

Diakonia Complaints and Incidents Report

January – December 2020



Diakonia's Complaints and Incident Response Mechanism (CIRM)

Diakonia is committed to providing high quality development, humanitarian and advocacy programs. Being transparent and accountable to rights holders, local communities, partner organizations and other stakeholders is core to Diakonia in all our work. This commitment is reflected by the decision of the Core Humanitarian Standard Alliance (CHS) to certify Diakonia in 2020, where it was determined that Diakonia has qualitative processes within its work with accountability, quality and transparency. The certification process did however determine that Diakonia's work with CIRM could be improved in terms of systematically ensuring that partners inform rights holders about expected staff behaviour in a project, assuring the access of rights holders to CIRM systems and ensuring a culture of welcoming complaints in all parts of the organization. The CHS certification covers the period between 2020 and 2024.

As part of an on-going process to improve accountability and programs, Diakonia has set up a CIRM mechanism to make it possible for everyone to raise complaints and give feedback on our work, as well as the work the partner organizations do. The system also enables Diakonia staff to report incidents. Diakonia's CIRM policy, updated in 2020 and adopted by the Board of Directors, guides how the mechanism is applied and implemented in the organization.

Partners, rights holders, staff members, donors and other concerned people are encouraged to raise comments, complaints, feedback or incidents regarding anything related to Diakonia's operations and staff behaviour. Reporting can be done in various ways, for instance directly to a staff member or via a whistleblowing system on Diakonia's web site that makes it possible to report anonymously if someone so wishes. Senior Management Team at Diakonia's Head Office are regularly informed and updated on all ongoing cases in Diakonia and they take part in decision making regarding each case.

Annual report

Since 2013, Diakonia publishes an annual report of the complaints and incidents handled. The report for 2020 is the 8th Annual CIRM Report since the start. The information focuses on learnings from the cases but leaves out sensitive information to preserve confidentiality. The lessons learned from complaints or incidents help Diakonia to make changes and improve operations. Diakonia is pleased that the system works and contributes to improve Diakonia. This report contains information that belong to the category of incidents or complaints that require investigations according to Diakonia's CIRM Policy.

There has been an increase in the number of reported cases since the system was put in place 2013. During the first couple of years there were not so many cases reported. In 2017 5 partner related cases and 9 staff related cases were reported, in 2018 23 partner related cases and 14 staff related cases were reported, in 2019 31 partner related cases and 12 staff related cases were reported. This shows that the system has gained trust among staff members and other stakeholders. Diakonia has also gained experience and knowledge in detecting signs of corruption and to act on them. Diakonia's Senior Management has during this time encouraged staff to report suspicions of corruption and possible breaches of the organization's Code of Conduct, and management has also followed up and taken decision on all reported cases. This has also increase trust in the system that reported cases will be investigated and dealt with, which has help spreading the message of zero tolerance on

corruption in the organization. As an example, of the 98 partner related incidents during the period 2017 – 2020 30 cases have led to Diakonia finalizing the cooperation with a partner due to corruption. During the same period 3 staff members were dismissed due to breaches of the Code of Conduct.

During 2020 the reported cases remained on a high level. Diakonia received a total of 30 new cases, carried a balance of 3 cases from 2018, and 13 cases from 2019, totalling 46 cases out of which 34 were finalized during 2020. At the end of the year, 12 cases were under investigation and have been brought forward to the 2021 for finalizing. Of the total 46 cases, the majority were partner related incidents (36), and the rest were staff related (10 cases).

Staff related incidents involve violation of Diakonia's Code of Conduct, security issues or working environment issues. 3 cases were brought forward from 2019, and 7 new staff related cases were reported. Out of the 10 cases, 7 were finalized and 3 cases were still under investigation at the end of December. In 5 cases, disciplinary measures were issued, and 2 cases were acquitted. No staff member was dismissed during 2020 for breaking the Code of Conduct during 2020.

The finalized partner related cases (27 cases out of 36) are described below in the matrixes. The report shows that Diakonia has ended 18 partnerships due to incidents. 9 partnerships continued since the incidents were concluded to be minor, leading to Diakonia and the partner organization agreeing upon an action plan to prevent a recurring situation. 9 partner related cases remained under investigation at the end of 2020 and will be reported in the CIRM Report for 2021.

