

## Improvement Analysis World YWCA April 2017

### Mechanisms for feedback and complaints (NGO2)

This is a major weakness and the Panel strongly flags that having a functional complaints mechanism is the minimum Membership criterion in Accountable Now. Internal and external stakeholders are still only invited to submit feedback and complaints via the Contact Us section on the World YWCA's website. World YWCA says that no complaints were recorded in 2015 but the Panel is of the view that complaints are not encouraged by World YWCA since this is not mentioned anywhere on the website. The World Board approved a complaints policy – added as Appendix 3 to their report. The complaints policy adopts an escalated approach to resolve complaints, if not satisfactorily resolved at each level, starting with the Secretary General, the Board and finally with an independent complaints body. The Panel would appreciate adding the complaints policy to the World YWCA website since a policy would not be in effect until being known by the relevant stakeholders.

### **Actions taken**

### Programme monitoring, evaluation and learning (NGO3)

The Panel flags this a major weakness but appreciates World YWCA's openness regards their lack of a proper system for monitoring and evaluation, which they will bridge by hiring M&E staff in 2016. The Panel commends World YWCA for sharing the findings of their external evaluation of the Strategic Framework 2012-2015 which highlights both achievement and challenges. Findings on Good Governance and Accountability show that only 75% of Member Associations completed the four-year questionnaire, with the highest gaps in the Caribbean, Europe and the Pacific. The Panel strongly encourages World YWCA to ensure a 100% completion rate give that this exercise takes place every four years.

The evaluation rightly captures the need to enhance the role of the Board to advise and guide on the implementation of the change of status and the suspension policy. The Panel would like to understand if there are any consequences for not completing the questionnaire.



## **Actions taken**

### **Coordination with other actors (NGO6)**

Partnership is essential for World YWCA, as appears from their Member Associations Partnership Guidelines (added as Appendix 9 in their Accountability Report). The Guidelines outline the values and principles of partnership, the role of the World YWCA Office, and highlight recommended elements for partnership agreements. Also, the World YWCA uses the [Partnering Toolbook](#) and will consider the Partnership Principles, developed jointly by CIVICUS and the International Civil Society Centre, based on the Panel's previous recommendation. Despite this commitment to partnership, the Panel considers this a weakness area as evidence is still missing with regards to how such Guidelines are implemented in practice and to what extent they guide partners' accountability beyond contractual obligations. The Panel refers World YWCA to [good practice](#) (pages 74-79) from CARE, CBM, Educo, and SOS Children's Villages.

## **Actions taken**

### **Workforce training (LA10)**

For the second year in a row, World YWCA reports no progress in this area and the Panel considers this a weakness area. The Panel highlights that this area is important and a huge enabler to the 2035 Vision. The Panel requests more speedy progress in this area.

## **Actions taken**

### **Actions taken in response of corruption incidents (SO4)**

World YWCA reports that no incidents of corruption were reported. Still, the Panel would like to know if there were instances of bad practices that occurred and how the organisation would record / publish those incidents in theory if they were to occur at any point in the near future. The Panel considers this area a weakness area and refers World YWCA to [good practice](#) (pages 120-123) from Sightsavers and World Vision who transparently report on their corruption incidents.

## **Actions taken**