GRI Level C reporting template for NGOs

Name of organization: CIVICUS: World Alliance for Citizen Participation

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Information on numbering: All sections in the boxes are taken directly from the original English version of the NGO Sector Supplement and the original reference numbers and page number appear in parenthesis. The NGO Sector Supplement is available for free downloading at www.globalreporting.org

1 Strategy and Analysis

1.1 Statement from the most senior decision-maker of the organization. [**GRI NGOSS**: p. 25]

The financial and economic crises of the past 2 years have affected CIVICUS and its members in multiple ways. The immediate impact of cutbacks in funding from governments, philanthropists, businesses and the public alike was accompanied by sharp increases in demands for the services provided by civil society organisations globally as the effects of job losses, cuts in public services, volatility in commodity prices, falling remittances and investments rippled through communities on every continent. Civil society activities that are the focus of CIVICUS' mission, the protection of civil society and human rights, convening aimed at peer-learning and solidarity building and enhancing the capacity of civil society to influence policy-making, were particularly affected as limited resources tended to be directed towards immediate, service provision, the impact of which is easier to measure. Many governments, Northern and Southern, responded to community protests with repressive measures aimed at stifling dissent. Simultaneously, the shift in geo-political power reduced the pressure from many governments who had been supporters of human rights, permitting sharp increases in attacks on civil

society through legislation, policy changes, intimidation and violence.

Coming on top of the measures taken by governments as part of the "war on terror", these actions had the effect of severely constraining the rights and freedoms of civil society defending, which is a key strategic priority for CIVICUS. While these factors have made resource mobilisation harder even as demands for CIVICUS interventions sky-rocketed stretching organisational resources severely, they have also elevated the relevance and significance of CIVICUS' work, providing new sources of support and engagement. Though CIVICUS has shown resilience in coping with the pressures, it will have to expedite changes in its fundraising, outreach, financial management and technology infrastructure if it is to meet stakeholder expectations going forward. Accordingly, a key priority during this reporting period has been the restructuring of the organisation to achieve greater synergies and efficiencies. Investments in diversifying resource mobilisation strategy, information and communications technologies and systems and in decentralisation aimed at greater responsiveness to constituent needs are the focus for the next period. Efforts to

deficits that underly the seemingly disparate issues civil society confronts will need to be strengthened.

Ingrid Srinath, Secretary General, CIVICUS: World Alliance for Citizen Participation

2. Organizational Profile

2.1 Name of the organization. [**GRI NGOSS**: p. 26]

CIVICUS: World Alliance for Citizen Participation

2.2 Primary activities (e.g., advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organization's mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.). [**GRI NGOSS**: p. 26]

CIVICUS is an international alliance dedicated to strengthening citizen action and civil society throughout the world. Within this mission, CIVICUS seeks to achieve the three core objectives of civic existence, civic expression and civic engagement.

Between 2008-2012, CIVICUS adopted three Strategic Directions to guide its work: (1) Protecting the rights of civil society actors (2) Strengthening good practice within civil society (3) Strengthening civil society's ability to influence the policies and practices of governments, international institutions and the private sector.

To achieve success in its mission and in pursuing its strategic directions, CIVICUS activities can be summarised and categorised into four broad approaches: (1) Knowledge generation and analysis (2) Communication (3) Convening and multi-stakeholder engagement (4) Advocacy.

CIVICUS is best known as a brand for its products and project work, including the CIVICUS World Assembly, the Civil Society Index, and Civil Society Watch. In operationalising its approaches to its Strategic Directions, the CIVICUS secretariat works primarily through partner organisations and members of the CIVICUS alliance. For example, workshops are usually co-hosted, while knowledge products such as the Civil Society Index country reports are produced by partner organisations in countries around the world.

For more information on the CIVICUS strategic directions and approaches, visit
http://civicus.org/images/stories/civicus/CIVICUSstrategicdirections.pdf.

2.3 Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures. [**GRI NGOSS**: p. 26]

Although CIVICUS: World Alliance for Citizen Participation is a membership alliance, this report covers only those activities and operational structure relating to the CIVICUS secretariat.

Geographical structure: The CIVICUS secretariat has two permanent offices and addresses, based in Johannesburg, South Africa, and Washington DC, USA. The vast majority of staff are based in the Johannesburg head office. CIVICUS also employs two permanent representatives to the United Nations, based in New York and Geneva. CIVICUS is currently exploring further decentralisation.

Governance and Board: A Board of 13 Directors, elected by organisational members of the CIVICUS alliance, provides oversight and guidance of the organisation's strategy, governance, management, programmes and annual budget. Board members serve for three year terms and can hold their post for a maximum of two successive terms. CIVICUS recently elected a new Board of Directors, who took up their posts in August 2010 and met again in January 2011.

Within the CIVICUS Board, there are committees with specially assigned responsibilities. During the reporting period and subsequently until 1 October 2010, there were four Committees: the Executive Committee, the Governance Committee, the Programme Committee and the Finance and Audit Committee. After 1 October 2010, after an organisational restructuring and renewal, new Board Committees were formed to reflect the new organisational structure of CIVICUS. Accordingly, at the time of reporting there are now five Board Committees: the Executive Committee, the Outreach Committee, the Policy and Research Committee, the Operations Committee (responsible for primary financial oversight), as well as the World Assembly Programme Committee.

