

20 December 2013

Independent Review Panel – Virtual Meeting 28-29 November Letter to the Members in this Review Round

Dear José Faura,

Thank you for submitting your accountability report to the Charter's Independent Review Panel for assessment. As in previous years we found that the quality of reports is generally improving, demonstrating greater institutional commitment and more evidence that mechanisms are working in practice. Before providing individual feedback on your organisation's report, allow us however to highlight three areas of general concern:

1.) *Embedding the Charter as a tool for organisational development (3.5)*

The disclosure profile 3.5 looks like a rather technical question on how the report is compiled and organisations tend to report accordingly. But it really asks for a process that is at the heart of what the Charter wishes to achieve: using the report as an opportunity for a cross functional systematic and critical reflection on how accountability is best implemented underpins the legitimacy and quality of your organisation's work. Accountability is all too often perceived as a defensive tool, when it is really a mechanism to pro-actively support organisational development. Please describe under 3.5 how you use the reporting process to embed accountability into your organisation. Against this background Members are also strongly encouraged to place the Charter logo prominently on their website and to further link to the Charter website, so that stakeholders know what to hold you accountable against.

2.) *Complaints Handling Mechanisms (NGO2)*

Having a fully functioning complaints handling mechanism in place is the only Minimum Standard for Charter Members so far. The Panel is very concerned about rather slow progress by many Charter Members to comply with this. We have therefore decided to ask the Charter Board to look into implementing a timeline and sanctions policy for compliance. In our view the leeway should be no longer than two to maximum three years after a Minimum Standard has been adopted. You find examples of well-functioning complaints handling mechanisms in the Good Practice document on the Charter website, capturing good examples from this and previous reporting rounds.

3.) *Succinctness and communication quality*

There is a danger that accountability standards develop a life of their own and become increasingly complex and detached. We have noted that Charter reports tend to get longer without necessarily providing more relevant information. It is important however to use these reports to actively communicate internally and externally how accountability is part of the DNA of your organisation and strengthens the quality of your work. In order for these reports to be read, we suggest that they should have a maximum of 40 pages. For each GRI indicator it is sufficient to report three things:

- a) Do you have policies and processes in place to address the issue?
- b) Do you have evidence that it is embedded in systematic practice?
- c) Is there evidence to show that this has led to improved quality of work?

Sometimes the Panel asks for more information. We are trying to do so only where it is necessary, and we encourage you to be as succinct as possible, and take the above three parameters as guidance. Also try to avoid repetition and where illustrations are given, please keep these brief. Organisations who wish to merge their accountability report with the annual report are encouraged to additionally provide a separate and

more reflective addendum relating to the Charter if the annual reports do not embrace that due to a desire to be more promotional.

Organisation-specific feedback to Intervida:

*This is the second report of Intervida. The report is good and comprehensive. And during the last year the organisation also implemented a complaints handling mechanism, so that Full Membership can now be granted to Intervida. This also means that Intervida is allowed and encouraged to put the Charter logo and link to the Charter website on their own website. The organisation is commended for reporting against all new indicators which will be only mandatory as of 2014, for filling in the GAP Analysis Table and for referencing the Charter Principles in the tabled overview at the end of the report. The Panel appreciates that the process of drafting last year's report helped Intervida to identify weaknesses within the organisation and to take steps to address them. The organisation's approach to workforce feedback (NGO9) can furthermore be seen as **good practice**. However, there are still some areas which could be further developed. The organisation can be encouraged to go more into details regarding how feedback from stakeholders has affected the organisation's policies (NGO1). Finally, the report would overall benefit from being shorter and more succinct.*

Our intention is that this letter, and any response you may wish to provide, is made publicly available on the Charter website, along with your report. You can find the reports that were previously reviewed on the Charter website. However, should there be errors of fact in the feedback above or in the note below we would of course wish to correct these before publication. Please share these comments or corrections by 20 January 2014.

If you have any other feedback or comments on our work, please share with us by sending them to the Charter Secretariat. We would very much like to hear your views.

Yours sincerely,



Janet Hunt · Wambui Kimathi · Tony Tujan · Richard Manning · Louise James · Brendan Gormley

