

Dan Church Aid - DCA

MTA Audit – Summary Report – 2023/07/07

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
Legal registration	INGO, 36 98 02 14	
Head Office location	Copenhagen, Denmark	
Total number of organisation staff	Around 860	

1.2 Audit team

Lead auditor	Karin Wierenga
Second auditor	Nancy Vallejo
Third auditor	N/A
Observer	N/A
Expert	N/A
Witness / other participants	N/A

1.3 Scope of the audit

CHS Verification Scheme	Certification
Audit cycle	Second audit cycle
Coverage of the audit	DCA's Head Office and all operations globally

1.4 Sampling*

Total number of Country Programme sites in scope			18
Total number of sites for onsite visit			1
Total number of sites for remote assessment			3
Name of country programme site	Included in final sample (Y/N)	Rationale for sampling and selection / de-selection decision	Onsite or Remote
Random sampling			
Zimbabwe	No	Only development projects. Included in 2022 sample. Replaced with Uganda (3 mandates).	
Libya	No	Not safe for onsite visit. Replaced with Mali which has not been selected for audit before.	
Bangladesh	Yes	Selected as remote country. No onsite visit as Asia region has had 2 onsite visits before.	Remote
Central African Republic	No	8 days quarantine requirement. Replaced with Kenya for onsite visit (3 mandates).	

Purposive sampling			
Kenya	Yes	Projects with 3 mandates, a key criterion recommended by the previous audit.	Onsite
Mali	Yes	Not previously sampled for audit.	Remote
Uganda	Yes	Projects with the 3 mandates, a key criterion recommended by the previous audit.	Remote
Any other sampling performed for this audit: None			
Sampling risks identified:			
For last minute security reasons projects focussing on advocacy work in Kenya could not be visited. The auditors recommend that the next audit includes an onsite visit to project(s) with a strong advocacy component. The audit team is confident in the sample and in the findings generated from the available evidence.			

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

2. Activities undertaken by the audit team

2.1 Locations Assessed

Locations	Dates	Onsite or remote
DCA HQ Copenhagen, Denmark	2023/03/14 to 2023/03/16	Remote
DCA country office Nairobi, Kenya	2023/04/03	Remote
DCA field office Kakuma, Kenya	2023/04/04	Onsite
Other Stakeholders, INGO and UN, Kakuma, Kenya	2023/04/04	Onsite
TCDM (partner) field office, Lodwar, Turkana, Kenya	2023/04/05	Onsite
SAPCONE (partner) office, Lodwar, Turkana, Kenya	2023/04/05	Onsite
DCA country office Cox's Bazar, Bangladesh	2023/04/13	Remote
DCA country office Bamako, Mali	2023/04/14	Remote
DCA country office Kampala, Uganda	2023/04/14 & 2023/04/19	Remote

2.2 Interviews

Level / Position of interviewees	Number of interviewees		Onsite/ Remote
	Female	Male	
Head Office / Entities / Affiliate offices			
Management	3	4	Remote
Staff	6	2	Remote
Country Programme / Project Sites / country-office(s)			
Management	4	6	Onsite
Staff			
Partner staff	1	5	Onsite
Others	1	3	Onsite

Total number of interviewees	15	20	35
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2.3 Consultations with communities

Type of group and location	Number of participants		Onsite
	Female	Male	
FGD 1- Kakuma, Host Community – Farmers group. Building resilience through support to sustainable livelihoods and humanitarian response, implemented by DCA Field Office in Kakuma	8	4	12
FGD 2 - Kakuma Refugee Camp, Refugees - ICT training group Youth. Building resilience through support to sustainable livelihoods and humanitarian response, implemented by DCA Field Office in Kakuma.	8	2	10
FGD 3 - Kakuma Refugee Camp, Refugees - VSLA group. Building resilience through support to sustainable livelihoods and humanitarian response, implemented by DCA Field Office in Kakuma.	3	7	10
FGD 4 - TCDM Offices Lodwar, Host communities – youth (mixed). Building the resilience amongst host community youths by enhancing ICT skills, added by trainings on life skills sand career guidance.	3	6	9
FGD 5 - TCDM Offices Lodwar, Host communities – youth (female). Building the resilience amongst host community youths by enhancing ICT skills, added by trainings on life skills and career guidance.	8		8
FGD 6 - TCDM Offices Lodwar, Host communities – youth (male). Building the resilience amongst host community youths by enhancing ICT skills, added by trainings on life skills and career guidance.		3	3
FGD 7 - Naotin, Vegetable Farmers, female. Enhancing the resilience of pastoralist and fisher folk communities through diversification of livelihoods and promotion of peaceful coexistence between cross-border communities of Kenya and Ethiopia.	13		13
FGD 8 - Naotin, Poultry Farmers, mixed group. Save lives, peace & resilience building of pastoralist and fisher folk communities through diversification of livelihoods and promotion of peaceful coexistence between cross-border communities of Kenya and Ethiopia.	9	4	13
FGD 9 - Kerio, Fisherfolk, male. Save lives, peace & resilience building of pastoralist and fisher folk communities through diversification of livelihoods and promotion of peaceful coexistence between cross-border communities of Kenya and Ethiopia.		15	15
FGD 10 - Kerio, Fisherfolk, female. Save lives, peace & resilience building of pastoralist and fisher folk communities through diversification of livelihoods and promotion of peaceful coexistence between cross-border communities of Kenya and Ethiopia.	8		8
Total number of participants	60	41	101

