

# Caritas Denmark

## Maintenance Audit – Summary Report 2020/10/13

### 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 checked="" type="checkbox"/> Humanitarian <input type="checkbox"/> Development <input type="checkbox"/> Advocacy	<input checked="" type="checkbox"/> Humanitarian <input type="checkbox"/> Development <input type="checkbox"/> Advocacy	
<b>Head office location</b>	Copenhagen, Denmark		
<b>Total number of country programmes</b>	4 x Humanitarian	<b>Total number of staff</b>	19

#### 1.2 Audit team

<b>Lead auditor</b>	Annie Devonport
<b>Second auditor</b>	N/A
<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>	Certification
<b>Audit cycle</b>	Cycle 1
<b>Phase of the audit</b>	2 <sup>nd</sup> Maintenance audit
<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
Uganda	Yes		Random. Not the subject of a previous audit	Remote
Bangladesh	No	Jordan	Bangladesh was selected for a site visit at MTA. Niger, the only other option, was assessed remotely at MTA.	Remote
<b>Any other sampling performed for this audit:</b> None				
<b>Sampling risk:</b> Limited options with only 4 countries supported with humanitarian programmes				

*\*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
Copenhagen, Denmark	21.09.2020	Remote
Kampala, Uganda	21.09.2020	Remote
Amman, Jordan	21.09.2020	Remote

### 2.2 Interviews

Position / level of interviewees	Number of interviewees		Onsite or remote
	Female	Male	
<b>Head Office</b>			
Management	2		Remote
Staff	3		Remote
<b>Country Programme Office(s)</b>			
Management			
Staff			
Partner staff	4	2	Remote
Others			
<b>Total number of interviewees</b>	<b>9</b>	<b>2</b>	

### 2.3 Opening meeting

<b>Date</b>	2020/09/21
<b>Location</b>	Remote
<b>Number of participants</b>	5
<b>Any substantive issues arising</b>	None

### 2.4 Closing meeting

<b>Date</b>	2020/10/06
<b>Location</b>	Remote
<b>Number of participants</b>	5
<b>Any substantive issues arising</b>	Date of initial certificate changed. Recertification audit now due March 2022

## 3. Background information on the organisation

**3.1 General information**

Caritas Denmark (CDK) has its origins in charitable works undertaken during World War II, providing food packages to Catholic and non-Catholic families undergoing hardship in Eastern Europe. Caritas Denmark started in 1947 and was registered as an independent charitable organization in 1976.

Caritas Denmark is a member of Caritas Internationalis (CI), a global confederation of 165 Caritas members working in 200 countries. Catholic social teaching forms the underpinning principles and values of CI, which initiates emergency appeals and provides common strategies, policies, standards and tools.

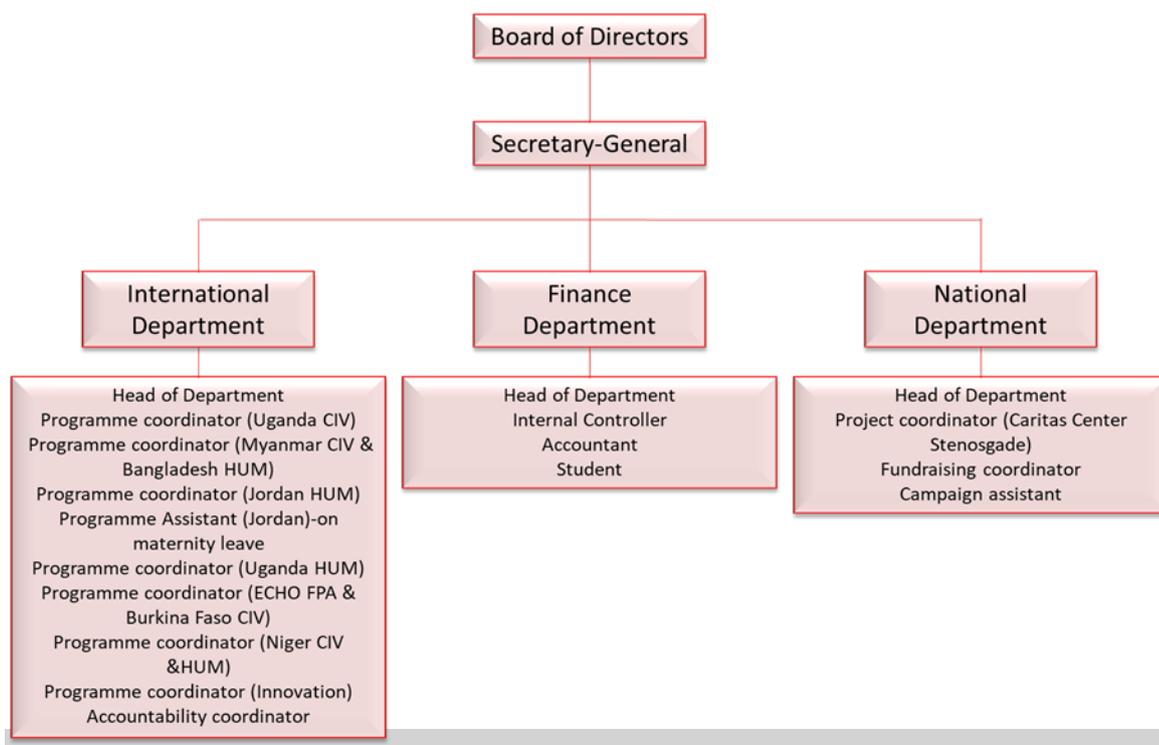
C-DK's strategic focus is poor and vulnerable families, women, men, and children in stable, fragile and humanitarian crises. The programmatic focus is on emergency response (through the appeals of Caritas Internationalis), protracted crisis and the development - humanitarian nexus. Currently, at the Maintenance Audit 2020, C-DK supports humanitarian programmes in Bangladesh, Niger, Jordan and Uganda.

