**hqai**
HUMANITARIAN QUALITY
ASSURANCE INITIATIVE

# Transcultural Psycho-social Organisation (TPO) Renewal Audit – Summary Report – 2025/12/16

## 1. General information

### 1.1 Organisation

| Type | Mandates | Verified |
|---|---|---|
| ☐ International<br>☒ National<br>☐ Membership/Network<br>☐ Direct Assistance<br>☐ Federated<br>☐ With partners | ☒ Humanitarian<br>☒ Development<br>☐ Advocacy | ☒ Humanitarian<br>☒ Development<br>☐ Advocacy |

| | |
|---|---|
| **Legal registration** | Registration Number 7975 with the Bureau for NGOs (Uganda) |
| **Head Office location** | Kampala, Uganda |
| **Total number of organisation staff** | 125 staff<br>300 volunteers (approximately) |

### 1.2 Audit team

| | |
|---|---|
| **Lead auditor** | Phillip Miller |
| **Audit Facilitator** | Phillipa Olwol |
| **Third auditor** | - |
| **Observer** | - |
| **Expert** | - |
| **Witness / other participants** | - |

### 1.3 Scope of the audit

| | |
|---|---|
| **CHS:2024 Verification Scheme** | Certification |
| **Audit Cycle** | Second cycle |
| **Type of audit** | Renewal Audit |
| **Scope of audit** | The audit covers all of the work and mandates of TPO |
| **Focus of the audit** | The audit focused on assessing a range of programming across the humanitarian and development work of TPO. Sampling included yet accessible location for onsite activities which enabled two projects to be assessed within the timeframe. Onsite audit activities were conducted by a trained audit facilitator (engaged through QDIC consulting firm in Uganda) who was familiar with context but had not conflicts of interest with TPO. |

### 1.4 Sampling*

| | | |
|---|---|---|
| **Sampling unit** | | Project |
| **Total number of sampling units** | | 15 |
| **Sample size** | | 3 |
| **Total number of onsite visits** | | 2 |
| **Total number of sampling units for remote assessment** | | 1 |
| **Sampling Unit Selection** | | |
| **Random Sampling — onsite/remote** | **Purposive Sampling — onsite/remote** | |
| Connecting for Peace project – not selected | Nil | |

| | |
|---|---|
| Empowering Children and Families: Tracing Impact Project (TIP) - onsite | |
| RECOP – not selected | |
| Agro ecological Development Initiative in Karamoja sub region (ADI) Project in Amudat district - remote | |
| Comprehensive MHPSS and Child Protection services for Refugees and Host Community in Kiryandongo Refugee Settlement in Northern Uganda. (ECW) - onsite | |

**Any other sampling considerations:**
Children were included in the community consultations as they form a significant segment of the project participants of TPO. Caregivers were invited to observe these consultations and tools were adapted so they were suitable for the age groups.

**Sampling risks identified:**
No specific sampling risks identified. The auditor is confident in the findings and conclusions of this audit based on the sample.

*\*It is important to note that the audit findings are based on a sample of an organisation's activities, programmes, and documentation, as well as direct observation. Findings are analysed to determine an organisation's systematic approach and application of all aspects of the CHS across different contexts and ways of working.*

# 2. Activities undertaken by the audit team

## 2.1 Opening Meeting

| **Date** | 25/8/2025 | **Number of participants** | 15 |
|---|---|---|---|
| **Location** | Remote | **Any substantive issues arising** | Lead Auditor requested further documentation. |

## 2.2 Locations Assessed

| **Locations** | **Dates** | **Onsite or remote** |
|---|---|---|
| Kiryandongo Refugee Settlement (ETIP project) | 1 – 5 September 2025 | Onsite |
| Kiryandongo Refugee Settlement (ECW project) | 1 – 5 September 2025 | Onsite |

