

Islamic Relief Worldwide

Recertification Audit – Summary Report REC 2021/11/01

1. General information

1.1 Organisation

Type	Mandates	Verified	
<input checked="" type="checkbox"/> International <input type="checkbox"/> National <input type="checkbox"/> Membership/Network <input type="checkbox"/> Direct Assistance <input type="checkbox"/> Federated <input type="checkbox"/> With partners	<input checked="" type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input checked="" type="checkbox"/> Advocacy	<input checked="" type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input type="checkbox"/> Advocacy	
Head office location	Birmingham, UK		
Total number of country programmes	29	Total number of staff	2450 (336 at HQ)

1.2 Audit team

Lead auditor	John O'Regan
Second auditor	Léa Valentini
Third auditor	
Observer	Claire Goudsmit
Expert	
Witness / other	

1.3 Scope of the audit

CHS Verification Scheme	Certification
Audit cycle	Second audit cycle
Phase of the audit	Recertification audit
Extraordinary or other type of audit	N/A

1.4 Sampling*

Randomly sampled country programme sites	Included in final sample	Replaced by	Rationale for sampling and selection of sites	Onsite or remote
Kenya and Bangladesh were selected randomly. All other sites were judgementally selected based on a range of factors, particularly to ensure a representative range (geographically and programmatically), internet connectivity for onsite visits, and favouring countries that have not been selected before (for in-depth review).				
Somalia	Yes		Representative range of programmes and reasonable connectivity; opportunity to review a country in depth that would not normally be possible to visit	Onsite (remote)
Jordan	Yes		Representative geographically and range of programmes; reasonable connectivity	Onsite (remote)
Kenya	Yes		Representative geographically and range of programmes	Remote
Bosnia	Yes		Representative geographically and range of programmes	Remote
Bangladesh	Yes		Representative geographically and range of programmes	Remote

Any other sampling performed for this audit:

Staff (at HQ and programme sites) were selected based on their ability to speak to the CHS standard and random staff were selected to discuss their experiences with working for IRW (primarily in relation to HR issues). Projects in sampled countries were selected based on their representativeness of IRWs programming.

Sampling risk:

The sampling table recommended five sites to be sampled, two of which should be on site. However, due to COVID-19, the on-site visits were not possible. Nonetheless, the audit team were in a position to conduct consultations with community groups (in Somalia and Jordan) remotely through translators who were in the same location with the community members. The auditors were not able to directly observe activities or have face-to-face meetings but regardless, the team has confidence in the sample and the findings they generated.

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

2. Activities undertaken by the audit team

2.1 Locations Assessed

Locations	Dates	Onsite or remote
Head Quarters (HQ), Birmingham	06-07/09/2021	Remote
Jordan	13-15/09/2021	Remote
Somalia	20-22/09/2021	Remote
Kenya	28/09/2021	Remote
Bangladesh	28/09/2021	Remote
Bosnia	28/09/2021	Remote

2.2 Interviews

Position / level of interviewees	Number of interviewees		Onsite or remote
	Female	Male	
Head Office			
Management		5	Remote
Staff	12	17	Remote
Country Programme Offices			
Management		3	Remote
Staff	15	17	Remote
Partner staff	0	0	N/A
Others			
Total number of interviewees	27	42	

2.3 Consultations with communities

Type of group and location	Number of participants		Onsite or remote
	Female	Male	

Resilience Project, Mafrq, Jordan	5		Remote
Resilience Project, Mafrq, Jordan (2)	5		Remote
Health Project, Ramtha, Jordan		4	Remote
Health and Resilience Project, Ar-Ramtha, Jordan	5		Remote
Orphan Project, Amman, Jordan	5		Remote
Orphan Project, Amman, Jordan (2)	5		Remote
HEAL Project, Balcad, Somalia		4	Remote
REDCAP Project, Baidoa, Somalia		5	Remote
HEAL Project, Mogadishu, Somalia	5		Remote
REDCAP Project, Baidoa, Somalia	5		Remote
Total number of participants	35	13	

2.4 Opening meeting

Date	2021/09/06
Location	Birmingham (remote)
Number of participants	38
Any substantive issues arising	N/A

