

Interim Reporting Framework INGO Accountability Charter

REVISED 05 September 2009

The Founding Signatories of the INGO Accountability Charter have entered into a process of creating reporting standards under which all signatories of the Accountability Charter will report on their compliance with the Charter. Developed in the framework of and in close cooperation with the Global Reporting Initiative these standards will be available in the course of the year 2009.

Until then all signatories of the Accountability Charter are being asked to provide their reports in this Interim Reporting Framework.

This Framework has been compiled following "grosso modo" the structure of the INGO Accountability Charter. It includes reporting items and text from the following sources:

- INGO Accountability Charter
- GRI, DRAFT G3 Integrated with NPOSS v1, 19 May 2008
- InterAction, 2008 Self-Certification Plus, Compliance Form

This Framework serves as a basis for a self-certification process in which each signatory provides information on whether over the last 12 months they have fulfilled the Charter criteria or not.

- When answering questions, the organisation should specify whether they are reporting for the secretariat/global headquarters or the federation/confederation/network and/or both.
- In cases where an organisation has fulfilled a criterion (ticked "yes" under "**Compliance**") they should collect respective evidence and be in a position to provide this evidence upon request.
- In cases where an organisation has NOT FULFILLED or PARTIALLY FULFILLED a criterion (ticked "no/not fully" under "**Compliance**") they should explain under "Action Plan if not in Compliance" how they will make sure that they fulfil the criteria as soon as possible and in any case until the next report is due.
- Some provisions may not be applicable to certain organisations. In this case the organisation should tick "Not applicable" and briefly explain under "Action Plan if not in Compliance" why the criteria is not applicable in their case.

For signatories that have adopted the Charter prior to June 2007, the reporting date is 30 November 2009.

For those that have adopted the Charter after June 2007, the reports are due 15 months after the date of adoption.

By the respective deadline all signatories are being asked to provide CIVICUS with a filled in Interim Reporting Framework signed by both their Chair and CEO. The address the Framework should be sent to:

Singqobile Dube
CIVICUS World Alliance for Citizen Participation
PO box 933 Southdale
2135 Johannesburg
South Africa

For any requests or additional information:

Please **DO NOT SEND** additional material providing evidence for your statements. Nevertheless you should have complete evidence prepared in case the Board of the INGO Accountability Charter or other interested parties (e.g. donors, journalists etc.) ask for it.

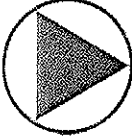
In case reporting organisations have any questions and concerns they may get in touch with Singqobile Dube at CIVICUS.

Email: singqobile.dube@civicus.org
Phone: +27 11 8335959

For the Board of the INGO Accountability Charter

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Date and signature

1. Profile of the Organisation

Name of the organisation	World YWCA (World Young Women's Christian Association)
Name and title of Board Chair	Susan Brennan, President
Name and title of CEO	Nyaradzayi Gumbonzvanda, General Secretary
Vision	The vision of the World YWCA is a fully inclusive world where justice, peace, health, human dignity, freedom and care for the environment are promoted and sustained by women's leadership.
Mission	The purpose of the World YWCA is to develop the leadership and collective power of women and girls around the world to achieve justice, peace, health, human dignity, freedom and a sustainable environment for all people.
Values	The World YWCA is a women's volunteer membership movement that is founded on Christian principles and inclusive of women of all faiths and backgrounds. YWCAs are committed to diversity, inclusiveness, tolerance and mutual respect, and operate with integrity and responsible accountability. YWCAs work for the self-determination of women and girls in all areas of life and value leadership that improves the status of women and children around the world and cares for the environment, including young women's leadership.
Primary brands	 World YWCA World YWCA
Major programmes	Programme focus 2008-2012: <ol style="list-style-type: none"> 1. Leadership development 2. Advocacy and services 3. Good Governance and Accountability

Goal 1: Leadership development

Goal: To build the leadership of women and girls to develop the most effective solutions to the issues affecting their lives and communities

Objectives

1. To strengthen the capacity of women leaders at all levels to influence change and participate in decision making.
2. To ensure a minimum of 25% of decision-making positions, programmes and resources allocated for young women's leadership development.
3. To expand opportunities for the education and exposure of women and girls to global issues and the impact of globalisation.
4. To document evidence and build a knowledge base that demonstrates the credibility of women's leadership.