## 2.3 Interviews

| **Level / Position of interviewees** | **Number of interviewees** | | **Onsite or remote** |
|---|---|---|---|
| | **Female** | **Male** | |
| **Head Office** | | | |
| Management and Governing Body | 4 | 6 | Remote |
| Staff | 2 | 2 | Remote |
| **Sampling Unit (Project Sites)** | | | |
| Management | 0 | 1 | Onsite |
| Staff | 1 | 4 | Onsite |
| Partner staff | 0 | 0 | |
| Others - volunteers | 0 | 2 | Onsite |

| | 1 | 1 | Onsite |
|---|---|---|---|
| Others - stakeholders | 1 | 1 | Onsite |
| **Total number of interviewees** | 8 | 16 | |

## 2.4 Consultations with communities

| Type of group and location | Number of interviewees | | Onsite or remote |
|---|---|---|---|
| | **Female** | **Male** | |
| Group discussion with adult refugees (Female) – ETIP | 9 | | Onsite |
| Group discussion with child refugees (12-17 year old females) – ECW | 15 | | Onsite |
| Group discussion with child refugees (12-17 year old males) – ECW | | 11 | Onsite |
| Group discussion with adult refugees (mixed) – ETIP | 9 | 1 | Onsite |
| Group discussion with adult refugees (Female) – ETIP | 10 | | Onsite |
| Group discussion with child refugees (Female) | 7 | | Onsite |
| Group discussion with adult refugees (Female) – ETIP | 10 | | Onsite |
| Group discussion with adult refugees (Female) – ETIP | 10 | | Onsite |
| Group discussion with adult refugees (Female) – ETIP | 10 | | Onsite |
| **Total number of participants** | 80 | 12 | |

## 2.5 Closing Meeting

| Date | 16/9/2025 | Number of participants | 12 |
|---|---|---|---|
| **Location** | **Remote** | **Any substantive issues arising** | Nil |

# 3. Background information on the organisation

**3.1 General information**

Transcultural Psycho-social Organisation (TPO) Uganda is a humanitarian and development national Non-Governmental Organisation (NGO) that delivers services to vulnerable communities in Uganda. TPO began its work as the Institute for Psychosocial and Social Ecological Research (I.P.S.E.R) in 1994. TPO is registered in Uganda with the National Bureau of NGOs (permit number 7975). Although the focus of TPO's work remains the delivery of services to vulnerable people affected with Mental Health, Neurological, and Substance Use Disorders, TPO also works with refugee and Ugandan communities in the areas of child protection, preventing, and supporting people impacted by gender-based violence and HIV AIDS, livelihood security, and disaster risk reduction and response. TPO works in numerous remote districts of Uganda through project offices.

According to its Strategic Plan (2022 to 2027) the mission of TPO is to empower communities, improve their mental health and socio-economic well-being. Its core values are:
- Professional
- Accountable
- Innovative
- Compassionate
- Inclusive
- Dependable

TPO has been significantly impacted by the USA government's decision to close USAID and cease funding international aid. As a result, TPO scaled back programming, reduced staff and