2.5 Closing meeting

Date	2021/10/05
Location	Birmingham (remote)
Number of participants	26
Any substantive issues arising	N/A

2.6 Programme sites

Briefing

Date	Jordan: 2021/09/13 Somalia: 2021/09/20
Location	Jordan (remote) Somalia (remote)
Number of participants	Jordan: 16 Somalia: 11
Any substantive issues arising	N/A

De-briefing

Date	2021/10/05
Location	Jordan and Somalia (remote)
Number of participants	Country offices: 9
Any substantive issues arising	N/A

3. Background information on the organisation

3.1 General information

Islamic Relief Worldwide (IRW) is an independent, charitable company registered with the Charity Commission of England and Wales in the UK and governed by a Board of Trustees elected from a newly formed International General Assembly (IGA).

Despite governance adjustments at the higher level (see 3.2 below), IRW continues to be the single operational arm that implements programme activities through 29 country offices (such as IR Jordan, IR Somalia) globally. IR members independently review and decide which projects

they shall fund, and monitor projects being implemented by IRW through reporting and programme monitoring onsite visits. However, IR partners have limited control over programme implementation, except for ensuring that back donor requirements are met, and that systems and procedures are uniform and adhered to.

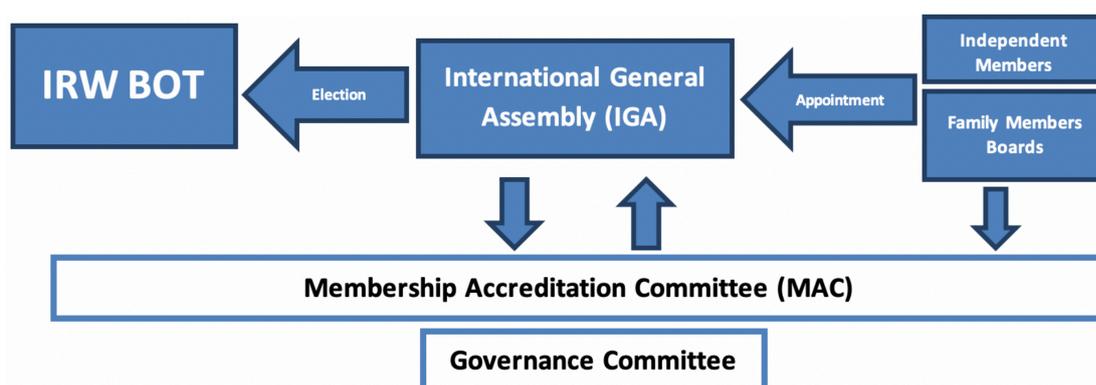
3.2 Governance and management structure

Since the midterm audit and following a multi-year consultation process of IRW affiliated national entities, the governance structure of IRW was adjusted to create the *International General Assembly (IGA)*. This is a body of the IRW governance structure and is made up of representatives elected by and from those national Islamic Relief member offices which have committed to abide by IRW's membership agreement. Not all smaller members represented on the IGA have full voting rights but there are eight larger member entities that meet the threshold to exercise voting rights on the IGA and can also be represented on the Board of Trustees – Islamic Relief USA (IRUSA), IR Canada, IR Sweden, IR Germany, IR Australia, IR Malaysia, IR Switzerland and IR South Africa.

Alongside the *International General Assembly (IGA)*, Islamic Relief Worldwide also has a long-established global executive branch called the *Islamic Relief Family Council*. This is a forum that brings together the chief executives of IRW and of all Islamic Relief member organisations to enhance communication, strengthen relationships and provide strategic insight to help improve processes within the organisation. The new governance model is designed to allow the Islamic Relief family of member organisations to work more collaboratively and cohesively in serving the interests and needs of communities as well as supporters. All members of the IGA, as well as the Islamic Relief Family Council, are vetted first by a specialist external third party and then by the Membership Accreditation Committee (MAC) prior to their appointment to these bodies.