<u>Internal Management:</u> CIVICUS staff are headed by a Secretary General (SG), who acts as the Chief Executive Officer and reports to the Board of Directors. A Senior Management Team, comprised of the SG, Deputy Secretary General, Director: Operations, Director: Policy and Research and Director: Outreach, makes key decisions. The Management Team includes an additional ten (10) managers of units.

<u>Organisational restructuring and renewal:</u> During 2009 and 2010, CIVICUS began a restructuring process. Subsequent to the reporting period, CIVICUS finalised an organisational renewal process on 1 October 2010 and formally changed its internal operational structure. In the new CIVICUS structure, there are now three departments, each headed by a Director (Operations, Outreach, Policy and Research), as well as the Organisational Coordination Office. Within each department exist units, carrying out functional duties (Policy, Research, Lobbying and Engagement, Convening, Communications, Resource Mobilisation, Human Resource Development, Finance and Administration). Cutting across all units and departments exist a number of CIVICUS "projects", focussed on the delivery of specific products and pieces of work. More information about the organisational structure, as well as the current organisational chart, is available at http://www.civicus.org/organisational-structure.pdf.

2.4 Location of organization's headquarters. [**GRI NGOSS**: p. 26]

CIVICUS House, 24 Gwigwi Mrwebi Street, Newtown, Johannesburg, South Africa

2.5 Number of countries where the organization operates. [**GRI NGOSS**: p. 26]

CIVICUS operates at the global level, as well as through project partners in a number of countries. In 2009, CIVICUS had members in 110 countries.

2.6 Nature of ownership and legal form. [**GRI NGOSS**: p. 26]

CIVICUS is a private not-for-profit organisation registered in the United States as a 501(c)(3) organisation and in South Africa as a Section 21 company. A Board of 13 Directors, elected by organisational members of the CIVICUS alliance, provides oversight and guidance of the organisation's management, programmes and annual budget. Board members serve for three year terms and can hold their post for a maximum of two successive terms.

2.7 Target audience and affected stakeholders. [**GRI NGOSS**: p. 26]

CIVICUS' target audience and affected stakeholders are civil society organisations and citizens around the globe. CIVICUS works to protect the rights of civil society actors, strengthen good practice within civil society and strengthen civil society's ability to influence the policies and practices of governments, international institutions and the private sector around the world. To achieve this, CIVICUS works with organisations and individuals, including those in government and the private sector. As a membership association, CIVICUS primarily serves its membership of civil society organisations.

2.8 Scale of the reporting organization. [**GRI NGOSS**: p. 26]

Although CIVICUS has a global reach, it is a small-medium sized organisation:

> Number of formal members: 394 (start of reporting period, April 2009); 298 (end of reporting period, March 2010)

> Total income: USD $ 3,178,884 (financial year 2009)

> Total size of workforce (including staff, volunteers, interns, consultants): a total of 69 individuals worked for CIVICUS at some point between April 2009 and March 2010 (the reporting period). At any one time, the average workforce of CIVICUS remains fairly constant at roughly 35-45. At the time of reporting (Feb 2011), the workforce of CIVICUS is 40.

> Net revenue: USD -$304,885 (financial year 2009)

> Total assets: USD $1,484,319 (financial year 2009)

2.9 Significant changes during the reporting period regarding size, structure, or ownership. [**GRI NGOSS**: p. 26]

During the reporting period, CIVICUS began an extensive restructuring and renewal process, which culminated in the formal change in structure outside of the reporting period (1 October 2010). This process saw CIVICUS first moving towards (during the reporting period) and then subsequently implementing a new matrix operational structure, following a bottom-up process of renewal. The new structure has three departments, each headed by a Director (Operations, Outreach, Policy and Research), as well as the Organisational Coordination Office. Within each department exist units, carrying out functional duties (Policy, Research, Lobbying and Engagement, Convening, Communications, Resource Mobilisation, Human Resource Development, Finance and Administration). Cutting across all units and departments exist a number of CIVICUS "projects", focussed on the delivery of specific products and pieces of work. The restructuring did not represent a scaling up or scaling down of the organisation, and did not involve any compulsory redundancies of staff, but was rather a realignment of existing programmes and departments for greater efficiency. The restructuring process involved strong staff participation,

and the envisioning of the new CIVICUS structure was led from January - October 2010 by the Restructuring Task Group (RTG), a staff group. During 2010, there were no substantial changes to the organisation's size or ownership. A new board was elected in 2010 and board committees wererere-configured to align with the new structure.

2.10 Awards received in the reporting period. [**GRI NGOSS**: p. 26]

None

3. Report Parameters

Report Profile

3.1 Reporting period (e.g., fiscal/calendar year) for information provided. [**GRI NGOSS**: p. 26]

April 2009 - March 2010

3.2 Date of most recent previous report (if any). [**GRI NGOSS**: p. 26]

18 January 2011 - available at http://www.ingoaccountabilitycharter.org/cmsfiles/CIVICUS_INGO_IRF_Compliance_Report.pdf

3.3 Reporting cycle (annual, biennial, etc.). [**GRI NGOSS**: p. 26]

Annual

3.4 Contact point for questions regarding the report or its contents. [**GRI NGOSS**: p. 26]

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Report Scope and Boundary
3.5 Process for defining report content. [**GRI NGOSS**: p. 26]

In determining the materiality of the information and topics prioritised in this report, CIVICUS adopted the standard recommended indicators adopted for the NGO sector by the NGO Working Group. The indicators selected should speak closely to the information which CIVICUS believes is of interest and relevance to its stakeholders, both "upstream" and "downstream". This content results in a Level C Report, including NGO specific indicators, which it is hoped will be qualitatively richer than other GRI templates.