Goal 2: Advocacy and Services

Goal: To promote the social, economic, cultural, religious and political rights of women and girls through advocacy and related programmes and services.

Objectives

1. To advocate for laws, policies and practices that protect and promote the human rights of women and children including the elimination of violence against women and girls.
2. To enable women and girls to access information, resources and services in support of their human rights especially the right to reproductive and sexual health and prevention, care and treatment of HIV and AIDS.
3. To promote sustainable development including the economic empowerment of women and girls and women's participation in peace building.
4. To provide programmes and services that respond to the needs of children and women of all ages, including young women.

<p>Core activities cont.</p>	<p>Goal 3: Good Governance and Accountability</p> <p>Goal: To ensure YWCAs function at the highest level of organisational accountability, effectiveness and efficiency</p> <p>Objectives</p> <ol style="list-style-type: none"> 1. To strengthen and scale up the impact and outreach of YWCA programmes and services 2. To increase the visibility of the World YWCA vision, purpose and brand and safeguard the organisation's reputation 3. To strengthen organisational infrastructure and operations 4. To ensure effective succession planning and democratic decision making at governance and management levels
<p>Ownership and legal form</p>	<p>The World YWCA is an incorporated body and possesses civil personality in accordance with the laws of Switzerland. The headquarters of the World YWCA are in the Canton de Genève, Switzerland.</p>

Operational structure <i>Including roles and responsibilities of global and national entities</i>	Structure YWCA Local Associations ↓ Member (National) Associations ↓	Role & Responsibilities
		<p>Are a group of individual members who form a local YWCA and relate to the World office through their Member (National) Association.</p> <p>A full member of the World YWCA is a national association that meets all the conditions of affiliation listed below:</p> <ol style="list-style-type: none"> The association shall use the name YWCA. The association shall have a purpose and programmes consistent with the purpose of the World YWCA. The association shall be led by women committed to the purpose of the World YWCA, of whom at least 25% must be aged thirty (30) years or under. The association shall be a membership organisation composed of individual women members or of local associations which have individual women members. Individual women members shall have voting rights in their association. The association shall be in substantial compliance with standards of good management and accountability approved by the World YWCA. The association shall pay an annual affiliation fee. The association shall have a legal structure recognised by the laws of its country. The association shall have a constitution approved by the World YWCA.

Operational structure cont.

World Council

The World Council is the supreme authority of the World YWCA, which convenes at least once every four (4) years. Their key role is to:

- to accept a report of the World Board on its activities and the management of funds since the previous World Council meeting;
- to accept a report of the General Secretary;
- to approve a report of the Treasurer on the budget framework and on affiliation fees until the next World Council meeting;
- to approve policies and guidelines until the next World Council meeting;
- to conduct elections for the World Board members including Officers, and the Nominations Committee;

Board

Between World Council meetings, the World Board is the main decision making body for the World YWCA and shall:

- implement the policies approved by the World Council;
- present a report to the World Council on the activities and the management of funds by the World Board since the previous World Council meeting;
- appoint the General Secretary;
- appoint the auditors of the financial statements;
- approve expenditure of capital from the endowment fund;
- submit an annual audited financial statement to all member associations;
- do such other things as are necessary to achieve the purpose and functions of the World YWCA.

<p>Operational structure cont.</p>	<p>World YWCA Officers ↓</p> <p>The Officers of the World Board shall be:</p> <ul style="list-style-type: none"> • The President; • The Treasurer, who shall be from a different country from the President; • Six (6) Vice-Presidents from the World Board members, each from a different region; <p>at least two (2) of whom shall be thirty (30) years or under at the time of election.</p> <p>The President shall preside at meetings of the World Council and the World Board. She shall perform the other duties of the office. She shall be an ex-officio member of all committees and sub-committees.</p> <p>The Vice-Presidents shall assist the President in her duties and may be called to perform the President's duties in the absence or at the request of the President.</p> <p>The Treasurer shall oversee the management of the funds of the World YWCA and shall present an annual report to the World Board.</p> <p>World Office</p> <p>The World YWCA unites and coordinates member associations in a world movement and acts on their behalf in matters for which it has received authority.</p>
<p>Location and address of global headquarters/ secretariat</p>	<p>The headquarters of the World YWCA will be in the Canton de Genève, Switzerland. 16 Ancienne Route, 1218 Grand Saconnex</p>
<p>Number of countries where the organisation operates <i>Please attach list of all countries where you operate</i></p>	<p>See attached</p>