The overall governance and management structure and their relationship is highlighted in the two charts below. The 'IRW BOT' on the left of the upper governance chart is the same as and reflects the 'Trustees' of IRW depicted at the top of the lower chart.

Islamic Relief Worldwide Governance Structure



In response to issues which were widely publicised (in 2020) in relation to unacceptable private social media posts in 2014 of two (then) members of its governing body, IRW undertook an independent review of its governance arrangements. Led by Dominic Grieve QC, the UK Independent Commission published a report in January 2021 containing 19 recommendations pertaining to the ongoing screening of senior leaders; broadening board diversity; ensuring consistent application of IRW governance rules and standards across member entities in multiple countries; and embedding the authority of the Membership Accreditation and Governance Committees across the global Islamic Relief federation. IRW has published the Commission's full report on its website. IRW also engaged with the Charity Commission of England and Wales ('the Charity Commission'), which made six recommendations to improve governance.

Islamic Relief Worldwide Organisational Structure



IRW maintains eight departments / functions, with the directors of 1-5 below sitting on the senior management team with the CEO:

1. Finance and Corporate Services (responsible for HR, finance and services),
2. External Relations and Advocacy (ERA);
3. Network Resource Development (including fundraising and the establishment and development of new partner offices);
4. International Programmes Department (IPD), which includes global programmes, programme quality and disaster risk management. Global programmes oversees four regions: East Africa; West Africa; Middle East, North Africa, and Eastern Europe; Asia. IPD has seven departments including Programme Funding and Partnership, International Finance & Services, Orphans, Child Welfare & Seasonal Programmes, Global Islamic Microfinance, Disaster Risk Management (DRMD), Programme Quality, Global Programme Operations.
5. Director of IRUK (the UK business unit for fundraising and public communication/campaigning); and
6. Director of the Humanitarian Academy for Development (HAD); IRWs training and learning business unit).
7. People and Culture Division
8. General Counsel Office

For large scale emergencies, the key decision-making body remains the emergency panel, which consists of the IPD director, head of global operations, DRMD, head of affected region, country director, and a representative from communications. The group makes Go/No-Go decisions and other initial decisions such as allocation of emergency funding and deployment of rapid response personnel. Thereafter regional offices and country offices generally assume responsibility for managing responses.

The following are IRW 2020 financials.

2020 Expenditure				
Cost of Charitable activities	Activities undertaken directly	Support costs	Total	
	2020	2020	2020	
	£'000	£'000	£'000	%
Campaigning for change	1,503	400	1,903	2
Protecting Life and Dignity	58,477	256	58,733	51
Empowering Communities			-	
- Access to healthcare and water	13,610	780	14,390	12
- Caring for Orphans and children	26,988	166	27,154	24
- Supporting Education	3,859	390	4,249	4
- Sustainable livelihoods	8,633	393	9,026	8
	113,070	2,385	115,455	100%

3.3 Internal quality assurance mechanisms and risk management

IRW maintains its bespoke quality management system, IHSAN, which integrates the requirements of the CHS, Red Cross Code of Conduct, ECHO Framework Partnership and DEC. The CHS requirements, are explicitly referenced throughout the IHSAN Framework providing IRW with an organisation-wide tool to assess and monitor their compliance with the CHS. The framework continues to cover 8 key standards or areas of IR's work: Governance; Finance; Human Resources; Security; Projects and Programmes; Disaster Preparedness; Networking and Partnerships; and Communications. IRW refines IHSAN as necessary, for example, in response to outcomes from CHS audits. Country offices continue to complete a self-assessment against the framework and develop a capacity building action plan each year. They now also upload evidence to demonstrate existing practices against each standard. The self-assessment enables country offices to identify strengths and weaknesses, and the action plans support capacity building, in a systematic and accountable manner.

