

Takaful Alsham Charity Organisation

Initial Audit – Summary Report IA- 2020/06/15

1. General information

1.1 Organisation

Type	Mandates	Verified	
<input checked="" type="checkbox"/> National <input type="checkbox"/> Membership/Network <input type="checkbox"/> Direct Assistance <input checked="" type="checkbox"/> International <input type="checkbox"/> Federated <input type="checkbox"/> With partners	<input checked="" type="checkbox"/> Humanitarian <input type="checkbox"/> Development <input type="checkbox"/> Advocacy	<input checked="" type="checkbox"/> Humanitarian <input type="checkbox"/> Development <input type="checkbox"/> Advocacy	
Head office location	Gaziantep, Turkey		
Total number of country programmes	2 countries and 22 projects in 45 locations	Total number of staff	2,409

1.2 Audit team

Lead auditor	Catherine Blunt
Second auditor	Andrea Bollini
Third auditor	
Observer	
Expert	
Other (interpreter/note taker/observer)	Mahmoud El-Sissi (interpreter– first 3 days)

1.3 Scheme/Type of audit

Audit Stage	CHS Verification Scheme			
	Certification	Independent Verification	Benchmarking	Other
Initial audit (IA)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
First maintenance audit (MA1)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mid-term audit (MTA)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Second maintenance audit (MA2)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recertification audit (RA)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Extraordinary audit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Short notice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.4 Sampling*

Randomly sampled country and project sites	Included in final sample (Yes/No)	Replaced by	Rationale / Comments <i>(If random sample not included explain why and give rationale for selected country programme)</i>	Onsite visit / remote assessment
Hatay, Turkey - Protection	Yes		Takaful operates only two projects in Turkey and the remainder in Syria. The	Planned to be onsite. COVID-19

			plan was to visit both Turkish projects to conduct face to face discussions with communities and staff. However, COVID-19 prevented travel to the area a week prior to the audit.	meant a remote assessment had to be conducted.
Gaziantep, Turkey	Yes		As above	As above
Harim, Idlib, Syria - NFI	No	Idlib, Syria – Food Security and Livelihoods (FSL)	The NFI project was replaced with FSL as it is the largest project implemented by Takaful (others in the sample are small). This type of project also represents the range of activities undertaken by Takaful.	Planned to be a combination of face to face interviews with Syrian staff who had permits to cross the border into Turkey, and remote community interviews. As per above, all FSL projects were assessed remotely.
Harim, Idlib, Syria - WASH	Yes	Aleppo, Syria – Education	The WASH project was replaced by the Education project as Education is a large component of Takaful Projects and this one is delivered via partners. Other partner projects had not started or face to face interviews with staff in Turkey were not possible. The project concluded in 2019.	Planned to be a combination of face to face interviews with staff and remote community interviews. As per above, all were conducted remotely. This was an additional project (see below) and hence minimum documentation was requested.

Other sampling performed for this audit:

Most Takaful projects are in Syria and cannot be visited by auditors. The original HQAI sampling rate for this audit was three project sites. As the auditors wanted to speak in person to staff and communities two of the selected sites were based in Turkey. The auditors included an additional project site (in Syria) to better reflect the organisation's geographic spread. Future audits will need to have a more representative sample and consist of projects based exclusively in Syria. Unless the situation in Syria changes, these will need to be conducted remotely as the northern border with Turkey is closed currently and has been for some time. However, some Takaful staff can cross the border and these interviews could be conducted in person, in Turkey.

As no face to face interviews with communities or staff was conducted for this initial audit, an on-site visit is recommended for the Maintenance Audit in 2021.