2.4 Opening meeting

Date	2023/03/13
Location	Copenhagen, Denmark (remote)
Number of participants	20

2.5 Closing meeting

Date	2023/04/21
Location	Copenhagen, Denmark (remote)
Number of participants	17

Any substantive issues arising	None
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Any substantive issues arising	None
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2.6 Programme site

Briefing

Date	2023/04/03
Location	Nairobi, Kenya (remote)
Number of participants	12
Any substantive issues arising	None

De-briefing

Date	2023/04/14
Location	Nairobi, Kenya (remote)
Number of participants	3
Any substantive issues arising	None

3. Background information on the organisation

3.1 General information

Founded in 1922, Dan Church Aid (DCA) is an independent, non-profit, faith-based organisation based in Copenhagen, Denmark. Its work is rooted in the Danish National Evangelical Lutheran Church's solidarity and recovery activities after World War I.

DCA's purpose, as stated in its Statutes, is *to empower the world's poorest and people in need in their struggle for a dignified life*. Its vision is *a world without hunger, poverty, and oppression, in which popular and political powers constantly work strongly and actively for a just and sustainable distribution and use of the earth's resources*.

DCA seeks to ensure that people enjoy equal rights and are treated equally. It is committed to support people regardless of religion, political views, ethnicity, gender and sexual orientation, gender identity and expression, age, and physical or mental disabilities.

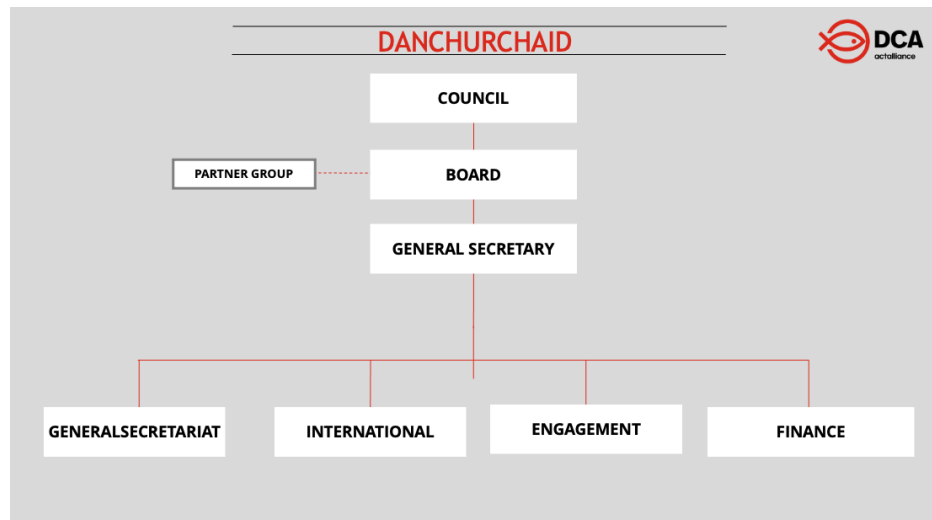
In doing so, DCA organises aid and development assistance at local, national and global levels, in close cooperation with faith-based organisations and secular partners. It engages with people's movements and political powers to influence decision-makers to improve conditions for the world's poorest. DCA's multi-mandate approach integrates immediate humanitarian assistance, long-term development, peacebuilding, and advocacy efforts to create sustainable and lasting positive changes.

DCA is present in 18 countries, mainly in Africa, but also in Asia and the Middle East.