There have been limited changes since the maintenance audit. Previously IHSAN contained three levels of indicators but since the MTA, IRW merged level 2 indicators (some of which were CHS indicators) into Level 1 to speed up quality management as country offices are required to attain Level 1 within 2-3 years. At that point, IRW will raise standards further by requiring country offices to attain Level 2 (previously Level 3). And although structurally the systems remain the same, the IHSAN verification framework now provides stronger guidance regarding what specific evidence required against each indicator has been strengthened. The framework now includes almost all CHS indicators and recommends a range of documentary evidence against each one. The self-assessment scoring and evidence submitted are reviewed by Regional offices, IHSAN Standard leads and Global MEAL Unit against the IHSAN Verification Framework to ensure robustness of the verification process. The scoring criteria remains the same (0= not started, 3=fully met). The MEAL Framework has been updated (with accompanying checklist) to include several new tools, templates and guiding documents that are contained in the list of recommended evidence against various IHSAN indicators.

Programme design is now guided by a new project proposal template, which includes risk, vulnerability, gender, and power analysis, prompting staff to take the needs of different groups into consideration. The Project Proposal template requires staff to identify risks, mitigating strategies and to adapt programmes if risks materialise. The risk management policy and risk assessment guidelines provide further comprehensive guidance and include the following suggested strategies: risk avoidance, risk transference, risk reduction/mitigation and risk acceptance.

Additional risks associated with the current COVID-19 pandemic are addressed through the development of dedicated Preparedness, Risk Reduction and Mitigation Plans (PRRMP).

3.4 Work with partner organisations

Except for a small rise in the percentage of global expenditure being channelled through local partners, there were no significant changes since the 2020 maintenance audit and IRW continues to primarily deliver its projects and work directly by IR staff based in its country offices. Implementing partners continue to typically work through IRWs systems, for example using IRWs complaints mechanisms and information-sharing tools. IRW maintains its strategic objective to increase its work with local actors. In 2020, IRW worked through 30 local implementing partners, representing approximately 11.8% of global expenditure through local partners. This represents a change from 2019 when 9.4% of global expenditure went to local partners.

4. Overall performance of the organisation

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

The Charity Commission has acknowledged that IRW has implemented the six recommendations it made in January 2021. IRW's most recent progress report and action plan makes it clear that it is engaging with the recommendations of the Independent Commission established by IRW in 2020. Additional reforms to further strengthen IRW's global governance model and ways of working across the IR family are planned during the current term of the IGA (2020-24) in line with recommendations by the Independent Commission (see 3.2 above). IHSAN is an effective quality assurance mechanism and the uploading of evidence and checks by regional offices ensure robust oversight over self-assessments. By fully integrating all CHS components into Level 1 of IHSAN (and accordingly all relevant organisational processes such as proposal development, risk management and monitoring), IRW is ensuring that it continues to comply with the CHS (see also 4.2). IRW has adequate mechanisms, tools and guidance to identify and manage risks including specific mechanisms to manage risks associated to the COVID-19 pandemic (see also 3.3).

4.2 How the organisation applies the CHS across its work

IRW systematically addresses issues identified in previous audits as demonstrated by the fact that it currently has no open Corrective Action Requests (CAR), having resolved the one outstanding CAR (C3.6 in relation to negative effects of programming) at the time of the maintenance audit. IRW's approach, by linking its own quality assurance system directly to the CHS, has been helpful in driving improvements. IRW has also been addressing observations made in previous audits, for example in relation to ensuring that relevant technical expertise is used consistently in programmes (C2.4), or to providing implementing partners and local leaders with the full range of first response training appropriate to context (C3.3). However, it has yet to fully meet the standard in areas such as the monitoring of activities, outputs and outcomes of humanitarian responses (C2.5) or the identification and action upon potential or actual unintended negative effects (C3.6).

4.3 PSEA

IRW performs well in relation to the Prevention of Sexual Exploitation and Abuse as can be seen from the high score on the PSEA index. Programme design is cognisant of protection needs, complaints mechanisms are strong, and staff inform community members about IRW's principles and expected staff behaviour through a range of appropriate media.

IRW designs programmes that take constraints into account through vulnerability, gender and power analysis and risk analysis. IRW also ensures representation is inclusive, working with communities to establish project committees which include men and women, people of different ages, and people with disabilities to ensure representation from across the community.

However, not all communities reported being consulted on the design, implementation and monitoring of complaints handling. Complaints and Feedback mechanism plans are not sufficiently clear that consultation should take place (C5.1).