Learnings from the partner related cases are incorporated in Diakonias institutional learnings, and here follows a short analysis regarding learnings from 2020:

- Regarding financial reporting and follow up, several cases show that Diakonia need to monitor more closely how partner organizations follow the requirements in Diakonia's agreements but also how they implement their own organization's financial control mechanisms. Several incidents conclude that the annual audits seldom detect signs of corruption or other irregularities. They are however still important as complement to Diakonia's own monitoring.
- Conclusions from finalized cases also signal that Diakonia shall continue to train staff members and encourage partners to train their staff members in the Code of Conduct, to be aware of it and follow its ethical guidelines. Diakonia also needs to continue training regarding the CIRM system in the offices and urge partners to set up their own response mechanisms. This was also signalled as a short coming by the Core Humanitarian Standard (CHS) in their report for Diakonia's certification as a core humanitarian actor. Diakonia need to make partners aware of the requirement to inform Diakonia about complaints and incidents received by them. Diakonia has included these learnings about Code of Conduct and CIRM system in our contractual agreements with partner organizations from 2021. Follow up of these commitments will take place within Diakonia's accountability work.

- Diakonia received several incidents concerning PSHEA¹. Diakonia has guidelines regarding safeguarding and handling of abuse cases, especially those concerning children. Additionally, in December 2020, the Board of Directors approved a PSHEA policy for Diakonia. The learnings from the incidents also underlined the need to build internal capacity regarding safeguarding within Diakonia and within partner organizations, and to build networks with organizations that are experts in handling such cases. This is also confirmed by Core Humanitarian Standards (CHS) when assessing Diakonia’s strengths and weaknesses for the CHS Certification during Spring of 2020. Diakonia has since approved a policy for Prevention of Sexual Harassment, Exploitation and Abuse (PSHEA).
- The incident reports also include incidents relating to partners’ procurement. Diakonia therefore needs to continue capacity building in procurement procedures and monitoring of partners’ procurements. During 2020 revised Procurement Guidelines were approved and a plan for capacity building of staff members is included in the role out of these guidelines.
- Another conclusion is that many of Diakonia’s partner organizations are grass-roots organizations or smaller activist groups that sometimes lack necessary administrative knowledge and capacity. A part of Diakonia’s program is dedicated to the support and capacity building of a vibrant civil society in the countries where operations are carried out. Different thematic issues, including administrative and financial routines, are included. There are high demands in international cooperation regarding financial accountability. Smaller organizations might not meet all requirements, even though they do a very good job in their local communities with their rights holders. Civil society is needed to ensure development and democratic participation, but civil society also needs to be accountable. Diakonia staff members signal that this has become a dilemma; partner organizations deliver programmatic goals, but sometimes can’t meet administrative demands. A partner organization that cannot deliver reporting on time may indicate internal administrative weakness as can be seen in some the cases reported. Hands on training programs with a holistic approach, involving not only financial staff but also the organizations leaderships, programmatic staff and the board members are example of Diakonia’s support to a strong, transparent and accountable civil society.

Complaints and incident finalized during the year 2020

(Each case is presented with the year of reporting in the file no, and the year when it was finalized.)

File no:	CN 1: 2018	Year:	2020
Content of the complaint:			
Diakonia was informed by a whistle-blower regarding an ongoing conflict and suspected mismanagement inside a partner organization.			
What we did:			
Diakonia, together with other donors for the organization, contacted the partner regarding the allegations. An auditor was contracted to perform an audit. The audit report showed ineligible costs and detected weaknesses in the administration of the organization. The internal conflict inhibited the partner organization to continue its work. Diakonia received a repayment of questionable amounts detected in the audit from the partner. The partnership was finalized. Diakonia informed the back-donor.			

¹ PSHEA – Protection and Prevention from Sexual Harassment, Exploitation and Abuse

Lessons learned:
The crisis that affected the organization was difficult to handle since it had been going on for some time and had deteriorated the situation in such a manner that it seriously affected the organizations operations. The donor coordination unfortunately failed to help resolve the conflict. Special skills and keeping agreed action plans are necessary to achieve a positive solution. This was not achieved in this case.