reorganised how it filled key functions. In financial year 2024, the budget of TPO was approximately EUR7.8 million.
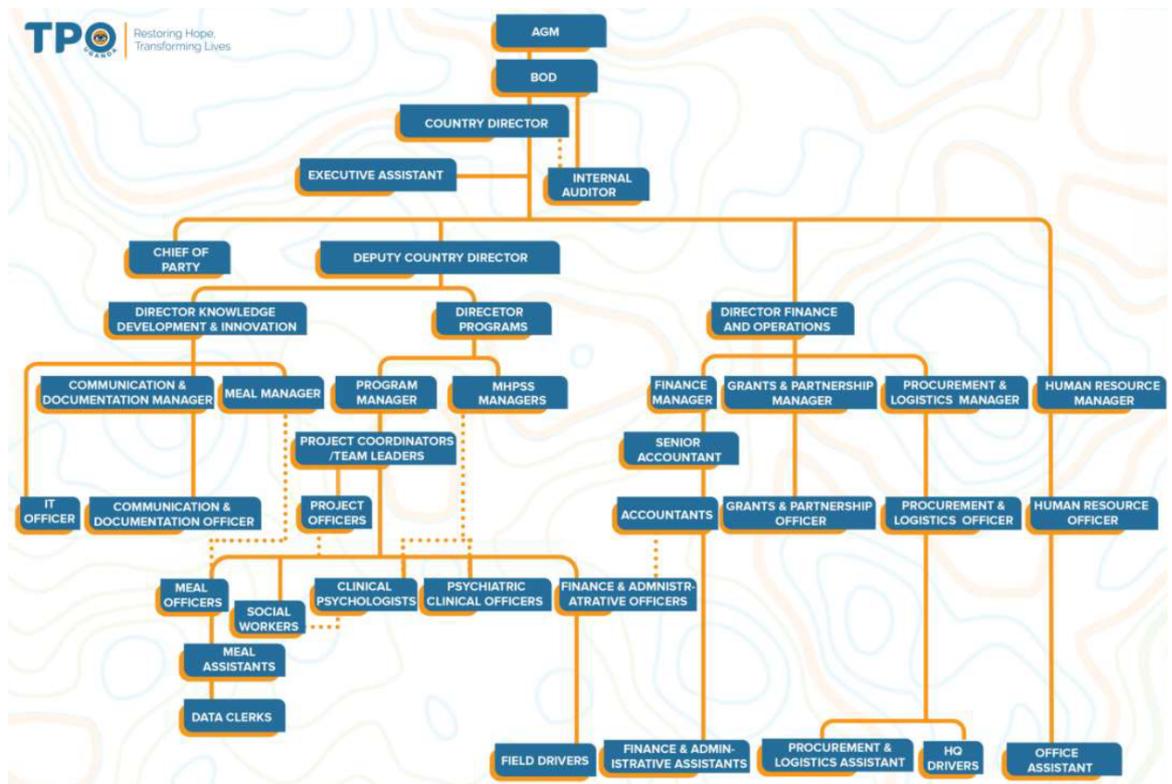
| 3.2 Governance and management structure | TPO is governed by a Board which is comprised of nine members. According to its Memorandum and Articles of Association each member can serve a maximum of two terms of three years. There are three committees, comprised of Board members which report to the Board. The committees are:<br>• Finance, Audit and Risk Management<br>• Programme and Resource Mobilisation<br>• Governance and Organisational Development<br><br>TPO advertises all vacancies on the Board and purposely seeks to ensure the Board membership reflects the skills relevant to the Board's function and the work of the organisation, e.g., expertise in human resources, finance, legal matters and mental health. New Board members receive an induction and briefings, are required to abide by the Board Charter (including TPO's Code of Conduct), declare any conflicts of interest on an ongoing basis and participate in visits to project sites. The Board meets quarterly, and the committees meet prior to the full board meetings and present their deliberations at each Board meeting. Senior Management of TPO also make presentations to the Board around programming, the financial situation and risk management. The Board approves the annual budget of TPO and reviews the financial situation of the organisation on a quarterly basis. Sexual Exploitation Abuse and Harassment (SEAH) issues are reported to the Board through the usual reporting processes and Board members can be asked to give advice or support investigations.<br><br>The Country Director of TPO (who was appointed in May 2024) reports to the Chair of the Board and leads the Senior Management Team (SMT). The SMT is comprised of the Directors of Programmes, Finance and Operations, Knowledge Development and Innovation, People and Culture Manager, Deputy Country Director and the Country Director. There are clear lines of management and accountability from Country Director through departments and project teams. The MEAL function sits within the Knowledge Development and Innovation department as illustrated in TPO's organigram below. |
|---|---|



| 3.3 Work with partner | At the time of this Renewal Audit, TPO was implementing one component of a single project through an implementing partner. TPO estimates that these activities represent less than 5% of their total programming and this project was not included in the sample. However, TPO does have a stated aim to work with and through local partner organisations in order to reach the |
|---|---|

| organisations | communities it cannot reach itself. TPO works in collaboration with other organisations such as local government and as part of consortium arrangements with other NGOs. |
|---|---|
| | Partnerships with implementing partners and collaborations with local government are governed by Memoranda of Understanding (MoU). |
| | For the purposes of this audit, the assessment of partnership was based on the documentation relating to their existing partnership as well as existing relationships with stakeholders (including international organisations and local government). |
| | The relationships with stakeholders are characterised by open communications and regular information sharing. Stakeholders value the way that TPO consults with them and listens to their ideas and suggestions. |