The newly revised Global Strategy (2023-2026) reaffirms the four global goals which are based on DCA's vision, and respond to the need for sustainable development and humanitarian action: Save Lives, Build Resilient Communities, Fight Extreme Inequality, and Create Engagement. These global goals frame all DCA's activities. The total turnover in 2021 was 906.3 million DKK (approximately 130 million USD), of which 778 million DKK was spent on development and humanitarian work; 257.3 million DKK on development aid (33%); and 520.7 million DKK on humanitarian aid (67%) according to the DCA Annual Report 2021.

3.2 Governance and management structure

Since the recertification audit (2021) DCA has broadly maintained the same governance and management structure.



DCA overall governance structure

In line with the new strategy, DCA is in a process of restructuring to better face the challenge of a stronger role for local and first responders, while at the same time responding to increasing donor compliance requirements. DCA envisages a more diverse organisational structure across its offices. This process is guided by an ongoing review and critical reflection on the suitability of the current organisational structure in a rapidly changing context, and is aimed at streamlining and optimising operations.

Some changes introduced include the creation of a new Partnership and Volunteering Unit as part of the Engagement Department, the restructuring of the Information & Communication Technology (ICT) Unit and the Global Finance Unit. DCA's human and technical capacity has been strengthened on environmental sustainability and climate; safety and security; humanitarian monitoring; evaluation and learning; and data protection.

DCA is also creating an Internal Audit Unit which will report directly to the Board. This new unit is intended to add value to and improve the organisation's operations.

DCA gives particular importance to building its human resources capacity. A recent Employee Satisfaction Survey indicates a high satisfaction level among employees. Leadership training takes place for mid-level managers to create a common understanding of the organisational values and narrative. DCA is also nurturing institutional cultural change to strengthen diversity and to drive innovation and creativity, in addition to enriching perspectives within the organisation.

3.3 Internal quality assurance mechanisms and risk management

DCA continues to improve its Quality Management and Accountability Framework, as a central element to enable the organisation to deliver its global strategy, international commitments, and internal and external donor requirements. The framework includes a set of global policies, procedures, guidance and tools that ensure the quality and consistency of work delivered worldwide in implementing the institutional strategy.

Since the Recertification audit (RA) (2021), DCA has developed new, and updated existing policies in areas critical to improving good governance and internal quality systems, including: Risk Management Policy; Anti-Money Laundering and Counter Terrorist Financing Policy; Safety and Security Duty of Care Policy; Whistle-blower and Complaints Policy; Environmental and Social Management Policy; Gender Equality Policy; Partnership Policy; an Internal Audit Charter; and an updated Global Results Framework.

To complement its quality management system, DCA is establishing an Internal Audit Unit to assess the adequacy and effectiveness of DCA's processes for controlling activities, and the effectiveness of the risk management system and framework.

3.4 Work with partner organisations

Working with partner organisations (PO) continues to be core to DCA's values and commitments. One illustration of this is the existence of the Partner group that sits as an advisory body to the Senior Management Team and the Board.

Since the RA, DCA has continued to expand and reach out to more diverse partnerships at all levels. This includes working with civil society and faith-based organisations, social movements, alliances, networks, INGOS, private sector, unions, research institutions and donors. It has engaged in building multistakeholder partnerships to develop innovative and sustainable solutions for food security systems, value chains, climate adaptation and sustainable energy.

DCA is an active member of the ACT Alliance. It is also engaged in other networks and alliances such as the World Council of Churches, the Lutheran World Federation, civil society and UN platforms, INGO/NNGO forums, the CHS Alliance, the Climate Action Network, the World Resources Institute, the International Council of Voluntary Agencies (ICVA), the Voluntary Organisations in Cooperation in Emergencies (VOICE), and the International Campaign to Ban Landmines. As part of its commitment to localisation, as far as possible, DCA includes local partners in relevant and influential networks and alliances.

DCA has developed a Global Localisation Framework and a Local Leadership Strategy, in line with the Grand Bargain to which it is a signatory, the Charter for Change, and Local2Global commitments. DCA has deepened its engagement with locally-led partners, in line with its new Partnership Policy. The Global Localisation Framework promotes working closely with women and youth led organisations, and with different actors at the local level, supporting them to strengthen their human and organisational capacities, opening up spaces for their engagement on advocacy for a, and getting their voices heard. This work is supported by tools to assess and monitor work with partners and understand their needs.