File no:	CN 2: 2018	Year:	2020
Content of the complaint:			
A whistle-blower informed Diakonia about possible irregularities related to media production, workshops and documented expenses in a partner organization.			
What we did:			
Diakonia launched an investigation that concluded that irregularities had taken place. It was decided to contract a special audit to revise finances for the contract period. The report was shared with the partner organization and showed a number of shortcomings. The partner repaid the questionable amounts. Diakonia decided to finalize the partnership and informed the back-donor.			
Lessons learned:			
The organization had been a partner of Diakonia for several years. Monitoring and assessments of annual reporting and audits had taken place without any observations of irregularities. The existing complaints and incident mechanism on country level made it possible for the whistle-blower to contact Diakonia and report what was going on.			

File no:	CN 3: 2018	Year:	2020
Content of the complaint:			
During the monitoring of a partner organization Diakonia came across possible irregularities. There were signs that supporting documents had been altered or forged. Diakonia also found that the organization's director had received a salary raise without prior approval of the organization's Board of Directors.			
What we did:			
Diakonia conducted meetings with the management of the organization to get explanations about the findings. These talks led to the withholding of further funding to the partner. Diakonia contracted an external consultant (auditor) to perform an investigation. The report showed that irregularities had taken place. Diakonia requested the partner to repay the questionable amounts. Diakonia has finalized the partnership and informed the back-donor regarding the case.			
Lessons learned:			
Diakonia needs to continue doing financial reviews as part of monitoring of partner organizations on a regular basis. This praxis helps to detect tendencies of mismanagement at an early stage and can help prevent irregularities.			

File no:	CN 4: 2019	Year:	2020
Content of the complaint:			
A partner organization submitted an inconsistent annual report which showed discrepancies that raised suspicions. The partner had used the project budget for other costs than those stipulated in the contract. This had not been discovered by the partners auditor.			
What we did:			
Diakonia contracted an auditor to help the partner present a financial report that could be audited and approved by Diakonia. This showed to be impossible. The partner organizations had changed staff and had also lost donors. After a long series of meetings and communications with the partner it became evident that the partner was not able to repay ineligible costs, nor continue with their work. Diakonia finalized the cooperation. The back-donor was informed, and repayment has been made of the funds that had not been used according to agreement.			
Lessons learned:			
It is important to have an ongoing dialogue with the partners, and regularly perform financial reviews to make sure weaknesses or other problems are spotted as soon as possible. It is also important to make sure that partners change audit firms every couple of years to secure good quality audits.			

File no:	CN 5: 2019	Year:	2020
Content of the complaint:			
Diakonia was informed by a back-donor regarding possible financial irregularities going on in a partner organization due to an undeclared conflict of interest between a Diakonia employee and the partner organization.			
What we did:			
A forensic audit was conducted by an audit firm and concluded that documentation was for some expenditures. Parallel to this the annual audit took place by another auditor. That audit report did not show any undocumented expenditures. The findings were reviewed by Diakonia that demanded explanations from the partner. The situation of a possible conflict of interest was not substantiated. Diakonia found the explanations regarding the undocumented expenditures satisfactory and came to an agreement with the partner who repaid the questionable amount to Diakonia. The partnership is ongoing. Diakonia has informed the back-donor of the outcome.			
Lessons learned:			
The lessons learned were the following: Diakonia's Code of Conduct stipulates that all employees shall report immediately to their line director if situations of possible conflicts of interest may arise and, in this way, all suspicions of conflicts of interests can be avoided. Performing financial reviews from time to time at the partner organization is helpful to detect errors in book-keeping or other routines.			

File no:	CN 6: 2019	Year:	2020
Content of the complaint:			
Diakonia received information from an audit firm that a partner's staff member had deliberately altered a participant list for a workshop.			
What we did:			
Diakonia held a meeting with the organization's leadership who agreed to act against the staff member and also make necessary adjustments in internal control systems. The partner organization did not fulfill its commitments. Diakonia decided to finalize cooperation with the partner and the partner repaid funding. Diakonia has informed the donor and reimbursed them.			
Lessons learned:			
Diakonia's follow-up and monitoring of partners also need to include workshops and other events. It is important to have good communications with partners' auditors, both as a source of information but also to strengthen anti-corruption work within the organizations.			

