

Bond NGO Transparency Review

Draft organisation report

Organisation name: Islamic Relief Worldwide

Organisation website: <http://www.islamic-relief.org/>

Date review completed: 23 March 2016

Note to organisations about using this document:

Thank you for requesting a Transparency Review. This draft report has been written by our Transparency Reviewer and checked against our scoring guide for consistency. We hope that you and your colleagues will be able to make time to read through the whole report.

As the report is for your own organisational learning, we would value your opinion on whether we have given you a fair score for each indicator. If you feel that a score is incorrect, please email to sjohns@bond.org.uk with the details and a link to the webpage or document where the extra information resides. We ask that you do this within 10 working days of receipt of the report.

The final report, taking on board your feedback, will be issued to you within 10 working days of receiving your feedback.

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1. Transparency Policy

1.1 Open Information Policy

Is there an open information policy or a disclosure policy on the website (either as text or a linked document)?

Level 0: There is no information on an organisational transparency policy on website

Level 1: Our website indicates that a policy exists, but there is no information on it AND/ OR our website clearly states a commitment to working in an open and transparent way, specifying which kind of information is made public and what is excluded.

Level 2: A summarised version of our policy is published on the website

Level 3: Our policy is published in full on the website

Score:

Level 0

Narrative:

The Islamic Relief Worldwide (IRW) website does not make reference to an open information policy. It also does not have a clear statement on making information openly available. However, the reviewer notes that the Quality and Accountability Framework includes IRW's commitment to both IATI and INGO Accountability Charter. <http://www.islamic-relief.org/irw-quality-and-accountability-framework-statement/>, which perhaps can provide the framework for the development of an open information policy.

Recommendations:

An open information policy should state, at a minimum, the following information: types of information available, the types of information excluded from publication, links to contact details to request information and links to complaints or appeals procedures. Guidance on how to develop an open information policy can be found at the BOND website¹.

To reach Levels 1 and 2, IRW may wish to publish either a clear statement or a summarised version of an open information policy on its website.

To reach Level 3, the open information policy will be published in full on the website, either as downloadable document or on a webpage. The published policy should be easy for website users to find, for example being located with other information on policies, governance or transparency.

¹ <http://www.bond.org.uk/effectiveness/open-information-and-ngos>

1.2 Exclusions

Organisations may choose to withhold certain types of information from public view. These are called 'exclusions'. What level of information is available on exclusions?

Level 0: We have widely-defined exclusions relating to commercial sensitivity and administrative burden which are open to interpretation; in practice, most information [not validly excluded due to legal or security restrictions] relating to our activities and results is excluded OR no information on exclusions

Level 1: We have widely-defined exclusions relating to commercial sensitivity and administrative burden which are open to interpretation; we allow ourselves a lot of discretion about what is excluded or published

Level 2: We exclude information for legal (including privacy and contractual law) or clearly defined security reasons, or for narrowly-defined commercial or administrative reasons; in practice most information is available

Level 3: We only exclude information for legal or clearly-defined security reasons

Score:

Level 0

Narrative:

The website does not refer to or publish an open information policy, and thus also fails to provide a policy on exclusions.

Recommendations:

As part of developing a wider organisational open information policy, IRW may wish to develop an exclusions policy.

To score more highly here, the exclusions policy will only restrict access to information for legal or clearly-defined security reasons. If commercial or administrative reasons are used to restrict access to information, these reasons should be narrowly defined.

Further guidance on how to develop an open information policy can be found at the BOND website².

² <http://www.bond.org.uk/effectiveness/open-information-and-ngos>

2. Organisational information

2.1 Mission, Values and Affiliations

How open is the organisation about their long-term vision for change, and their affiliations and memberships?

Level 0: No mission statement is published on the website

Level 1: A mission statement is published on the website

Level 2: A mission statement is published on the website; and a statement of principles, values and affiliation (e.g. religious or political) is also published/ included

Level 3: A mission statement is published on the website; and a statement of principles, values and affiliation (e.g. religious or political) is also published/ included, AND a list of bodies to which the organisation is linked or is a member is provided.

Score:

Level 3

Narrative:

Islamic Relief Worldwide states its vision and mission and religious affiliation in their 2014 annual review: <http://www.islamic-relief.org/annual-reports/> (page 9), and a list of memberships is also found at <http://www.islamic-relief.org/irw-quality-and-accountability-framework-statement/> . IRW is clear about its religious foundations throughout the website and lists its values at: <http://www.islamic-relief.org/about-us/> together with its mission and vision.

Recommendations:

No recommendations as IRW scored the maximum for this indicator.

2.2 Strategy

If an organisation has a mission statement, the organisation will commonly have a strategy to move closer to achieving the mission. How visible is this on their website/in linked docs?