Number of employees	<u>Administrative Staff</u>
	Number of full-time staff: 4 full time female staff 3 part-time female staff
	Total number of administrative staff: 5.9 equivalent full time female staff
	<u>Programme/Project Staff</u>
	8 full time female staff 2 part time female staff
	Total number of programme/project staff: 9.7 equivalent full time female staff
	<u>Overall Staffing</u>
	Total number of staff: 15.5 full time female staff

<u>Finance</u>	2006	2007	2008
Income from			
- Individual donations	619,321.00	619,041.00	1,864,876.00
- Foundations	312,303.00	1,838,050.00	722,164.00
- Governments	-	-	15,000.00
- International Organisations <i>UN, EU, World Bank etc.</i>	193,562.00	279,177.00	148,913.00
- Business	78,024.00	-	-
- Others – <i>Ecumenical organisation</i>	1,567,987.00	1,647,916.00	1,459,274.00
Member Association	1,678,982.00	703,490.00	943,590.00
Groups and Organisations	-	-	422,408.00
TOTAL INCOME	4,450,179.00	5,087,674.00	5,576,225.00

Total income by country - for countries/regions that make up 5 percent or more of total income <i>Please list countries and provide total income for each one</i>				
Germany	686,020.00	623,293.00		427,875.00
Netherlands	623,968.00	569,651.00		436,854.00
Switzerland	-	1,360,097.00		464,832.00
USA	371,530.00	421,645.00		3,420,861.00
Korea	-	-		338,975.00
Expenditure for				
- Programmes and activities directly addressing the organisation's purpose	2,821,217.00	3,231,880.00		4,739,779.00
- Fundraising	183,799.00	197,331.00		182,022.00
- Administration	922,357.00	768,981.00		810,550.00
- Others - please specify				
TOTAL EXPENDITURE	3,927,373.00	4,198,192.00		5,732,351.00
Total expenditure by country - for countries/regions that make up 5 percent or more of total expenditure <i>Please list countries and provide total expenditure for each one</i>				
	N/A	N/A		N/A
Reserves				
	N/A			
Significant changes during the reporting period regarding size, structure, or ownership of both liquid and property reserves including - the location of operations, including opening of new offices, starting new major activities, and closings - legal status or ownership - global structure and governance			N/A	

2. Compliance with the principles of the INGO Accountability Charter

Respect for Universal Declaration of Human Rights

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
1	Vision, mission, values and key documents position the organisation's work in the context of Universal Declaration of Human Rights	The organisation's statutes and key programmatic documents.	<input type="radio"/> Fully <input checked="" type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable	The Statutes do not refer to Specific UN or other documents although many of the programmatic documents do.
2	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has been working in line with Universal Declaration of Human Rights and that it has resolved any formal written complaints (<i>formal written complaints: either in email or letter through mail or in person with contactable complainant's correspondence. All formal complaints to be acknowledged within 1 month of receipt and complaints resolved within 6 months of receipt</i>) it may have received concerning its alleged breach of these Principles. The Organisation has a Board authorised system to deal with complaints.	<input type="radio"/> Fully <input checked="" type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable	The World YWCA has had a strong focus in women and children's human rights issues, however, at a global level our Member and Local associations are at different levels of compliance.