**3.2 Governance and management structure**

Since the Initial Audit (2018), C-DK has not undergone any changes in its Governance structure. The bishop of the diocese of Copenhagen designates the chairman of the board, all members of which are required to be Catholic. The Board of Directors appoints the Secretary-General who manages the day-to-day management of the organisation and the secretariat. Other board members come from the Catholic school system and parish network. Following the appointment of a new Director General in 2019, four Board members, who were due to step down, have extended their term of office for a further four years to ensure a smooth transition.

The secretariat has a staff of 19 people with volunteers and student assistants. The international team is responsible for development and humanitarian programmes along with fundraising with institutional donors and global advocacy. It is supported by the other teams for communications, campaigns, and finance. In 2019 Caritas Denmark (C-DK) appointed an Accountability Coordinator, as a commitment to improve on Monitoring Evaluation Accountability and Learning (MEAL) processes and to prioritise the CHS commitments.

Organogram of C-DK is outlined below:



### 3.3 Internal quality assurance mechanisms and risk management

As detailed in previous audit reports, C-DK works in line with the Caritas Internationalis' Management Standards (CIMS), a set of common standards that all members of Caritas Internationalis (CI) must meet in governance, organisational structure, finance and accountability, and ethics. C-DK participated in the revision of CIMS in 2018 to streamline it with other standards, including the CHS. As the C-DK Information Disclosure Policy was based upon elements of the CIMS, this document was updated. There is one C-DK staff member in the CI's policy task force and in the Caritas Europa strategic framework task force.

Since the mid-term audit changes in the Finance and Administration department have strengthened the skills base of the team, including a new Head of Department and internal controller.

The Director General has visited all supported countries since her appointment.

### 3.4 Work with partner organisations

As reported in previous audits, C-DK works solely through partner organisation members of Caritas Internationalis. C-DK provides its partners with targeted support in coordination with other members of the confederation for policy and capacity development. Since the initial audit in 2017, C-DK has developed a range of monitoring tools for use by programme coordinators and the accountability coordinator to ensure a standardised approach to the assessment of quality performance and policies.

Programme Coordinators monitor partners through reports, remote contacts and, usually, site visits. Due to the COVID-19 pandemic, routine country visits have not taken place since March 2020.

## 4. Overall performance of the organisation

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

C-DK has effective governance and internal quality assurance processes. C-DK Board approve all policies before they are implemented and after staff have been consulted. Over the last year the Board has supported the DG in the structural and staff changes that have been made to strengthen the skill base of the team, particularly in relation to the Finance and Administration department.

Appointment of an Accountability Coordinator has provided a focus for internal quality assurance. Mainstreaming of Do No Harm principles are monitored through the Global Results Framework, risk matrices, and project cycle management. The recertification audit will enable to closer inspection of the impact of policy changes on outcomes and communities.

### 4.2 How the organisation applies the CHS across its work

Caritas Denmark is totally committed to meeting the CHS in its work with a clear emphasis on the Code of Conduct, Code of Ethics. Policies are orientated to include CHS and monitoring tools have been adapted to complement these. C-DK uses 'pub quiz' methodology to assess whether staff have internalised new policies. C-DK is actively supporting partners to meet the standards through training, support, and guidance.

### 4.3 Average score per CHS commitment

Commitment	Average Score*
<b>Commitment 1:</b> Humanitarian assistance is appropriate and relevant	2.8
<b>Commitment 2:</b> Humanitarian response is effective and timely	3
<b>Commitment 3:</b> Humanitarian response strengthens local capacities and avoids negative effects	2.5
<b>Commitment 4:</b> Humanitarian response is based on communication, participation, and feedback	2.6
<b>Commitment 5:</b> Complaints are welcomed and accepted	2.4

<b>Commitment 6:</b> Humanitarian response is coordinated and complementary	3
<b>Commitment 7:</b> Humanitarian actors continuously learn and improve	2.8
<b>Commitment 8:</b> Humanitarian response is effective and timely	2.9
<b>Commitment 9:</b> Resources are managed and used responsibly for their intended purpose	3

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

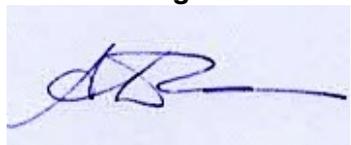
## 5. Summary of non-conformities

Corrective Action Requests (CAR)*	Type	Resolution due date	Date closed out
2019 - 5.6: C-DK does not ensure that its partners inform people affected by crisis of the expected behaviour of staff, and organisational commitments on the prevention of sexual exploitation and abuse	Minor	2021/09/21	
<b>Total Number</b>	<b>1</b>		

## 6. Sampling recommendation for next audit

<b>Sampling rate</b>	As per HQAI sampling guidance.
<b>Specific recommendation for selection of sites</b>	Based on the current limited options, Uganda is recommended for a site visit at the recertification audit.

## 7. Lead auditor recommendation

<p>In our opinion, Caritas Denmark has demonstrated that it continues to conform with the requirements of the Core Humanitarian Standard on Quality and Accountability.</p> <p>Based on the evidence obtained, we confirm that we have received reasonable assurance that the organisation is implementing the necessary actions to close the minor CARs identified in the previous audit, and continues to meet the requirements of the Core Humanitarian Standard.</p> <p>We recommend maintenance of certification.</p>	
<p><b>Name and signature of lead auditor:</b></p> 	<p><b>Date and place:</b></p> <p>October 19<sup>th</sup> 2020, UK</p>

## 8. HQAI decision



## 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 issue 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