File no:	CN 7: 2019	Year:	2020
Content of the complaint:			
Diakonia visited a partner organization for a financial follow up to verify that the partner was following their internal rules and controls according to the conditions in the agreement with Diakonia. The follow up indicated that irregularities regarding procurement and applications of approved budget had taken place.			
What we did:			
Diakonia started an investigation and found that a contract in a procurement process had been awarded to an employee. The partner organization agreed on an action plan to repay funding to Diakonia, apply disciplinary actions for the employees that had been involved in the procurement and strengthen internal controls. The partner however did not follow the action plan and Diakonia decided to finalize the cooperation. The back-donor has been informed.			
Lessons learned:			
To perform financial reviews of the partner organizations on a regular basis is needed. Another learning in this case is that the Board of Directors of a partner organization must follow up and ensure that internal control systems are in place and working in the organization.			

File no:	CN 8 2019	Year:	2020
Content of the complaint:			
During a financial review of a partner organization, Diakonia noted signs of possible breaches of administrative and financial procedures regarding procurement committed by the organization's manager. Diakonia also found that funding had been used for activities not included in the agreed budget.			
What we did:			
Based on the findings in the financial review, Diakonia held meetings with the organization on several occasions to discuss the facts and get explanations. The governing body of the organization engaged in an action plan to correct the administrative weaknesses. They consulted legal advice and took legal measures against the manager and fired the responsible person. A repayment plan was presented to Diakonia. Diakonia approved the action plan, and the partnership continues. The back-donor has been informed.			
Lessons learned:			
Capacity building of partners on administrative rules and controls is an important part of Diakonia's program. This needs to be accompanied by financial reviews of the partner organization, and weaknesses needs to be discussed and addressed together with the partner organizations.			

File no:	CN 9 2019	Year:	2020
Content of the complaint:			
During a financial review of the partner organization, Diakonia found that the director of the organization had committed fraud.			
What we did:			
Based on the results of the financial review, Diakonia presented the findings to the organization. The Board contacted their lawyer and took legal actions against the director and also terminated the employment. The Board also elaborated an action plan, including repayment of the embezzled funds, and presented it to Diakonia. However, the partner was not able to fulfil its commitments. Diakonia has, after a long dialogue with the partner organization, finalized the cooperation. The back-donor has also been informed.			
Lessons learned:			
The governing bodies of partner organizations have to be involved in and take responsibility for how operations are carried out, as well as ensure that routines and control mechanisms are applied in the organizations they are set to govern. The risk of corruption is very high when internal control mechanisms are not followed.			

File no:	CN 10 2019	Year:	2020
Content of the complaint:			
In a financial review of a partner, Diakonia found that the organization's Board of Directors contracted services from a member of the Board without any prior procurement process. This is a breach of the conditions in the partner agreement with Diakonia where it is stated that Diakonia's procurement guidelines must be followed.			
What we did:			
Diakonia informed the partner organization of this contractual breach. The Board of Directors accepted their error and agreed to reimburse Diakonia. An action plan was agreed, and the partner organization has been implementing changes to ensure that internal controls have been updated. The partnership continues. The back-donor has been informed.			
Lessons learned:			
Financial reviews of partner organizations are an additional tool of Diakonia's monitoring of partners that helps finding weaknesses in partner organizations at an early stage. In this case, the partner updated its internal administrative rules and control mechanisms, as well as set up a plan for implementing it to avoid similar situations in the future.			