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

2. Activities undertaken by the audit team

2.1 Locations Assessed

Locations (e.g. Country offices, projects etc.)	Dates	Onsite or remote
Head Office, Gaziantep, Turkey	30/03 - 01/04/2020	All assessed remotely due to Covid-19 travel restrictions
Takaful Idlib, Syria	02/04/2020	
Takaful Gaziantep, Turkey	03 - 04/04/2020	
Takaful Antakya, Turkey	06 - 07/04/2020	
Violet (partner), Antakya, Turkey	08/04/2020	
Violet (teachers, students), Idlib, Syria	08/04/2020	
Takaful Idlib, Syria	09/04/2020	

2.2 Interviews

Position / level of interviewees	Number of interviewees	Onsite or remote	
Head Office			
Management	14	All assessed remotely due to Covid-19 travel restrictions	
Staff	14		
Country Programme(s)			
Management	1		
Staff	2		
Partner staff	4		
Others (specify)	1		
Total number of interviewees	33		

2.3 Consultations with communities

Type of individual interviews	Number of participants	
	Female	Male
FSL – food distribution recipients - Syria	4	4
Protection – adolescents - Turkey	3	4
Protection – vocational skills participants - Turkey	4	2
Education –teachers, students - Violet - Syria	3	3
Total number of participants	14	13

2.4 Opening meeting

Date	2020/03/30
Location	Gaziantep (remote)
Number of participants	12
Any substantive issues arising	

2.5 Closing meeting

Date	2020/04/13
Location	Gaziantep (remote)
Number of participants	8
Any substantive issues arising	

2.6 Programme site(s)

Briefings	
Date	
Location	
Number of participants	
Any substantive issues arising	

De-briefings	
Date	2020/04/13
Location	Antakya (remote) Partner Violet
Number of participants	1
Any substantive issues arising	Violet Code of Conduct does not include PSEA.

3. Background information on the organisation

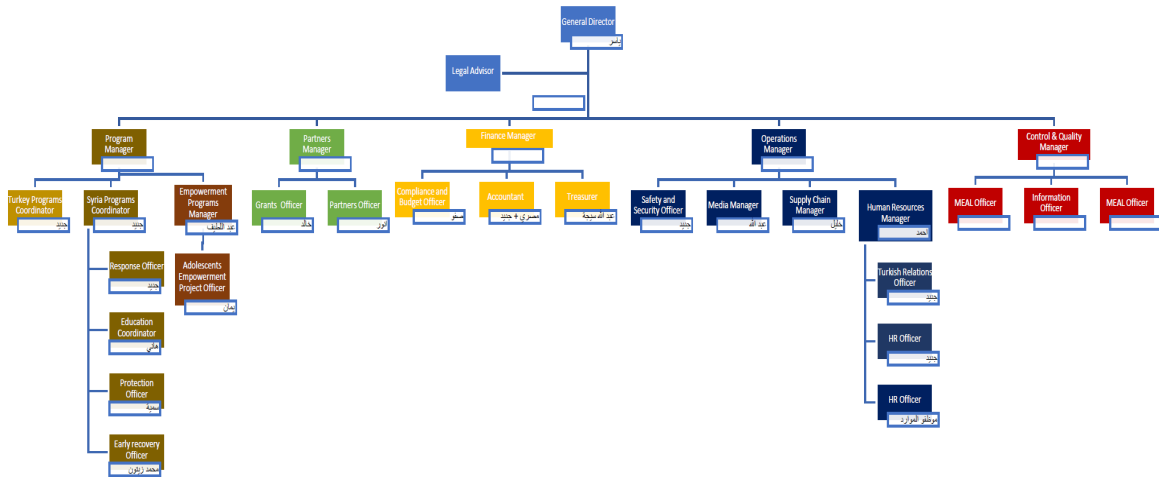
3.1 General

Takaful Alsham Charity Organisation (Takaful) was founded in Turkey in 2012 by a group of volunteers in response to the Syrian humanitarian crisis. It became a registered NGO in 2013 and works in accordance with humanitarian principles. Takaful's organisational strategy states its mission is to provide education and protection for children, build the capacity of adolescents and young people, and secure the basic needs of the vulnerable to preserve their dignity and livelihoods. Its vision is "empowered human beings, leading with values and contributing to building a developed society". Takaful's strategic goals are "empowering youth and adolescents, meeting basic needs, providing children with education, building livelihoods capacity and financial sustainability". It also has the goal to develop Takaful as a "credible organisation that implements its vision and is a role model for other organisations". Takaful works mainly in Syria but has some projects in Turkey.