# 4. Overall performance of the organisation

| 4.1 Internal quality assurance and risk management mechanisms | TPO has a comprehensive system for internal quality assurance and risk management which covers the organisational level and project level. TPO has a coherent organisational approach which supports the organisation meeting the requirements of the CHS. |
|---|---|
| | The pillars of TPO's quality assurance system are: <br> • A comprehensive suite of documented policies, procedures, guidance and tools <br> • Mechanisms to ensure all new staff as well as existing staff are trained in new or revised policies and procedures through webinars <br> • Regular support and supervision visits to projects by senior management team members to verify and check the accuracy of what is being reported <br> • Feedback and complaints system <br> • Internal and external audit and financial controls <br> • Risk management at organisation and project level <br> • Regular reporting from project level through to board level |
| | TPO has clear policy commitments and procedural guidance which provides a framework through which it assures quality and accountability. These are approved by the Board and are required to be reviewed every three years. TPO has a system in place to ensure all staff are made aware of the policies and processes most relevant to their role, and staff sign off to indicate their understanding and commitment to adhere to the relevant policies. |
| | The system of reporting from the project level is supported by scheduled supervision and support visits by senior managers to each project site over the course of a year. Reports of visits utilise a checklist to promote a level of conformity in verifying information being reported through monitoring reports, understanding and compliance of staff with key processes and identifying any areas for improvement relating to project implementation and project support. |
| | Feedback and complaints are welcomed by the organisation and there are systems in place to ensure these mechanisms are accessible and well-known by project participants. Analysis of feedback and complaints are reported from the projects to management each month. There is evidence that TPO uses the information it receives from its feedback and complaints system to adapt and improve its programming. |
| | TPO has a regime of internal and external audits (including annual statutory audits and project level audits as per donor requirements) of its accounts and financial reporting. Despite funding cuts, the Internal Audit function has been retained but absorbed into a relevant role. A culture of transparency and learning was evidenced by project inception meetings, ongoing sharing of information and learning from projects in senior management team and board meetings plus annual events for all staff. |
| 4.2 Level of application of the CHS | Despite, recent funding challenges TPO remains committed to providing the highest quality services to very vulnerable Ugandans and refugees in Uganda. Whilst the Core Humanitarian Standard (CHS) is not fully integrated into the quality management systems of TPO, its systems are sufficiently well-developed and comprehensive to ensure high levels of application of the CHS. |

The work of TPO reflects the CHS principles of quality and accountability which are embedded in the organisation's processes of governance through to project implementation. There is a clear alignment between the stated values and strategic goals of TPO and the CHS. The sudden cessation of US government funding early in 2025 caused TPO to reprioritise how it utilised reduced resources, manage the closure of programming and shedding of staff. This caused an unexpected disruption to TPO's audit preparations.

Since its Initial Audit in 2022 which transitioned TPO from CHS Independent Verification to the CHS Certification scheme, TPO has addressed the single minor CAR that was raised and staff understanding of the feedback and complaints handling processes was evident in the Renewal Audit.

Although the Renewal Audit has revealed some gaps in TPO's processes, the quality management system of TPO remains fundamentally robust. The gaps identified reflect shortcomings in processes and practice related to specific measurable components which are largely unrelated to each other (although two of the three CARs relate to the provision of information to TPO's participants). This indicates there are no systemic weaknesses.

## 4.3 PSEAH

Overall TPO has adequately robust systems to protect the people it works with as well as staff from sexual exploitation, abuse and harassment (SEAH) and respond to SEAH incidents or allegations. TPO makes clear its policy commitment to zero tolerance of SEAH and this commitment is well known by its project participants and staff. All staff and volunteers are required to read and agree to TPO's PSEAH, Child Protection policies and Code of Conduct. There are mechanisms through which staff are regularly reminded of these obligations. There is a safe and accessible reporting system with procedures in place to protect whistle blowers and ensure allegations are investigated fairly and confidentially. Utilising its own expertise in psycho-social support as well as external resources through articulated referral pathways, TPO has the mechanisms to apply a victim/survivor centred approach as described in its policy documents.