Independence

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
3	<ul style="list-style-type: none"> - Organisation receives less than 50% from one single source; - Organisation is not owned/controlled by government, political party or business 	Documentation on <ul style="list-style-type: none"> - ownership and - income 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable 	

Responsible Advocacy

	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
4	The organisation has written policies ensuring that its public policy positions and advocacy are <ul style="list-style-type: none"> - in line with its mission and strategy - accurate and - conform with applicable national law 	The organisation's written advocacy policies <ul style="list-style-type: none"> - describe the criteria or circumstances in which it will involve itself; - define the process for adopting and implementing its positions, involving partners, experts and other parties as appropriate; - contain due diligence provisions and sign off procedures ensuring legal compliance and avoiding unfair or irresponsible public criticism and undue harm to third 	<ul style="list-style-type: none"> <input type="radio"/> Fully <input checked="" type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable 	

		parties.		
5	The organisation's practice fully complies with its policies.	<p>The organisation confirms for the reporting period that it has not been in breach of its own advocacy policies and that it has resolved any formal written complaint it may have received concerning its alleged breach of these policies.</p> <p>The Organisation has a Board authorised system to deal with complaints.</p>	<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> Not at all <input type="checkbox"/> Not applicable	

Effective Programmes

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
6	The organisation's programmes are conducted in genuine partnership with local communities.	The organisation's written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisation's programmes strengthen self-reliance, self-help and popular participation by empowering individuals and communities and building capacities of local structures.	<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> Not at all <input type="checkbox"/> Not applicable	
7	The organisation's programmes aim for sustainable development.	The organisation's written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisation's programmes - are based on the potential of local	<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> Not at all <input type="checkbox"/> Not applicable	

		<p>resources to sustain the activity</p> <ul style="list-style-type: none"> - contribute to further strengthening sustainability at local level and - do not create or increase dependence on external support. 		
8	The organisation's programmes are appropriate for the local needs and conditions.	<p>The organisation's written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisation's programmes</p> <ul style="list-style-type: none"> - take relevant local conditions into account, e.g. by involving local stakeholders in all stages of programme design and implementation - take appropriate care of relevant local gender, diversity, cultural and religious issues; - avoid negative environmental impact and, where possible, secure a positive impact. 	<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> Not at all <input type="checkbox"/> Not applicable	
9	Funds raised for specific programmes reach the people or cause in whose name they were raised.	<p>The organisation's fundraising and donor information materials, donor communication, programme reports and relevant finance statements provide evidence that funds raised for a specific cause have been used to further that cause.</p>	<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> Not at all <input type="checkbox"/> Not applicable	
10	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has not been in breach of its own programme policies and that it has resolved any formal written complaints it may have	<input type="checkbox"/> Fully <input checked="" type="checkbox"/> Partially <input type="checkbox"/> Not at all <input type="checkbox"/> Not applicable	The Board provides oversight through the various Board committees and the Personnel policies and Regulations address

		received concerning its alleged breach of these policies. The Organisation has a Board authorised system to deal with complaints.		employment related disputes.
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Non-Discrimination

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
11	The organisation promotes diversity, gender equity and balance, impartiality and non-discrimination in all activities, both internal and external.	<ul style="list-style-type: none"> - The organisation's written non-discrimination policy affirming its commitment to gender equity, to non-discrimination for sexual orientation, to ethnic and racial diversity, to the inclusion of people with disabilities at staff and board levels; - The organization's plans and operations which fully reflect the non-discrimination policy; - The organisation's most recent personnel orientations, trainings and instructional material addressing non-discrimination. 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable 	
12	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of cases where it may have been in breach of its own non-discrimination policy and that it has resolved any formal written complaints	<ul style="list-style-type: none"> <input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable 	

		it may have received concerning its alleged breach of these policies. The Organisation has a Board authorised system to deal with complaints.		
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Transparency

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
13	The organisation is open, transparent and honest about its structures, mission, policies and activities.	<ul style="list-style-type: none"> - The organisation's reports which adhere to generally accepted standards of technical accuracy and honesty in presenting and interpreting data and research; - The organisation complies with relevant governance, financial accounting and reporting requirements in the countries where it is based and operates. 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable 	
14	The organisation reports publicly at least once a year about its activities and achievements.	<p>The organisation's annual report which contains:</p> <ul style="list-style-type: none"> - Mission and values; - Objectives and outcomes achieved in programme and advocacy; - Environmental impact; - Human rights impact; - Governance structure and processes, and main office bearers; - Main sources of funding from corporations, foundations, 	<ul style="list-style-type: none"> <input type="radio"/> Yes <input type="radio"/> No/not fully <input checked="" type="radio"/> Not applicable 	The World YWCA takes a conscious consideration of our environmental impact in our work, however some member associations do conduct environmental impact studies.