File no:	CN 11 2020	Year:	2020
Content of the complaint:			
A partner organization submitted an annual reporting in which the auditor had presented a disclaimer opinion and made several observations regarding how the partner applied legal requirements regarding administration of their staff.			
What we did:			
Diakonia engaged in a dialogue with the partner and an action plan was agreed. Later, Diakonia contracted an external auditor who investigated how the organization's plan to address the observations made in the annual audit had been implemented. The consultant's report confirmed that the plan had been implemented and actions were taken to address all the observations presented in the 2019 audit. Diakonia continues the partnership, and the back-donor has been informed.			
Lessons learned:			
This partner is a small civil society organization and has still to strengthen administrative routines. When Diakonia takes on partners with limited administrative capacity, it also involves building capacity within the partner.			

File no:	CN 12 2020	Year:	2020
Content of the complaint:			
A partner organization submitted their annual report with a qualified opinion from the auditor. In the audit report, the auditor made several observations regarding weaknesses in the administration of the organization.			
What we did:			
Diakonia contacted the partner, and an action plan was agreed. Diakonia decided to contract an external auditor to follow up how the partner organization had applied and implemented the plan to overcome the observations made in the annual audit. The report showed that partner had achieved progress and had taken action to address the observations. Based on the report, Diakonia decided to continue the partnership and informed the back-donor.			
Lessons learned:			
Dialogue and close monitoring are essential parts of Diakonias partnership with civil society organizations that have less administrative skills and experiences compared to larger organizations.			

File no:	CN 13 2020	Year:	2020
Content of the complaint:			
A partner organization submitted their annual report to Diakonia with a qualified opinion from the auditor. The auditor had made observations regarding weak internal administrative practices and that partner organization had applied incorrectly legal regulations regarding employment administration.			
What we did:			
After having negotiated an action plan with the partner, Diakonia contracted an external auditor to follow up on how the partner had addressed the auditor's observations. After visits to and meetings with the organization, the auditor could report that the partners had implemented the plan to strengthen their internal administration, which also included routines to follow legal obligations related to administration of employees. The partnership continues, and the back-donor has been informed.			
Lessons learned:			
When Diakonia takes on partnership with organizations that have weaknesses in their internal administrations, close accompaniment of the partner is essential, and shall be accompanied by capacity building of the partner to ensure a transparent administration.			

File no:	CN 14 2020	Year:	2020
Content of the complaint:			
The partner organization submitted their annual report to Diakonia. The annual audit report was qualified, and the auditor had found shortcomings in the organization, for instance in routines applied concerning its' employment administration.			
What we did:			
Diakonia engaged in a dialogue with the partner, and an action plan was agreed on how the partner should address the auditor's observations. Diakonia also contracted an external investigator to follow up on the implementation of the plan. It was found that the partner had implemented the majority of the actions to be taken, and the few remaining were under way. Diakonia decided to continue the partnership but will also do check-ups to make sure all steps in the action plan will be implemented. Diakonia has informed the back-donor.			
Lessons learned:			
When receiving a qualified audit certificate from a partner organization, Diakonia needs to follow up that the partner organization takes actions and implement routines and procedures to correct their shortcomings and make sure good and sound administration routines are applied.			

File no:	CN 15 2020	Year:	2020
Content of the complaint:			
The partner organization submitted its annual reporting to Diakonia with a qualified audit report based on the auditor's observation of the partners inability to verify fixed assets. In the management letter, the auditor also commented that the partner had shortcomings in meeting demands regarding the administration of staff.			
What we did:			
Diakonia contacted the partner, and an action plan regarding how to come to terms with the shortcomings was agreed. Diakonia then monitored the plan and found that most recommendations had been implemented, and the rest were under way to be fulfilled. Based on the findings, a decision was taken to continue the partnership, and the back-donor was informed about this. Diakonia will follow up that all recommendations in the action plan will be fully implemented.			
Lessons learned:			
In this case, the management letter contained observations that also required immediate actions by the partner. Diakonia acknowledge the importance to also assess the management letters issued by auditors when checking the partner organizations submitted audits.			