Level 0: No information on strategic objectives or a formal strategy is published on the website

Level 1: A summary statement of strategic objectives is published on the website

Level 2: The full strategy is published/ available for download, but without a summary

Level 3: A summary statement is published along with the full organisational strategy

Score:

Level 3

Narrative:

Islamic Relief Worldwide's 2011-2015 Strategy is available to download in full on the website at <http://www.islamic-relief.org/publications/> and there is a summary at: <http://www.islamic-relief.org/faq/strategy-and-planning/>

Recommendations:

No particular recommendations as IRW scored the maximum. It would be useful to have a direct link to the Strategy document in the summary – it would be good to see this for the new strategy from 2016. It would also be useful to have information about the new objectives, and IRW's performance against those objectives in the Strategy and Planning section.

2.3 Contact information

How accessible is the organisation?

Level 0: No information on how to contact the organisation is provided.

Level 1: Information on how to contact the organisation using a variety of channels is provided.

Level 2: Information on how to contact the organisation using a variety of channels is provided, along with a commitment to respond within a specified time period.

Level 3: Information on how to contact the organisation using a variety of channels is provided, along with a commitment to respond within a specified time period, and questions and responses are published on the website.

Score:

Level 2

Narrative:

Islamic Relief Worldwide have a Contact Us page at <http://www.islamic-relief.org/about-us/contact/>, and contact details also appear at the bottom of each page. There is also an FAQ page: <http://www.islamic-relief.org/faqs/> but this is not signposted from the Contact Us page as we'd expect. There is no commitment to respond within a specified timescale. Therefore, this indicator has been scored as Level 2.

Recommendations:

To reach Level 3, IRW may wish to consider making a commitment to responding to enquiries within a specified time period. For example, Womankind Worldwide gives a timescale for responses on its *Contact Us* page³. We would also expect to see a link to the FAQs from the Contact Us page for this level. WWF-UK is a good example of an organisation which links to its FAQs from a *Contact Us* page⁴.

³ <http://www.womankind.org.uk/contact-us/>

⁴ http://www.wwf.org.uk/about_wwf/contact_us/

2.4 Partners

What level of information is available on implementing partner organisations in the countries where the organisation works?

Level 0: There is no published information on Southern/implementing partners on the website

Level 1: There is published information on partners but it is not clear how many of the total number of partners is presented or only a minority of partners' names and contact details are published

Level 2: There is information available on the majority of partners the organisations works with, including the name and contact details, and a brief description of which projects they partner in.

Level 3: A full list of partners is available on the website with contact information for each of them, as well as published information about the countries and specific projects they partner in.

Score:

Level 0

Narrative:

There is no list of implementing partners on the website, either as a separate page or within the country pages. The following sources were checked:

- What we do pages: <http://www.islamic-relief.org/what-we-do/>
- Where we work pages: <http://www.islamic-relief.org/where-we-work/>
- Annual report 2014: <http://www.islamic-relief.org/annual-reports/>
- FAQs: <http://www.islamic-relief.org/faqs/>

Recommendations:

To score a level 1, IRW may wish to provide the names of at least the majority of implementing partners that it works with.

To score a level 2, IRW may wish to provide contact details and/or a link to the majority of implementing partners' websites, as well as information about which projects the partner assist with.

To score a level 3, IRW may wish to complete the criteria for levels 1 and 2, but ensure all implementing partners have been included.

Frank Water provides good information about implementing partners⁵. The organisation has a Partners webpage and lists each implementing partner with a description of how they assist Frank Water and includes a link to their websites.

3 Governance and Finance

3.1 Board/Trustees

What level of information is available on the organisation's Board members/Trustees?

Level 0: No information on Board Members/ Trustees is published on the website.

Level 1: A list of Board Members/ Trustees is published on the website or in a signposted Annual Report.

Level 2: A list of Board Members/ Trustees is published on the website or in a signposted Annual Report along with brief biographies

Level 3: A list of Board Members/ Trustees is published on the website or in a signposted Annual Report along with brief biographies AND a register of their interests

Score:

Level 2

Narrative:

A list of Board Members is given on the Islamic Relief Worldwide website, alongside photographs and brief biographies⁶.

A Register of Interests is not published for the Board.

Recommendations:

To reach a level 3, IRW may wish to publish a Register of Interests that gives the personal interests and relationships of each board member relevant to the work of the organisation. This enables interested parties such as the public to observe whether any conflicts of interests exist and have greater confidence that the trustees are acting in the best interest of the organisation. An example of what this may look like can be found on Transparency International's website at⁷. Click on the [ROI] link after each trustee's name.

⁶ <http://www.islamic-relief.org/board-of-trustees/>

⁷ https://www.transparency.org/whoweare/organisation/board_of_directors/1/

3.2 Executive Directors/Senior staff

What level of information is available on the organisation's Directors or Senior Managers?

