



Islamic Relief Worldwide

Accountable Now - 2015 Interim Report

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1. Statement from the CEO



The majority of International NGO's do a fantastic job in alleviating poverty and advocating for the poor. At operational levels, the quality of work is improving and there is sufficient innovation taking place in an attempt to address issues such as climate change, gender inequality, micro finance and livelihoods. However, many INGO's have not taken the leap of faith in providing a professional or financial account (or justification) of their activities to a third party stakeholder or individual in a transparent and standard format. Sometimes this is due to a lack of experience (depending on the size of the organisation) and at other times it is to do with the lack of a standard global accountability framework that all INGOs can adhere to.

There cannot be accountability without full transparency. In the current environment where INGO's are being scrutinised for every little thing they are doing and the ever shrinking space of civic societies, it has become imperative that a global, robust and transparent accountability standard system is in place to ensure that information is presented in such a way that different stakeholders are able to get sufficient information in a standard format and are able to compare such information provided between different INGOs. Accountable Now is a perfect platform that can deliver such standard global governance accountability framework that enable all of us to follow in a systematic and transparent way. Unfortunately during 2016 the decision was taken due to financial constraints and other overriding priorities we felt unable to commit to continuing our membership of the INGO Charter at that time. As a result, some of the ongoing work we had planned as part of the reporting process and improvement analysis was suspended, however certain elements were incorporated into our strategic planning. I am now very pleased to say that the decision was reversed in February 2017 and we are looking forward to continuing our journey as a member of the Accountable Now family for the very reasons stated above. Although limited progress was made in the areas highlighted in the improvement analysis which will be reflected in our report.

I am confident that with all of the recent changes within IRW, we are now in a stronger position to renew our commitment to working towards fulfilling our Accountable Now obligations and resuming our attention and efforts in making a significant improvement during 2017.

A handwritten signature in black ink, appearing to read 'Naser Haghamed', written over a horizontal line.

Naser Haghamed
Chief Executive Officer
Islamic Relief Worldwide

2. Organisational Changes During 2015

2.1 Changes in Leadership

The year 2015 saw significant changes within the leadership structure at Islamic Relief Worldwide both within the Board of Trustees and within the Executive Management Team.

Trustees

Resignations

Name	Position	Date of Resignation
Dr Mohamed Ali Abu-El-Magd	Trustee	9 th February
Dr Abdul Wahab Abdulrahman Nourwali	Trustee	13 th July 2015
Ibrahim Farouk El-Zayat	Trustee	13 th July 2015
Dr Mohammed Omar El-Alfy	Trustee	13 th July 2015

Appointments

Name	Position	Date of Appointment
Moegamat Tahir Salie	Chair	13 th July 2015
Lamia El Amri	Vice Chair	13 th July 2015
Dr Abdul Raman Bin Bidin	Treasurer	13 th July 2015
Dr Almoutaz Tayara	Trustee	13 th July

Executive Team

Resignations

Name	Position	Date of Resignation
Mehdi Ben Mrad	International Programmes Director	31 st July 2015
Khatib Alam	Chief Operating Officer	9 th September 2015
Jehangir Malik	IR UK Director	30 th October 2015
Dr Mohammed Ashmawey	CEO	31 st January 2016

Appointments

Tayeb Abdoun	Director of Emerging Markets	16 th August 2015
Lotfy El Sayed	Director Middle East Dept	16 th August 2015
Amjid Ilahi	Interim Director of services	14 th September 2015
Waseem Ahmad	Interim Director of International Programmes	21 st September 2015
Imran Madden	Interim Director IRUK Director of IRUK	21 st September 2015 14 th December 2015

2.2 Global Strategy

During 2015 we undertook a review of our current strategy and started the consultation and formulation stages of our 2017-21 Global Strategy. This involved significant consultation encompassing the wider Islamic Relief family which involved Islamic Relief family offices, field offices and internal departments as well as external stakeholders including multilateral and bilateral donors. Islamic Relief (IR) finalised the development of its Global Strategy in late 2016 as we delayed the process in order to allow our incoming CEO Naser Haghamed (appointed April 2016) to come in to post and be the figurehead for driving the strategy forward. Our new Global Strategy intends to drive the entire IR family in one direction for the coming five year period. We have now embarked upon the implementation phase with defined targets on objectives deriving from our four Global Strategic Goals. IR Family (our affiliated partners) inclusive working groups and leads have been identified, briefed and resourced to ensure all members of IR Family remain aware and engaged with the Global Strategy.

We expect the first progress report on the implementation by early September 2017.