CIVICUS hopes and expects that this 2009-2010 Accountability Charter report will be read first and foremost by its members and wider constituency of partners. Donor organisations and the wider public are secondary intended audiences for the report. The report is written and completed in the spirit of maximum disclosure, intended to inspire discussion and feedback from alliance members and partners about what CIVICUS (the organisation) can and should do differently. Although the report highlights some gaps in CIVICUS' internal practice, it is hoped that honest assessment of these can lead to substantive improvements and a roadmap for improved accountability in 2011 and beyond.
This report should be read in conjunction with the 2009 CIVICUS Annual Report, available at http://www.civicus.org/content/reports/Annual-Report-2009.pdf. The Annual Report contains additional comprehensive financial and performance information on the organisation during 2009.

3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance. [**GRI NGOSS**: p. 26]

This report covers the activities and performance of the legally registered organisation CIVICUS: World Alliance for Citizen Participation. CIVICUS is a membership organisation, and can therefore also be conceptualised as a secretariat for a wider membership. However, this report does not cover the activities of other organisations who may be members, partners or part of the wider CIVICUS alliance.

3.7 State any specific limitations on the scope or boundary of the report. [**GRI NGOSS**: p. 26]

There are no specific limitations on any boundary of the report, as far as is possible to ascertain. However, it should be noted that CIVICUS is a relatively small organisation. The allocation of proportionally limited resources to monitoring, evaluation and information gathering means that CIVICUS does not currently have all the raw information that it would need in order to be able to report fully and comprehensively on each and every of the chosen indicators contained within this report.

3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations. [**GRI NGOSS**: p. 27]

This report is the first time that CIVICUS has used the GRI reporting framework, drawing on new and different indicators and information. The report is therefore not directly comparable with previous reports using the interim reporting framework of the INGO Accountability Charter.

3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods). [**GRI NGOSS**: p. 27]

N/A

3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. [**GRI NGOSS**: p. 27]

As above: This report is the first time that CIVICUS has used the GRI reporting framework, drawing on new and different indicators and information. The report is therefore not directly comparable with previous reports using the interim reporting framework of the INGO Accountability Charter.

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4. Governance, Commitments, and Engagement Governance

4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight. [**GRI NGOSS**: p. 27]

CIVICUS: World Alliance for Citizen Participation is a membership association, and the highest governance structure is the CIVICUS membership. Members meet annually at an Annual General Meeting. There are two types of membership - Voting Membership and Associate Membership.

Voting members appoint the CIVICUS Board of Directors every three years, as well as retaining the possibility of appointing Directors at any general meeting. The CIVICUS Board of Directors is comprised of up to fifteen Directors, each of whom can serve up to two terms (of three years each). The Board of Directors is responsible for oversight of the CIVICUS organisation, and meets regularly. The CIVICUS Board appoints a Chairperson, a Vice-Chairperson, a Secretary, a Treasurer and a Chief Executive Officer, who is also a member of the Board. The Chief Executive Officer is responsible for running the organisation on a day-to-day basis and leading the management of the staff team.

Within the CIVICUS Board, there are committees with specially assigned responsibilities. During the reporting period and subsequently until 1 October 2010, there were four Committees: the Executive Committee, the Governance Committee, the Programme Committee and the Finance and Audit Committee. After 1 October 2010 (subsequent to the reporting period), with the organisational restructuring and renewal, new Board Committees were formed to reflect the new organisational structure of CIVICUS. Accordingly, there are now five Board Committees: the Executive Committee, the Outreach Committee, the Policy and Research Committee, the Operations Committee (responsible for primary financial oversight), as well as the World Assembly Programme Committee.

Within this new governance structure, the Executive Committee is responsible for the overall day-to-day functioning of the Board and is mandated with additional decision-making powers. It is comprised of the Chair of the Board, the Vice-Chair of the Board, the Secretary, the Chair of the Policy and Research Committee, the Chair of the Outreach Committee, the Chair of the Operations Committee and the Secretary General. In 2009-2010, the Executive Committee met monthly.

The Operations Committee, Outreach Committee and Policy and Research Committee are each tasked with overseeing the activities of the corresponding department (Operations Department, Outreach Department, Policy and Research Department). The Board can appoint any number of members to each Committee, and can co-opt additional Committee members from outside the Board of Directors. In 2010, each Committee held regular quarterly meetings, as well as extraordinary meetings.

4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives. [**GRI NGOSS**: p. 27]

The Chair of the CIVICUS Board is not an executive officer. The CIVICUS Board is responsible for strategic decision-making and for oversight of the organisation's management. The Secretary General/Chief Executive Officer, working with the Senior Management Team at CIVICUS, is responsible for operational decision-making, and for supporting the Board with advice and guidance in strategic decision-making.

4.3 For organizations that have a unitary board structure, state the number of members of the and/or non-executive members highest governance body that are independent and/or non-executive members. [**GRI NGOSS**: p. 27]

Not applicable - CIVICUS does not have a unitary board structure, except for the CEO/Secretary General who is a paid employee and ex officio member of the CIVICUS Board. All other Board Directors are unpaid.