3.2 Governance and management structure

Takaful is governed by a Board of Trustees elected every two years. They meet four times a year and are not involved in operational matters except when a grant application is being considered outside the normal mandate of activities or if a project must be significantly changed e.g. due to security reasons. The Board approves a Strategic Plan every two years and an annual Operational Plan. The staff made a proposal to the Board that Takaful undergo CHS certification. This was approved by them and resources provided to enable lead staff to work on the process. There are five managers forming a senior management team which report to

the Director General. The Director General approves new donors, signs-off on contracts and ensures the co-ordination of senior managers in contributing to the efficient operation of the organisation. The organogram below is the most current, however not all positions are filled, with some managers undertaking several roles (e.g. the Programme Manager is also the Syria Programmes Coordinator and the Empowerment Programmes Manager. The Operations Manager is also the Supply Chain Manager and the Safety and Security Officer.



3.3 Effectiveness of the internal quality assurance systems

The organisation has a well-functioning monitoring and evaluation (M&E) system. Its policy is comprehensive and implemented systematically throughout the organisation. Programme proposals are designed by the Programmes and Monitoring, Evaluation, Accountability and Learning (MEAL) team, with the latter conducting the needs assessment and designing the M&E plan and all related tools. These are based on options contained in the MEAL manual and tailored to the project. Projects are designed and reviewed by the senior management group on a monthly basis. MEAL staff audit the quality of surveys to ensure questions generate accurate answers and monitoring reports are interpreted so the information is usable. The MEAL team operates Takaful's feedback and complaints system. The Board has an internal compliance committee which randomly assesses financial reporting within projects and reports directly to the Board. The organisation aims to employ someone to undertake this role in the coming year.

3.4 Work with partner organisations

Takaful receives funds from UN agencies and INGO's and directly implements projects in both Turkey and Syria. Approximately one third of Takaful projects are implemented with or through partners. The organisation works in consortiums with other local organisations and has implementing partners for projects outside of their geographic area of operation or expertise. Partnerships are also undertaken to support and build the capacity of local Syrian organisations. Takaful and partner staff are clear on the process for assessment, support and monitoring of partners and affirm that policies are reviewed at the outset of any partnership. Where needed, Takaful supports partners with required expertise and/or policies which the organisation is then required to use (e.g. complaint handling). However, there is no written criteria for the selection of partners or guidelines on capacity assessment, or a documented approach regarding expectations on the standards and type of policies that partners must have. Takaful acknowledges that this is done on a case by case basis.

4. Overall performance of the organisation

4.1 Management system and internal quality assurance and governance

Takaful activities and staff are dispersed over Turkey and Syria, with significant logistical challenges in ensuring programmes are implemented safely in a rapidly changing and volatile Syria. The organisation addresses these challenges through effective management systems. Projects all have MEAL, Finance and PSEA focal points which funnel up through the project management team to the Head Office in Turkey. The involvement of all key functions and levels of the organisation in designing and then conducting monthly programme reviews based on monitoring, programmatic and financial reports ensures regular internal quality assurance.

Takaful weaknesses are generally in how Takaful ensures adequate policies and guidance (related to the Organisational Responsibilities area of the CHS as outlined below) are in place and the quality assurance process is documented for assessing, monitoring and supporting its partners.