Level 0: No information on Directors/ Senior Managers is published on the website (or, where the organisation is volunteer-led, about senior volunteers)

Level 1: A list of Directors/ Senior Managers/ Senior Volunteers is published on the website or in a signposted Annual Report

Level 2: A list of Directors/ Senior Managers/ Senior Volunteers is published on the website or in a signposted Annual Report with a register of their interests

Level 3: A list of Directors/ Senior Managers/ Senior Volunteers is published on the website or in a signposted Annual Report with a register of their interests AND with the salary level of the CEO (or other) highest paid member of staff, if applicable.

Score:

Level 2

Narrative:

Islamic Relief Worldwide gives names and biographies for each Director on the *Board of Directors* page⁸.

A Register of Interests is not published for the senior team.

The highest paid staff salary can be understood from note 18 of the annual review and accounts 2014 (page 60) which shows that one member of staff received remuneration at the level of £90,000 to £100,000⁹.

Therefore this indicator has been scored at level 2.

Recommendations:

To reach level 3, IRW may wish to consider publishing a Register of Interests for its senior leadership team. This enables interested parties such as the public to observe whether any conflicts of interests exist and have greater confidence that staff are acting in the best interest of the organisation. An example of what this may look like can be found on Transparency International's website¹⁰. Click on the [ROI] link after each trustee's name.

We would also recommend that IRW would make information about their CEO's salary more accessible, in line with NCVO recommendations¹¹. For example, CAFOD has a webpage detailing its remuneration policy and a report on senior executive salaries and salary ratios¹². Concern Worldwide lists salary bands and CEO pay¹³. Lepra publish a 'CEO Salary Statement' which gives details of the salary and approach to setting it, and benchmarks against industry norms¹⁴.

⁸ <http://www.islamic-relief.org/about-us/board-of-directors/>

⁹ <http://www.islamic-relief.org/annual-reports/>

¹⁰ https://www.transparency.org/whoweare/organisation/board_of_directors/1/

¹¹ <https://www.ncvo.org.uk/about-us/media-centre/press-releases/642-full-transparency-vital-for-trust>

¹² <http://www.cafod.org.uk/About-Us/Remuneration-Report>

¹³ <https://www.concern.net/en/news-blog/charities-and-transparency>

¹⁴ <https://www.lepra.org.uk/policies>

3.3 Audited or externally verified annual accounts

How accessible are the organisation's annual accounts?

Level 0: No audited/ externally examined annual accounts are published on the website

Level 1: A summary of audited/ externally examined annual accounts is published on the website

Level 2: The full audited/ externally examined annual accounts are published on the website (doc/ PDF)

Level 3: The full audited/ externally examined annual accounts are published on the website, and are available in a way that can be navigated or further analysed by users

Score:

Level 2

Narrative:

The Annual Report and Accounts for 2014 are available in full on Islamic Relief Worldwide's website at <http://www.islamic-relief.org/annual-reports/>

Recommendations:

To reach a level 3, IRW may wish to provide a method for full financial information to be navigated or further analysed by users. An interactive graphic could allow users to manipulate information to deepen their understanding. Alternatively, IRW could make their financial information openly available, either as a CSV or Excel file, or as a full and complete IATI dataset.

An example of an organisation using IATI to publish all their financial information is Publish What You Fund¹⁵.

¹⁵ <http://www.iatiregistry.org/publisher/about/pwyf>

3.4 Naming Funders

What level of information is available on sources of funding (income) for the organisation?

Level 0: No information on sources of funding is available on the website OR information is available on the website or in a document which has a link on the website, which doesn't appear to meet Charities SORP.

Level 1: Information on sources of funding which appears to meet Charities SORP is available on the website or in a document which has a link on the website.

Level 2: The information in Level 1 AND the names of all institutional funders giving more than £10,000 or 20% of an organisation's total annual income are published on the website OR in another document linked on the website, OR there is a clear statement that the organisations have not received donations >£10,000 or >20% of total income.

Level 3: The information in Level 2 AND the names of trusts, foundations and corporations (businesses) donating more than £10,000 or 20% of an organisation's total annual income is available on the website. For organisations that do not receive donations of >£10,000, a list of individual donors is published (except any excluded by anonymity)

Score:

Level 3

Narrative:

Note 5 of the Annual Report and Accounts lists donors and amounts, which includes institutional donors, corporations and trusts and foundations: <http://www.islamic-relief.org/annual-reports/>

Recommendations:

No recommendations as IRW scored the maximum.

4 Activities and Results

4.1 Scope and Breadth of Publishing on Activities funded by the Organisation

What level of information is available on all the organisation's projects?