4.4 Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body. [**GRI NGOSS**: p. 27]

The primary mechanism is through the members' Annual General Meeting, where members give feedback and guidance on the organisation's direction. The members' AGM takes place usually at the annual CIVICUS World Assembly, a global gathering of civil society representatives. The CIVICUS Board also proactively uses this as an opportunity for an informal sounding board with members, as well as the wider stakeholder constituency. A membership team based at the CIVICUS secretariat also works throughout the year to seek feedback and input from members into the work of both the organisation and Board. However, the latter has not always worked well or resulted in significant input, signalling that this mechanism is probably weaker than it should be. During the reporting period, CIVICUS was not able to hold its annual World Assembly due to a restrictive funding environment, though it did hold an annual members' meeting in Johannesburg, South Africa. Plans for a revised membership approach, subsequent to this reporting period and guided by CIVICUS' new Convening Unit, should begin to improve this mechanism in 2011.

One mechanism utilized during 2009 – 2010 for member input, recommendations and direction was CIVICUS' involvement in the Comparative Constituency Feedback Survey, together with another 8 transnational networks, with coordination by Keystone and iScale. About 30% of CIVICUS constituents of all types were involved and provided feedback on a range of issues concerning CIVICUS; programmes design, effectiveness, efficiency, communication, among others. CIVICUS has formally committed itself to engaging in such surveys of its constituents in the future as an useful means for obtaining feedback and complaints from its stakeholders.
Some mechanisms exist for employees to provide recommendations to the highest governance body, the CIVICUS Board. When the Board meets, there are usually attempts to schedule staff-Board interactions. While these have not always generated discussion of the quality desired, in 2010-2011 there has been a move to shift these towards more substantive discussions touching on salient topics. Staff, members, partners and donors are also involved in the regular appraisal of the Secretary General / CEO carried out by the Board. However, the main mechanisms for staff-Board interaction continue to be through informal contact, primarily on programmatic issues.

Stakeholder Engagement

4.14 List of stakeholder groups engaged by the organization. [**GRI NGOSS**: p. 29]

CIVICUS' primary constituency is civil society organisations, coalitions, networks and individuals, who make up the membership of the association. CIVICUS also works with many governments, including development agencies, as well as with academic institutions, research organisations, international financial institutions, intergovernmental organisations and the private sector. CIVICUS also reaches the broader public and individuals through a weekly e-newsletter, e-CIVICUS. CIVICUS does not currently have access to one comprehensive list of all stakeholders, but in late 2010 and 2011 is investing in new and better knowledge and contact management systems. More information on the stakeholder groups that CIVICUS engages with can be found in the 2009 Annual Report.

4.15 Basis for identification and selection of stakeholders with whom to engage. [**GRI NGOSS**: p. 29]

A CIVICUS membership policy (http://www.civicus.org/memberships/membership-policy) is in place identifying the five categories of membership: citizen organisations; nongovernmental grantmaking organisations; individual members; youth members; corporate citizens/business associates. The CIVICUS Board and membership retains the right to exclude or refuse acceptance of individual members.

CIVICUS has in place a Resource Mobilisation Policy (adopted June 2007) in line with Ethical Fundraising Guidelines and the Accountability Charter. This policy ensures that resource mobilisation activities are carried out in a manner that is consistent with CIVICUS' vision and mission; complies with all applicable laws and regulations; and accurately reflects CIVICUS' programme activities and resource requirements. This document is linked with the CIVICUS Corporate Identity and Style Guidelines and the Strategic Framework, which in turn is reflected in Operational Plans and other policies (e.g. Volunteer Policy).

Although CIVICUS did not during the reporting period have other approved documents or policies articulating the stakeholders that it engages with, the organisation has subsequently begun the process of drafting and refining an Outreach vision and strategy which will govern the shape the organisation's outreach from 2011 onwards. This will articulate the stakeholders that CIVICUS seeks to engage with.

Data on Performance

Data on Performance. Please check the Indicator Protocols before completing this box.

Indicator 1: NGO1 Involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.

CIVICUS is a membership association of civil society organisations and citizens, and therefore seeks to initiate programmes and interventions which make a positive contribution to these affected stakeholder groups. Through the Board of Directors (elected from CIVICUS members) and through regular member interaction, CIVICUS aims to give members a voice in shaping its programmes and projects. In 2009, the Comparative Constituency Feedback Survey undertaken by CIVICUS pointed to strengths and weaknesses of this member engagement.

It is a central tenet of CIVICUS programming that projects should be undertaken in partnership wherever possible, and led predominantly by CIVICUS members or constituents. For example, the CIVICUS Civil Society Index is implemented by national partner organisations who are responsible and take ownership of the vast majority of the project, including fundraising and all research activities. During the reporting period, CIVICUS designed new projects and programmes such as the Early Warning System (EWS), a mechanism designed to track emerging threats to civil society. Constituents and project partners were involved in the design of the project, resulting in a project which is also led by project partners in countries where civil society is under threat. Where possible, CIVICUS also seeks to involve stakeholder groups in the monitoring and evaluation of policies and programmes. For example, during 2009 CIVICUS commissioned an external impact assessment of the 2003-2006 Civil Society Index, building into the commissioned consultancy a requirement that not only project partners but also external civil society stakeholders were involved in the process.

Indicator 2: NGO2 Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies.

CIVICUS did not have a formal feedback and complaints policy during the reporting period. However, CIVICUS did have established institutional practices through which feedback and complaints were received from constituents:

> Regular meetings with members and programmes implementers: an all members meeting is held once every year in which members provide feedback to the secretariat and the Board of CIVICUS. The latter is held periodically as part of programmes implementation activities. For example, a joint programmes meeting was held in Johannesburg in September 2009 where a significant number of our constituents attended and engaged in planning and feedback sessions with the secretariat. Constituents also channel their feedback and complaints through the Board members who represent them.

