

DanChurchAid

Complaints Report 2024



DCA Strategy and Quality Management Unit

May 2025

Complaints Annual Report 2024

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Abbreviations

CAR: Central African Republic

CHS: Core Humanitarian Standard

DCA: DanChurchAid

DR Congo: Democratic Republic of Congo

FAFPI: Fight Against Facilitation Payments

HR: human resources

NGO: non-governmental organisation

PSEAH Policy: Prevention of Sexual Exploitation, Abuse and Harassment Policy

SOP: standard operating procedure

1. Executive Summary

DanChurchAid (DCA) is dedicated to fostering a safe, inclusive and respectful environment by addressing violations of its Code of Conduct and related policies while reinforcing its integrity commitments. In 2024, DCA decided to manage the whistleblower scheme in-house alongside its existing complaints system. A new reporting platform was introduced, offering DCA staff, partner, people supported by DCA and other stakeholders distinct channels for complaints and whistleblowing, to enhance monitoring, learning and synergies between the two systems. Alongside this, DCA updated its Complaints Policy and launched a new Whistleblower Policy. Additionally, the Prevention of Sexual Exploitation, Abuse, and Harassment (PSEAH) training was made compulsory on the FABO internal e-learning platform.

Regular quarterly meetings with Complaints Focal Points at the country offices continued, ensuring effective coordination, policy alignment and enhanced community engagement on complaints mechanisms and expected staff conduct.

In 2024, the overall number of complaints received by the DCA head office decreased compared to 2023, from 108 to 104. For the first time since 2020, the overall number of complaints and sensitive cases stabilised, with similar numbers in 2023 and 2024. This suggests that DCA's complaints system may have reached a mature level, supported by ongoing policy improvements and awareness-raising initiatives across the organisation.

In terms of the categories of complaints, corruption cases were the most prevalent, accounting for 51% of sensitive cases, and breaches of the PSEAH Policy represented 16% of the total. This data reflects both the ongoing challenges in maintaining ethical standards and the positive impact of DCA's continued investments in prevention, training and accountability mechanisms. Strengthening the culture of reporting and trust remains essential to ensuring a safe and respectful environment for all stakeholders.

DCA country offices collect data on feedback and operational complaints received directly from the people they supported and from implementing partners. In 2024, DCA country offices received 4,312 operational complaints, a decrease from 2023 (6,466 operational complaints). The difference is mainly explained by the decrease in the support and assistance cases reported in Syria, due to the reduction of staff and operations in the country. Most of the cases received by the country offices were requests for support and minor operational complaints.

Aligned with the Core Humanitarian Standard (CHS), DCA supports its partners in establishing their own complaints systems. In 2024, a practical checklist was shared with partners to help them create effective complaints systems that reflect the rights holders' preferences and addresses contextual challenges and needs. The number of partners with a complaints system in place increased from 119 in 2023 to 125 in 2024. Consequently, the number of complaints registered by partners rose from 9,063 to 11,364 in the same period.

In 2025, DCA will finalise the Survivor Assistance Guidance and Survivors' Fund Procedure Manual with the aim of enhancing and formalising organisational commitment to a survivors-centred approach and offering protection to survivors of violence.

DCA welcomed the recent renewal of its CHS Certification and will be guided by the corrective actions and observations from the CHS audit to even better ensure that people affected by crisis can safely report concerns and complaints.

2. About the Report

DanChurchAid's (DCA) vision is to create a safe, inclusive and respectful environment for everyone by reacting to any breach of the DCA Code of Conduct and related policies, and by preventing any abuse or violation of the ethical commitments stated in the Code of Conduct and related policies. DCA's action to prevent and protect community members, employees and anyone else impacted by DCA's activities is guided by the principles of zero tolerance for any abuse or violation of the Code of Conduct and related policies, the 'do no harm' principle and a survivor-centred approach, confidentiality and accountability. DCA recognises that this is a collective effort where the organisation, partners and individuals can contribute.

This 20th edition of the Annual Complaints Report reaffirms DCA's engagement in transparency, accountability and learning from reacting to and preventing misconduct, abuses and corruption.

The data collected in 2024 will be presented and discussed together with new initiatives implemented and planned for 2025 as part of DCA's continuous commitment to improving its efforts to prevent and address abuses and misconduct.

2.1 Introduction to DCA's Complaints System

DCA uses the ACT Alliance's definition of a complaint: a specific grievance of anyone who has been negatively affected by the organisation's action or who believes that the organisation has failed to meet a stated commitment. Grievances are typically between the employee and the employer.

In November 2024, DCA launched a new reporting portal with two channels where complaints and whistleblower cases can be submitted. The new portal was designed to the highest standards of confidentiality and to internalise the whistleblower scheme that was previously managed by an external consultancy firm. The full impact of the new internal whistleblower system is expected to be reflected in the 2025 data and report.

DCA's two separate channels are:

- **Whistleblower scheme** is for submitting sensitive complaints and is for all current and former DCA employees. A whistleblower report typically concerns matters of a serious nature, such as criminal offences, corruption, sexual exploitation, breaches of law or serious violations of DCA personnel policies.
- **Complaints system** is the system that external parties – such as people supported by DCA, partners and vendors – use when making sensitive and operational complaints. It is also used by current and former DCA employees for making operational complaints. An operational complaint is typically a complaint about the quality of DCA's work.

The main differences between the complaints and whistleblower systems are explained in a mandatory training for all DCA staff.

DCA differentiates between operational and sensitive complaints:

- **Operational complaints** relate to service delivery issues such as the quality, efficiency or effectiveness of humanitarian aid. Examples include complaints about

delays in assistance, insufficient aid distribution or discrimination in service provision.

- **Sensitive complaints** involve serious misconduct such as fraud, corruption, sexual exploitation and abuse, harassment, discrimination or other breaches of the Code of Conduct.

Complaints can be reported to DCA in multiple ways to ensure that all the allegations are captured in a centralised complaints systems at the country level, managed at the DCA country offices or by DCA partners. The multiple-entrance system ensures a broader choice for potential complainants. Operational complaints are mainly handled at DCA country offices or by DCA's partners, who are close to where the humanitarian aid is delivered and hence best suited to assess and react to grievances related to the quality or effectiveness of the project's activities. Chapter 4 describes data coming from DCA country offices and DCA's partners.

Operational complaints linked to fundraising activities such as telemarketing and parish collection, which take place in Denmark, are typically received through the complaints system at the Head Office and handled by the DCA Engagement Department. More details can be found in Section 4.5. Sensitive complaints are handled at the Head Office and can be reported through the complaints or whistleblower portals.

Similar to previous years, the main part of this report is dedicated to sensitive complaints received and handled at the Head Office by the Accountability and Complaints Advisor in consultation and collaboration with the Complaints Committee and colleagues at the country offices where the misconduct occurred. The Complaints Committee is composed of the International Director, the Head of the Strategy and Quality Management Unit, the Accountability and Complaints Advisor, and relevant finance or HR colleagues when needed and depending on the nature of each complaint.

Each country office has a complaints focal point who is in charge of the country office complaints system and responsible for collaborating with the Head Office on prevention measures, training and compliance with auditors' requirements.

3. Scope and Limitations

The DCA Complaints Report does not provide descriptions at the level of individual complaints, cases or country-specific data. Rather, the focus is at the global and Head Office level for sensitive complaints received throughout the year, analysis of data and trends.

DCA operates in Denmark and 19 other countries. However, the data in this report only covers Denmark and 17 other countries, as Malawi and Zambia are part of joint country programmes with Norwegian Church Aid and led by Norwegian Church Aid. Therefore, complaints received in these countries are handled through Norwegian Church Aid's complaints system.