4. Overall performance of the organisation

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

DCA has engaged in a comprehensive organisational management response to address the non-compliances and observations identified in the RA. Substantial policies, processes and procedures have been updated or newly developed through a participatory process, involving staff at all levels. Country Office (CO) discussion forums were promoted to cross-fertilise new policy development (see policies listed in 3.2 and 3.3 above).

These policies and tools are currently being rolled out, with some, such as the Partnership Policy, already mainstreamed throughout the organisation. The Risk Management Policy was approved by the Board in 2022. The policy roll-out process is supported by global meetings and trainings for staff and focal points for implementation at a local level. Partners are also introduced and trained on those policies that they should abide by, as per Partnership Agreements.

DCA has also developed a Safety and Security Duty of Care Policy that provides risk mitigation for all staff and partners. At the time of this audit, the implementation of this policy was estimated at 60% of the organisation, and DCA expects to reach 90% by the end of this year.

As indicated above, DCA is setting up an Internal Audit Unit to strengthen DCA's internal quality assurance mechanisms.

At the time of this audit it is too early to assess the effectiveness of these new mechanisms and policies, many of which are not yet implemented. These will be assessed in subsequent audits.

4.2 Level of implementation of the CHS and progress on compliance

DCA continues to mainstream the CHS in its work, at all levels. All COs have to develop an Accountability Implementation Plan (AIP), which is reviewed annually. The AIP is structured according to the CHS and all CHS requirements must be addressed. Monitoring mechanisms assess the extent to which policies, in particular new ones, are internalised and implemented locally. Other tools include project and programme evaluations, monitoring reports at project level, annual critical reflection workshops with partners, the monitoring and evaluation process for the Global Results Framework, the annual Complaints Report and International Report, and the DCA Annual Performance Audit.

All these processes are supported by staff trainings to get the buy-in of the whole organisation and allow DCA to assess the speed of implementation without putting unnecessary pressure on staff and partners.

While DCA has internalised the CHS to a high degree, it has not established a baseline performance which it expects all programmes and projects to achieve for each of the CHS requirements.

As a result of strong assimilation of the CHS throughout the whole organisation, DCA performs relatively well on the different indices (cross-cutting themes of the CHS): PSEAH, Do-No-Harm, Localisation, Internal Quality Control, and Gender & Diversity.

An analysis of DCA's score on the CHS PSEAH index shows that areas of weakness can be attributed to gaps related to risk management, information sharing about Code of Conduct, consultation and monitoring of complaints handling systems, and the translation of Code of Conduct for staff. On risk management, DCA has taken comprehensive steps since the RA to address the identified weakness in a comprehensive manner. Other areas of weakness are recurring issues that came up in the first audit cycle; measures were taken and were perceived to have addressed the identified issues, however, these have not been addressed at the root cause level. This audit notes that the DCA Information Sharing Policy is not implemented which could be a contributing factor. New guidance and tools have recently been developed by DCA on sharing of the Code of Conduct with communities; these are still to be rolled out. Prioritising ensuring that information on the Code of Conduct and PSEAH is disseminated appropriately across all its programmes (4.1) and monitoring whether the information has been understood by communities (5.6) and by all staff (8.2), as a minimum standard will be important. This should be in line with DCA's PSEA Policy, which is currently under review and will be an opportunity to strengthen the organisational commitment, and strategic approach, to PSEAH, and ensuring implementation on the ground. DCA has made progress on ensuring that accessible and functioning complaints and feedback mechanisms are in place.

4.3 Performance against each CHS Commitment

Commitment	Strong points and areas for improvement	Feedback from communities	Average score*
Commitment 1: Humanitarian assistance is appropriate and relevant	<p>DCA performs well against this commitment. Context and needs assessment processes are implemented as part of the project development process. Projects are periodically reviewed through monitoring visits, community engagement and interaction with local stakeholders.</p> <p>However, DCA still conducts risk analysis at a regional and national scale and does not consistently identify and monitor risks at project level.</p>	<p>Interviews with communities confirm that DCA and POs consult with them to develop project plans, and to identify capacities, vulnerabilities, and priorities.</p> <p>Communities confirm that they are consulted on whether the activities are meeting their needs and whether additional or different interventions are required.</p>	2.8
Commitment 2: Humanitarian response is effective and timely	<p>DCA performs relatively well against this commitment.</p> <p>DCA's needs and context assessments are done and updated through monitoring. Unmet needs are referred to other organisations for support through organisational networks, albeit in an ad-hoc fashion.</p> <p>Partner assessments are carried out regularly, but they do not always include assessment of the capacity building needs of partners. Risks in</p>	<p>Interviews with communities show they deem responses to be timely and effective.</p>	2.6

