

Improvement Analysis World YWCA June 2018

Mechanisms for feedback and complaints (NGO2)

This remains an area of major **weakness** and the Panel reminds World YWCA that having a functional complaints mechanism is the minimum membership criterion for Accountable Now. Internal and external stakeholders can of course submit feedback and complaints via the [Contact Us](#) section on the World YWCA's website, but are not explicitly invited to do so and there is no information about the complaints policy or process available on the website. The Panel will notify the Accountable Now Board of this, given it has flagged this issue at least three times previously.

The complaints policy was shared in Appendix 3 of World YWCA's [2015 accountability report](#), but should be linked in future reports as well for ease of reading.

The Panel again urges World YWCA to create a dedicated feedback and complaints page, or at the very least link the complaints policy in the Contact section of the website, as otherwise stakeholders will not know about the process and what they can expect. While the transition of the General Secretary was cited in the opening statement as the reason no changes were made to World YWCA's accountability processes in 2016, an update on plans to properly implement the complaints policy as soon as possible would have been expected in the report, and the Panel requests a response from World YWCA on this point.

One complaint was received in 2016 and it is stated that the general complaint procedure was followed. Was the case resolved?

Coordination with other actors (NGO6)

While the Panel notes the strong sentiments about the importance of partnerships which are effective, sustainable, and mutually beneficial, information about how partnerships work in practice is not provided. The Partnership Guidelines provided in Appendix 9 of the [2015 report](#) are not linked or mentioned in this report (are they still being used?), and while it is mentioned that building effective partnerships is a key action for 2016-2019, there are no details about how this will be achieved. In the next report, the Panel would like to see information about how partnerships are developed and carried out in practice. For the time being, this remains an area for improvement.



Greenhouse gas emissions of operations / Initiatives to reduce emissions of operations / Initiatives to mitigate environmental impact of activities and services (EN16-20)

There has been no progress on these areas in 2016. World YWCA does not track its greenhouse emissions or have any initiatives in place to reduce emissions or otherwise mitigate negative environmental impacts.

World YWCA's Policy on Sustainable Development is provided, as requested by the Panel in previous feedback. This refers to the organisation's advocacy and programmatic efforts; the Panel would like to highlight the importance of "walking the talk" in this regard and implementing mechanisms to ensure the organisation itself operates in a sustainable and environmentally friendly manner.

The previous report had mentioned a draft Environmental Policy. The Panel requests an update on the envisaged timeline for approving and implementing this policy, and considers World YWCA's performance on these issues as a major area of weakness as long as there is no plan for progress.

Workforce training (LA10)

Despite not having a specific policy, local hiring is encouraged at World YWCA. There are efforts to ensure geographical cultural and linguistic diversity at the World YWCA office, but this is increasingly difficult due to Swiss laws requiring Swiss or European citizens to be prioritised. The report states that Member Associations usually hire locally.

Mechanisms to raise grievances (NGO9)

The report states that no disputes or complaints were received in 2016. Information about the Grievance and Appeal Policy and Code of Conduct for staff (Appendices 9-10 in the [2015 report](#)) would have been appreciated, and should be included in the next report. How does World YWCA ensure these policies and processes are known by staff? Is there evidence that they are working effectively? The Grievance Policy also includes reference to a Whistleblowing Policy which should be used for complaints related to staff conduct – the Panel requests more information on this policy in the next report.



Anti-corruption policies and procedures (SO3)

The report refers to a manual on accounting policies and processes. There is no anti-corruption policy but “other internal controls” help combat corruption. Details would be appreciated in the next report – what are the actual processes and control in place to minimise the risk of corruption or misuse of funds? Do they appear to be working well? A draft whistle-blowing, corruption and anti-fraud policy was presented to the World Board in 2015, and no progress was made on this in 2016. Again, the Panel would like to know what the expected timeline is for approval and implementation of this policy.

Actions taken in response to corruption incidents (SO4)

World YWCA reports that no incidents of corruption were reported in 2016. However, the Panel notes this in the context of a lack of clear policies and reporting mechanisms. How would World YWCA respond to and report on incidents of corruption if they were to occur? The Panel continues to consider this an area for improvement.