File no:	CN 16 2020	Year:	2020
Content of the complaint:			
During a financial review of a partner, Diakonia found irregularities in the organization. It was confirmed by Diakonia that falsification of documents, unaccountability and lack of financial control had taken place.			
What we did:			
Diakonia carried out a detailed expenditure verification investigation of the partners accountability. Interviews with the partner organizations staff took place, and these revealed that there were shortcomings in administrative routines which resulted in the organization's own policies for financial administration and control not being applied. Diakonia engaged in a capacity enhancement of the partner in the hope of helping it to come to terms with its shortcomings. However, in the end, the partner failed to demonstrate due diligence and Diakonia decided to discontinue the partnership. A phase out plan has been set in place to help the partner finalize its governance tools and undertake a process to ensure settlement of the organization's grant expenses. Diakonia has informed the back-donor.			
Lessons learned:			
Partner organizations that have shown weaknesses in their administration in the assessments prior to signing agreements with Diakonia need timely, regular and rigorous monitoring and accompaniment. In such circumstances, it is also necessary that the organization's leadership understand and participate in finance and risk management and control, and not only in programmatic issues. Organizations must put in place measures to prevent irresponsible financial practices and Diakonia must always monitor this.			

File no:	CN 17 2020	Year:	2020
Content of the complaint:			
Diakonia received information from a whistle-blower accusing a partner organization of not following local labor law; mainly salaries and compensation that was owed to the whistle-blower in the end of service benefits. The management of the organization was also accused of harassment of the staff members.			
What we did:			
Diakonia made an internal review of the supporting financial documents which proved that the financial claims were unfounded. An independent consultant was also contracted to access the other accusations. The report concluded that these accusations also were unfounded. Meanwhile, Diakonia was informed that the whistle-blower also had taken the matter to court, which led to an immediate suspension of Diakonia's investigation. The CIRM policy states that Diakonia cannot continue an investigation when the complaint or incident has become a matter for legal authorities. The partnership continues, and the back-donor was informed about the case.			
Lessons learned:			
Before starting an investigation, Diakonia must try to find out if the complaint or incident is part of a court case since the matter in such case cannot be investigated to avoid interfering with the court case.			

File no:	CN 18 2020	Year:	2020
Content of the complaint:			
A financial review of a partner organization was performed by Diakonia. Findings revealed that the organizations internal financial regulations and control mechanisms was not properly implemented and that irregularities had taken place.			
What we did:			
Diakonia and the partner organization discussed the findings. The partner organization terminated the employment of the responsible officer and informed legal authorities. Several other staff members received formal warnings. Diakonia and the partner agreed on an action plan. The plan was implemented to secure financial regulations and control mechanisms in the organization. Diakonia monitored the implementation. The partnership has continued and Diakonia has informed the back-donor about the case.			
Lessons learned:			
The partner in this case is an organization that has several offices geographically dispersed in the country. This makes it difficult for the partner to monitor its operations. Diakonia must engage in preventing irregularities by ensuring that large partners have sound systems and tools for their internal control.			

File no:	CN 19 2020	Year:	2020
Content of the complaint:			
An anonymous whistle-blower approached Diakonia and several other donor organizations of a partner organization with allegations against the partner. The complaint concerned accusations of sexual harassment, abuse of power, mismanagement of funding and falsifying of receipts.			
What we did:			
An investigation was launched by the organizations that had been contacted by the whistle-blower. The report concluded that the accusations by the whistle-blower were unfounded. It was also concluded as a preventive measure that the partner organization should review and revise its Financial management and systems/routines, and also other important steering documents concerning i.e. Code of Conduct. They were also advised to train their staff members on safeguarding issues and make sure all of them understands how they are expected to behave as organizational representatives. Diakonia decided to continue the partnership and has informed back-donor about the case.			
Lessons learned:			
Even though this complaint was malicious, and the partner acquitted, it provided an opportunity for the donors to work together with the partner which lead to a plan for capacity building and strengthening of the partner organization and its work on safeguarding.			

File no:	CN 20 2020	Year:	2020
Content of the complaint:			
Diakonia was approached by a partner who informed on a case of abuse of children. The culprit was not employed by the partner but had participated in a capacity building workshop led by the partner in a sister organization. The partner organization reported that in this case no reporting mechanism was in place, so it took a long time for the involved organization to become aware of the problem and take actions.			
What we did:			
Diakonia and the partner did not conduct any investigation since the case did not concern a Diakonia partner organization and the case was already reported to legal authorities. Diakonia however saw the need to improve knowledge on how to handle cases like these, and to disseminate Diakonia's Child Safeguarding policy among partners. The partnership is ongoing.			
Lessons learned:			
The case shows the importance of having clear mechanisms and systems for reporting of incidents like this in place in the projects so people can make organizations aware of incidents. It is also necessary for Diakonia to build networks with organizations that are experts on handling cases related to exploitation and abuse of children. It is therefore relevant to improve Diakonia's own guidelines regarding safeguarding and handling of such incidents in the CIRM mechanism, especially those concerning children.			