4.2 Application of the CHS

Takaful achieves most of the key actions of the CHS. Its strengths lie in developing and implementing effective and timely, appropriate and relevant responses. It continuously learns and improves as a humanitarian actor and rigorously implements its well-developed MEAL policy. Takaful strengthens local capacities. It bases its response on communication, participation and feedback, with exceptional use made of social media to communicate and inform communities. Takaful systematically welcomes and addresses complaints. It co-ordinates its response with other actors, staff are supported to do their job effectively and resources are managed and used responsibly for their intended purpose. However, Takaful policies are lacking in many of these areas, such as capacity building, ensuring the diversity of communities is captured, prioritisation of risk in community engagement, co-ordination and collaboration with others and the use and management of resources. The complaints policy is not fully documented, and communities are not fully aware of Takaful's organisational commitments on the protection from sexual exploitation and abuse (PSEA). Takaful does not have the policy, strategies or guidance to ensure that their partners prevent programmes having any negative effects, that their capacities are strengthened, and that their Codes of Conduct meets the CHS requirements.

4.3 PSEA

Takaful designs and implements its programmes considering the vulnerabilities and capacities of communities and considers constraints so that activities are safe. Takaful has a functioning complaints system and has developed comprehensive guidance on PSEA. It does not, however, have guidance for staff in avoiding negative effects generally or on how to ensure community awareness of Takaful's commitment to PSEA and behaviours expected of staff. Support to partners is provided on a case-by-case basis, but it does not require or ensure its partners have PSEA policies, strategies and guidance.

4.3 Localisation

Takaful uses existing risk assessments to guide activities, develops local leadership and ensures its response complements the work of national authorities and other actors. However, it does not have consistent agreements with its partners.

4.4 Gender and diversity

Gender is considered in Takaful recruitment, although it recognises that in some circumstances an increase in female staff is necessary. Takaful designs its programmes considering the vulnerabilities and capacities of different groups and communicates appropriately using a variety of media and formats. It ensures a diversity of communities are engaged and regularly obtains their feedback in all stages of the work. However, it does not have policies which set out its commitments to consider the diversity of communities and to collect disaggregated data.

5. Organisational performance in the application of the CHS

Commitment	Strong points and areas for improvement	Feedback from communities	Average score
Commitment 1: Humanitarian assistance is appropriate and relevant	<p>Takaful policies, programme management and MEAL processes commit to the provision of impartial assistance and ensure ongoing context analysis. Programmes are designed using secondary impartial data and Takaful assessment processes are based on community input. Project changes are considered at monthly programme co-ordination and partner meetings with input from relevant departments within Takaful.</p> <p>Takaful designs and implements programmes with an understanding of the vulnerabilities of different groups, however this is not captured in policies nor do policies commit to the collection of disaggregated data.</p>	<p>Communities stated that their safety, vulnerability and capacities are considered in Takaful projects and that these are reflected in the way services are offered.</p> <p>They gave examples of how projects had changed according to feedback given on their needs and capacities.</p>	2.7
Commitment 2: Humanitarian response is effective and timely	<p>Takaful ensures programme commitments are in line with organisational capacities. It has a detailed and well socialised MEAL Policy which provides evidence for timely decision making and for adapting and improving projects. Risk assessments conducted at programme outset include protection and the safety and security of communities and personnel. Projects use standards advocated by the UN clusters. Guidelines for Sexual Exploitation and Abuse (SEA) and Gender Based Violence (GBV) referrals are recently developed and not yet socialized with staff. NGO service mapping for specialist referrals is underway but not yet complete.</p>	<p>Communities stated that Takaful was responsive to safety, timing and cultural issues raised. It addressed these by, for example, increasing teacher support, providing transport for women and children to attend courses and changing the times when courses were offered. Food distribution baskets were available on time and the community was notified by WhatsApp if there were delays. Communities stated that food distribution centres were well organised and safe.</p>	2.8
Commitment 3: Humanitarian response	<p>Takaful designs and implements programmes that strengthen local capacities, develops</p>	<p>Communities stated that projects built on their</p>	2