			governments, and individuals; Financial performance; Compliance with the INGO Accountability Charter and Contact details.		
15	The organisation's annual financial report will conform to relevant laws and practices and be audited by a qualified independent public accountant whose statement will accompany the report.	Independently audited annual accounts		<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> Not at all <input type="checkbox"/> Not applicable	
16	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of any complaints concerning the accuracy or relevance of its reporting and that it has resolved any formal written complaints it may have received concerning its alleged breach of its reporting provisions. The Organisation has a Board authorised system to deal with complaints.		<input type="checkbox"/> Fully <input checked="" type="checkbox"/> Partially <input type="checkbox"/> Not at all <input type="checkbox"/> Not applicable	

Good Governance

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
17	The organisation has a governing body which has	The organisation's bylaws, terms of reference for the governing body, and	<input checked="" type="checkbox"/> Fully	

	<p>responsibility for the oversight of all aspects of the organisation.</p>	<p>relevant policies and procedures allocate ultimate authority to the organisation's governing body.</p> <p>These documents also state that the governing body</p> <ul style="list-style-type: none"> - selects, supervises and evaluates the chief executive, - oversees programme and budgetary matters - defines the overall strategy, consistent with the organisational mission, - verifies that resources are used efficiently and appropriately, - ensures that performance is measured, - secures financial integrity and - makes sure that public trust is maintained. <p>Documentation on the activities of the governing body shows that all the above tasks have been undertaken thoroughly and successfully.</p>	<p>Partially</p> <p><input type="radio"/> Not at all</p> <p><input type="radio"/> Not applicable</p>	
18	<p>The work of the organisation's governing body takes place in a clearly defined framework of rules and procedures covering the appointment, responsibilities and terms of members of the</p>	<p>The organisation's bylaws, terms of reference for the governing body, and relevant policies and procedures</p> <ul style="list-style-type: none"> - identify required qualifications and expertise of the members of the governing body and the mix of skills across the group - specify the frequency of meetings 	<p><input checked="" type="radio"/> Fully</p> <p><input type="radio"/> Partially</p> <p><input type="radio"/> Not at all</p> <p><input type="radio"/> Not applicable</p>	<p>The board only has a formal meeting once a year although Committee work and consultation with the President, Treasurer and Officers by email phone occurs more frequently</p>

	governing body.	<ul style="list-style-type: none"> - of the governing body, specify adequate attendance by directors (at least a majority of directors on average), and - lay down voting requirements - provide a process for evaluating the governance body's own performance. <p>Records of the meetings provide evidence that meetings were held and which decisions were taken.</p> <p>A regular general meeting takes place with authority to appoint and replace members of the governing body.</p>		
19	The organisation tries to prevent and, if they occur, actively manages conflicts of interest.	<p>The organisation's bylaws, terms of reference for the governing body, and relevant policies and procedures require that members of the governing body and employees:</p> <ul style="list-style-type: none"> - disclose any affiliation they have with an actual or potential supplier of goods and services, recipient of grant funds, or organisation with competing or conflicting objectives; - absent themselves from discussion and abstain from voting or otherwise participating in a decision on any issue in which there is a conflict of interest; and 	<ul style="list-style-type: none"> ✓ Fully ○ Partially ○ Not at all ○ Not applicable 	

		- refuse large or otherwise inappropriate gifts for personal use.		
20	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of any irregularities in its governance system and that it has resolved any formal written complaints it may have received concerning its governance system or members of its governing body. The Organisation has a Board authorised system to deal with complaints.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No/not fully <input type="checkbox"/> Not applicable	

Ethical Fundraising

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
21	In accepting funds the organisation ensures that it complies with its own ethical standards.	The organisation's written policy for accepting or refusing certain donations and subsidies clearly states which sources of funding are not acceptable to the organisation for ethical reasons.	<input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> Not at all <input type="checkbox"/> Not applicable	
22	The organisation respects the rights and wishes of donors.	The organisation's written policy confirms donors' rights - to be informed about causes for which the organisation is fundraising;	<input type="checkbox"/> Fully <input checked="" type="checkbox"/> Partially <input type="checkbox"/> Not at all <input type="checkbox"/> Not applicable	The World YWCA is currently undertaking an internal review of the gift and donor policy.