File no:	CN 21 2020	Year:	2020
Content of the complaint:			
A partner organization wanted to use photos of rights holders in a report. Before publishing the report, they got written consent from all persons whose pictures were published. Later, both the partner and Diakonia were taken to court for personal damages by one of the persons.			
What we did:			
Diakonia was not aware of the publishing and enquired the partner regarding what was going on. The partner stated that the written consent of the accusing person had gone missing. Diakonia contacted a lawyer. The court later ruled that Diakonia was wrongly accused and Diakonia was acquitted. Diakonia has discontinued the partnership. The back-donor has been informed.			
Lessons learned:			
In this case, Diakonia could present documentation stating that Diakonia was not responsible for the publication of the report. Seeking legal support in this case was also a determining factor for the outcome.			

File no:	CN 22 2020	Year:	2020
Content of the complaint:			
The management of a partner organization approached Diakonia to inform about an attempt of fraud in their organization.			
What we did:			
The partner organization informed Diakonia that stolen money involved in the case had been returned, that the organization had taken internal actions to make sure to avoid similar situation occurring and that the culprit had been dismissed and handed over to legal authorities. Diakonia decided not to interfere in the investigation, but to follow up the results of the actions of the partner. The partnership continues.			
Lessons learned:			
Diakonia's reporting system of deviations, CIRM, worked well in this case as it made possible for the partner organization to come forward to report the case to Diakonia. Diakonia and partners must work to improve and strengthen control mechanisms inside the organizations to prevent fraud.			

File no:	CN 23-24 2020	Year:	2020
Content of the complaint:			
A partner organization failed to submit annual reporting on time. This partner had two projects with Diakonia during 2020 that suffered the same problem.			
What we did:			
Diakonia contacted the partner organization to enquire as to why the due reporting had not been submitted in time. The partner organization explained that a series of events had taken place that caused delays in the reporting process. The organization had to present and get approval from the general assembly of the annual report before submitting it to Diakonia. Due to the COVID-19 situation in the country, the assembly was also delayed. Diakonia could assess and approve the reporting when it finally arrived. The partnership is ongoing. Diakonia has informed the back-donor.			
Lessons learned:			
In this case, the lessons learned shows the commitment of partners to deliver results, and in this case comply with an agreement, despite a lot of challenges.			

File no:	CN 25-26 2020	Year:	2020
Content of the complaint:			
A partner organization failed to submit the annual report to Diakonia on time. This partner had two projects with Diakonia during 2020 that suffered the same problem.			
What we did:			
Diakonia made enquiries as to why the reporting was not submitted as agreed in the contract with Diakonia. A problem had arisen between the partner and the auditor. After an intervention by Diakonia, the annual audit was submitted, and the annual reporting could be approved by Diakonia. The partnership continues and the back-donor has been informed about the case.			
Lessons learned:			
Diakonia needs to be aware of, and make sure, that communication between the partner and the auditor appointed by Diakonia is functioning well. Diakonia needs to be prepared to step in to make sure the task can be fulfilled.			

File no:	CN 27 2020	Year:	2020
Content of the complaint:			
A partner organization did not submit annual reporting on time according to the agreement with Diakonia.			
What we did:			
Diakonia contacted the partner organization and was informed that due to the COVID-19 pandemic, the partner was late with the report. When Diakonia finally received the report, it was assessed and then approved. The partnership is ongoing. Diakonia had to inform back-donor regarding the delay according to the agreement with the donor.			
Lessons learned:			
It is important to have good communications between partner organizations and Diakonia to ensure information flow in situations where both parts may have difficulties in deliver on deadlines.			