Level 0: There is no information on specific projects/ activities published on the website (e.g. only references to sectors/ locations of work, or only highly summarised references to specific projects [primarily for marketing purposes])

Level 1: Information is published on a minority of the NGOs' projects/ activities by value (measured as share of total organisational expenditure), or there is information published but it is not possible to determine how much of the organisations' activities are covered

Level 2: Information is published on a majority of the NGOs' projects/ activities by value

Level 3: A full list of the NGOs' projects/ activities is available on the website, with information published on all projects

Score:

Level 1

Narrative:

Although Islamic Relief Worldwide has information about its overarching programmes on the website in the <http://www.islamic-relief.org/what-we-do/> section, it's not possible to work out what percentage of projects are described. This is because individual projects are not listed or described either under the programme areas or the country pages at <http://www.islamic-relief.org/where-we-work/>

Recommendations:

To reach a level 2/3, IRW may wish to publish a full list of its projects and activities to their website and ensure there is clear evidence that the projects on the website constitute all of the organisation's projects.

Some organisations provide this evidence by listing and describing their projects on the website and clearly listing and describing this same list in the annual report. Health Poverty Action (<http://www.healthpovertyaction.org>) is an example of an organisation that does this. The projects in their annual report (<http://www.healthpovertyaction.org/wp-content/uploads/2012/06/HPA-Accounts-2014.pdf>) match the projects described on their website.

4.2 Quality and Depth of Publishing (per published project/ activity)

What level of information is available on each project/activity?

Level 0: There is no information published on individual projects/ activities.

Level 1: Summary information only per published project/ activity is provided

Level 2: The project/ activity proposal or implementation plan only is provided

Level 3: The project proposal or implementation plan plus a summary is provided

Score:

Level 0

Narrative:

The information on the website refers to the overarching programmes (Protecting Life and Dignity, Empowering Communities), and there is occasional reference to outputs from selected projects. However, information on individual projects that would inform and increase understanding of those projects is not available on the website or in the annual report.

Technical documents such as project proposals or implementation plans are not published.

Therefore this indicator has been scored at Level 0.

Recommendations:

To score more highly here, IRW will need to provide additional information about its projects or activities. To reach Level 1, summaries of individual projects should include, at a minimum, details of locations (where security issues allow), activities, partners and beneficiaries.

To reach Level 3, IRW may also wish to consider publishing technical documents such as project proposal and implementation plans alongside the above summaries.

Examples of organisations who provide a good level of detail on their projects include:

- Minority Rights Group, for details on individual projects¹⁶.
- CAFOD, for an example of a country programme with individual projects¹⁷.
- Traidcraft International, for examples of summaries (click on the PDF links on each project page)¹⁸.

¹⁶ <http://www.minorityrights.org/469/programmes/programmes.html>

¹⁷ <http://www.christianaid.org.uk/whatwedo/asia/bangladesh.aspx>

¹⁸ <http://www.traidcraft.co.uk/development-projects>

4.3 Scope/ Breadth of Publishing on Evaluations and Results of Completed Activities Funded by the Organisation

What level of information is available on the outcomes of the organisation's completed projects, such as outcome data or independent evaluations?

Level 0: There is no information on the results of specific completed projects or activities published on the website (e.g. only unspecific or unverified references to the organisations' achievements).

Level 1: Evaluations or outcome data/ information are published on a minority of the NGOs' projects or activities by value completed since a given date, or there are evaluations and outcome data published but it is not possible to determine how much of the organisations' activities are covered

Level 2: Evaluations or outcome data/ information are published on a majority of the NGOs' projects/ activities by value

Level 3: A full list of the NGOs' projects/ activities is available on the website, with evaluations or outcome data/ information published on all projects/ activities recorded as completed

Score:

Level 0

Narrative:

Islamic Relief Worldwide mentions some output level results in their 2014 Annual Report: <http://www.islamic-relief.org/annual-reports/> and on their programme pages and country pages. However IRW doesn't appear to have published evaluations or outcome results data, either on the main site or the Policy and Research site at <http://policy.islamic-relief.com/>. Therefore this indicator has been scored at Level 0.

Recommendations:

To reach level 1, IRW may wish to publish outcome level data and evaluations of its work. Providing this information publicly will allow the organisation to present evidence its work to stakeholders such as funders and beneficiaries.

To reach Levels 2 and 3, IRW will need to provide evaluations and outcome data for the majority and ultimately all its completed projects.

For more information on commissioning good quality evaluations see the BOND website¹⁹.

Examples of organisation who publish evaluations are Traidcraft International²⁰ and Minority Rights Group²¹.

¹⁹ <http://www.bond.org.uk/effectiveness/principles>

²⁰ <http://www.traidcraft.co.uk/past-projects> (scroll down for the links to the evaluations)

²¹ <http://www.minorityrights.org/8072/evaluations/evaluations.html>