		<ul style="list-style-type: none"> - to be informed about how their donation is being used; - to have their names deleted from mailing lists; - to be informed of the status and authority of fundraisers and to anonymity except in cases where the size of their donation is such that it might be relevant to the organisation's independence and that donations accepted for a specific purpose, are used for that purpose. <p>The organisation's fundraising and donor information materials and donor communication are complying with donors' rights.</p>		
23	<p>In raising funds, the organisation accurately describes its activities and needs. It uses donations in line with the information and assurances given to the donor.</p>	<p>The organisation's fundraising materials and communication</p> <ul style="list-style-type: none"> - show how the donation will further the organisation's mission; - neither minimise nor overstate the size or urgency of the challenge the organisation wants to address; - do not contain any material omissions or exaggerations of facts, misleading photographs, nor create a false impression or misunderstanding; - show how organisation will handle any shortfall or excess of income raised for a specific project. 	<ul style="list-style-type: none"> ✓ Fully ○ Partially ○ Not at all ○ Not applicable 	

		<p>The organisation's donor information materials and communication provide detailed documentation on the use of donations.</p> <p>Follow-up with donors about clarity and quality of materials sent to them shows that the organisation's intended message is accurately getting through.</p>		
24	<p>The organisation records and publishes details of all major institutional gifts and gifts-in-kind clearly describing the valuation and auditing methods used.</p>	<p>The organisation's written gifts-in-kind policy</p> <ul style="list-style-type: none"> - states under which conditions and for which purposes gifts-in-kind are being accepted; - provides clear parameters for valuation and auditing of gifts-in-kind. 	<ul style="list-style-type: none"> <input type="radio"/> Fully <input checked="" type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable 	<p>The organisation is working on a written plan.</p>
25	<p>The organisation ensures that donations sought indirectly, such as through third parties, are solicited and received in full conformity with its own practices.</p>	<p>The organisation's documentation of all major institutional gifts and gifts-in-kind is complete and up-to-date.</p> <p>The organisation's policy for the use of agents or other third parties for fundraising purposes states</p> <ul style="list-style-type: none"> - that contracts between the organisation and a third party will be in writing and - that these contracts will oblige the third party to comply fully with the organisation's fundraising policy and ethical standards. 	<ul style="list-style-type: none"> <input type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input checked="" type="radio"/> Not applicable 	<p>The World YWCA does direct fundraising with members and volunteers.</p>
26	<p>The organisation's</p>	<p>The organisation confirms for the</p>		

	practice fully complies with its policies.	reporting period that it has no knowledge of any significant breaches of its fundraising and related policies and that it has resolved any formal written complaints it may have received concerning its own or its agents' fundraising materials and practice. The Organisation has a Board authorised system to deal with complaints.	<input type="radio"/> Fully <input checked="" type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable	
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Professional Management

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
27	The organisation's management is professional and effective and the organisation's policies and procedures seek to promote excellence in all respects.	<p>The organisation's written management terms and conditions, policies and procedures contain</p> <ul style="list-style-type: none"> - job specifications and personnel profiles for the CEO and Senior Management Team positions - annual work plans for the CEO and the Senior Management Team directly referring to the organisation's strategy - an appraisal system with the CEO being appraised by the governing body. <p>The organisation's strategy and key</p>	<input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable	