At the community level, TPO uses a range of mechanisms to inform project participants that SEAH is unacceptable and encouraging them to report concerns. However, there is scope to strengthen how this information is consistently provided to project participants. Although project participants expressed confidence in TPO commitments to protect them from SEAH and support them if they reported a concern, they were largely unaware of how TPO would actually respond to an incident.

## 4.4 Organisational performance against each CHS Commitment

| Strong points and areas for improvement | Average score* |
|---|---|
| **Commitment 1: People and communities can exercise their rights and participate in actions and decisions that affect them.** | 2.3 |
| TPO has processes in place which ensure its articulated commitments to ensuring diversity, equity and inclusion are considered in its programming decisions throughout the project cycle. Similarly, TPO has mechanisms in place to identify the most marginalised and build its programming around their needs and goals. TPO ensures meaningful levels of participation in project activities and project participants exercise agency in decision-making. Important information about TPO, the projects and participants' rights are being shared with project participants in ways that can be understood. However, TPO can strengthen its guidance to staff and volunteers about what information must be provided as well as the format that information is presented in for non-Ugandan project participants. Despite documented procedures that were well understood by TPO staff, there is a gap in how participants are specifically informed about how TPO might use information gathered from them relating to how the communication will be used (see 'Feedback from Communities' below). Notwithstanding these gaps, overall TPO has a sufficiently coherent approach to ensure project participants are informed and actively engaged throughout the project. | |
| **Feedback from communities:** | |

Project participants provided examples of how they were actively engaged in the project activities and felt strongly that they made their own decisions relating to the project and being engaged in the projects was a good use of their time. They generally described being well informed about the project activities, TPO, how to give feedback or complain and what staff shouldn't do. They believed that TPO communicated with them appropriately and respectfully. Although project participants confirmed that TPO sought their permission before taking or using their photos, stories or other images, they were unaware of how TPO might use this information.

| **Commitment 2: People and communities access timely and effective support in accordance with their specific needs and priorities.** | 3.0 |
|---|---|

Through its assessment processes, TPO formally understands and utilises local knowledge and capacities in designing projects that build on existing activities. To ensure fairness and impartiality secondary data which is based on consultations with stakeholders is used to decide programming priorities. Consultations with communities inform understanding of needs and development of selection criteria and subsequent verification of eligibility. Through robust monitoring and reporting requirements within each programme, TPO learns of changes at project level and checks progress against stated indicators. This information is used to adapt programming and numerous examples of appropriate changes to programming were identified. TPO implements highly technical programming with participants with complex psycho-social needs and multi-dimensional vulnerabilities. There are processes in place to ensure technical staff understand and meet the relevant technical national and international standards. Recognising the highly vulnerable nature of TPO's project participants, the organisation has channels for referring participants across its programming and to other organisations in order to promote a holistic response. These processes include following up with the agencies, but TPO acknowledged that due to resourcing constraints sometimes participants did not receive an optimal level of service from the organisations participants were referred to.

**Feedback from communities:**
Project participants described how TPO monitor programming by seeking their views and how TPO was flexible in responding to their changing needs. They felt strongly that TPO designed programming in line with their needs and selected and supported participants fairly. They valued the professional approach of TPO staff. Project participants confirmed that TPO regularly referred them to other organisations when TPO was unable to meet all of their needs but noted that this did not always result in them receiving the services they needed.

| **Commitment 3: People and communities are better prepared and more resilient to potential crises.** | 3.0 |
|---|---|

Through its programming, TPO builds the resilience of individuals and communities. Key to its approach of supporting local leadership, decision-making and resource ownership is TPOs consistent high levels of formal engagement with relevant district government officials. TPO also ensures initiatives are locally led by engaging with community level volunteers and model farmers. Based on the type or intervention, TPO works with vulnerable individuals to be better able to deal with the stressors they face or with communities to build early warning systems and diversify livelihoods which reduces risk of shocks. Projects are designed to bring about lasting positive changes including, where relevant to the nature of the project, sustainable improvements in the environment. TPO employs and procures locally in order to multiply benefits to livelihoods and the local economy.