**Review Round October 2013
Cover Note on Accountability Report
Intervida**

Reporting period: Calendar year 2012

PROFILE DISCLOSURE	
Profile	Comments
Strategy and Analysis	
1.1	<i>Fully addressed</i> Self-reflective information about Intervida's strategy is given in the CEO's statement. However, the organisation is encouraged to highlight stronger how accountability is seen as a key driver for quality in the organisation's strategy and practice.
Organisational Profile	
2.1 – 2.10	<i>Fully addressed</i>
Report Parameters	
3.1 – 3.4	<i>Fully addressed</i>
3.5	<i>Fully addressed</i> The answer includes information about the process for defining report content. Intervida is however encouraged to report more on who has contributed in which way to the report and how this process was used to better embed the Charter as a quality assurance tool within all functions of the organisation.
3.6 – 3.7	<i>Fully addressed</i>
3.8	<i>Not addressed</i>
3.9 – 3.13	<i>Fully addressed</i>
Governance, Commitments, and Engagement	
4.1	<i>Fully addressed</i>
4.2	<i>Fully addressed</i> The answer includes information about the governance structure including the Board. Information on how Intervida ensures the effectiveness of the Board's work would be interesting in the next report.
4.3	<i>Fully addressed</i>
4.4	<i>Fully addressed</i> Information on mechanisms for internal stakeholders to provide recommendations is included. The Panel encourages more information on how Intervida ensures that this exchange of information is meaningful and leads to management response.
4.5 – 4.6	<i>Fully addressed</i>
4.8	<i>Partially addressed</i> The answer given includes relevant information about the organisation's principles and codes. However, information on its mission and values is missing.
4.10	<i>Fully addressed</i> Information about how to evaluate the governance body is given. Intervida is encouraged to state what resulted from such evaluations and how this improved the quality of its work.
4.12 – 4.16	<i>Fully addressed</i>
4.17	<i>Partially addressed</i> Information about how the organisation involves stakeholders is given;

	evidence that these processes are working and lead to management response are welcome for the next report.
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PERFORMANCE INDICATORS	
Program Effectiveness	
NGO1 – Stakeholder involvement	<i>Partially addressed</i>
The answer provides relevant information about stakeholder involvement. However, it does not address how feedback from stakeholders has meaningfully affected policies and has led to management response. Also it is not clear whether the organisation only applies these mechanisms for education projects or also for other projects.	
NGO2 – Mechanisms for feedback and complaints	<i>Partially addressed</i>
The answer provided gives information about the organisation’s mechanisms for feedback; Evidence that the process is working well and feedback has led to positive corrective action is appreciated in the next report.	
NGO3 – Programme monitoring, evaluation and learning	<i>Partially addressed</i>
The information provided gives relevant information about the organisation’s monitoring system. The Panel encourages including a description of how adjustments and changes to programmes are communicated.	
NGO4 – Gender and diversity	<i>Fully addressed</i>
The answer includes information on the integration of gender and diversity. More information on specific inclusion targets, progress against these targets and how the mechanisms in place have contributed to the quality of your work are welcome in the next report.	
NGO5 – Advocacy positions and public awareness campaigns	<i>Partially addressed</i>
The information provided about the organisation’s advocacy work is relevant. However, it does not describe the organisation’s process to identify corrective adjustments of its advocacy positions and campaigns when necessary.	
NGO6 – Coordination with other actors	<i>Fully addressed</i>
Economic	
NGO7 – Resource allocation	<i>Fully addressed</i>
Information on resource allocation is given. More information on how budget process and mechanisms for resource allocation ensure optimal attainment of strategic priorities is welcomed in the next report.	
NGO8 – Sources of funding	<i>Fully addressed</i>
EC7 – Local hiring	<i>Fully addressed</i>
Environmental	
EN4 – Indirect energy consumption	<i>Partially addressed</i>
The answer includes information on the amount of greenhouse emissions but does not indicate the amount of indirect energy used by non-renewable and renewable sources.	
EN16 – Greenhouse gas emission by weight	<i>Partially addressed</i>

<p>The answer includes good information on the amount of greenhouse gas emissions but does not indicate how data was collected. Intervida can be commended for reducing its emissions, especially in regard to air business travels.</p>
<p>EN17 – Other relevant indirect greenhouse gas emissions <i>Fully addressed</i></p>
<p>EN18 – Initiatives to reduce greenhouse gas emission <i>Fully addressed</i></p>
<p>EN22 – Total weight of waste <i>Fully addressed</i></p>
<p>EN26 – Initiatives to mitigate environmental impacts <i>Partially addressed</i> The answer given is relevant. However it only includes information about the offices in Spain.</p>
<p>EN29 – Significant environmental impacts of transporting products <i>Partially addressed</i> The answer gives relevant information about the organisation’s environmental impact. However it only includes information about the offices in Spain.</p>
<p>Labor</p>
<p>LA1 – Total workforce <i>Fully addressed</i></p>
<p>NGO9 – Workforce feedback <i>Fully addressed</i> Intervida is commended for examples of responsiveness which is seen as good practice.</p>
<p>LA4 – Employees covered by collective bargaining <i>Fully addressed</i></p>
<p>LA6 – Workforce represented in health and safety committees <i>Fully addressed</i></p>
<p>LA10 – Workforce training <i>Partially addressed</i> The answer gives relevant information about the organisation’s professional development and training. However it only includes information about the offices in Spain.</p>
<p>LA12 – Performance and career development reviews <i>Partially addressed</i> The answer given includes information on performance reviews. However, it only includes information about the offices in Spain.</p>
<p>LA13 – Composition of workforce and governance bodies <i>Fully addressed</i></p>
<p>Human Rights</p>
<p>HR3 – Employee training <i>Partially addressed</i> The answer given is relevant and includes information about training hours per employee. However it says that only Spain-based staff received child rights training. The organisation is asked to clarify this in its next report.</p>
<p>Society</p>
<p>SO1 – Impact of operations on communities <i>Partially addressed</i> The answer provides relevant information about how the organisation implements projects; however information on how and by whom data is collected is missing. Intervida is further asked to provide evidence in its next report if this led to improved management response.</p>
<p>SO3 – Anti-corruption training <i>Partially addressed</i> The organisation explains how it covers anti-corruption training. Intervida is however asked</p>

to provide the percentage of staff receiving this kind of training in its next report. It would further be interesting to read if the training is well-known within the staff and if it led to greater fraud resilience.