4. Complaints Received in 2024

4.1. Complaints Received Globally

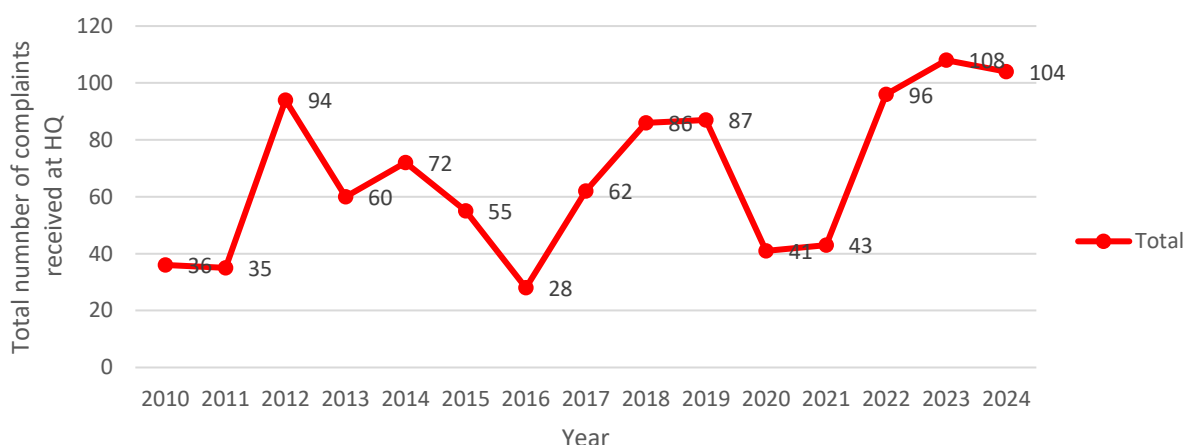
In 2024, the Head Office received a total of 104 complaints, including 46 operational complaints and 58 sensitive complaints. Among the 58 sensitive complaints, 2 were reported through the whistleblower scheme. As shown in Figure 1, in 2024, the number of cases was

slightly lower than the highest-ever number of complaints received, in 2023. This may reflect the multiple initiatives taken in recent years to raise awareness about expected staff behaviours and how to access the complaints system.

DCA's efforts to enhance awareness of zero tolerance for any misconduct at all levels and to improve knowledge and accessibility of the complaints system will continue. DCA believes that prevention and response to misconduct are long-term commitments that require constant and collective efforts.

Figure 1: Complaints received at DCA Head Office throughout the years

Source: DCA's complaints system 2024



The following section focuses on 92 complaints received by the Accountability and Complaints Advisor through email and the complaints system. Not included in the analysis in this section are the 10 operational complaints that were directly received and handled by the Engagement Department in Denmark and 2 sensitive cases received by the whistleblower system.

Table 1 and Table 2 differentiate between operational and sensitive complaints. The operational complaints are referred to the country office or to colleagues at the Engagement Department if related to their area of work. Examples of operational complaints include community members unsatisfied with the quality of the assistance received or with the selection criteria, complaints about delays in the assistance received or grievances about the way telemarketing was conducted. The sensitive complaints were handled at the Head Office and included breaches of the Code of Conduct or related policies such as the Prevention of Sexual Exploitation, Abuse and Harassment Policy (PSEAH Policy), Anti-Corruption Policy or the Child Safeguarding Policy.

Table 1 illustrates the number of complaints received per month, differentiating between operational and sensitive complaints. The number of complaints received varied from a maximum of 14 in November to a minimum of 2 in December. The average number of complaints per month is 7.6.

The peak in cases received in November could be explained by the launch of the new complaints and whistleblower portals and the related mandatory training. Mandatory prevention of sexual exploitation, abuse and harassment training was also launched that month, so awareness among DCA employees rose and could have led to an increase in the

number of cases reported.

Table 1: Overview of complaints by month in 2024

Source: DCA's complaints system 2024

Month	Operational	Sensitive	Total
January	6	2	8
February	3	2	5
March	6	4	10
April	0	5	5
May	2	7	9
June	6	3	9
July	4	3	7
August	1	5	6
September	3	6	9
October	2	6	8
November	3	11	14
December	0	2	2
Grand total	36	56	92

Table 2 presents the categories of complainants, differentiated by sensitive and operational complaints. Out of 56 complainants, 25 were DCA staff, which is similar to the data from 2023. The data is reassuring as it demonstrates that staff are aware of what can and should be reported and they have confidence in the system. The staff are crucial in preventing and responding to any abuse or misconduct.

Four complainants were anonymous, a decrease compared to 7 in 2023. DCA does not encourage anonymity in reporting a complaint, not only because the lack of information can hamper an effective investigation, but also because the complainant cannot be held accountable in case of a malicious complaint.

In total, 10 sensitive complaints were filed by community members, both people supported and not supported by DCA, and 17 operational complaints were reported by community members. DCA's efforts will continue to address barriers to reporting – such as fear of retaliation, lack of trust, social and cultural stigma, accessibility and perceived inaction of previous complaints – by continuing to work on information sharing and community engagement to build trust in the communities that DCA and its partners work with.

Most operational complaints were received from community members not supported by DCA, mirroring the data from 2023, and can be explained by the fact that the community members who were ineligible to receive DCA's humanitarian support would like a reassessment of the eligibility criteria. It is relevant to note that complaints from 'other external stakeholders' increased from 0 in 2023 to 7 in 2024 and that, together with complaints from community members not supported by DCA, is an indication of the increased accessibility of the complaints system to people external to DCA.

Table 2: Overview of the category of complainants

Source: DCA's complaints system 2024

Category of complainants	Operational	Sensitive	Total
Anonymous	0	4	4
Community member (not supported by DCA)	17	8	25
Current DCA staff (management)	1	8	9
Current DCA staff (programme)	2	17	19
People supported by DCA	0	2	2
DCA implementing partner	2	6	8
DCA supplier	1	1	2
Focal points in country office on behalf of a complainant	2	1	3
Former DCA staff	2	6	8
Other external stakeholders	7	2	9
Others	2	1	3
Grand total	36	56	92

Table 3 shows complaints received at Head Office, by country, and the distribution of sensitive and operational complaints. The highest number of operational complaints was received from Denmark equal to 13, and the second-highest number of complaints received from Syria, Uganda and Ukraine, with 4 complaints from each country. The Head Office receives few complaints because operational complaints are mainly received and addressed by country offices, which are best suited to address complaints related to the quality of the services provided by DCA. (Refer to the chapter '5. Complaints Received by Country Offices in 2024' for more details regarding this data.)

Table 3 also shows that no operational complaints were received from 5 out of 17 country offices in 2024.

The highest number of sensitive complaints was received from DR Congo with 13 complaints, followed by Central African Republic (CAR) with 8 complaints and Syria and Kenya with 6 complaints each.

Table 3: Overview of complaints received in the Head Office by country 2024

Source: DCA's Complaints System

Country	Operational	Sensitive	Total
Cambodia	1	1	2
CAR	1	8	9
Denmark	13	2	15
DR Congo	3	13	16
Ethiopia	1	3	4

Kenya	0	7	7
Lebanon	3	0	3
Mali	0	1	1
Nepal	0	1	1
Palestine	0	1	1
South Sudan	1	2	3
Sudan	0	1	1
Syria	4	7	11
Uganda	4	2	6
Ukraine	4	6	10
Unspecified	1	1	2
Grand total	36	56	92

The number of sensitive complaints per country is influenced by different factors such as the number of community members reached by DCA operations, the number of DCA staff per country, instability in the country context, cultural and social perceptions of corruption or abuses. International indexes on corruption and reported cases of sexual exploitation, abuse and harassment in different countriesⁱ can also be used as indicative references against which to evaluate the complaints reported for each country.

DCA ensures transparency and compliance with donor requirements by timely reporting of allegations and informing the donors about investigation outcomes. Each allegation is assessed against donor requirements and reported accordingly.