<p>strengthens local capacities and avoids negative effects</p>	<p>local leadership and benefits the local economy. Through planning, monitoring, feedback and complaints mechanisms Takaful identifies and acts upon potential or actual unintended effects in a timely manner in the areas of SEA, people's safety and security, social and political relationships and the local economy. However, policies, strategies and guidance for Takaful and its partners in some of these areas is limited. The main areas for improvement are planning transition strategies in the early stages of the humanitarian response; and ensuring Takaful and its partners have policies, strategies and guidance on capacity building and avoiding negative effects.</p>	<p>capacities and helped them cope with the challenges of displacement. They said that Takaful programmes gave them skills and confidence to function more effectively in their host country or location. Food basket recipients said they would have starved without receiving them on a monthly basis. Communities did not know how and when projects would transition or cease.</p>	
<p>Commitment 4: Humanitarian response is based on communication, participation and feedback</p>	<p>Communication, participation and feedback are core elements of Takaful's programmes. The organisation engages with target communities and seeks their participation and feedback throughout the project life cycle. This is systematically done through initial needs assessment, meetings during implementation, end of service/project surveys and by analysing and addressing feedback. The organisation includes information sharing in its MEAL policy and contextualised information sharing plans are in place. However, these do not require the organisation to share its PSEA commitments with communities. Communication with communities is exceptional, utilising diverse modalities within strong ethical guidelines. However, Takaful does not systematically nor effectively communicate its organisational principles and commitments to PSEA, and does not have policies in place that ensure risks identified by the community are reflected at all stages of the work.</p>	<p>Communities reported that they used the variety of online communication media that Takaful provided and some reported receiving home visits by staff to inform them about the project. Communities stated that they actively participated in the projects through meetings and WhatsApp groups, and that they had regular opportunities to engage with staff. Most community members are aware of the existing pathways to give feedback to Takaful and use them. Communities knew projects were implemented by Takaful but new little about the organisation. Most stated that they had not been informed by Takaful about the behaviours they should expect from staff.</p>	<p>2.6</p>
<p>Commitment 5: Complaints are welcomed and addressed</p>	<p>Takaful welcomes and addresses complaints systematically across its programmes. Its complaint handling process covers programming, SEA, and other abuses of power. The structure of the complaint handling process was designed using a community-based approach and projects contextualise the range of entry points and are well advertised. Complaints are documented and responses are time-bound and confidential. Sensitive complaints are referred directly to</p>	<p>Communities participate in designing the complaint handling process and are knowledgeable about how to access the complaint mechanism. They reported that complaints are promptly handled. However, most community members did not know about Takaful's</p>	<p>1.8</p>

	<p>the organisational PSEA focal point who is trained in investigations.</p> <p>However Takaful has not fully documented its complaint handling process and has yet to implement recently devised processes to ensure that complaints are referred appropriately. Takaful does not have guidance and tools to effectively communicate PSEA commitments to communities.</p>	<p>commitments on staff behaviour or PSEA.</p>	
<p>Commitment 6: Humanitarian response is coordinated and complementary</p>	<p>Takaful is a national NGO and is fully integrated into the humanitarian environment in which it operates. The organisation is proactive member of the humanitarian coordination mechanisms e.g. Clusters, working groups, in Syria and Turkey. Proportional with its mandate and capacity, Takaful provides and receives information from these mechanisms and is committed to support needs assessments launched by OCHA. Takaful maps and analyses its stakeholders and avoids duplication of humanitarian action by screening the operational environment and negotiating with actors, using a “who does what and where” approach. Takaful values partnerships and is supportive its partners when implementing a project. However, Takaful lacks policies and strategies that contain a clear commitment to coordination and collaboration with others, and does not have consistent agreements with partners that recognise respective constraints and commitments.</p>	<p>Communities stated that Takaful is delivering educational, food security and livelihoods services that would otherwise not be available in the specific geographic area.</p>	<p>2.3</p>
<p>Commitment 7: Humanitarian actors continuously learn and improve</p>	<p>Takaful has a well-developed and utilised MEAL policy which stresses the use of MEAL data for accountability, organisational learning and project improvement. Takaful is an active member of Clusters and working groups associated with them and has contributed to the compiling of best practice documentation for broader sharing within the sector. Programme design is based on lessons learnt from evaluative processes and the experience of staff in the same thematic/geographic area. However, Takaful has no easily accessible mechanism by which staff can access recorded knowledge and experience.</p> <p>The MEAL policy details how monitoring, feedback, evaluation and complaints are used to learn and implement changes. Learning and innovation are shared internally via project and programme meetings, and with</p>	<p>Communities gave examples of project changes that occurred based on their feedback and complaints e.g. replacement of teachers, increased scope of training offered, infrastructure improvements and repair. They stated that Takaful had improved its food distribution over the time they had been involved with the programme.</p>	<p>2.7</p>