2.3 Governance Reform

Our plans for governance reform are progressing well. We have sought input from the UK Charity Commission and as a result have received a number of recommendations on how the organisation may improve its governance structure;

The establishment of an International General Assembly-

At present this is an informal body consisting of representatives from the different Islamic Relief entities located across the various global geographic jurisdictions that we have member organisations. Our plan is to develop a formal legal structure within the next 18 months which will have the legal power to appoint the Trustees of Islamic Relief Worldwide. Our current process requires recommendations to be made by the International General Assembly to the Board of Trustees of Islamic Relief Worldwide when appointing trustees. A draft legal document known as a member's agreement has been drawn up which details the roles and responsibilities of the different organs of the organisation and it outlines the criteria for selection to the International general Assembly and the IRW Board of Trustees.

As mentioned in our 2014 report KPMG has been contracted to prepare a Trustees Training Module to serve as an induction to the current and new IRW trustees. Moreover, a new governance manual is being prepared which includes benchmarking the existing draft 2010 'IRW Governance Manual' with various documents prepared by the UK Charity Commission and manuals of other major INGOs such as Action Aid, Oxfam, Save The Children, Water Aid, Tear Fund and Christian Aid. A draft of a new constitution has been prepared as well as a draft of a new object clause and this is currently the subject of discussion by a governance working party group with recommendations being made to the IRW Board of Trustees and the International General Assembly. It is hoped that the new constitution, new objects clause and draft members agreement will be presented at the next meeting of the International General Assembly in the summer of 2017.

3. Update on Areas Highlighted In the Improvement Analysis

3.1 Working in Partnership (NGO6)

As part of IRW's renewed strategy and in alignment with the general funding consensus is constantly looking to strengthen its work with local partners. To this end, in some of our operations we have embedded our staff within the local partner organisation and have shared expertise and learning to enable the partner to improve their organisational and staff capacity. For example, IRW has been working with a local partner in Nepal as a response to the earthquake and through support from the DEC, has been supporting the organisations capacity to respond to the earthquake relief efforts including providing training, sharing good practices and enhancing their processes and systems.

We also carried out a Mid-term evaluation on one of our Partnerships with the Lutheran World Federation (LWF) to assess the effectiveness of the partnership and to keep track of progress we have made since the beginning a Memorandum of Understanding. The evaluation explored best practices and areas of improvement and has helped us and LWF to assess the effectiveness of our partnership, widely review the way we work together with partners and develop a set of concrete steps to improve areas identified as weaknesses.

We have also recently approved our [Partnership Policy](#) which was being reviewed and updated during 2015/16. This outlines our current approach to partnership working and the standards of accountability we expect from our partners. We also became a member of Charter 4 Change which seeks to increase INGO's commitment to local partnership.

3.2 Global Procedures for local hiring (EC7)

The processes for local hiring remain unchanged, however we have recently undergone an organisational restructure, which has moved International HR under the remit of the International Programmes Division. We are currently in the process of hiring a lead International HR Manager who will be responsible for the Regional HR Managers and overseeing the HR remit across the globe. Continuity of policies and procedures including areas such as recruitment will be one of the responsibilities of the post holder to oversee and ensure best practice guidelines are being implemented. Policy around the globe follows a similar process to IRW HQ and is based on the [Recruitment and Selection Policy](#), however variances occur with differences in the local laws.

During 2015, the HR team won the Human Resources Team of the Year award for the Third Sector category awarded by the Chartered Institute of Personnel and Development. The HR team was also highly commended in the Best Employee Relations Initiative. This was awarded as the team for demonstrating excellence across the organisation in supporting the achievement of business success. Initiatives included, developing a global compliance and screening to protect the organisation; reducing of employee relations cases through effective business partnering and the development of management and resolution of international investigations processes which in turn reduced organisational dispute rates. The HR team also contributed to HR affairs and enhancements internationally across four continents which included the active support of disaster responses such as the Nepal crisis.