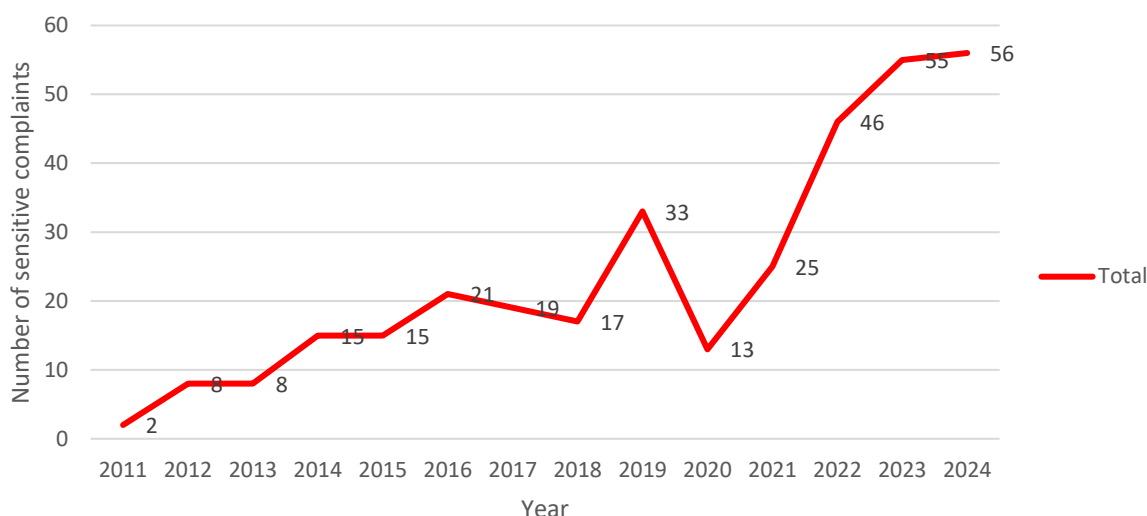
Where relevant, investigations recommend measures to strengthen DCA's capacity to detect misconduct early and reduce the likelihood of wrongdoing. The relevant line manager is responsible for addressing the Complaints Committee's recommendations. The Accountability and Complaints Advisor follows up and informs the Complaints Committee on the status of addressing the recommendations.

4.2. Sensitive Complaints Received by Head Office

Sensitive complaints are those which imply a suspected breach of DCA's Code of Conduct and related policies – Anti-Corruption Policy, PSEAH Policy and Child Safeguarding Policy. As shown in Figure 2, DCA received 56 sensitive complaints in 2024, compared to 55 in 2023. Since the COVID-19 pandemic in 2020, the number of complaints has steadily increased. However, data from the past two years suggests that this upward trend may have plateaued, indicating that the complaints system has entered a more mature phase, supported by various initiatives implemented in recent years.

Figure 2: Sensitive complaints received over the years

Source: DCA's complaints system 2024



Looking at the types of misconduct (Table 4), it is observed that breaches of the Anti-Corruption Policy (21 complaints) are more prevalent than other types of misconduct. Eight other cases were also linked to anti-corruption and other types of misconduct. Altogether, cases related to breaches of the Anti-Corruption Policy amount to 29, representing 51% of the total sensitive cases.

Breaches of the PSEAH Policy account for 8 complaints in 2024 compared to 3 in 2023. In addition, 1 complaint related to a breach of the PSEAH Policy and the Code of Conduct, compared to 2 in 2023. This 44% increase from 2023 in the number of sensitive complaints related to breaches in the PSEAH Policy and CoC could be attributed to heightened attention and awareness among staff and community members regarding expected behaviours of DCA and partner staff, as well as the accessibility of the complaints system. For example, new posters were distributed to the country offices in 2024 to promote awareness within DCA and the communities that DCA and its partners work in, and the new complaints and whistleblower portals were launched by the end of November 2024, accompanied by mandatory training.

DCA views the growing number of complaints related to sexual exploitation, abuse and harassment as a positive indicator of increased awareness regarding unacceptable staff behaviours and the understanding of that everyone has the right and responsibility to contribute to DCA's integrity efforts. Reporting sexual exploitation, abuse and harassment is particularly constrained by cultural barriers; thus, the increased numbers suggest that some of these barriers might have been addressed.

Table 4: Types of sensitive complaints

Source: DCA's complaints system

Type of misconduct	Cases
Breach of Anti-Corruption Policy	21
Breach of Anti-Corruption Policy and procurement guidelines	2

Breach of Code of Conduct	19
Breach of Code of Conduct and Anti-Corruption Policy	5
Breach of Code of Conduct, PSEA policy and Anti-Corruption Policy	1
Breach of PSEA policy	8

Grand total	56
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Table 5 shows categories and number of subjects of concern (the person accused of wrongdoing) from reported sensitive cases in 2024. As in 2023, the majority of subjects of concern in 2024 were DCA staff (15 management staff and 23 programme staff), and the second-highest number of subjects of concern were from DCA's partner organisations.

Table 5: Overview of categories and numbers of Subjects of Concern (SoC) among sensitive cases

Source: DCA's complaints system

Categories of subject of concern	Number of subjects of concern
Anonymous	1
Current DCA staff (management)	15
Current DCA staff (programme)	23
DCA implementing partner	14
DCA supplier	1
Others	2
Grand total	56

Figure 3 and Figure 4 show, respectively, the gender of the complainants and subjects of concern for sensitive cases. The number of males prevails both as complainant (35 cases) and subject of concern (44 cases), while for females, the numbers were 10 complainants and 5 subjects of concern.

The prevalence of male complainants may be explained by barriers that women and girls face in accessing and trusting the complaints system. Social norms and cultural expectations can discourage women from speaking out, particularly where retaliation, stigma or lack of confidentiality are real concerns. Addressing this imbalance requires strengthening the inclusivity and accessibility of complaints mechanisms, ensuring they are designed with gender-specific considerations in mind.

Figure 3: Overview of complainants by gender among sensitive cases

Source: DCA's complaints system

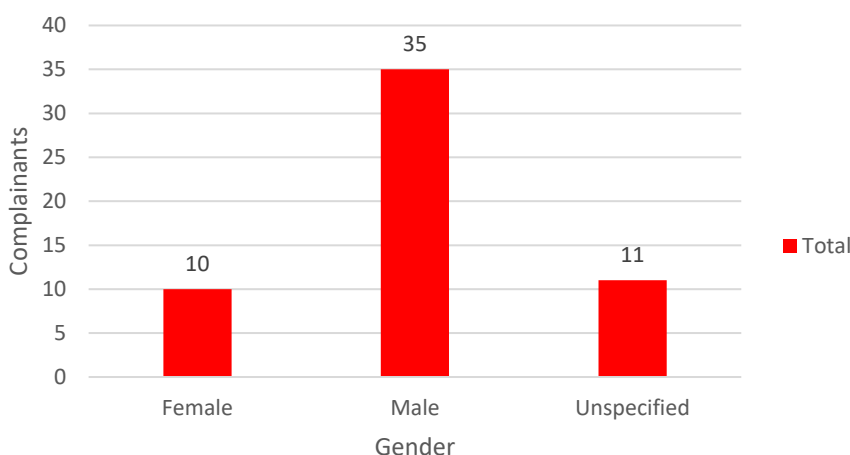
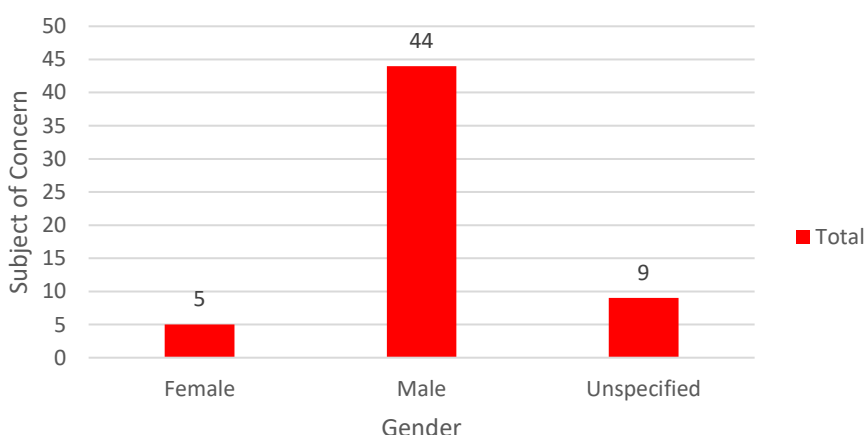


Figure 4: Subjects of concern of sensitive cases, by gender

Source: DCA's complaints system



DCA commits to addressing complaints in a timely manner and strives to conclude investigations as possible without compromising accuracy.

The duration of an investigation depends on case complexity, the availability of evidence and witness cooperation. Organisational resources – including the country office complaints focal points' workloads and access to information – also impact timelines.. Other forces that can delay investigations include turnover of staff involved in the investigation and external factors such as security risks, conflicts that led people to flee or legal constraints.