	term of security and safety of communities are not systematically monitored.		
Commitment 3: Humanitarian response strengthens local capacities and avoids negative effects	<p>DCA is strong on supporting communities in enhancing their resilience through building their capacities with knowledge sharing, training, coaching and mentoring.</p> <p>DCA's commitment to PSEAH is known by staff and partners, but is not systematically known by communities and people affected by crisis.</p> <p>Local partners value access to learning within the partnership, also with regard to the CHS.</p> <p>Protection of personal information is taken seriously by DCA and partners, with guidance, tools and procedures in place, complemented by training to all staff and partners. A gap remains on monitoring the effectiveness of partner data protection mechanisms.</p> <p>DCA has made progress in terms of risk management and the avoidance of negative effects from the perspective of communities.</p>	Communities interviewed express satisfaction with the ways in which DCA and partners build their capacity and resilience.	2.6
Commitment 4: Humanitarian response is based on communication, participation and feedback	<p>DCA performs relatively well on this commitment. Exchange of information between DCA, partners, local authorities and communities is done on a regular basis.</p> <p>Inclusive representation and the active seeking of feedback from communities and partners is well established through a wide range of approaches.</p> <p>Information sharing with communities is done on a regular basis, during project kick off meetings, monitoring, and implementation of activities. DCA is in the process of developing contextualised visual materials to communicate the expected behaviour of staff, but this is not yet in place. There is a gap in relation to the systematic sharing of information on project timeframes of the project, notably the end of the project.</p>	Communities confirm that they participate in all phases of the project and that their feedback is actively sought.	2.4
Commitment 5: Complaints are welcomed and addressed	<p>DCA performs moderately well on this commitment and has made important progress to address weaknesses previously identified, most remaining issues are observations.</p> <p>The CHM is well communicated to beneficiaries. Tools to make it understandable (e.g. simple but clear design) exist in several COs. This is however not systematic across all programmes. The complaints system is accessible across and beyond the organisation. It covers programmes, SEAH and other abuses of power.</p> <p>Country accountability focal points are in place – for safeguarding and the complaints mechanism.</p>	<p>Communities know that they can contact DCA and partners with any kind of complaint. They feel safe to complain and are not afraid of repercussions.</p> <p>Communities are happy with the complaints reporting options on offer (toll free hotline, complaints boxes and email).</p> <p>Communities are not however, aware of expected staff behaviour and they are not consulted on the design of complaints mechanisms.</p>	2.0

	<p>Complaints are monitored and reported regularly albeit in a quantitative manner that allows little room for qualitative analysis.</p> <p>Areas for improvement include guidance for partners as well as the monitoring of the effectiveness of the partner complaints handling mechanisms.</p>		
<p>Commitment 6: Humanitarian response is coordinated and complementary</p>	<p>DCA continues to perform well against this commitment. DCA is actively committed to working in coordination with relevant networks and coordination mechanisms at all levels. It is an active member of the ACT Alliance and maintains strong engagement with relevant sectoral platforms. DCA participates in national and organisational coordination networks to ensure complementarity of the response.</p> <p>DCA systematically identifies and analyses roles and responsibilities of a range of stakeholders. The capacity of partners is assessed and built in many ways, although this process of the identification and addressing of partner capacity building needs is not systematically implemented. Partners feel DCA supports and strengthens them as organisations but express a need for more structural capacity building.</p> <p>Partner knowledge of the CHS is high, through trainings and systematic planning of activities and reporting on achievements to improve their accountability to affected populations.</p>	<p>Communities do not perceive duplication of efforts and note the linkages between the projects of DCA and those of its partners.</p>	3.0
<p>Commitment 7: Humanitarian actors continuously learn and improve</p>	<p>DCA continues to perform well against this commitment. DCA has well developed systems for learning and knowledge management, which are appreciated and used by DCA staff. Partners also have access to the online learning platform to do the mandatory e-learnings for staff. Learning from previous projects is incorporated in new project proposals. Innovations are encouraged, and visible in many projects especially with regards to climate change adaptation.</p> <p>Learning is shared between DCA, partners and communities, but there is not yet an established system in place to follow up on recommendations of project and programme evaluations.</p>	<p>Communities appreciate the new approaches and techniques to adapt to climate change, as well as the other trainings they receive on IT, business management, and life skills to sustain their communities' livelihoods.</p> <p>DCA and Partners welcome their feedback and, in some cases, make adaptations to the project.</p>	2.8
<p>Commitment 8: Staff are supported to do their job effectively, and are treated fairly and equitably</p>	<p>DCA continues to perform well against this commitment.</p> <p>This audit evidenced good and fluid coordination and communication between HO and COs. Staff at all levels understand the CoC and safeguarding processes that apply to them. DCA support its partners to improve their own HR mechanisms, notably concerning staff security, safety and well-being.</p>	<p>Communities appreciate the expertise, behaviour and competence of DCA and partners staff who work in their communities.</p>	2.8