4.4 Localisation

IRW has a strong strategic focus on strengthening capacities and resilience using a range of methodologies such as disaster risk reduction (DRR), climate change adaptation, livelihood analysis, matching skills with market needs and adapting to changing conditions.

IRW has updated its partnership policy to include reference to local partner capacity assessment and capacity enhancement plans. IRW has developed new resources to support partner capacity assessment and strengthening, including local partner capacity self-assessment tool (and associated guiding notes) and capacity strengthening trajectory template.

IRW supports the development of the capacity of its staff as humanitarian responders on a range of topics such as International Humanitarian Law and core humanitarian principles, SPHERE

standards or Food security and nutrition. All trainings are available online, which also enables learning to continue during the COVID-19 pandemic. IRW closely coordinates and works in collaboration with local/national authorities ensuring strategies are in line with local and/or national priorities.

Project staff are generally from the respective countries and the programme areas where programming is happening, enabling communication with communities in the national and local languages.

4.5 Gender and diversity

IRW performs well on gender and diversity; policies and practice relating to programme design take account of diversity and IRW promotes a culture that rejects discrimination and abuse. IRW assesses needs, risks, vulnerabilities, capacities, and strengths and prioritises groups according to the nature of the intervention and its selection criteria. IRW's age and diversity analysis tool includes several questions related to protection needs. IRW works with communities to establish project committees and committees included men and women, people of different ages, and people with disabilities to ensure representation from across the community.

IRW has introduced new guiding documents and tools to support the systematic analysis of context, stakeholders, gender and diversity and the environment in project design to mitigate potential and actual negative effects of its actions. The audit team found that despite their recent roll out, the various tools were regularly used by staff to inform programming. However, staff do not yet fully understand the depth of analysis required to prevent unintended negative effects, particularly regarding gender analysis and associated gender sensitive programming.

4.6 Organisational performance against each CHS Commitment

Commitment	Strong points and areas for improvement	Feedback from communities	Average score*
Commitment 1: Humanitarian assistance is appropriate and relevant	IRW continues to perform well against this commitment. IRW undertakes appropriate and impartial analysis of needs and vulnerabilities and builds programmes to meet those needs. IRW's systems and procedures identify changes required in programmes in line with changing needs and circumstances.	Communities report that IRW designs programmes according to their needs and focuses on the most vulnerable and is impartial in its delivery of assistance. They also concurred that programmes are changed when required by changes in context or circumstances, particularly due to COVID-19.	3
Commitment 2: Humanitarian response is effective and timely	IRW continues to perform well against this commitment. IRW designs programmes that take constraints into account through gender, vulnerability and risk analysis. IRW's structures, systems, and procedures encourage timeliness. IRW maintains close working relationships with other agencies and government authorities, which allows it to refer unmet needs to relevant organisations. IRW has adequate systems, tools and guidance to facilitate monitoring. However, outcomes (and therefore associated indicators) are not sufficiently high level to	Communities report that IRW efficiently refers unmet needs to other actors. It also concurred that aid is delivered in a timely manner with efficient communication from staff. Community members indicated that activities were maintained and efficiently adapted in light of the COVID-19 Pandemic.	2.9