In 2024, DCA continued to expand its team of trained investigators by providing 22 employees dedicated training by professional instructors.

Table 6 shows that among the 56 sensitive cases received, 39 were closed and 17 remained open at the end of 2024. Among the 17 open cases, 13 were received in the last quarter of the year, meaning they have been open for less than three months. Of the remaining 4 open cases, 3 were received in September and one in May 2024.

Table 6: Status of the sensitive complaints received in 2024

Source: DCA's complaints system

Status	Number of complaints
Closed	39
Open	17
Grand total	56

Table 7 provides an overview of the processing time for closed cases. DCA's standard operating procedures (SOP) establishes that complaints should be concluded within 30 working days from receipt. However, in complex cases, this period may be extended if the delay is documented and the complainant is kept informed with an updated timeline. The table shows one-third of the total closed cases were resolved within one month and 85% of the cases were closed within three months. Only a residual 15% were closed after more than three months.

Table 7: Overview of the processing time of the sensitive cases received in 2024

Source: DCA's complaints system

Processing time	Number of sensitive cases
30 days or less	12
30 to 60 days	15
60 to 90 days	6
More than 90 days	6
Grand total	39

According to DCA's SOP for case handling, all sensitive cases are received by the Accountability and Complaints Advisor, who presents and provides recommendations to the Complaints Committee. The Committee is the decision-making authority at DCA in charge of deciding investigations strategies, approving the investigation final report and deciding on consequent measures, recommendations and follow-up actions.

Table 8 shows that out of the 56 cases received in 2024, 53 were investigated. This is 94% of the total, compared to 71% in 2023.

Table 8: Overview of the Complaints Committee response to the sensitive cases received in 2024

Source: DCA's complaints system

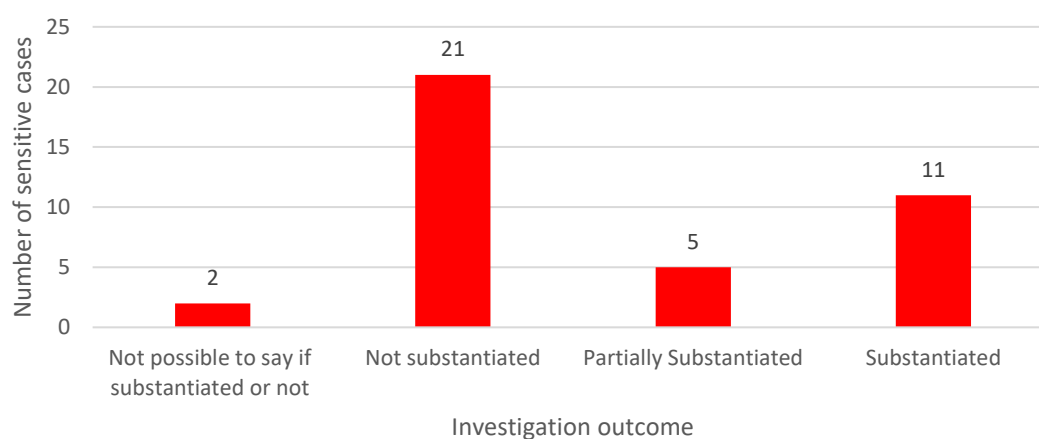
Complaints Committee response to cases	Number of cases
Case suspended	2
Investigation	53
Referred to internal whistleblowing scheme	1

Grand total	56
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Figure 5 shows the investigation outcome for the 39 cases that were investigated and closed. Similar to 2023, the number of cases that were not substantiated are the most prevalent with 21 cases, compared to 11 cases where the allegations were substantiated. The allegations were found partially substantiated in 5 cases (compared to 7 in 2023), and in 2 cases, it was not possible to say if they were substantiated or not. An investigation may end without a clear finding when evidence is insufficient, testimonies conflict or key parties are unavailable.

Figure 5: Overview of the investigation outcomes for sensitive cases in 2024

Source: DCA's complaints system



Misconduct can cause different kinds of losses and risks to DCA. Most cases in 2024 were related to financial losses and reputational risks. DCA considers that a reputational risk has occurred when news about a case or an ongoing investigation is spread by news outlets or social networks. Financial losses occur when funds have been misused and were not returned to DCA by those responsible for the misconduct.

Table 9 shows that out of the 39 closed sensitive cases that were investigated in 2024, 3 led to financial losses, compared to 6 in 2023. No reputational risks were recorded in 2024, compared to 6 cases in 2023.

Table 9: Overview of types of losses and risks resulting from misconduct

Source: DCA's complaints system

Types of losses and risks resulting from misconduct	Number of closed sensitive complaints
Financial	3
Reputational	0
None	36
Grand total	39

4.3 Corruption Cases

Table 10 shows the different types of corruption cases. Fraud and embezzlement remained the most prevalent type of corruption with 22 cases in 2024 compared to 17 in 2023, followed by 3 bribery cases, which matches the previous year's number. Cases of nepotism and favouritism decreased from 10 in 2023 to 2 in 2024. A notable decline is also seen in abuse of power and extortion, which fell from 7 cases in 2023 to 1 in 2024. The dominance of fraud and embezzlement cases is understandable, given that the category covers a broad spectrum of misconduct.

Table 10: Overview of corruption cases by type of corruption

Source: DCA complaints system

Type of corruption	Number of cases
Abuse of power and extortion	1
Bribery	3
Conflict of interest	1
Conflict of interest / Nepotism	1
Fraud and embezzlement	22
Nepotism and favouritism	2
Grand total	30

Table 11 provides an overview of corruption cases by country. It shows that CAR and DR Congo had the most corruption cases, with 7 in each country. Kenya followed with 5 cases. In 2023, South Sudan and Syria had the most corruption cases, with 6 in each country; in 2024, the number of cases in both these two countries dropped to 2.

The countries with a higher number of cases match those with a high corruption index in the Corruption Perception Index 2024.ⁱⁱ

Table 11: Overview of corruption cases by country

Source: DCA complaints system

Country	Number of corruption cases
Cambodia	1
CAR	7
Denmark	0
DR Congo	7
Ethiopia	0
Kenya	5
Lebanon	0
Mali	1

Nepal	1
Palestine	1
South Sudan	2
Sudan	0
Syria	2
Uganda	2
Ukraine	1
Zambia	0
Grand total	30

Similar to 2023, DCA did not receive complaints about facilitation payments. Facilitation payments – small unofficial payments to expedite services – are widespread in regions with weak governance and high bureaucracy. While no complaints have been reported in DCA’s operations, such practices are known to exist in the humanitarian sector. Their presence poses ethical and legal risks. DCA is committed to raising awareness among staff about the need to report them.

DCA believes that more should be done to increase awareness of facilitation payments and the need to report them. DCA is a member of the Fight Against Facilitation Payments Initiative (FAFPI) which aims to collect data about facilitation payments and increase reporting. In 2025, DCA will contribute to a FAFPI pilot project by conducting a survey in DR Congo and a dedicated training to sensitise the employees on the matter.

4.4 Sexual Exploitation, Abuse and Harassment Cases

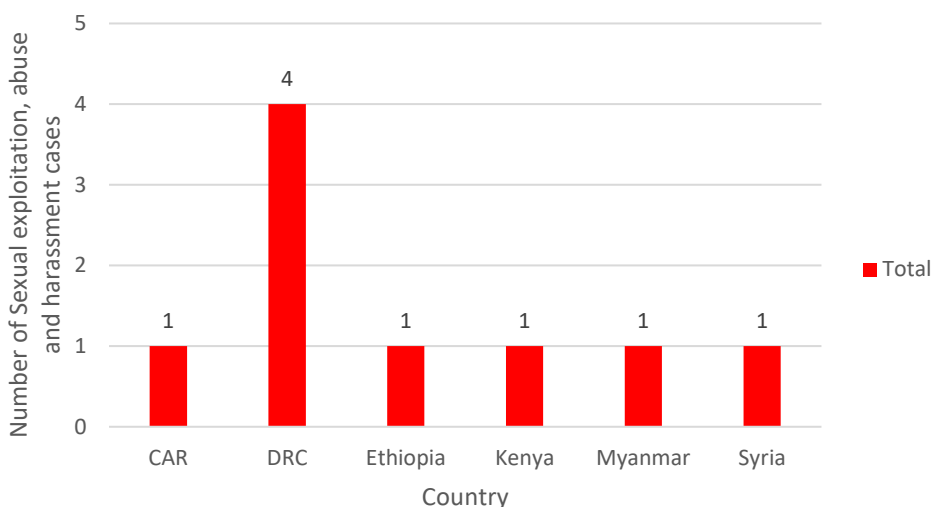
This section addresses sexual exploitation, abuse and harassment cases, which fall under the category of sensitive cases. These cases require special attention due to the involvement of a survivor. Every time DCA addresses a sexual exploitation, abuse and harassment case, it conducts an assessment of the survivor’s needs and addresses those needs.