**Feedback from communities:**
Project participants felt that TPO was providing them with tools and skills that helped them feel more secure and better able to cope with psycho-social issues whilst acknowledging that their financial insecurity remained a barrier to sustaining the gains made with TPO. Volunteers from the refugee community described how they had become empowered and were important resources in their communities through the capacity building provided by TPO.

| **Commitment 4: People and communities access support that does not cause harm to people or the environment.** | 2.6 |
|---|---|

The systems through which TPO manages risks to personal data are robust and ensure an appropriate level of confidentiality, including information that might relate to incidents and allegations of SEAH. TPO identifies risks and

mitigation measures during the design of each project and changes in the risk context are picked up through the monitoring system. However, this is not the case in relation to risks of possible or actual harm to the environment resulting from the activities of TPO. Although a solid policy framework exists, environmental risks are not systematically being considered even in relation to project activities which directly impact the environment. Nevertheless, TPO has a coherent organisational approach to risk management including in relation to PSEAH and reducing negative impacts on the environment.

**Feedback from communities:**
Project participants described being asked about the risks they face and feel TPO's work has helped to reduce these risks. They expressed confidence in both reporting issues of SEAH to TPO as well as the systems TPO has in place to safely manage their personal information. Project participants were unable to comment on how TPO manages environmental risks.

| | |
|---|---|
| **Commitment 5: People and communities can safely report concerns and complaints and get them addressed.** | 2.7 |

TPO has a complaints mechanism that project participants know about and have confidence in. The mechanisms were designed with inputs from stakeholders and provide multiple options to lodge a complaint or feedback. The mechanisms allow for SEAH complaints to be lodged and treated confidentially, and investigation processes are in line with good practice for SEAH and non-serious complaints. The processes for responding to, and investigating, allegations and incidents of SEAH reflect a victim/survivor centred approach and TPO has internal resources to emotionally support victims/survivors. Within the monitoring system, there are adequate mechanisms in place through which TPO assesses project participants understanding of how they can complain. However, project participants had very limited understanding of how TPO addresses complaints related to SEAH (see 'Feedback from Communities' below). Nevertheless, TPO has a coherent organisational approach which ensures that complaints are welcomed and acted upon appropriately.

**Feedback from communities:**
Project participants had high levels of awareness about the complaints mechanisms of TPO and expressed feeling free to share feedback and concerns with TPO staff and volunteers. Although project participants expressed confidence in TPO dealing with complaints confidentially and felt safe to report incidents of SEAH to TPO, they were unaware of how TPO would respond to such incidents.

| | |
|---|---|
| **Commitment 6: People and communities access coordinated and complementary support.** | 3.0 |

TPO ensures that its work is coordinated and not duplicated by regularly participating in coordination forums at various levels and actively sharing information with stakeholders about its work. Although only a small proportion of TPO's work is implemented through local partners, TPO remains committed to working in partnership with local organisations to increase its reach and in line with principles of localisation. TPO has processes in place to reflect upon the quality of its partnerships with partner organisations and key stakeholders such as local government and donor organisations. Regarding complaints handling and PSEAH as well as other key quality and accountability processes, TPO undertakes due diligence assessments of implementing partners, makes requirements clear in partner agreements, assesses the practice of partners through monitoring visits and follows up on findings through meetings with the implementing partners.

**Feedback from communities:**
Project participants confirmed that the work of TPO was not being duplicated. Stakeholders reported that TPO shares information and actively promotes collaboration and coordination.

| | |
|---|---|
| **Commitment 7: People and communities access support that is continually adapted and improved based on feedback and learning.** | 2.8 |

TPO has well-developed mechanisms through which it gathers feedback and inputs from project participants throughout the project cycle. Disaggregated data based on sex, age, disability and other relevant attributes is used

in the design of projects and feedback, whilst complaints and suggestions from project participants feed into continuous learning and programme adaptation. The practice of TPO is to regularly share learning with project participants and stakeholders although there is scope to ensure that this occurs consistently in the future.