SO4 – Response to incidents of corruption

Fully addressed

Product Responsibility

PR5 – Practices related to customer satisfaction

Fully addressed

PR6 – Ethical fundraising and marketing communications

Fully addressed

Gifts in kind

Fully addressed

Intervida

Gap Analysis Table – Areas of Commitments and Progress achieved (Filled in by the organisation itself)

Accountability is a process of continuous improvement. Each year Charter Members in their accountability reports identify and prioritise areas for improvement and corrective actions they plan to take. As of reports submitted in 2014, Members are asked to capture these commitments in this Gap Analysis Table. The Independent Review Panel may suggest the Member to add further issues when reviewing the Member’s report. Each year following, the table shall be submitted along with the accountability report and will then be used as a basis to demonstrate progress. The table will be published on the website along with the accountability report and the feedback from the Panel. Please note that the rows where commitments cannot be identified can be deleted from the table.

GRI - Performance Indicators	2011	2012	2013	2014
Program Effectiveness				
NGO1: Processes for involvement of affected stakeholder groups.	In report covering 2011: Implement tools for incorporating the child rights-based approach throughout the organization, and especially in the development programs.	In report covering 2012: Creation of a conceptual framework for incorporating a child rights-based approach both at the institutional and development project levels.		
NGO2: Mechanisms for feedback and complaints in relation to programs and policies.	In report covering 2011: Design and implement concrete mechanisms for feedback and complaints which are adapted to each country delegation’s particular situation, in accordance with the general Complaints and Feedback Policy.	In report covering 2012: Approval of the Complaints and Feedback Policy. Creation of procedure for handling complaints and feedback in Spain. Approval of the Code of Conduct for Working with Children.		
NGO3: System for program monitoring, evaluation and learning.	In report covering 2011: Measure local partners’ and public entities’ level of satisfaction with Intervida’s projects.	In report covering 2012: Consolidate system for monitoring the physical and financial implementation of the projects.		
NGO4: Measures to integrate gender and diversity into program.	In report covering 2011: Evaluate the SHE grants program.	In report covering 2012: Creation of the SHE grants program to promote secondary education for		

		adolescent girls.		
Economic				
NGO7: Resource allocation.	In report covering 2011: Implement the same operative and financial management software (ERP) in all Intervida delegations	In report covering 2012: Consolidated economic and financial control system.		
Environmental				
EN16: Total direct and indirect greenhouse gas emission by weight.	In report covering 2011: Mantener las emisiones de CO2e. Keep the CO2 emissions.	In report covering 2012: 11,7% reduction in Intervida's carbon footprint.		
EN18: Initiatives to reduce greenhouse gas emissions and reductions achieved.	In report covering 2011: Improve communication between the Head Office and the country delegations.	In report covering 2012: Implementation of video-conferencing system in Spain. Creation and approval of the Travel Policy.		
EN26: Initiatives to mitigate environmental impacts of products and services.	In report covering 2011: Maintain the total paper consumption and use of recycled paper.	In report covering 2012: Purchasing from local suppliers. 42% reduction in total paper consumption.		
EN29: Significant environmental impacts of transporting products and transporting members of the workforce.		In report covering 2012: 27% reduction in emissions resulting from business-related travel.		
Labor				
LA1: Total workforce, including volunteers.	In report covering 2011: Increase the number of volunteers participating in activities.	In report covering 2012: 22% increase in the number of volunteers committed to Intervida.		
NGO9: Internal feedback and complaints mechanism.	In report covering 2011: Activate a mailbox for internal complaints in Spain. Implement the Complaints and Feedback Policy in all Intervida delegations.	In report covering 2012: Employee satisfaction surveys undertaken in all Intervida delegations. Approval of the Code of Conduct for Working with Children. Approval of the Complaints and		

		Feedback Policy.		
LA10: Average hours of training per year per employee.	In report covering 2011: Monitor the impact and efficacy of training.	In report covering 2012: Child rights training for all employees in Intervida Spain and for all Country Delegates and Technical Project Coordinators in the country delegations.		
LA12: Percentage of employees receiving regular performance and career development reviews.	In report covering 2011: Improve employee performance evaluations.	In report covering 2012: Creation of indicators on training effectiveness.		
Society				
SO1: Nature, scope, and effectiveness of programs and practices assessing the impacts of operations on communities.	In report covering 2011: Create a system for monitoring the achievements of the development projects.	In report covering 2012: Undertaking of three exhaustive studies to evaluate the impacts of three development projects.		
Product Responsibility				
PR6: Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications.	In report covering 2011: Monitor and evaluate fundraising activities.	In report covering 2012: Updating of Ethical Code Approval of the Code of Conduct for Working with Children, which details our commitment to protecting children in terms of communication, image and messages.		