	stakeholders via the cluster groups, but not with communities.		
Commitment 8: Staff are supported to do their job effectively, and are treated fairly and equitably	Takaful ensures it has the management, staff and capacity to deliver programmes through the involvement of Human Resources (HR) in project planning, a performance appraisal system which feeds into an annual organisational learning plan and the inclusion of staff training in project proposals. Staff have job descriptions. The organisation has transparent and non-discriminatory policies that staff are involved in developing. A Code of Conduct that reflects CHS requirements is in place. Takaful has a Security policy. Takaful has no guidance on how volunteers assist the organisation to deliver its programmes nor does it require partners to have a CHS compliant Code of Conduct. Takaful does not have a policy for staff wellbeing in place.	Communities said that staff had a good attitude, treated them well and respected people from all cultures. Some members knew about the Takaful Code of Conduct and what it meant but this was not consistent across the projects.	2.3
Commitment 9: Resources are managed and used responsibly for their intended purpose	<p>Projects are designed with all departments (Finance, HR, Programmes) contributing to the efficient use of resources within project timeframes. Expenditure against budget is checked on a monthly basis. Takaful has an anti-fraud policy and a strong internal control environment with staff allocated to check compliance and an internal control committee reporting to the Board. Takaful has policies and processes for gifts in kind, the allocation of funds and how it prevents and addresses corruption, fraud, conflicts of interest and misuse of resources.</p> <p>It lacks similar policies for: its environmentally responsible use of resources, how it conducts audits and reports transparently, assesses risk and ensures that its acceptance of resources does not compromise its independence.</p>	Lack of time in community interviews meant that no questions were asked of community perceptions of Takaful efficient use of resources.	2.5

6. Summary of non-conformities


Corrective Action Requests (CAR)	Type	Close-out due date
2020 - 1.5: Takaful does not have policies that make explicit the requirement to take the diversity of communities into account or to collect disaggregated data.	Minor	2021/06/15
2020 - 3.4: Takaful does not plan a transit or exit strategy in the early stages of a humanitarian programme.	Minor	2022/06/15
2020 - 3.7: Takaful does not have guidance on the prevention of negative effects or how to strengthen local capacities; nor does it ensure its partners have policies, strategies or guidance on how to prevent negative effects e.g. exploitation, abuse or discrimination by staff.	Minor	2021/06/15
2020 - 4.1: Takaful does not provide information to all communities and people affected by crisis about the principles it adheres to and how it expects its staff to behave.	Minor	2022/06/15
2020 - 5.4: Takaful complaints handling process for communities is not adequately documented.	Minor	2021/06/15
2020 - 5.6: Takaful does not ensure that communities and people affected by crisis are aware of the expected behaviour of staff, including organisational commitments made on the prevention of sexual exploitation and abuse.	Minor	2022/06/15
2020 - 5.7: Takaful does not refer complaints that do not fall within the scope of the organisation to a relevant party in a manner consistent with good practice.	Minor	2022/06/15
2020 - 6.5: Takaful does not have policies and strategies that include a clear commitment to coordination and collaboration with others without compromising humanitarian principles.	Minor	2021/06/15
2020 - 6.6: Takaful's work with partners is not governed by clear and consistent agreements that respect each partner's mandate, obligations and independence, and recognises their respective constraints and commitments.	Minor	2022/06/15
2020 - 8.9: Takaful does not have a policy in place for the wellbeing of staff.	Minor	2022/06/15
2020 - 9.6: Takaful does not have policies and processes governing how the organisation: b) uses its resources in an environmentally responsible manner;	Minor	2022/06/15

