p>Danmission is in the process of implementing a decentralised organisational structure, through establishing or consolidating Country Office in the programme countries, with a clear distribution of functions and tasks between Hellerup and the Country/Regional Offices. However, the process is still in its early stages.</p> <p>The design of projects includes indicators related to timeliness and delays. Danmission's Project Cycle Management System and the Guidelines for internal quality assurance and the approval process for projects and programmes describe the process to take a timely decision on whether to respond to an emergency or not, although Danmission does not usually perform humanitarian emergency response activities, as its programmes tend towards peacebuilding and development work.</p> <p>Technical standards are used to plan and assess projects and Danmission has rolled out training for partners on how to apply these standards.</p> <p>Danmission has allocated resources to improve monitoring and evaluation and support decentralised capabilities at the country level; however, the resources are not sufficient for all operations and there are no monitoring plans in place for all countries.</p>	<p>Communities state that Danmission's programmes are realistic and safe; they generally expressed satisfaction that the timeframe of implementation is appropriate.</p>	<p>2.3</p>

<p><b>Commitment 3:</b> Humanitarian response strengthens local capacities and avoids negative effects</p>	<p>Danmission has a commitment to build resilience and strengthen local capacities in communities and for its local partners, indicated in its main policy and strategy documents. Danmission has several policies and guidelines to help its programmes avoid having negative effects; however, not all of its staff and partners are aware of the code of conduct for child protection, and Danmission does not build the capacities of its staff and partners to prevent or respond to any negative effects of programme activities.</p> <p>Danmission and its partners use a range of strategies and methodologies within the project management cycle to ensure that women and young people are promoted in local leadership and organisations; however, other marginalised and disadvantaged groups, such as peoples with disabilities are not taken into account.</p>	<p>Communities state that programmes improve their capacities to recover quickly from possible future shocks and help them become more resilient.</p> <p>Communities are not able to identify all the ways in which programmes and projects can have a negative effect, and consequently appear to have limited awareness of how to prevent or respond in the event of an incident.</p>	2.0
<p><b>Commitment 4:</b> Humanitarian response is based on communication, participation and feedback</p>	<p>Danmission commits to transparency and accountability, and to engaging communities and people affected by crisis. However, there are no policies or guidelines for information sharing.</p> <p>Danmission and its partners provide information to the communities (mainly oral), on the programme and the principles it adheres to and in languages and formats they can understand; however, Danmission does not systematically provide information on how their staff are expected to behave.</p> <p>Danmission's communication materials are accurate, ethical and respectful and present communities and people affected by crisis as dignified human beings. Danmission and its partners request consent before taking a photo or video; however, there are no procedures or guidelines requiring them to do this.</p>	<p>Communities feel well informed about Danmission and its partners as well as about project activities. However, not all the community members recall being informed of Danmission's commitment on PSEA and about the expected behaviour of the staff.</p> <p>Interviewed community members easily understood the information provided.</p> <p>They confirm having the opportunity to give feedback or to complain and consider that staff listen to their feedback and take this into account.</p>	2.0
<p><b>Commitment 5:</b> Complaints are welcomed and addressed</p>	<p>Danmission's complaints mechanism covers complaints or concerns about safeguarding, child protection, the conduct or behaviour of staff and volunteers, as well as fraud and corruption. However, the complaints mechanism is not functional at the country level.</p> <p>Complaints handling and investigation guidelines include who, what, when and why somebody could complain, and the process of how to complain, and how Danmission will record, manage, and respond to complaints; however, it does not include how to refer complaints out of scope.</p>	<p>Communities reported good behaviour from Danmission and its partners' staff; they are aware of the expected behaviour of Danmission and its partners' staff.</p> <p>Complaints can be made through phone calls and face to face to local partner staff, or at the communities' meetings. However, some community members consider that there</p>	0