> Regular programmes communications: projects and departments of CIVICUS engaged frequently with constituents through various communication channels - emails, telephonic chats, and comments on reports – and obtained feedback from them.

> Online surveys: different projects run web based surveys targeted at our constituents. Some of the questions solicited feedback from the constituents on programmes implementation and other issues;

> Constituents' surveys: a major feedback and complaints mechanism utilized during 2009 – 2010 was CIVICUS' involvement in the Comparative Constituency Feedback Survey, together with another 8 transnational networks, with coordination by Keystone and iScale. About 30% of CIVICUS constituents of all types were involved and provided feedback on a range of issues concerning CIVICUS; programmes design, effectiveness, efficiency, communication, among others. CIVICUS has formally committed itself to engaging in such surveys of its constituents in the future as an useful means for obtaining feedback and complaints from its stakeholders.

In August 2010 (outside of the reporting period), CIVICUS adopted a whistleblower policy which should create a new mechanism for complaints to be raised.

Indicator 3: NGO3 System for programme monitoring, evaluation and learning, (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.

CIVICUS has made efforts to ensure that its work during the current 2008 – 2012 strategic plan period is properly planned, monitored, reviewed, evaluated, and reported and that these practices support organisational learning and accountability. With this in mind, CIVICUS commenced the development of an organisation-wide Impact Planning and Learning Framework (IPLF) during the reporting period. The IPLF covers 6 key impact planning and learning cycle processes – assessment and planning, monitoring, reviews, evaluations, reporting and learning. Key activities involved in these six processes were introduced and institutionalized during the reporting period and are now part of CIVICUS practice, at project and departmental levels and across the whole of CIVICUS.

For example, regular programmes monitoring through the quarterly progress reporting and M&E systems implementation occurred, two programmes evaluations/impact assessments (Civil Society Index Impact assessment and Participatory Governance Programme end term evaluation) took place; and documentation and dissemination of achievements and lessons through travel reports, Board matters, staff meetings, among others was also carried out.

The various IPLF related activities undertaken during the reporting period provided important information on the relevance, efficiency, effectiveness and impact of our work, and also promoted accountability to constituents and ability to learn from implementation to improve future practice.

While CIVICUS has now, subsequent to the reporting period, established systems and mechanisms for monitoring programmes and effectiveness, it is only in 2011 with the full implementation of the IPLF that CIVICUS will be able to tell whether it yields the kind of qualitatively rich information needed to assess the effectiveness of complex work such as civil society strengthening. It is likely that there will be further refinements through 2011 and beyond.

Indicator 4: NGO4 Measures to integrate gender and diversity into program design, implementation, and the monitoring, evaluation, and learning cycle.

CIVICUS has a gender equality team which catalyses mainstreaming of gender and diversity in all programmes. In addition, from time to time CIVICUS seeks expertise from external consultants to build staff capacity through training and assessment. The gender and diversity assessment carried out in 2010 served as a benchmark of where CIVICUS needs to move in terms of gender and diversity. However, the voluntary nature of the gender equality teams means team members have to put in an extra commitment to mainstream gender. Furthermore, other diversity issues have not been of real focus due to capacity issues. Tapping into the knowledge of some board members, the gender equality team has to some extent increased its capacity although a dedicated officer is required which will be added in 2010.

In July 2009, CIVICUS established a dedicated Planning and Learning Unit which will deliver a planning a learning framework for the organisation. This unit has since been spearheading all planning, reporting, monitoring and evaluation at strategic, thematic and operational levels. In addition, the planning and learning manager sits in the gender equality team to provide further guidance to the GET on mainstreaming gender into CIVICUS work.

The gender equality policy continues to serve as guidance to mainstream gender into CIVICUS work. Although it gives a particular focus to women as a marginalised group, it needs to be further reviewed to include other diversity issues including disability and race. Again capacity to take on other diversity issues by the gender equality team was prohibitive. There is more that needs to be done on analysis of sex disaggregated data from various projects to provide a meaningful outlook of the impact of CIVICUS work on women and other marginalised groups. This could be better reflected in CIVICUS publications such as the Civil Society Index Volumes.

The web face of CIVICUS includes a page on gender work. This reflects on how CIVICUS has sought to promote gender equality as well as resources from other organisations. To improve on this, the external aspects of CIVICUS's efforts on gender and diversity work must be reflected on the page as well to include what has been done on other diversity issues. To see more on the current page on gender visit: http://www.civicus.org/gender-mainstreaming.

Indicator 5: NGO5 Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns. Identify how the organization ensures consistency, fairness and accuracy.

Based on identified gaps in the previous reporting period, in November 2009 CIVICUS initiated drafting an organizational policy outlining commonly agreed principles and procedures that can guide CIVICUS involvement. This draft document seeks to establish a common reference that clarifies the principles for CIVICUS involvement and offer guidelines to ease related decision processes. To encourage open discussion of the policy and validate its relevance and utility, the draft policy was presented to all staff in May 2010 and subsequently to the Board of Directors in January 2011. This draft policy defines the key guiding principles as: Impact, Gravity, Solidarity, Regional Balance and Maximized Capacity. Upon final adoption in 2011 the policy will be applied to the broad and varied range of CIVICUS involvement including: advocacy communications, campaigns and convening or participation in forums.