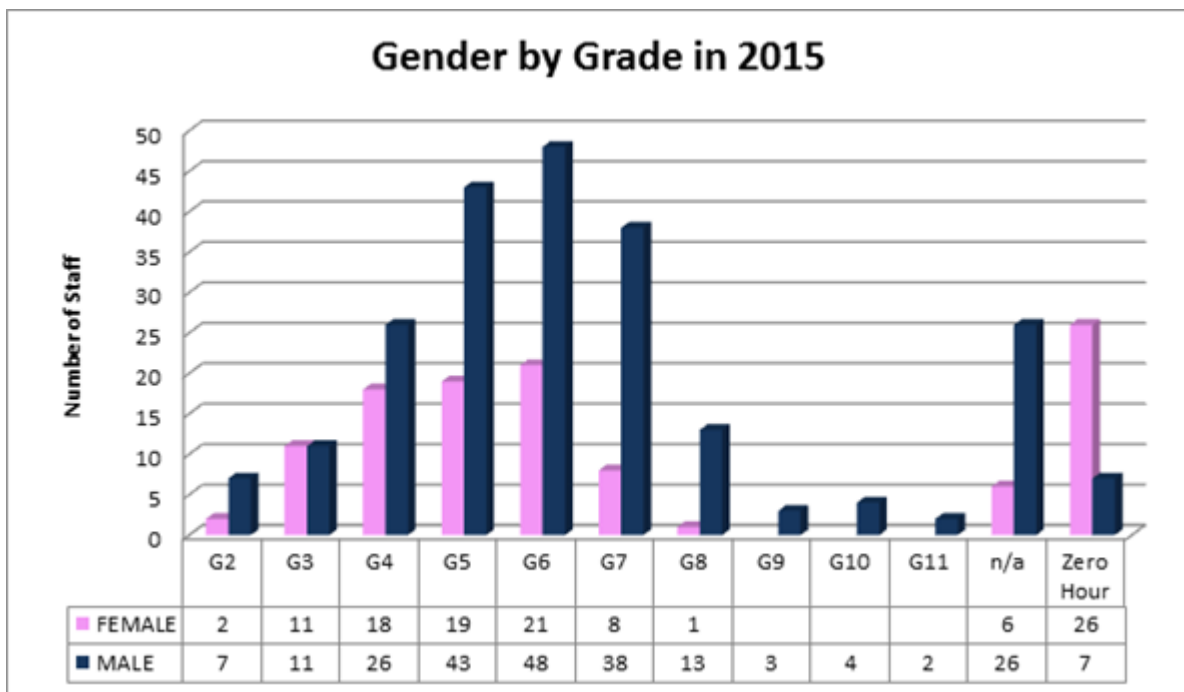
3.3 Low number of performance reviews (LA12)

In 2015 the level of completed performance reviews was 30% for IRW and 84% IRUK (Combined 45%). This was lower than 2014. In 2013 and 2014 the performance review process was linked to the rewards process thus staff were more inclined towards completing the forms as there was a clearer process attached to the scheme.

Going forward the Appraisal Process is likely to be reviewed taking into account alternative appraisal products available in the market. In addition with the introduction of the new Human Resource Software currently being implemented, this will allow us to manage, monitor and report more easily on appraisal management and return.

3.4 Imbalance between female and male senior staff and trustees (LA13)

The year 2015 saw a recruitment freeze for external recruitment for all but business critical posts. There has been little difference in the statistics for 2015 from the previous reporting period.



Key

Grade	Nature of Job
11	CEO
10	Dir/Deputy Dir / Sr Fellow
9	Head of Dept / Fellow
8	Sr Manager / Sr Specialist
7	Manager / Specialist / Sr Partner
6	Supervisor / Jr Manager / Sr Coordinator / Partner
5	Coordinator
4	Sr Admin / Officer
3	Admin
2	Support Staff
1	Manual Staff

In respect of the gender imbalance within our board of trustees, this remained unchanged during 2015 however the vice chair Lamia El Amri became our Acting Chair on the 13th August 2016. Also as mentioned in the governance update above, our draft constitution document contains reference to the requirement for diversity representation within our board. Within the General Assembly the gender ratio currently stands at 13% female representation. There have also been improvements in the gender ratio at IRUK with currently seven out of eleven managers and two of four Department Heads being women.

3.5 Low number of Anti -corruption training (SO3)

In our response to the improvement analysis feedback we submitted corrected figures for the 2014 reporting period. During 2015, 49 UK based staff were trained in this area, we will report on the Field office figures in the December report for training provided during 2015/16.

On fraud cases, IRW have recorded 3 cases in 2014 and 4 cases in 2015.

During 2015, internal audit identified the need for training on 6 occasions in 2015 and on 3 occasions in 2016. Whilst not all countries were reviewed, and therefore there may be sample selection bias, this can be evaluated in the longer term. A survey was conducted during the latter part of 2015/16 on employees' understanding of the [Anti-Fraud, Bribery and Corruption Guidelines](#). This is an area which requires further work which we hope to develop during 2017 once restructuring is completed as part of the newly formed Governance Department which will incorporate compliance.