	assess changes in programme participants living conditions.		
Commitment 3: Humanitarian response strengthens local capacities and avoids negative effects	<p>IRW continues to perform well against this commitment. IRW has a strong strategic focus on strengthening capacities and resilience using a range of methodologies such as disaster risk reduction (DRR), climate change adaptation, livelihood analysis, matching skills with market needs and adapting to changing conditions. IRW enables the development of local leadership and organisations in their capacity as first-responders, with good development of the capacities of its national staff. IRW closely coordinates and works in collaboration with local/national authorities.</p> <p>IRW has a range of policies and guidelines to help prevent programmes from having negative effects. However, staff do not yet fully understand the depth of analysis required to prevent unintended negative effect, particularly regarding gender analysis and associated gender sensitive programming.</p>	<p>Communities report that they feel safe and comfortable when accessing services provided by IRW.</p> <p>They noted the importance of the psychological support they received in strengthening their resilience.</p>	2.9
Commitment 4: Humanitarian response is based on communication, participation and feedback	<p>IRW continues to perform well against this commitment. IRW promotes information sharing through its Transparency and Open Information Policy and Accountability Framework with additional guidance provided by communication plans and Project Participant Participation Plans. Country offices share and socialise information with communities about the organisation, the expected behaviour of staff, complaints and feedback processes, its programmes, and deliverables.</p> <p>Project staff are generally from the respective countries and the programme areas where programming is happening, enabling communication with communities in the national and local languages through a variety of media. IRW establish project committees inclusive of men and women, people of different ages, and people with disabilities to ensure representation from across the community.</p> <p>IRW encourages communities to provide feedback and provides them with a variety of methods to do so.</p>	<p>Communities report that IRW is in regular contact with them and that this contact continued during the COVID-19 pandemic using safe media such as phone, WhatsApp, zoom or via door-to-door visits. Communities praised IRW staff for treating them with respect and for showing kindness.</p>	3
Commitment 5: Complaints are welcomed and addressed	<p>IRW continues to perform well against this commitment. Its organisational culture regarding complaints is well embedded and complaints handling processes are well socialised with communities. IRW promotes a comprehensive range of mechanisms and welcomes complaints. Communities are clear about expected staff behaviour and are aware</p>	<p>Community members articulated their understanding of expected behaviours of IR staff, how to make a complaint, the type of behaviour or issue that might warrant a complaint and expressed confidence in how</p>	2.9

	<p>of how to make a complaint and have confidence in the integrity of the system. However, there was limited evidence of consultation with communities regarding the design and implementation of complaints mechanisms. The complaints policies now provide good guidance regarding referral of complaints that are outside IRWs scope.</p>	<p>IR would manage the complaints handling process. However, they had limited remembrance of being consulted on the design of complaints mechanisms.</p>	
<p>Commitment 6: Humanitarian response is coordinated and complementary</p>	<p>IRW continues to perform well against this commitment and systematically identifies and analyses roles and responsibilities of a range of stakeholders and documents their capacities and interests. IRW participates in a range of global and national and subnational coordination mechanisms and works to ensure that it complements responses by other actors.</p>	<p>Communities could describe other NGOs operating in the same geographical area and reported that IRWs approach, by working closely with local authorities, prevents duplication and fills gaps</p>	3
<p>Commitment 7: Humanitarian actors continuously learn and improve</p>	<p>IRW continues to perform well against this commitment. IRW has updated its global MEAL Framework and it sets out minimum requirements governing the design, planning, implementation, evaluation and reporting to inform practice and ensure evaluation and learning is undertaken systematically. IRW has comprehensive processes, forums, and mechanisms in place to document and enable knowledge and experience to be shared. IRW is an active member of several sector bodies and NGO representative bodies and cluster groups within IRW countries amongst others. IRW captures lessons learnt in documented learning logs throughout programme implementation, which are used at monthly programme meetings and annual reflection workshops to inform changes and improvements to programmes.</p>	<p>Communities provided examples of improvement of interventions, for example easier access, less delays, new services requested, adaptation considering COVID-19.</p>	3
<p>Commitment 8: Staff are supported to do their job effectively, and are treated fairly and equitably</p>	<p>IRW continues to perform well against this commitment. Policies (including a comprehensive Code of Conduct) are covered during induction processes and ongoing training. Staff are familiar with relevant policies and the consequences of non-adherence. Staff undertake at least annual performance appraisal against objectives and development plans. Staff have access to training and IRW is supportive of staff training. IRW and country offices staff safety and security protocols are strong, and staff reported that IRW takes safety and well-being seriously.</p>	<p>Community members reported that IR staff are professional and respectful and competent to perform their responsibilities.</p>	3
<p>Commitment 9: Resources are</p>	<p>IRW continues to perform well against this commitment with systems and procedures for</p>	<p>Community members neither experienced nor had heard of</p>	3

managed and used responsibly for their intended purpose	designing and implementing programmes that balance quality, cost and timeliness. IRW manages resources to minimise waste and the risk of fraud. IRW remains conscious of its environmental footprint and considers the impact of natural resource usage on the environment.	any inappropriate behaviour such as financial misappropriation or extortion by IRW staff.	
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* *Note: Average scores are a sum of the scores per commitment divided by the number of indicators in each Commitment, except when one of the indicators of a commitment scores 0 or if several scores 1 on the indicators of a Commitment lead to the issuance of a major non-conformity/ weakness at the level of the Commitment. In these two cases the overall score for the Commitment is 0.*