	<p>Danmission makes public through its website, in English and Danish, guidance on how to submit complaints: via its centralised email address or through Danmission's website; however, Danmission does not report publicly on the number and types of complaints received, and actions taken in response to complaints, Communities and people affected by crisis are not consulted on the design, implementation, and monitoring of the complaints handling processes</p>	<p>are no confidential means for raising complaints.</p> <p>Communities were not consulted about the design, implementation or monitoring of complaints-handling processes.</p>	
<p><b>Commitment 6:</b> Humanitarian response is coordinated and complementary</p>	<p>Danmission is committed to the coordination and complementarity of its activities, and it ensures that activities create no duplication, are coordinated with local authorities, where the local circumstances and national laws permit, and do not compromise humanitarian principles. Danmission is an active part of several coordination networks and platforms, and sometimes leads or creates networks at local, national, regional or international levels.</p> <p>Danmission identifies the roles, responsibilities, capacities and interests of the different stakeholders through a strong partnership with national structures and a focus on participation and engagement of local actors, as well as the global recognition attributed by international and local partners, to the organisation's expertise and thought leadership in peace dialogue. Partnerships remain at the core of Danmission activities, and the organisation has built transparent and equal relationships with its partners that respect each partner's mandate, obligations and independence, and recognise their respective constraints and commitments.</p>	<p>Communities interviewed explained that there is no duplication of assistance and that Danmission or its partners coordinate with local authorities, and other stakeholders.</p> <p>They state that Danmission or its partners coordinate with them to plan and schedule the activities at the times when they were available, to prevent overlap, and that this does not interfere with their obligations and independence, and that their respective constraints and commitments are recognised and respected.</p>	2.8
<p><b>Commitment 7:</b> Humanitarian actors continuously learn and improve</p>	<p>Danmission draws from lessons learnt and experienced when designing programmes or planning strategies, such as the countries' theory of change documents.</p> <p>Danmission and its partners learn, innovate and implement changes on the basis of monitoring and evaluation, and feedback and complaints; however, Danmission does not have a monitoring, evaluation and learning policy or procedures in place. There are no opportunities to improve learning from feedback and complaints.</p> <p>Danmission shares experience and innovations internally and externally; throughout the organisation, with its partners, with communities as well as other stakeholders. Danmission is also an active contributor to learning and</p>	<p>Communities state that staff are well trained and respond positively to feedback and recommendation for improvements.</p> <p>Communities say that Danmission and its partners share the main learnings from the project and innovations with them.</p>	2.7

	<p>innovation amongst peers, through different means such as its Dialogue Toolbox webpage and Peace Tech initiative.</p>		
<p><b>Commitment 8:</b> Staff are supported to do their job effectively, and are treated fairly and equitably</p>	<p>Danmission staff work according to the mandate and values of the organisation and to agreed objectives and performance standards. Danmission's staff policies and procedures are fair, transparent, non-discriminatory, and compliant with local employment law.</p> <p>Danmission staff have up-to-date job descriptions, receive performance appraisals two times per year and receive training to improve their skills and competencies. Danmission staff are all aware of and sign the anti-corruption policy and code of conduct, the ethical code of conduct. However, staff are not aware of the conduct for child protection. In addition, Ethical Code of Conduct does not apply to headquarters staff, volunteers and trainees either when they are working in Denmark or when they are visiting the country programmes.</p> <p>Danmission has a safety and security plan in place in all the offices, however, Danmission does not ensure that partners protect its staff from unnecessary threats to their physical and emotional health.</p>	<p>Communities state that the staff they interact with are competent and skilled to implement the activities.</p> <p>Communities report that they are satisfied with the behaviour of the staff and that they were being treated with respect and dignity.</p>	2.6
<p><b>Commitment 9:</b> Resources are managed and used responsibly for their intended purpose</p>	<p>Danmission policies and processes governing the use and management of resources are in place, including monitoring and reporting on expenditures.</p> <p>Danmission manages the risk of corruption through several activities, including e-learning, an anti-corruption policy and a code of conduct, and separation of duties in the procurement procedure. All staff are aware of Danmission's commitment to zero tolerance and know how to report cases if necessary.</p> <p>Staff in charge of fundraising state that Danmission only acceptance resources do not compromise its independence. However, there are no procedure in place to ensure that.</p>	<p>Communities state that the resources for the activities are used wisely by Danmission or its partners and that they had no specific complaints regarding misuse of resources.</p> <p>They all say that they are aware of Danmission and its partners' commitment to anti-fraud and anti-corruption and that they will report to the partner staff if a case is detected.</p>	2.3