In 2024, DCA received a total of 9 complaints related to sexual exploitation, abuse and harassment, including 1 related to allegations of sexual exploitation, abuse and harassment as well as corruption. The number of cases nearly doubled from 2023 (5 cases). However, the increase is welcomed as a sign that underreporting has decreased, thanks to DCA’s engagement in raising awareness about expected staff behaviour and making the complaints system known and accessible.

Figure 6 illustrates the breakdown of sexual exploitation, abuse and harassment cases by country, with the highest number of 4 cases reported in DR Congo. CAR, Ethiopia, Kenya, Myanmar and Syria each had 1 case. The irregular distribution across countries of sexual exploitation, abuse and harassment cases may result from differences in reporting mechanisms, cultural attitudes toward disclosure and staff awareness of safeguarding policies.

Figure 6: Sexual exploitation, abuse and harassment cases per country

Source: DCA's complaints system



Out of the 9 sexual exploitation, abuse and harassment complaints received, 1 was referred to a partner organisation and the other, received in December, to the in-house whistleblower scheme.

An investigation was conducted in 7 cases and concluded in 5 cases. The investigations concluded that the allegations were partially substantiated in 2 cases and not substantiated in 2 cases. In 1 case, it was not possible to determine whether they were substantiated or not. The investigation lasted less than three months in 3 out of 5 cases in which the investigation was concluded.

Table 12 shows the breakdown by subjects of concern. Most of the subjects of concern were DCA staff, mainly programme staff (5) but also staff in management positions (2). DCA implementing partners were also involved in sexual exploitation, abuse and harassment cases (2).

DCA prioritises the investigation of sexual exploitation, abuse and harassment cases over other categories. However, investigations are often hampered by unavailability of evidence and elapsed time between the incident and its reporting. The need to avoid further harm to the survivor also presents challenges when balanced with the necessity of sharing details with witnesses to gather more information or with the subject of concern to confront them with the facts and allowing them to present exculpatory evidence.

The investigations are survivor centred, prioritising their safety, dignity and well-being. It ensures that survivors are heard, respected and involved in decisions affecting them while minimising harm and re-traumatisation. This approach builds trust and supports ethical, accountable outcomes.

Table 12: Cases related to sexual exploitation, abuse and harassment, by subjects of concern

Source: DCA's complaints system

Category of subjects of concern	Number of subject of concern
Current DCA staff (management)	2
Current DCA staff (programme)	5
DCA implementing partner	2
Grand total	9

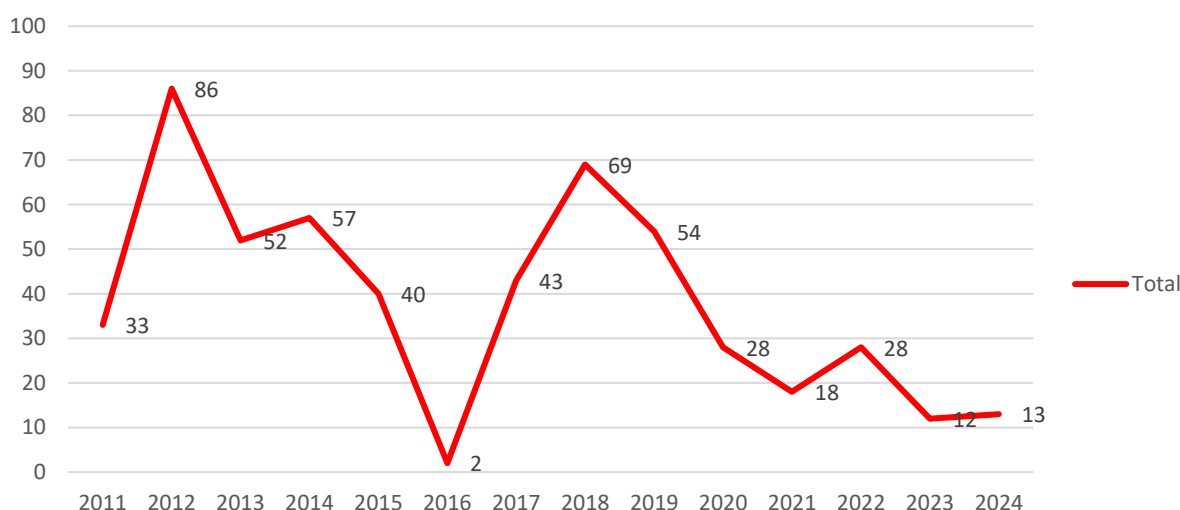
4.5 Operational Complaints in Denmark

The operational complaints received in Denmark through the complaints system and handled at the Head Office are shown in Figure 7. These complaints relate to the activities carried out in Denmark by DCA, mainly consisting of fundraising activities and the management of the second-hand shops which is done with the support of volunteers.

A total of 13 complaints were received in 2024 compared to 12 in 2023. The similar number compared to the previous year could represent a stabilisation of the data and the improvement of staff and volunteer behaviours and attitudes in dealing with customers in the DCA second-hand shops and during the fundraising activities.

Figure 7: Operational complaints in Denmark reported to the DCA Head Office in 2024

Source: DCA's complaints system



The breakdown of complaints related to DCA's work in Denmark is shown in Figure 8. Five cases were related to second-hand shops, 4 cases to telemarketing, and 1 case each to marketing, parish collection, request to be removed from the call list, and other complaints. The number of complaints about second-hand shops is equal to the number in 2022, while in 2023, no cases were received in this category. Telemarketing decreased but remains

significant out of the overall number of operational complaints in Denmark.

Figure 8: Overview of categories of operational complaints received in Denmark.

Source: DCA complaints system



Ten more cases related to the parish collection were received and handled directly by the Engagement Department at Head Office and therefore not included in the 13 cases shown in the graphs. Last year, the number of cases directly handled by the Engagement Department was 5.

DCA strives to pay attention to all complaints coming from individuals who support DCA by directly funding the organisation or by volunteering to improve the quality of the services and the fundraising activities.

4.6 Whistleblower Scheme Cases

In November 2024, DCA formally launched its internal whistleblower scheme as part of the organisation's commitment to accountability and integrity. Before then, the whistleblower scheme was managed by an external law firm.

The DCA whistleblower scheme provides a secure and confidential mechanism for people with work-related connections to report, without fear of reprisals, serious violations or suspected serious violations related to DCA's work.

In 2024, a total of 2 cases were received through the DCA whistleblower scheme. One case was related to a country office, while the other concerned Head Office. These cases are still being investigated in line with DCA's Whistleblower Policy and standard operating procedures.

The introduction of this additional reporting channel strengthens DCA's commitment to conducting all its affairs with the highest integrity.