	DCA has a system to track if staff have done the mandatory induction and refresher trainings on key policies, however this system is not accessible to all country offices.		
Commitment 9: Resources are managed and used responsibly for their intended purpose	<p>DCA continues to perform well against this commitment and has appropriate policies and processes in place governing the use and management of resources. Procurement guidance is in place to ensure quality cost and timeliness of resource inputs. Policies and measures are in place to prevent and address fraud and corruption, including the complaints handling systems that are in place at DCA and partner levels. This could be strengthened by ensuring communities are aware of what constitutes corrupt behaviour.</p> <p>There is high organisational commitment to minimise the impact of DCA operations on the environment. New Environmental and Social Management policy, guidance and tools are currently being rolled out and intended to lead to a more structural approach, on a project level, with the mandatory application of environmental and social impact assessments, which are currently not yet systematically done. DCA and Partner staff are aware that environmental sustainability is a key priority for DCA.</p>	<p>Communities report that DCA does not waste resources or duplicate work.</p> <p>Communities working on livelihood projects testify that DCA staff train them on care for the environment and support them on climate change adaptation.</p>	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 open non-conformities

Corrective Action Request (CAR)	Type	Resolution due date	Status	Date closed out
2021- 3.6: DCA does not consistently identify and monitor risks, including unintended negative effects, to act in a timely and systematic manner.	Minor	2023/03/10	Closed	2023/05/30
2021 - 5.4: DCA processes do not sufficiently ensure that all its partners have functioning complaints handling mechanisms in place.	Minor	2023/03/10	Closed	2023/05/30
2021 - 5.7: DCA has no formal referral mechanisms in place for complaints that do not fall within the scope of the organisation or its partners.	Minor	2023/03/10	Closed	2023/05/30
2023 - 4.1: DCA does not systematically ensure that information on the expected behaviour of DCA and partner staff is effectively communicated to communities.	Minor	2025/05/30	New	
2023 - 5.6 DCA does not consistently ensure and monitor that communities and people affected by crisis are fully aware of the expected behaviour of DCA and partner staff, and their commitment to PSEAH.	Minor	2025/05/30	New	
Total Number of open CARs	2			


6. Recommendations for next audit cycle

Specific recommendation for sampling or selection of sites or any other specificities to be considered	For last minute security reasons, projects focussing on advocacy work in Kenya could not be visited. We recommend that the next audit includes sampling and onsite visit to project(s) with a strong advocacy component.
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7. Lead auditor recommendation


<p>In our opinion, DCA has demonstrated that it continues to conform with the requirements of the Core Humanitarian Standard on Quality and Accountability.</p> <p>We recommend maintenance of certification.</p>	
<p>Name and signature of lead auditor:</p>  <p>Karin Wierenga</p>	<p>Date and place:</p> <p>Deventer, The Netherlands</p> <p>30/5/2023</p>

8. HQAI decision

Certificate:	<input checked="" type="checkbox"/> Maintained <input type="checkbox"/> Preconditioned (Major CARs)
Next audit: before 2025/01/13	
<p>Name and signature of HQAI Executive Director</p>  <p>Désirée Walter</p>	<p>Date and place:</p> <p>Geneva, 7th July, 2023</p>

9. Acknowledgement of the report by the organisation

Space reserved for the organisation	
<p>Any reservations regarding the audit findings and/or any remarks regarding the behaviour of the HQAI audit team:</p> <p><i>If yes, please give details:</i></p>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

<p>Acknowledgement and Acceptance of Findings:</p> <p>I acknowledge and understand the findings of the audit</p> <p>I accept the findings of the audit</p>	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>Name and signature of the organisation's representative:</p> <p>Birgitte Qvist-Sørensen </p>	<p>Date and place:</p> <p>Copenhagen 24. July 2023</p>

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