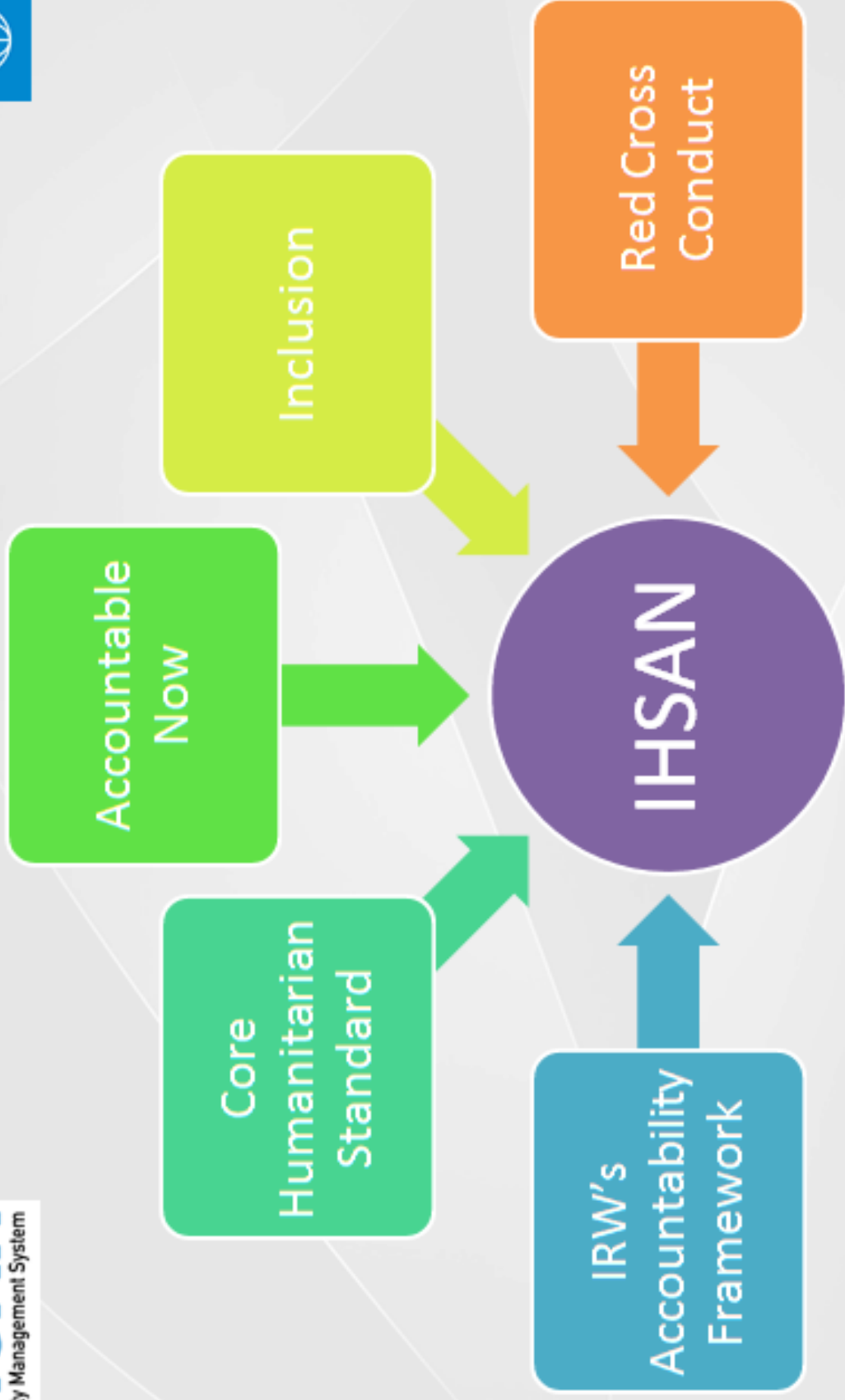


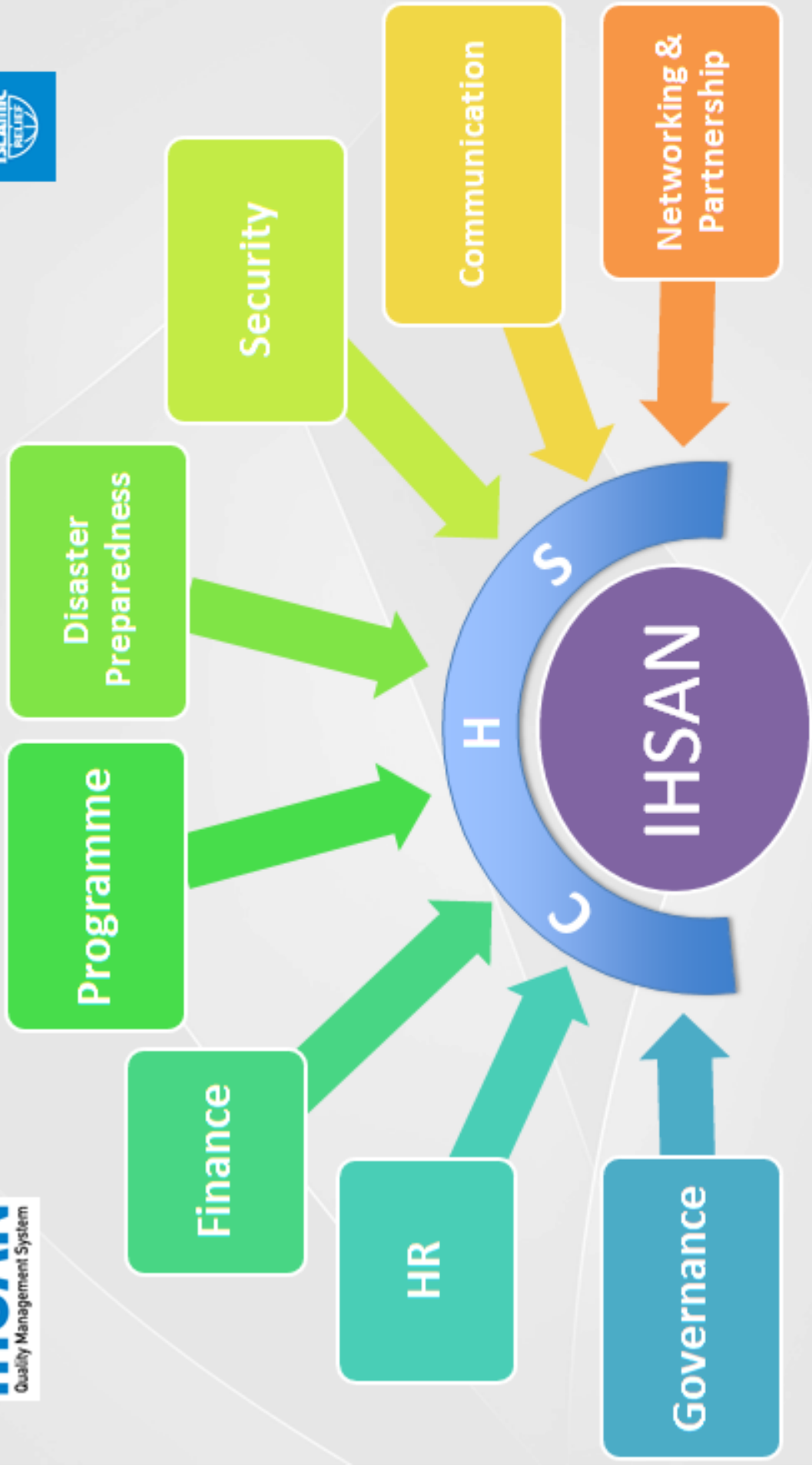


# IHSAN

Quality Management System

Mayumi Fuchi  
Global Programme Accountability and Learning Lead  
Programme Quality Unit  
International Programme Division  
Islamic Relief Worldwide  
[mayumi.fuchi@irworldwide.org](mailto:mayumi.fuchi@irworldwide.org)







## Introducing the IHSAN – Islamic Relief Quality Management System



### What is the IHSAN?

The IHSAN is Islamic Relief's internal quality management system that aims to ensure that IR Country Offices and partners establish a common quality framework based on the accountability commitment of internal and external standards within the aid sector. This new framework will be the primary quality management tool to assess and monitor progress of our commitment plans for external standards such as Core Humanitarian Standard.

### What will implementing IHSAN provide?

Through bi-annual self assessments, the IHSAN will enable IR field offices to identify strengths and weaknesses of the overall country operations and support capacity building as well as continuous improvement. It will also fulfil basic requirements of regulators and contractual obligations we are committed to; through the organisational commitments and agreements such as Core Humanitarian Standard, the ECHO Framework Partnership and our DEC membership.

Implementing the IHSAN will ultimately improve quality of operations and programmes across the globe by

1. Establishing a common quality framework;
2. Providing guidance to implement policies and procedures COs are expected to follow in compliance to CHS commitments;
3. Ensuring that practical guidance is provided in implementing the large body of IR policy and procedures offices are expected to follow, and assess how far they have got in achieving compliance with them;
4. By utilising the IHSAN self assessment results in the systematic evaluation of IR field offices and programmes, thereby assuring accountability.

### What does IHSAN System look like?

IHSAN covers 8 key standards and promotes continuous improvement through self-assessment. It helps staff and management identify what the organisation is doing well in and what needs to be done in order to improve. The areas are:

