

Improvement Analysis

ISLAMIC RELIEF WORLDWIDE

March 2016

Evidence
<p>Our sector is often criticised for voicing good intentional language, but with few facts and figures to substantiate them. The scarcity of information on how the various policies generate positive effects in practice and achieve impact is a weakness in Islamic Relief Worldwide’s first accountability report.</p> <p>While we acknowledge that it is not easy to provide this evidence, we see some good efforts in other Charter Members’ reports such as: (a) reporting the percentage of national entities which comply with certain standards, (b) leveraging existing surveys that provide relevant hard data, (c) thorough globally set parameters, evidenced by random national level controls or d) illustrative case studies.</p>
<p>Actions taken</p> <p>.....</p>
Working in partnerships (NGO6)
<p>While the answer provides relevant information on the avoidance of duplication and how IRW works in consortiums to leverage each other’s expertise (e.g. BOND, ECOSOC, UNHCR, World Vision and governments), a systematic process in this regard could strengthen current efforts.</p> <p>For future reporting, IRW is encouraged to demonstrate how they assist partners (beyond the consortia mentioned above) meet the same high standards of accountability. Are any commitments to accountability included in the selection process (beyond the rigorous due diligence) and MOUs? It would also be interesting to review how the approach to work more closely with partners has influenced positive results.</p>
<p>Actions taken</p> <p>.....</p>
Global procedures for local hiring (EC7)
<p>The report omits information on IRW’s approach to local hiring including senior staff, mostly due to different processes in each country. How does the organisation ensure that hiring practices around the world build overall capacities (and do not undermine the local public or CSO sector)? A link to the central HR Policy would have been helpful in this regard. LA1 lists 224 “IRW/expats” and the Panel would welcome more clarification in the next report.</p>
<p>Actions taken</p> <p>.....</p>
Low number of performance reviews (LA12)
<p>IRW demonstrates their efforts to attract and retain talent. However, only 70% of staff have received appraisals and only 76% of staff have completed a personal development plan in 2014. What does IRW do to close the gap to 100%? Is there evidence that developing staff works well in</p>

practice?
Actions taken
Imbalance between female and male (senior) staff and Trustees (LA13) LA1 (page 29) provides information on gender ratios by grade within IRW and Islamic Relief UK; however, these account only for about 10% of the global workforce. There is a large majority (69%) of male staff and no woman is employed in any of the top four grade levels. The Panel acknowledges that IRW is aware of this shortcoming and tries to attract female senior leaders and the Panel will track progress in reaching their identified target. Similar imbalances hold true for the Board of Trustees (only one female Trustee) and IRW also aims at improvements.
Actions taken
Low number of anti-corruption trainings (SO3) IRW demonstrates thorough systems in place to prohibit, prevent, detect and report on cases of corruption, mostly via their internal audit programme. A link to the mentioned Anti-fraud, Corruption and Bribery Policy would be appreciated in the next report. 38 participants (presumably UK-contracted staff) were trained in the area of anti-corruption in 2014. Is there evidence that staff is aware of procedures in place?
Actions taken