**Feedback from communities:**
Project participants felt that TPO listened to them and actively sought their inputs. They described examples of TPO changing their ways of working based on their feedback. Project participants valued the time they spent with TPO.

| Commitment 8: People and communities interact with staff and volunteers that are respectful, competent, and well-managed. | 3.0 |
|---|---|

The leadership and staff of TPO foster a culture of accountability and quality through entrenched consultation, reporting, as well as appraisal and feedback processes throughout the organisation. PSEAH is a priority of TPO and there are processes in place to ensure all staff understand their obligations to behave respectfully and report SEAH concerns. TPO recognises that their work entails risks to the safety and well-being of their staff and has protocols in place which promote staff security and welfare. TPO has a system of induction and orientation for new staff covering all relevant policies, provides regular refreshers and has sound performance appraisal processes. The Code of Conduct of TPO makes clear that exploitation, abuse, harassment and discrimination are unacceptable and there are adequate levels of understanding of these obligations amongst staff and volunteers. Staff expressed awareness of, and confidence in, the channels through which they can report concerns about the behaviour of their colleagues. The Whistleblower policy allows for anonymous reporting about any staff, volunteer or board member (including SEAH concerns) and affords protections to the person making the report. There is evidence that TPO manages investigations of staff misconduct appropriately and as per its policies.

**Feedback from communities:**
Project participants hold the staff of TPO in high regard, describing them as respectful and kind. They felt they were professional and competent to perform their roles. They provided numerous examples of how the staff skilfully supported them to address mental health concerns.

| Commitment 9: People and communities can expect that resources are managed ethically and responsibly. | 2.8 |
|---|---|

TPO follows sound budget planning and review processes to help ensure that it has the resources required to fulfil its commitments. There are regular reviews of the progress of each project involving all relevant staff and expenditure per budget line is tracked. TPO undertakes annual statutory audits and external independent audits of projects are undertaken and audit findings reported as per the requirements of donors. TPO has retained an adapted internal audit function despite changes in funding availability. TPO's zero tolerance of corruption is well publicised and there are well understood processes in place to support detection and reporting of misuse of funds. In practice, TPO ensures funds align with their values and their strategic plan. However, the absence of a documented policy commitment or process presents a risk that this practice might not always be applied in the future.

**Feedback from communities:**
Project participants felt that TPO provides a valuable service that should be expanded if more funding was available. They did not describe any issues about TPO misusing funds.

*\* Note: Commitments are scored by taking the mean average score of the requirements, i.e. the sum of all the requirement scores in a commitment divided by the number of requirements in that commitment. Except when a major non-conformity/weakness is issued, in this case the overall score for the Commitment is 0 (CHSA Verification Framework – Scoring Grid, 2024).*

# 5. Summary of open non-conformities

| Corrective Action Request (CAR) | Type | Status | Resolution timeframe |
|---|---|---|---|
| 2025-1.5: 2025 – 1.5: The processes that TPO has in place do not ensure that consent for use of communications representing people and communities, including those used for advocacy and fundraising, is always based on understanding of the purpose of the communication. | Minor | New | By the 2028 Renewal Audit |
| 2025-4.2: The processes of TPO do not consistently identify, prevent, mitigate and address potential and actual negative impacts of programmes on the environment. | Minor | New | By the 2028 Renewal Audit |
| 2025-5.3: The processes that TPO has in place do not systematically ensure that communities are aware of how TPO will address any SEAH concerns that are reported to them. | Minor | New | By the 2028 Renewal Audit |
| **Total Number of open CARs** | 3 | | |

# 6. Claims Review

| Claims Review conducted | ☒ Yes ☐ No | Follow-up required | ☐ Yes ☒ No |
|---|---|---|---|

# 7. Lead auditor recommendation

In my opinion, TPO has demonstrated no major non-conformities in its application of the Core Humanitarian Standard on Quality and Accountability.