1. Governance
2. Finance
3. Human Resources
4. Security
5. Projects & Programmes
6. Disaster Preparedness
7. Networking & Partnerships
8. Communications

Within each standard, there are 3 Levels (Level 1 – minimum standard, Level 2 – expected standard, and Level 3 – exceeding), which help you start and then progress within the Standard itself. The Levels are built so that when you meet the

highest score for Level 1, Level 2 then helps you think about improving quality within the Standard. Level 3 builds on Level 2.

### **Who is responsible and how do we resource the implementation of IHSAN?**

The establishment of quality standards and the overall good management of the office is the responsibility of the Country Director. It is essential he/she is aware of the standards of service required and implements a system of organisational change and improvement. Responsibility for completing the action plan and implementing it will ultimately lie with the Country Director but may be delegated down to a senior member of staff in larger offices. However it is important that staff are made accountable to the Country Director for their performance and completing important bits of work within the action plan.

### **How will the global data of IHSAN self assessments be utilised to influence decision making at the organisational level?**

Once all self-assessment scores are submitted, the data is analysed to produce IHSAN and CHS dashboards and overviews at the global, regional, and country levels. Additional summaries are provided per standard, and the data extracted from the IHSAN findings are used to identify areas of improvement so appropriate decisions can be made at the organisational level as to the areas and/or country offices in which to invest. The system ultimately supports capacity-building initiatives at Islamic Relief Worldwide and its field offices to improve the level of performance in the weakest areas. It also provides long-term strategic support to offices that are lagging behind in terms of human resources and/or technical capacity.