*\* 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 weaknesses


Weaknesses	Type	Resolution due date	Date closed out
2019-2.5: Danmission does not ensure that the monitoring of projects and programmes is systematic in order to adapt programmes and address poor performance.	Minor	2021-11-18	2022-07-18
2019-3.6: Danmission does not ensure that potential or actual unintended negative effects on the people's safety, security, sexual exploitation and abuse by staff, livelihood, the local economy and the environment are systematically identified and acted upon.	Minor	2021-11-18	2022-07-18
2022-3.6: Danmission does not systematically ensure processes are in place to monitor and mitigate potential risks of safety and security for the community.	Minor	2025-07-18	New
2019-3.7: Staff and partners are not aware of the main policies and guidelines to prevent programmes from having negative effects	Minor	2021-11-18	2022-07-18
2019-3.8: Danmission does not ensure that systems are in place to safeguard personal information from affected people in the Country Offices and partners' offices.	Minor	2021-11-18	2022-07-18
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	New
2019-4.5: Danmission has no dedicated policy or requirements regarding information sharing with the communities.	Minor	2021-11-18	2022-07-13
M2022-C5 Danmission does not ensure complaints are welcomed and addressed.	Major	2025-07-18	New
M2019-5.1: Communities are not consulted in the design, implementation and monitoring of complaints handling processes.	Major	2021-11-18	Extended to: 2025-07-18
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, partners and communities.	Minor (Major Weakness at Commitment Level)	2021-11-18	Extended to: 2025-07-18
2019-5.3 Danmission does not ensure that the partners manage the complaints in a timely, fair and appropriate manner that prioritises the safety of the complainant.	Minor (Major Weakness at Commitment Level)	2021-11-18	Extended to: 2025-07-18
2019-5.4: The complaints handling process for communities and people affected by crisis is not in place at country level.	Minor (Major Weakness at Commitment Level)	2021-11-18	Extended to: 2025-07-18
2019-5.6: Communities are not aware of the expected behaviour of Danmission staff or their local partners, and their commitments on the prevention of sexual exploitation and abuse.	Minor (Major Weakness at Commitment Level)	2021-11-18	2022-07-18
2019- 5.7 Danmission does not assure that out-of-scope complaints are referred to a relevant party in a manner consistent with good practice.	Minor (Major Weakness at	2021-11-18	Extended to: 2025-07-18

	Commitment Level)		
2019-7.4: Danmission has no evaluation policy.	Minor	2021-11-18	Extended to: 2025-07-18
2019-8.2: The codes of conduct that establish the obligation of the staff not to exploit, abuse or otherwise discriminate against people are not known by staff and partners.	Minor	2021-11-18	2022-07-18
2019-8.9: There is no policy regarding how to handle staff grievances.	Minor	2021-11-18	Extended to: 2025-07-18
2019-9.2: Processes to identify, monitor and audit the management and/or use of resources to achieve their intended purpose, minimising waste, are not in place or implemented.	Minor	2021-11-18	2022-07-18
2022-9.4: Danmission does not consider the impact on the environment when using local and natural resources.	Minor	2024-07-18	New
2019-9.6: Policies governing the use of resources are not in place regarding: how it accepts funds and in-kind ethically and legally; how it uses its resource in an environmentally responsible way; conducts audits, verifies compliance and reports transparently; manages and mitigates risk on an ongoing basis.	Minor	2021-11-18	2022-07-18
<b>Total Number</b>	<b>11</b>		


## 6. Sampling recommendation for next audit

<b>Sampling rate</b>	Based on the standard sampling rate, it is recommended that 1 onsite country programme and 2 remote country programmes are included in the Renewal Audit.
<b>Specific recommendation for selection of sites</b>	None


## 7. Lead auditor recommendation

In our opinion, Danmission continues to demonstrate a satisfactory level of 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>    Jorge Menéndez Martínez	<b>Date and place:</b> Buenos Aires, 2022/07/18

## 8. HQAI decision

<b>Registration in the Independent Verification Scheme:</b>	
<input checked="" type="checkbox"/> Maintained <input type="checkbox"/> Suspended	<input type="checkbox"/> Reinstated <input type="checkbox"/> Withdrawn
<b>Next audit:</b> Surveillance audit before 2022/09/05	
<b>Name and signature of HQAI Executive Director:</b>   Joost Mönks	<b>Date and place:</b>  5 <sup>th</sup> September 2022

## 9. Acknowledgement of the report by the organisation

<b>Space reserved for the organisation</b>	
Any reservations regarding the audit findings and/or any remarks regarding the behaviour of the HQAI audit team:  <i>If yes, please give details:</i>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Acknowledgement and Acceptance of Findings:</b> I acknowledge and understand the findings of the audit  I accept the findings of the audit	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Name and signature of the organisation's representative:</b>  	<b>Date and place:</b>  15/9/2022, COPENHAGEN

## Appeal

In case of disagreement with the decision on certification, the organisation can appeal to HQAI within 14 days after being informed of the decision. HQAI will investigate the content of the appeal and propose a solution within 10 days after receiving the appeal.

If the solution is deemed not to be satisfactory, the organisation can inform HQAI in writing within 30 days after being informed of the proposed solution, of their intention to maintain the appeal.

HQAI will transmit the case to the Chair of the Advisory and Complaint Board who will constitute a panel made of at least two experts who have no conflict of interest in the case in question. These will strive to come to a decision within 30 days.

*The details of the Appeals Procedure can be found in document PRO049 – Appeal Procedure.*

## Annex 1: Explanation of the scoring scale\*

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

\* Scoring Scale from the CHSA Verification Scheme 2020