The key mechanism for CIVCUS to ensure relevance and accuracy of its public advocacy remains maintaining close relationships with relevant local civil society partners who are consulted during the development of advocacy strategies. Moreover partner feedback is generally solicited from relevant local civil society partners when crafting advocacy statements; exceptions are only made with instances of extreme urgency or when local circumstance prevents both voice and online communications. The consistency of CIVICUS advocacy relies on regular internal consultation with between relevant units and projects capped by Senior Management approval of all public communications.

Indicator 6: NGO6 Processes to take into account and coordinate with the activities of other actors. How do you ensure that your organization is not duplicating efforts?

CIVICUS is a membership association of civil society organisations and citizens based around the world. As an organisation, the success of CIVICUS depends upon being plugged in to ongoing civil society debates and to maintaining a strong awareness of the external environment, including coordinating work with other organisations working on similar issues. CIVICUS has several mechanisms for achieving this. First, CIVICUS relies on contact with its members to be aware of what is going on in each country, and facilitates this through regular contact as well as annual general meetings. Second, at the annual CIVICUS World Assembly effort is taken to convene the key actors in the field and to engage in meaningful debate, which raises awareness of each other's activities. However, it should be noted that during the reporting period, the 2009 CIVICUS World Assembly did not take place due to a restrictive funding environment. Third, the CIVICUS Board includes geographical representation of senior representatives from key organisations, and offers the senior management a pool of expertise and experience in the field of civil society strengthening. Finally, subsequent to the reporting period, CIVICUS has

restructured to create a new Policy and Research Department as part of the organisation; this department seeks to keep the organisation abreast of latest developments in the external environment.

Economic

Indicator 7: NGO7 Resource allocation

During the reporting period, CIVICUS received funds either as project-specific funds ringfenced for particular activities, or as "core" funding to be allocated more flexibly across the organisation.
During the reporting period, CIVICUS' Finance Department tracked the use and allocation of these resources through an accounting system, Financial Edge, to ensure that 1. project funds were allocated correctly to project activities and in accordance with donor agreements and requirements and 2. flexible funding was allocated and spent as requested by the organisation's management.

Resources are allocated across the organisation according to an annual budgeting and planning process which takes place towards the end of each year. This process is led by the Senior Management Team.

CIVICUS retains oversight mechanisms to ensure that resources are allocated correctly. Independent auditors carry out an annual audit of the CIVICUS finances in South Africa and the USA (current auditors are Douglas & Velcich and Aronson & Company respectively); consolidated 2009 audited accounts were published in November 2010. Second, the CIVICUS Board and its Finance and Audit Committee (since October 2010, the Operations Committee) retains an oversight function on all issues of financial management and resource allocation.

Indicator 8: NGO8 Sources of funding by category and five largest donors and monetary value of their contribution.

CIVICUS' financial year is from January to December every year, and so the financial information available to cover the reporting period covers Jan-Dec 2009 and Jan-Dec 2010.

In the year 2009, our gross income was 3.18 million, consisting of:
US$ 1,677,919: from governments and other public authorities
US$ 344,300: from trusts and foundations
US$ 734,427: from non-governmental organisations
US$ 33,178: from bank interest
US$ 41,121: from membership fees
US$ 70,132: from other income (including rental)
US$ 277,807: from deferred income

Top 5 donors of income from governments and other public authorities
CIDA US$ 380,735
SIDA US$ 321,688
Irish Aid US$ 301,154
EC US$ 193,354
PATC/Danida US$ 166,996

Top 5 donors of income from trusts and foundations
Nduna Foundation US$ 100,000
C.S. Mott Foundation US$ 80,000
Sasakawa Peace Foundation US$ 55,000
Bill and Melinda Gates Foundation US$ 50,929
African Women Development Fund US$ 30,000

Top 5 donors of income from non-governmental organisations
Oxfam Novib US$ 343,525
Overseas Development Institute US$ 265,411
Scottish Council for Voluntary Organisations US$ 56,615
Oxfam GB US$ 46,488
Christian Aid US$14,632

In the year 2010, our gross income was 3.98 million, consisting of:

US$ 2,254,650: from governments and other public authorities
US$ 511,540: from trusts and foundations
US$ 350,795: from non-governmental organisations
US$ 5,582: from bank interest
US$ 46,413: from membership fees
US$ 166,174: from other income (including rental)
US$ 649,003 from deferred income

Top 5 donors of income from governments and other public authorities

SIDA US$ 796,285
CIDA US$ 385,166
PATC/DANIDA US$ 256,691
UNDEF US$ 250,000
NORAD US$ 181,056

Top 5 donors of income from trusts and foundations

Nduna Foundation US$ 202,922
C.S. Mott Foundation US$ 140,000
Ford Foundation US$ 100,000
OSI Foundation US$ 68,618
N/A N/A

Top 5 donors of income from non-governmental organisations
Oxfam NOVIB US$315,372
Christian Aid US$16,151
Oxfam GB US$9,500
IANGO US$8,000
N/A N/A

Indicator 9: EC7 Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation. Do you have a policy or practice for local hiring? If so, report on the proportion of senior management hired from the local community at locations of significant operation.

As a global civil society organisation, CIVICUS recruits globally for all project and programmatic positions. Recruitment prcoesses are open and transparent, and are based on the principle of finding the best fit for the job, irrespective of location. Local hires are identified mainly for support positions at all levels, including senior management. CIVICUS complies fully with South African Department of Home Affairs regulations on hiring of a local and international workforce.

