

# Improvement Analysis

## SOS Children's Villages International

November 2015

### Rolling out the Charter to all member associations

We understand that SOS has so far only signed the Charter for its international secretariat. At the same time it is important that SOS international oversees core areas of governance and accountability for the entire federation. The report's limitation to the General Secretariat (GSC) and its silence on how policies are being rolled out to, and observed by, the 117 member associations, is therefore an important area for improvement. The [Good Management Quality and Accountability Standards](#) have been implemented across the federation. If these standards were extended to reflect core Charter Commitments it would be a good basis to sign up the entire federation for Charter membership to strengthen its visible commitment to an accountability frame that is externally set and evaluated.

There is no need to submit additional reports per country – although some countries may develop internal development plans. What the Charter looks for, however, is convincing evidence that policies and practices are in place to ensure core Charter commitments are upheld across the federation plus some more information from the regions in a consolidated report. How are policies (e.g. complaints-handling or anti-corruption) currently effectively rolled out to all member associations? Please get in touch with the Charter Secretariat to clarify what is considered absolutely *core* at the national level.

#### Actions taken

.....

### Complaints and feedback handling mechanism (NGO2)

While relevant information is provided about very stringent child protection policies and processes in place, the main weakness is again the lack of a written fully functioning complaints and feedback mechanism. This is a minimum requirement for Charter membership and in order to remain a Charter Member SOS must have this in place in the next report following up on this Panel assessment.

It is appreciated that SOS shares the different kinds of complaints received in 2014; however, no information is provided on their resolution. Moreover, setting up an Integrity and Compliance Unit for complaints, whistleblowing etc. While the Panel accepts that complaints or feedback *can* be lodged via the [online form](#) this isn't self-evident and it suggests this be more clearly highlighted to external stakeholders (see e.g. [Oxfam GB's website](#) in this regard).

#### Actions taken

.....

### Environmental sustainability (EN16 & EN18)

SOS describes a number of useful initiatives to reduce greenhouse gas emissions and to promote environmental education activities. However, the organisation currently does not collect data on actual greenhouse gas emissions and has not set any targets for improvements. The Panel urges more attention to this area and supports exploring an environmental management system in 2016 SOS' strategy development process.

In light of actual overall achievements, the Panel suggests getting in touch with Greenpeace International to learn from their newly implemented greenhouse gas emissions management tool – Cloudapps Sustainability. This enables their country offices to receive detailed reports on their current and historic emissions and to receive a benchmark of their Environmental Performance against other offices. Another good organisation to look at in this regard is CBM who managed to set up an environmental management system with very limited resources and good effect.

**Actions taken**

.....