5. Complaints Received by Country Offices in 2024

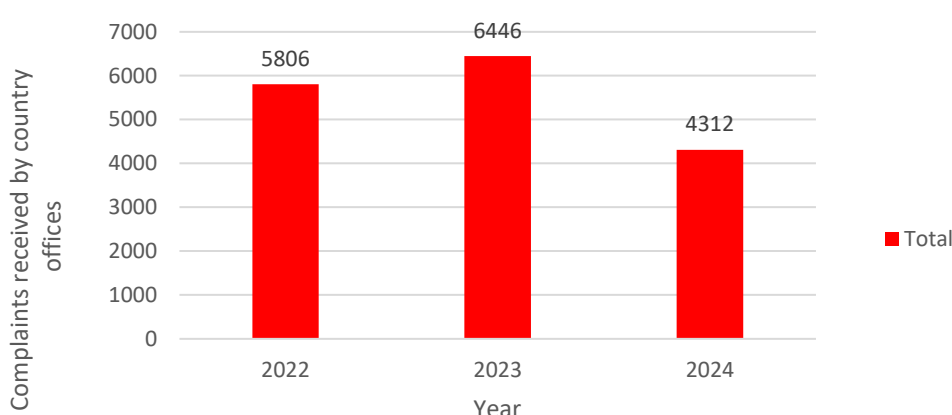
DCA country offices have local complaints handling mechanisms in place, which can receive both operational and sensitive complaints. Offering different channels (i.e. hotline, complaints boxes) to submit complaints guarantees widespread access to the complaints system, tailored to the context and the needs of the communities. Country offices report sensitive complaints to the Head Office; they handle operational complaints in-country.

Operational complaints refer to grievances related to the implementation of activities, including service delivery, staff behaviour, resource allocation and logistical issues. These complaints may come from people supported by DCA, staff or other stakeholders and often highlight concerns about efficiency, fairness or the impact of programmes. Addressing operational complaints helps improve accountability, effectiveness and trust in the organisation's work.

Figure 9 shows that country offices received 4,312 operational complaints in 2024, compared to 6,446 in 2023. The decrease in complaints is mainly explained by the decrease in the number of support and assistance complaints received in Syria, which dropped to 465 from 3,814, following the reduction of staff and operations in the country.

Figure 9: Overview of operational cases received by country offices per year

Source: Annual Report data set



The complaints tracker compiled by the country offices provides information about the categories of complaints (Table 13) and the reporting channels (Table 14). The complaints tracker was introduced in 2023 and, therefore, 2024 was the first full year the tracker was used by the country offices.

Table 13 shows that most complaints were related to requests for assistance (36%), followed by minor complaints about DCA's projects and activities (34%). In 2023, the percentages for these two categories were, respectively, 81% and 12%. Complaints that were related to violations of the Code of Conduct or related policies reported directly at country office level amounted to 17, or 0.5% of the total.

Table 13: Categories of complaints received in the country offices

Source: Complaints Trackers 2024

Categories of complaints received in country offices	Number of complaints	Percentage of all complaints
Request for support/assistance (category 2)	1,132	36.4%
Minor operational complaint (i.e. minor complaint about DCA's projects and activities) (category 3)	1,066	34.3%
Request for information (category 1)	773	24.9%

Major operational complaint (i.e. major complaint about a sensitive protection issue such as beneficiaries' safety and security, and gender-based violence) (category 4) 118 3.8%

Complaint about violation of DCA's Code of Conduct and policies (i.e. incidents of sexual exploitation and abuse, fraud and corruption, etc.) (category 5) 17 0.5%

Grand total	3,106	100.0%
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Table 14 shows the different channels used by complainants to report operational and sensitive complaints.

The three most-used channels are direct communication with staff (23%), the DCA hotline (22.8%), and DCA complaints boxes (22.2%). In 2023, the most-used channel was the DCA hotline (40.5%), followed by direct communication with staff (36%) and DCA complaints boxes (17%). It should be noted that in 2023, the DCA hotline category included social media channels; due to their relevance, these have been split into their own category in 2024, which accounts for 4.8% of all complaints.

The 2024 data demonstrates the success of dedicated channels that ensure confidentiality and timely responses, such as hotlines, social media channels and email. The use of these channels can be considered an outcome of DCA's commitment to effective information sharing tailored to the context and the communities in which DCA works. Complaints boxes are also still a significant reporting channel, underlining the importance of ensuring multiple access gates to the complaints system.

Table 14: Overview of the channels through which complaints were received at the country offices

Source: Complaints Trackers 2024

The channels through which complaints were received in country offices	Number of complaints	Percentage of all complaints
Direct communication with DCA staff (e.g. Monitoring & Evaluation field visit, surveys/assessments, etc.)	723	23.3%
DCA hotline (call, SMS, WhatsApp)	709	22.8%
DCA complaints boxes	688	22.2%
Country offices' complaints email address	544	17.5%
Office walk-ins (complaints office or DCA office)	288	9.2%
Social media channels (Facebook, X, etc.)	148	4.8%
Referred by a DCA employee	6	0.2%
Referred by another NGO	0	0.0%
Grand total	3,106	100.0%

6. Partners' Complaint Systems and Complaints Received

DCA works with partners who have deep knowledge of their communities and contexts to strengthen local ownership, sustainability and impact. DCA supports these partners to become strong, independent and accountable civil society actors. Handling complaints is part of DCA and its partners' shared commitment to better serve community members. It helps ensure accountability, uphold integrity and continually improve the quality of support provided.

DCA has collected and analysed data about complaints received by partners since 2021 to get a full overview of complaints related to all activities supported by DCA. Over the years, DCA has supported its partners in developing effective and accessible complaints systems. At the country level, DCA's Complaints Focal Points are responsible for collecting data from the partners and submitting quarterly complaints trackers. This system guarantees a constant flow of communication about complaints and allows DCA to monitor the effectiveness of partners' complaint systems and provide support when needed. The quarterly complaints trackers were first introduced in 2023, hence, 2024 was the first year where different categories of complaints and reporting channels could be compared.

Out of the 210 partners that DCA collaborated with in 2024, 125 (59%) had a complaints system in place. This was close to the 60% registered in 2023. DCA will continue supporting partners who are willing to create their own complaints system, while at the same time acknowledging that partners may encounter barriers such as limited financial and human resources or technical expertise.

Figure 10 shows the number of complaints received globally by partners each year since 2021. In 2024, 11,364 complaints were received by DCA's partners, an increase of 25% from 2023 (9,063 complaints). This is due to the fact that partners' reporting using the tracker was still inconsistent during 2023 and DCA further built their capacities during 2024 on the use of the complaints tracker. This may have improved the data reported from the partners in 2024.

Figure 10: Overview of the complaints received by partners per year

Source: Annual Report data set

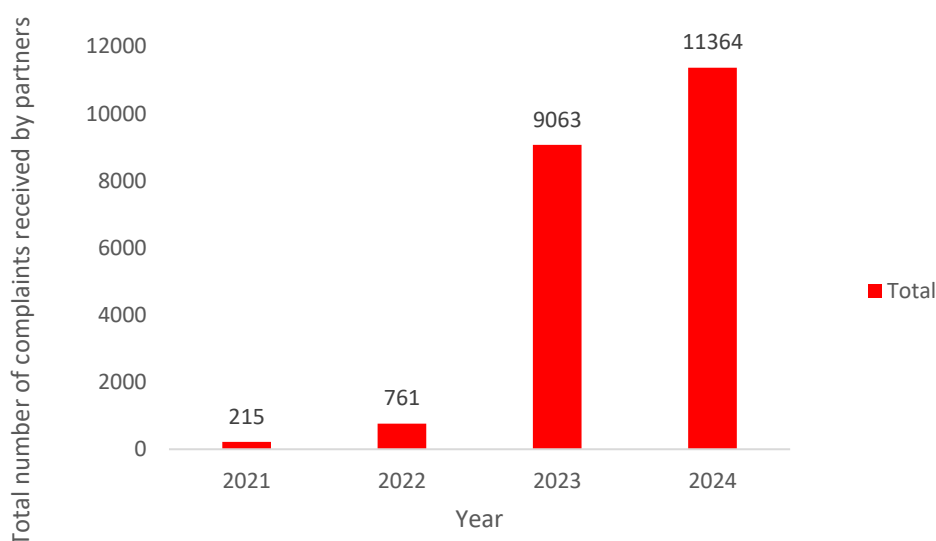


Table 15 shows the categories of complaints received by partners in 2024. The total of the

cases in Table 15 does not match the total number of complaints received by partners because not all partners were able to give the breakdown of cases by category.

The category most represented was request for support and assistance (58%), followed by request for information (30.7%). In 2023, these were also the most represented, but in the opposite order, with requests for information accounting for 45% and requests for support and assistance 38%. Major operational complaints dropped from 4% in 2023 to 0.7% in 2024, whereas complaints about violation of partners' codes of conduct or related policies remained stable at 0.2%.