5. Summary of non-conformities

Corrective Action Requests (CAR)*	Type	Resolution due date	Date closed out
2019- 3.6 IRWs systems for identifying unintended effects do not specifically consider the full range of potential and actual negative effects.	Minor	08/05/2021	2021/10/18 (later than the original resolution date as the audit was extended by 6 months due to COVID-19)
Total Number	1		

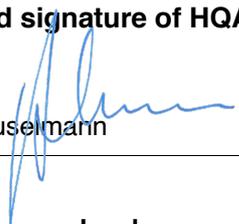
6. Sampling recommendation for next audit

Sampling rate	4 (all remote)
Specific recommendation for selection of sites	No specific recommendations but for the MTA we recommend selecting a site where IRW works through partners.

7. Lead auditor recommendation

<p>In our opinion, IRW has demonstrated that it continues to conform with the requirements of the Core Humanitarian Standard on Quality and Accountability.</p> <p>Based on the evidence obtained, we confirm that we have received reasonable assurance that the organisation has implemented the necessary actions to close the minor CARs identified in the previous audit and continues to meet the requirements of the Core Humanitarian Standard.</p> <p>We recommend maintenance of certification.</p>	
Name and signature of lead auditor: 	Date and place: October 15, 2021

8. HQAI decision

Certificate:	
<input checked="" type="checkbox"/> Certification maintained <input type="checkbox"/> Certificate suspended	<input type="checkbox"/> Certificate reinstated <input type="checkbox"/> Certificate withdrawn
Next audit: Surveillance audit before 2022//11/01	
Name and signature of HQAI Executive Director:  Pierre Hauselmann	Date and place: Châtelaine, 1 November 2021

9. 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 the organisation's representative: Waseem Ahmad Chief Executive Officer 	Date and place: 03/11/2021

Appeal

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

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

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

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

Annex 1: Explanation of the scoring scale*

Scores	Meaning: for all verification scheme options	Technical meaning for all independent verification and certification audits
0	Your organisation does not work towards applying the CHS commitment.	<p>Score 0: indicates a weakness that is so significant that the organisation is unable to meet the commitment. This leads to:</p> <ul style="list-style-type: none"> • Independent verification: major weakness; • Certification: major non-conformity, leading to a major corrective action request (CAR) – No certificate can be issue or immediate suspension of certificate.
1	Your organisation is making efforts towards applying this requirement, but these are not systematic.	<p>Score 1: indicates a weakness that does not immediately compromise the integrity of the commitment but requires to be corrected to ensure the organisation can continuously deliver against it. This leads to:</p> <ul style="list-style-type: none"> • Independent verification: minor weakness • Certification: minor non-conformity, leading to a minor corrective action request (CAR).
2	Your organisation is making systematic efforts towards applying this requirement, but certain key points are still not addressed.	<p>Score 2: indicates an issue that deserves attention but does not currently compromise the conformity with the requirement. This leads to:</p> <ul style="list-style-type: none"> • Independent verification and certification: observation.
3	Your organisation conforms to this requirement, and organisational systems ensure that it is met throughout the organisation and over time – the requirement is fulfilled.	<p>Score 3: indicates full conformity with the requirement. This leads to:</p> <ul style="list-style-type: none"> • Independent verification and certification: conformity.
4	Your organisation's work goes beyond the intent of this requirement and demonstrates innovation. It is applied in an exemplary way across the organisation and organisational systems ensure high quality is maintained across the organisation and over time.	<p>Score 4: indicates an exemplary performance in the application of the requirement.</p>

* Scoring Scale from the CHSA Verification Scheme 2020