The following is an extract from the section on "recruitment process" in the CIVICUS staff handbook:

The Department of Home Affairs in the Republic of South Africa grants work permits to non-South Africans where the skills needed for a specific position are not readily available within the country. When submitting each individual permit application CIVICUS is required to provide a written argument and motivation to the Department, addressing the skills scarcity issue as it pertains to that specific position.

CIVICUS undertakes to abide by the rules as outlined in Section 19(2) of the Immigration Act (13 of 2002, as amended). Section 19(2) states: "A general work permit may be issued by the Department of a foreigner not falling within a category contemplated in subsection (1) if the prospective employer;

(a) satisfies the Department in the manner prescribed that despite diligent search he or she has been unable to employ a person in the Republic with qualifications equivalent to those to the applicant".

Although comprehensive figures were not available for the reporting period, CIVICUS has subsequently implemented monitoring of local hiring in order to comply with South African employment equity legislation. For example, in January 2011, 15% (2 out of 13) management staff were locally hired while 48% (12 out of 25) of the entire workforce (staff, volunteers, interns, consultants) were locally hired.

At the beginning of the reporting period, April 2009, there were no locally hired members of the Senior Management Team (SMT) at CIVICUS. At the end of the reporting period, March 2010, one member of the Senior Management Team, the Director of Operations, was hired when already entitled to work in South Africa.

Indicator 10: EN16 Total direct and indirect greenhouse gas emissions by weight. As a minimum, report on indirect greenhouse gas emissions related to buying gas, electricity or steam. You may also report on business travel related greenhouse gas emissions.

CIVICUS has not been able to date to undertake a full calculation of its carbon footprint over a twelve month period, and therefore does not have any data to report on for the reporting period of April 2009- March 2010.

Indicator 11: EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved. What are you doing to reduce and how much have you reduced?

During the reporting period, CIVICUS was at an early stage in developing and implementing an environmental policy, and did not take active steps to reduce its greenhouse gas emissions. CIVICUS had neither a means to calculate, monitor and track greenhouse gas emissions for the organisation as a whole, nor a policy or strategy for setting about reducing these emissions.

In May 2010, subsequent to the reporting period, an environmental task team was set up by CIVICUS staff to move towards an organisational environmental policy. During 2010, the activities of the environmental task team suffered due to active members of the group leaving CIVICUS. This has certainly inhibited progress. However, in late 2010 the task team held an awareness-raising session among staff, and sought the input of Greenpeace Africa in developing an organisational environmental policy.

Labor

Indicator 12: LA1 Total workforce, including volunteers, by type, contract, and region.

CIVICUS has a workforce of between 35-45 employees, interns, volunteers and consultants. In April 2009, CIVICUS also employed individuals working for the Global Call to Action against Poverty (GCAP), before it was spun off as an inependent entity. CIVICUS workforce numbers are otherwise fairly constant. The vast majority of CIVICUS employees are based in one region: Southern Africa. CIVICUS does not have a breakdown available for this period of the regions from which the workforce originated.

2009 and March 2010 (the reporting period). At any one time, the average workforce of CIVICUS remained fairly constant at roughly 35-45.

Volunteers (those receiving a stipend): 2

Unpaid volunteers: 1

UN volunteers: 3

Paid interns: 7

Unpaid interns: 3

Consultants: 7

Honorary President of CIVICUS: 1

Aga Khan Research Fellow: 1

Regions/countries: 23

Indicator 13: LA10 Average hours of training per year per employee by employee category. If you can't report on average hours of training, report on training programs in place.

During the reporting period, no formal staff training and development programme existed within CIVICUS. Staff development and training interventions were addressed on a needs basis but dependent on the availability of funds. For South Africa-based staff members, training funds were available in accordance with government's labour regulations. External workshops, international conferences and in-house staff training workshops were the key training opportunities utilized by the organisation. CIVICUS builds into its annual budget a small proportion of HR costs which are assigned to staff development.

Indicator 14: LA12 Percentage of employees receiving regular performance and career development reviews.

During the reporting period, CIVICUS has a formal performance management policy and procedure. The fundamental principle of the system is that performance management is a regular and ongoing process. This is implemented by having monthly performance review discussions with all new staff members during the 3 month probation. Subsequent to that all staff have quarterly work review discussions and an annual summative performance appraisal, which includes the use of a 360° feedback appraisal system. During the period under review, CIVICUS also used a performance bonus system to reward good or excellent performance.

Indicator 15: LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.

Board: 50% (6) Male, 50% (6) Female throughout reporting period

Senior Management Team: 33% (1) Male, 66% (2) Female in April 2009; 66% (2) Male, 33% (1) Female in March 2010

Management Team: 33% (5) Male, 66% (10) Female in April 2009; 36% (5) Male, 64% (9) Female in March 2010

For the reporting period, CIVICUS did not record other indicators of diversity including age, race, nationality, sexuality, disability or minority group membership. However, since late 2010 CIVICUS is monitoring these categories in workforce composition as well as governance bodies in order to implement an Employment Equity Plan.

Society

Indicator 16: SO1 Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting. This indicator was designed to talk about the positive/negative side effects of what you do, not about your main purpose.