Barriers to reporting complaints are higher when the matter is sensitive and people fear retaliation, stigma and not being believed. Sensitive complaints often involve personal trauma, making disclosure emotionally and socially risky. The low number of sensitive complaints (major operational complaints [category 4] and complaints about the violation of the partner's code of conduct and policies [category 5]) raises attention about possible barriers in terms of awareness and accessibility of the partners' complaints systems. DCA is committed to continue supporting its partners to make their complaints systems accessible and raise awareness in the communities.

Table 15: Overview of categories of complaints received by partners in 2024

Source: Complaints Trackers 2024

Categories of complaints received by partners	Number of complaints	Percentage of all complaints
Request for support/assistance (category 2)	3,308	30.7%
Minor operational complaint (i.e. minor complaint about DCA's projects and activities) (category 3)	6,277	58.3%
Request for information (category 1)	1,096	10.2%
Major operational complaint (i.e. major complaint about a sensitive protection issue such as beneficiaries' safety and security, and gender-based violence) (category 4)	75	0.7%
Complaint about violation of DCA's Code of Conduct and policies (i.e. incidents of sexual exploitation and abuse, fraud and corruption, etc.) (category 5)	17	0.2%
Grand total	10,773	100.0%

Table 16 shows an overview of the different channels through which complaints were reported to partners, where the total number of complaints received through the different channels was also lower than the total numbers of complaints received by partners in total. This is because few partners did not submit the channels through which the complaints were received as they needed more time to be trained or capacitated. DCA country offices flagged this challenge, and they will support these specific partners further during 2025 to ensure a better and a complete reporting

The most-used reporting channels were partners' hotlines (29.4%), followed by office walk-ins (27%) and direct communication (21.1%).

In 2023, the hotline channel was grouped into the same category with social media, representing 39% of complaints. When combining these two categories in 2024, they represent 42% of the total, indicating that these are the most utilised channels. This is similar to the data for complaints received by the country offices.

It is important to emphasise that for these channels to be accessible, they need to be effectively communicated to community members. At the same time, traditional communication channels, such as office walk-ins and direct communication with partners, remain relevant.

Table 16: Overview of the channels through which complaints were received by partners in 2024.

Source: Complaints Trackers 2024

The channels through which complaints were received among partners	Number of complaints	Percentage of all complaints
Partner's hotline (call, SMS, WhatsApp)	2,961	29.4%
Office walk-ins (complaints office or partner office)	2,718	27.0%
Direct communication with partner staff (i.e. Monitoring & Evaluation field visit, while filling a survey/assessment, etc.)	2,231	22.1%
Partner's social media channels (Facebook, X, etc.)	1,352	13.4%
Partner's complaints email address	429	4.3%
Partner's complaints boxes	294	2.9%
Referred by another NGO	73	0.7%
Referred by a partner employee	16	0.2%
Grand total	10,074	100%

7. Challenges and Improvements Among DCA Country Offices and Partners

Since 2023, qualitative questions have been added to the Annual Country Programme Reports to capture the country offices' perspectives about the main improvements and challenges with their local complaints system or partners' complaints systems.

Challenges

One of the most reported challenges has been that deep-rooted cultural and social norms often discourage individuals, especially women, from submitting complaints. Accessibility challenges persist, particularly in multilingual contexts where pre-recorded messages and materials in local languages are still lacking. Moreover, in settings with refugees and internally displaced people, such as informal settlements, it has proven difficult to maintain contact with complainants and witnesses.

In countries where there is a significant workload related to complaints handling, the turnover

of the Complaints Focal Points and the lack of a full-time dedicated employee have constrained the timely management of complaints handling. In some contexts, repetitive network failures have disrupted the functionality of toll-free telephone lines, interrupting the smooth receipt of complaints and the ability to provide timely feedback.

Among partners, the integration of robust complaints systems remains uneven. Many local partners are still in the early stages of operationalising complaint systems, with several facing shortages of trained staff or lacking designated focal points altogether. Further challenges include delayed transmission of complaints data to DCA, technical limitations in case management and insufficient resources to follow up on complex or sensitive cases. Community awareness of these mechanisms in partner-led activities remains limited, further weakening accountability and participation.

Improvements

Despite these challenges, both the country offices and partners have made meaningful efforts in improving the complaints systems. At country offices, efforts have been directed toward improving efficiency and accessibility. Solutions have been adopted to address access barriers. For example, QR codes were installed in shelters and schools to allow internally displaced persons to provide feedback after aid distributions were carried out. The addition of standard mobile numbers to the existing toll-free lines has further enhanced availability. Community engagement has also been strengthened through regular awareness sessions and the training of community leaders. These activities have contributed to a growing openness among community members to voice concerns and assert their rights.

Among partners, substantial progress has been made through targeted capacity building. Training sessions have significantly improved partners' ability to manage complaints in line with best practices. Standardised tools for data collection have helped streamline reporting and reduce documentation gaps. In 2024, partners were supported through minimum requirement checklists, which helped them ensure the effectiveness of their complaint systems. Some partners have established hotlines and begun sharing contact details with communities. DCA's engagement through quarterly check-ins has contributed to a more consistent monitoring of the partners' complaint system.

Going forward, strengthening trust, building capacity and improving system integration remain central to DCA's and its partners' accountability efforts.

8. Focus Areas 2024

In 2024, DCA continued strengthening integrity at all organisational levels. Many initiatives were taken, such as the launch of the in-house whistleblower scheme, a new portal to submit complaints and whistleblower cases, new mandatory training and new communication material for community members. Some activities started in 2023 have continued, such as quarterly webinars and complaints trackers, enhancing data sharing and communication flow with country offices and partners.

A new in-house whistleblower scheme and integrated portal

In 2024, DCA decided to manage the whistleblower scheme in-house alongside the existing

complaints system. A new reporting platform was developed, with separate channels for complaints and whistleblower cases, to foster monitoring and create an integrated approach that improves learning and builds on the synergies between the two schemes.

In November 2024, the new portal was launched at the monthly all-staff meeting and its features were explained to DCA staff. A new mandatory course on DCA's complaints system and whistleblower scheme was also launched.

Standard posters about the reporting channels were distributed (locally and globally) to accompany the launch of the new system. These posters include QR codes to ease facilitate the access of community members to the online reporting forms for sensitive complaints. All country offices were requested to make the standard posters visible in the DCA offices and their areas of work (e.g., safe spaces, community centres).

Development and updates of policies and procedures

With the launch of the in-house whistleblower scheme and the new portal, DCA's updated Complaints Policy and new Whistleblower Policy were released. The two policies are linked but were kept separate to align with the requirements of the whistleblower legal framework and the DCA complaints handling procedure.

The SOP for the complaints system was also updated to include practical guidance on how the DCA complaints system operates. It provides information about the complaints handling process, from when a complaint is received until the process is concluded with feedback given to the complainant and subject of concern. The procedure guarantees that a transparent and fair process is followed, aligned with the most updated international standards.

DCA's appeal procedure was also updated. The procedure ensures due process and accountability to a subject of concern who wishes to appeal the investigation outcomes. The procedure also considers the new in-house whistleblower system.

DCA commitments to suprapartners' practices in handling and addressing complaints continued in 2024. The Minimum Standard Guideline for Partners' Complaint Systems that country offices use in their spot-checks was updated in 2024, following a recommendation from the CHS audit, to reflect the importance of closing investigations in a timely manner and of community consultations as the first step in setting up or revising a complaints system.

DCA's Partner Cooperation Agreement was updated to align with the Danish Ministry of Foreign Affairs's clauses on preventing sexual exploitation, abuse and harassment and child labour. The update also elaborated the situations where DCA can investigate complaints on behalf of partners.

Learning and capacity strengthening

In November 2024, DCA's Prevention of Sexual Exploitation, Abuse and Harassment mandatory course was updated and all DCA employees were asked to complete the training. The revised Core Humanitarian Standard was presented and discussed with country office's Accountability and Complaints Focal Points.