d) conducts audits and reports transparently; and e) assesses, manages and mitigates organisational and financial risk.		
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7. Sampling recommendation for next audit


Sampling rate	Dependent on number of active projects.
Specific recommendation for selection of sites	<p>Focus exclusively on Syria projects and include a project implemented through partners. A full set of documents should be required for the partner project.</p> <p>As no face to face interviews with communities or staff was conducted for this initial audit, an on-site visit is recommended for the Maintenance Audit in 2021.</p>

8. Lead auditor recommendation


<p>Certification: In our opinion, Takaful Alsham Charity Organisation conforms with the requirements of the Core Humanitarian Standard on Quality and Accountability. We recommend certification.</p>	
<p>Name and signature of lead auditor:</p>  <p>Catherine Blunt</p>	<p>Date and place:</p> <p>Canberra Australia 2020/05/04</p>

9. HQAI decision

Certification Decision

Certificate: <input checked="" type="checkbox"/> Issued <input type="checkbox"/> Preconditioned (Major CARs)		Start date of the certification cycle: 2020/06/15
Next audit Maintenance Audit (MA) before 2021/06/15		
Name and signature of HQAI Executive Director:  Pierre Hauselmann		Date and place: 2020-06-15

10. Acknowledgement of the report by the organisation

Space reserved for the organisation	
Any reservations regarding the audit findings and/or any remarks regarding the behaviour of the HQAI audit team: <i>If yes, please give details:</i>	<input type="checkbox"/> yes <input checked="" type="checkbox"/> no
Acknowledgement and Acceptance of Findings: I acknowledge and understand the findings of the audit I accept the findings of the audit	<input checked="" type="checkbox"/> yes <input type="checkbox"/> no <input checked="" type="checkbox"/> yes <input type="checkbox"/> no
Name and signature of Takaful representative:  Yasser Marroufi	Date and place: 14.07.2020 Gaziantep - Turkey

Appeal

In case of disagreement with the decision on certification, the organisation can appeal to HQAI within 14 days after being informed of the decision. HQAI will investigate the content of the appeal and propose a solution within 10 days after receiving the appeal.

If the solution is deemed not to be satisfactory, the organisation can inform HQAI in writing within 30 days after being informed of the proposed solution, of their intention to maintain the appeal.

HQAI will transmit the case to the Chair of the Advisory and Complaint Board who will constitute a panel made of at least two experts who have no conflict of interest in the case in question. These will strive to come to a decision within 30 days.

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

Annex 1: Explanation of the scoring scale

0	Major non-conformity or Major weakness
	Your organisation currently does not work towards applying this requirement, either formally or informally. It's a major weakness that prevents your organisation from meeting the overall commitment.
1	Minor non-conformity or Minor weakness
	Your organisation has made some efforts towards applying this requirement, but these efforts have not been systematic.
2	Observation
	Your organisation is making systematic efforts towards applying this requirement, but certain key points are still not addressed.
3	Conformity
	Your organisation conforms to this requirement, and organisational systems ensure that it is met throughout the organisation and over time – the requirement is fulfilled
4	Exceptional conformity
	Your organisation's work goes beyond the intent of this requirement and demonstrates innovation. It is applied in an exemplary way across the organisation and organisational systems ensure high quality is maintained across the organisation and over time.