Effective implementation of the six core processes of our new integrated Impact Planning and Learning Framework (IPLF) - assessment and planning, monitoring, reviews, evaluations, reporting and learning - is the main policy action for ensuring that we assess and manage the impacts of operations on communities, including entering, operating, and exiting. For example, the two programmes evaluations (Civil Society Index Impact assessment and Participatory Governance Programme end term evaluation) conducted during the reporting period generated findings and made recommendations regarding these issues.

CIVICUS' new projects and proposal development guidelines is our other tool for ensuring that projects design is sufficiently able to yield expected positive changes for users while avoiding or minimizing potential negative impacts. The guidelines require that clear implementation and exit strategies, risk assessment, problem analysis, and proper understanding of the stakeholders, targets and project locations are met before a new project or proposal is approved.

However, the two guidelines (IPLF and new projects and proposal development guidelines) were not fully operational during the reporting period. Nonetheless, project and organisational management were aware about these issues and made efforts to ensure that they were sufficiently analysed at project development and implementation phases. On the latter, regular monitoring of the internal and external environment occurred through the Quarterly Progress Reports and this provided useful information on the impacts of CIVICUS work among the target groups and communities.

Indicator 17: SO3 Percentage of employees trained in organization's anti-corruption policies and procedures.

CIVICUS did not during the reporting period (and does not now) have a specific anti-corruption policy and procedure. However, CIVICUS is committed to fight corruption, including in the workplace, and does so through a number of other relevant policies, procedures and guidances. All staff are inducted and trained in these on arrival (though without subsequent follow-up or training). These policies, procedures and guidances include:

> Procurement Policy (adopted February 2009)

> CIVICUS Staff Handbook Sections 1.11 - Staff Code of Conduct; 1.11.4 - Acceptance of Gifts; 1.11.5 CIVICUS Property

> Whistleblower Policy (adopted August 2010, outside the reporting period)

Product Responsibility

Indicator 18: PR6 Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship.

In terms of communications and marketing, CIVICUS does not formally adhere to any standards or voluntary codes related to advertising, marketing communication or promotions activities. Promotional activities are undertaken in line with CIVICUS explicit values regarding knowledge, reciprocity and principled courage. Internal procedures, including approval process with senior managment, project leaders and managers are in place to ensure accuracy and truthfulness in promotional pieces. During the period under review (April 2009-March 2010), CIVICUS did not undertake any paid advertising.

CIVICUS does not sell any products or services, except publications in association with established publishers. All other resource materials produced by CIVICUS are freely available via its website. During the period under review, CIVICUS had a poor system for managing its email lists. This resulted in a significant (but exact number unknown) quantity of complaints regarding requests to unsubscribe that were not acted upon and messages that were received more than once. CIVICUS has since acted on this issue by implementing a new email distribution system in July 2010 tem in July 2010 that allows subscribers to better manage their subscription personally and ensure automatic unsubscribes.

In terms of ethical fundraising, CIVICUS has developed a Resource Mobilisation Policy (adopted June 2007) in line with Ethical Fundraising Guidelines and the Accountability Charter. This policy ensures that resource mobilisation activities are carried out in a manner that is consistent with CIVICUS' vision and mission; complies with all applicable laws and regulations; and accurately reflects CIVICUS' programme activities and resource requirements. This document is linked with the CIVICUS Corporate Identity and Style Guidelines and the Strategic Framework, which in turn is reflected in Operational Plans and other policies (e.g. Volunteer Policy).

GRI Self-Assesment Application Level

GRI Application Level C
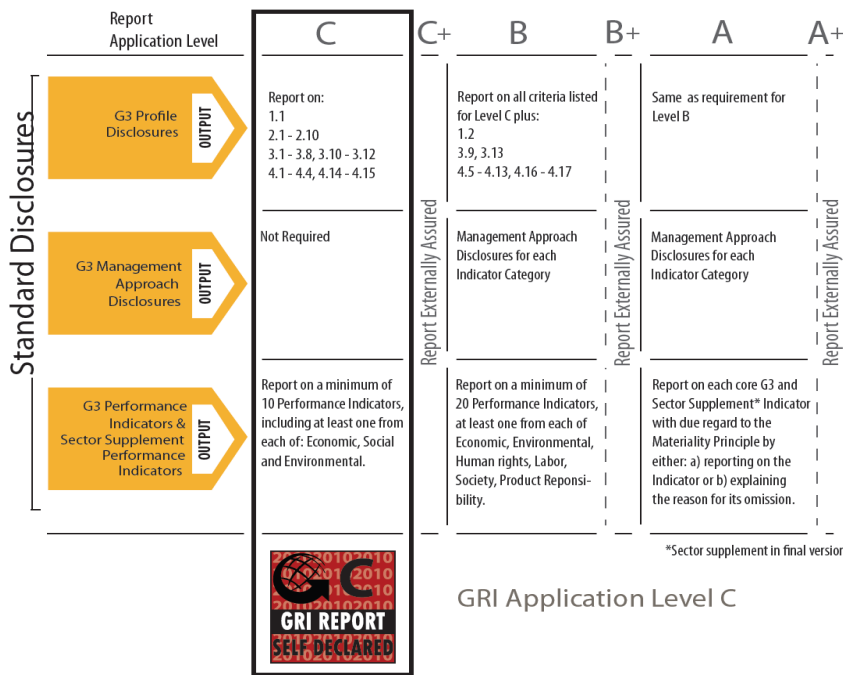
I hereby declare that to the best of my understanding this report fulfills the requirements for a GRI G3 Application Level C.

Name: Mark Nowottny
Position: Organisational Coordination Manager
Date: 17 February 2011