28	<p>Financial management and control ensure that all funds are effectively used and minimise the risk of funds being misused.</p>	<p>policies lay down clear objectives and criteria defining excellence.</p> <p>The organisation operates according to a budget approved by its governing body.</p> <p>The organisation exercises adequate internal controls over disbursements to avoid unauthorised payments, prohibiting any un-auditable transactions or loans to members of its governing body or staff.</p> <p>The organisation's annual, audited financial statements</p> <ul style="list-style-type: none"> - are produced by a certified public accountant; - presented timely (normally not later than 6 months after the end of the financial year) and in line with the organisation's written finance policy; - comply with nationally accepted accounting standards and legal requirements. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> Not at all <input type="checkbox"/> Not applicable 	
29	<p>The organisation has evaluation procedures for its governing body, staff, programmes and projects and conducts monitoring and evaluation on the basis of mutual accountability.</p>	<p>The organisation incorporates appropriate monitoring and evaluation practices in all relevant policies and systems establishing mutual accountability as part of its culture.</p> <p>The organisation conducts regular and deliberate evaluative activities to</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fully <input checked="" type="checkbox"/> Partially <input type="checkbox"/> Not at all <input type="checkbox"/> Not applicable 	<p>Additional emphasis is being placed on monitoring and evaluation along with a shift to results based management.</p>

		<p>examine progress towards its goals and mission; and applies in its budget and work plans adequate financial and human resources for monitoring and evaluation.</p>		
30	<p>The organisation ensures that its partners meet the highest standards of probity and accountability.</p>	<p>In its policies guiding the selection of and cooperation with partners the organisation</p> <ul style="list-style-type: none"> - identifies adequate criteria for the selection of effective, legitimate and reliable partners; - takes adequate provisions to exclude links with organisations or individuals involved in illegal or unethical practice. 	<p> <input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> Not at all <input type="checkbox"/> Not applicable </p>	
31	<p>The organisation recognises the crucial role the quality and dedication of its staff play in the success of its work and is committed to investing in human resource development.</p>	<p>The organisation's written human resources policies and procedures</p> <ul style="list-style-type: none"> - conform fully with relevant international and national labour regulations; - provide for remuneration and benefits levels which strike a balance between public expectations of not-for-profit organisations and the need to attract and retain the staff the organisation needs to fulfil its mission; - apply the best voluntary sector practices in terms of employee and volunteer rights and health and safety at work. 	<p> <input checked="" type="checkbox"/> Fully <input type="checkbox"/> Partially <input type="checkbox"/> Not at all <input type="checkbox"/> Not applicable </p>	

32	The organisation takes all required provisions to exclude corruption and bribery from its work.	<ul style="list-style-type: none"> - include procedures for evaluating the performance of all staff on a regular basis. <p>The organisation's relevant policies</p> <ul style="list-style-type: none"> - specifically prohibit acts of bribery or corruption by staff or other persons working for, or on behalf of, the organisation; - identify appropriate steps to be undertaken in cases of suspected bribery or corruption. 	<input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable		
33	The organisation respects sexual integrity in all its programmes and activities, and prohibits gender harassment, sexual exploitation and discrimination.	<p>The organisation's relevant policies contain appropriate provisions</p> <ul style="list-style-type: none"> - preventing sexual exploitation, abuse; - ensuring gender equality; - preventing discrimination in all its forms; - fostering ethnic and racial diversity. 	<input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable		
34	The organisation provides internal feed-back mechanisms making sure that the organisation consistently stays within its ethical and legal framework and follows its mission.	<p>The organisation's written whistle-blowing policy enables and encourages staff to draw management's attention to activities that may not comply with the law or the organisation's mission and commitments, including the provisions of the INGO Accountability Charter.</p>	<input type="radio"/> Fully <input checked="" type="radio"/> Partially <input type="radio"/> Not at all <input type="radio"/> Not applicable	We do not have a written whistle-blowing policy but staff are encouraged to draw managements attention to activities that do not comply.	
35	The organisation's practice fully complies with its policies.	<p>The organisation confirms for the reporting period that it has no knowledge of any significant breaches of its management policies or related</p>	<input checked="" type="radio"/> Fully <input type="radio"/> Partially <input type="radio"/> Not at all		

		<p>policies and procedures and that it has resolved any formal written complaints it may have received concerning its management provisions and practice.</p> <p>The Organisation has a Board authorised system to deal with complaints.</p>	<input type="radio"/> Not applicable	
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Date 16.03.2019

Alexandra Bore

Chair of the Board

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Chief Executive Officer