DCA's Quality and Accountability Framework was updated and made available on DCA's website, and the Information Sharing Guideline that ensures communication flow with partners and communities was also updated and made available for country offices.

The DCA Partnership Assessment Tool was updated to respond to the recommendations of the 2023 Core Humanitarian Standard Mid-Term Audit (CHS Audit), among other things explaining what a 'well-functioning' complaint mechanism means and entails. The new Tool will be launched in 2025.

The DCA Accountability and Complaints Advisor worked with country offices to improve monitoring of the complaints system and information disseminated to community members. DCA country offices added questions to their ongoing monitoring tools about the complaints system, communities' awareness of the availability of the system, their satisfaction with it and their preferred means to use the system. The DCA Accountability and Complaints Advisor also shared additional questions with country offices and recommended that country offices ask community members whether they were informed by DCA staff about its expected staff behaviour, its Code of Conduct and the scope of its complaint system.

A second investigation training was conducted for DCA staff in country offices and Head Office on how to conduct an investigation on fraud and sexual exploitation, abuse and harassment. The training was conducted remotely by a consultancy firm and 22 DCA employees completed the course.

The Accountability and Complaints Advisor travelled to CAR to deliver training on DCA's accountability framework, DCA's Code of Conduct and sexual exploitation, abuse and harassment for DCA and partner staff. The Advisor also delivered online training to DCA and partner staff in South Sudan and Uganda.

In June 2024, the Accountability and Complaints Advisor participated in the 21st International Anti-Corruption Conference in Vilnius. The conference brought together experts from different fields to highlight the global impact of corruption and how to work together to fight it. The theme for this year's conference was 'Confronting Global Threats: Standing Up for Integrity'. It was an opportunity for networking, learning and exploring DCA strategies to prevent and respond to corruption cases.

9. Responding to the CHS Audit and Other External Reviews and Audits

DCA underwent the Core Humanitarian Standard Re-Certification Audit (CHS Audit) in 2024. The audit included one on-site visit to Nepal and remote assessments of CAR, Ethiopia and Iraq. The certification was successfully renewed, and no major non-conformities were found. The auditors recognised DCA's efforts to address the previous corrective action requests and observations.

However, observations were made and the two corrective action requests from the previous CHS Audit related to the complaints system remained open for improvement. Actions to address these corrective action requests and observations will be developed and followed up in 2025.

DCA plans to strengthen partner communication with communities by enhancing monitoring

systems, with Monitoring, Evaluation, Accountability and Learning (MEAL) officers assessing awareness and satisfaction. Accountability and Complaints Focal Points will support partners by identifying communication challenges, providing training, updating materials and ensuring corrective actions are taken. Country offices will integrate these efforts into their Accountability Improvement Plans, monitoring partner engagement and ensuring DCA's values and staff behaviours are well communicated. For DCA-implemented projects, staff expectations and complaints mechanisms will be introduced at project kick-off workshops and with MEAL visits ensuring effective communication throughout implementation.

10. Sectoral and Cross-Sectoral Networks

DCA is a member of networks and communities of practice that allow the organisation to continually learn from and contribute to collective efforts to improve and innovate our way of working and responding to contextual challenges.

CHS Alliance

DCA is a member of the CHS Alliance, a global network that promotes accountability, quality and safeguarding in humanitarian action through the CHS (Core Humanitarian Standard). In 2024, one of the Alliance's focuses was the updated CHS, launched in March 2024. The update better reflects the evolving needs of crisis-affected communities and the humanitarian sector. Being CHS certified means that DCA must meet the nine commitments set out in the updated 2024 edition of the CHS.

Fight Against Facilitation Payment Initiative (FAFPI)

Throughout 2024, DCA continued to participate in Fight Against Facilitation Payment Initiative (FAFPI), a group of diverse private and humanitarian organisations joining forces to fight facilitation payments. The group collects data on facilitation payments and runs initiatives to sensitise staff and stakeholders on this specific form of corruption.

In 2024, FAFPI launched a pilot project to collect and analyse data on facilitation payments through a survey in identified countries. DCA decided to conduct the survey in DR Congo and, accordingly, conducted a context analysis with the country office and prepared the survey. The survey and staff sensitisation session will be conducted in 2025. In 2024, FAFPI launched a new portal where facilitation payments can be reported by all the member organisations, including DCA.

ACT Safeguarding Community of Practice

In 2023, DCA's Accountability and Complaints Advisor joined the ACT Alliance Safeguarding Community of Practice. The community of practice offers a valuable space for peer learning, collaboration and shared expertise on safeguarding challenges, especially on preventing sexual exploitation, abuse and harassment. Through this platform, DCA accessed practical tools, policy guidance and case studies that inform and improve DCA safeguarding practices. The community of practice offers also opportunities to share

courses using the internal learning platform (FABO).

CHS Focal Points Working Group

In 2023, a group of CHS certified Danish NGOs funded by the Danish Ministry of Foreign Affairs decided to create a network to exchange experiences on the CHS requirements and donors' due diligence. Currently, five organisations are members of the group.

In 2024, the focus was to initiate a discussion with the Ministry of Foreign Affairs on using the CHS certification as a passport to reduce the Ministry's due diligence. The Ministry showed interest and committed to continuing the discussion in 2025.

11. Planned Focus Areas for 2025

Below activities are planned to be implemented in 2025. Follow-up on each of the focus areas, will be reported in next year's report.

- The DCA complaints handling guidelines will be updated, with key changes including alignment with CHS Alliance guidelines on managing complaints and the DCA complaints tracker categories that are in use.
- The terms of reference for Complaints and Accountability Focal Points will be revised based on inputs provided by the focal points.
- Country visits to DR Congo, Iraq, Mali and Syria will be conducted to address country offices' requests for support.
- The new portal features for complaints and whistleblower cases will be assessed and improved as necessary. Coordination of the complaints and whistleblower systems will continue to be strengthened, enhancing synergies between the two systems.
- To strengthen DCA's capacity to respond to survivors' needs, the Survivor Assistance Guidance and Survivors' Fund Procedure Manual will be finalised and launched in the organisation.
 - The Survivor Assistance Guidance will outline preparatory steps to be taken at the country-office level to ensure support for survivors of sexual exploitation and abuse.
 - DCA will establish a fund dedicated to meeting survivors' needs, and the Survivors' Fund Procedure Manual will describe the circumstances under which funds can be activated and which services can be covered.
- A dedicated course on safe referral of survivors will be designed and implemented in two versions: training of trainers and training for staff.
- A refresher training on sexual exploitation, abuse and harassment and fraud investigations will be organised and offered to DCA trained investigators.
- The anti-corruption mandatory training will be updated based on the updated Anti-Corruption Policy and to meet the highest international standards and align with the

new features of the internal learning system (FABO).

- The online courses on DCA complaints and whistleblower systems and on preventing sexual exploitation, abuse and harassment will be translated into French and Arabic.
- The completion rate of the mandatory courses will be monitored to ensure all DCA employees complete them.
- The Introduction to the Core Humanitarian Standard on Quality and Accountability 2024 training, developed by CHS Alliance, will be made available on the learning platform, as an advanced version to replace the outdated version.
- Regarding the fight against facilitation payments, a survey will be conducted in DR Congo, coupled with dedicated training to raise awareness of this specific type of corruption and encourage staff of DCA and partners to report it.
- Throughout 2025, CHS recommendations will be addressed through initiatives with country offices and partners. These include reflecting on actions taken to respond to corrective actions requests and observations in the country offices' Accountability Improvement Plans.

These planned activities reflect DCA's ongoing commitment to strengthening accountability, ensuring safe and accessible complaint mechanisms and upholding the rights and dignity of the communities we serve.

ⁱ 1. Corruption indexes: Corruption Perceptions Index, World Governance Indicators (World Bank) and Global Corruption Barometer (Transparency International).

2. Indexes related to sexual exploitation, abuse and harassment (limited data): There is no single global index, but some organisations track related data: UN Conduct and Discipline Reports, Aid Worker Security Database, OECD and Inter-Agency Standing Committee reports on protection from sexual exploitation and abuse.

ⁱⁱ [Corruption Perceptions Index 2024 - Transparency.org](https://www.transparency.org/en/cpi)