I recommend renewal of certification.

| **Name and signature of lead auditor:** | **Date and place:** |
|---|---|
| Phillip Miller | 16 October 2025 Bali, Indonesia |

# 8. HQAI decision

| **Certificate renewed:** | ☒ Issued<br>☐ Preconditioned (Major CARs) |
|---|---|
| Start date of the current certification cycle: 2026/01/05 | |

| Next audit before 2027/01/05 | |
|---|---|
| **Name and signature of HQAI Executive Director**<br><br>Désirée Walter | **Date and place:**<br><br>Geneva, 16 December 2025 |

# 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:<br><br>*If yes, please give details:* | ☐ Yes    ☐ No |
| Acknowledgement and Acceptance of Findings:<br><br>I acknowledge and understand the findings of the audit<br><br>I accept the findings of the audit | ☑ Yes    ☐ No<br><br>☑ Yes    ☐ No |
| **Name and signature of the organisation's representative:**<br><br>Peter Okwi<br><br>Signed by:<br><br>7A2111B27F18439... | **Date and place:**<br><br>16 December 2025<br>Kampala, Uganda |

# Appeal

In case of disagreement with the quality assurance decision, the organisation can appeal to HQAI within 14 workdays after being informed of the decision.

HQAI will transmit the case to the Chair of the Advisory and Complaint Board who will confirm that the basis for the appeal meets the appeals process requirements. The Chair will then constitute an appeal panel made of at least two experts who have no conflict of interest in the case in question. The panel will strive to come to a decision within 45 workdays.

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

# Annex 1: Explanation of the scoring scale*

| Scores | Meaning for all verification scheme options, including self-assessment and third-party audits | Guidance for scoring requirements |
|---|---|---|
| **0** | Your organisation does not currently meet the requirement and indicates a major issue that is so significant that the organisation's ability to meet the commitment is compromised.<br><br>**For third-party auditing schemes:**<br><br>Independent verification: A major weakness.<br><br>Certification: A major non-conformity that compromises the integrity of the commitment which leads to a major corrective action request (CAR). | To give a score 0, **not all** of the measurable components of the requirement are verified to be in place **and** the issue(s) identified are so significant that the organisation's ability to meet the **commitment** is compromised. |
| **1** | Your organisation does not currently meet the requirement.<br><br>**For third-party auditing schemes:**<br><br>Independent verification: A minor weakness.<br><br>Certification: A minor non-conformity that compromises the integrity of the requirement which leads to a minor corrective action request (CAR). | To give a score 1, **not all** of the measurable components of the requirement are verified to be in place. |
| **2** | Your organisation currently meets the requirement, but there is an opportunity for improvement that deserves attention so that the requirement is not compromised in the future.<br><br>**For third-party auditing schemes:**<br><br>Independent verification: Requirement is met with an observation.<br><br>Certification: Conformity with an observation. | To give a score 2, **all measurable components** of a requirement are verified to be in place, however, one or more opportunities for improvement are observed which deserve attention so that the requirement is not compromised in the future. |

| | | |
|---|---|---|
| **3** | Your organisation meets the requirement,-with organisational systems ensuring it is being met consistently throughout the organisation.<br><br>**For third-party auditing schemes:**<br><br>Independent verification: Requirement is met.<br><br>Certification: Conformity. | To give a score 3, **all measurable components** of a requirement are verified to be in place. |
| **4** | Your organisation meets the requirement in an exemplary way, demonstrating innovation and/or special recognition of performance, and organisational systems ensure this high quality throughout the organisation.<br><br>**For third-party auditing schemes:**<br><br>Independent verification: Requirement is met in an exemplary way.<br><br>Certification: Conformity in an exemplary way. | To give a score 4, **all measurable components** of a requirement are verified to be in place.<br><br>**In addition**, the following must be verified:<br>• An organisational system (or systems) that demonstrate an innovative approach to meeting the requirement at a high standard throughout the organisation are in place.<br><br>and/or<br><br>• The organisation has been awarded special recognition of performance in relation to meeting the requirement at a high standard, and this is built into organisational systems so that the high quality is ensured throughout the organisation. |
| | **Guidance notes for scoring commitments:**<br><br>• Commitments are scored by taking the mean average score of the requirements, i.e. the sum of all the requirement scores in a commitment divided by the number of requirements in that commitment.<br>• Except when a major non-conformity/weakness is issued, in this case the overall score for the Commitment is 0. | |

\* Scoring Scale from the CHSA Verification Framework 2024