



# CIVICUS

## **INGO Accountability Charter Report**

**July 2013 – June 2014**

Filled in by:

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## Strategy and Analysis

### 1.1 Statement from the most senior decision-maker of the organisation (e.g. Executive Director, Secretary General, CEO, Chair, or equivalent senior position) about the relevance of sustainability to the organisation and its strategy. [GRI NGOSS: p. 25]

The last year has been action packed for CIVICUS and our members. From launching our new Operational Plan and Strategic Priorities, to whole-of-organisation planning for International Civil Society Week and the CIVICUS World Assembly held in Johannesburg, November 2014.

I am proud to highlight CIVICUS' internal improvements – new IT systems, human resource management software – all helping CIVICUS monitor, evaluate and report on our internal achievements more easily and efficiently. In addition, exploring solar technology to further reduce our carbon footprint improves our sustainability. We are hoping to install solar technology in early 2015.

It is important to me as Secretary General of the global civil society alliance, that CIVICUS has the best possible financial, IT, communications, knowledge management and impact planning systems. Although these internal improvements may not seem to be the most exciting or newsworthy, I believe that every step towards world class practice is a step in the right direction and I am pleased to share with you our progress over the 12 month reporting period in this document.

**Dhananjayan (Danny) Sriskandarajah**

Secretary General

CIVICUS: World Alliance for Citizen Participation

## Organisational Profile

### 2.1 Name of the organisation [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 organisation'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. In 2013, CIVICUS' primary activities are governed by two documents.

#### **Our strategy**

Our 2013-2017 CIVICUS Strategic Priorities<sup>1</sup>, authored in 2012 by our Board of Directors after extensive consultation with our members, outline CIVICUS' three overarching priorities during the next 5 years:

**Strategic Priority 1:** Influence. We want to ensure that civil society is taken seriously and is able to have a stronger influence on the making of decisions that matter to people's lives.

**Strategic Priority 2:** Connect. We want to connect the different sources and forces of citizen action so that citizen action as a whole becomes more robust and effective.

**Strategic Priority 3:** Enable. We want to promote better conditions for civil society to do its work, and to enhance and protect optimal standards for all civil society.

The CIVICUS strategy outlines a vision of the types of activities which CIVICUS will undertake over the next five years, as well as what success might look like for each Strategic Priority.

#### **Activities in our operational plan**

This vision informs every aspect of the CIVICUS 2013-2017 Operational Plan, which outlines five more specific objectives during the coming five years:

- To protect fundamental civil society rights in countries where they are threatened
- To promote citizen participation and a vibrant civic space, especially among marginalised groups and in countries where CIVICUS can make most impact
- To democratise the international arena so that civil society can play a meaningful part in global governance processes

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<sup>1</sup> The full document, CIVICUS: Our Strategic Priorities 2013-2017, is available at <https://civicus.org/images/stories/CIVICUS%20SPs.English.Final.pdf>.

- To connect civil society actors across the world in creative and effective ways to generate change
- To generate and communicate knowledge and analysis about the state of civil society and emerging trends

Within each of these objective areas, the Operational Plan also outlines indicative activities, outputs and six cross-cutting impact perception indicators which will help us measure our performance against the Operational Plan. CIVICUS believes it is well-positioned to implement this plan because of its unique position: (1) we are a global alliance (2) we care about civil society writ large (3) we know the international arena (4) we know what's going on in civil society.

The 2013-2017 Operational Plan has been published on the CIVICUS website and can be found here: <http://civicus.org/images/CIVICUS%20Operational%20Plan%202013-17.web.pdf>

### **Activities during the reporting period**

CIVICUS' annual report outlines in much greater detail the wide range of CIVICUS' programmatic activities and impact. Nevertheless, some highlights below indicate how CIVICUS primary activities regularly contribute to our strategy and operational plan:

- Publication of the third annual CIVICUS State of Civil Society report (<http://civicus.org/socs2014>), which featured contributions from over 30 leading experts on the theme 'reimagining global governance' as well as research assessing how well intergovernmental organisations engage civil society.
- Completion of the pilot phase of the Civil Society Index – Rapid Assessment in 6 African countries and consolidation of findings and recommendations in the West Africa Regional Report.
- Development of New Social Contract methodology based on 8 multi-stakeholder dialogues initiated by local CSOs around crucial challenges experienced within their communities that engaged more than 400 citizens representing government, civil society, private sector and scientific community.
- Launch of the Be the Change website ([www.youcanbethechange.com](http://www.youcanbethechange.com)) and Global Day of Citizen Action to celebrate and inspire citizen action, raising awareness about civic space, the importance of it and the need to protect it.
- Deepening of our engagement at the UN Human Rights Council including through 14 Universal Periodic Review (UPR) submissions on threats to freedoms of expression, association and assembly, as well as 32 oral and written statements, 20 partner-led side events to highlight threats to civil society and 6 post-UPR consultations at the country-level.
- Emergency advocacy support to 36 civil society actors and organisations from around the world for emergency advocacy interventions addressing a diverse array of human rights violations.
- Planning for International Civil Society Week 2014, which convened nearly 700 civil society actors from around the world to participate in more than 40 related events, including the CIVICUS World Assembly and the Nelson Mandela-Graca Maçhel Innovation Awards.

- Enhanced participation of civil society in post 2015 processes through the launch of the [Big Development DataShift](#), [Action/2015](#) and [Sustainable Development 2015](#) initiatives.

### 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.

**Corporate entity:** CIVICUS is incorporated in South Africa as a Section 21 non-profit organisation ("Associations not for Gain") as well as in the USA as a 501(c) (3) tax-exempt organisation.

**Geographical structure:** The CIVICUS secretariat has four permanent office addresses, in Johannesburg, South Africa, in Geneva, Switzerland, in London, United Kingdom and in Washington DC, USA. The majority of staff are based in the Johannesburg head office. CIVICUS also employs a permanent representative to the United Nations in New York and has staff, consultants or volunteers located in different countries. CIVICUS is continuing to grow as a global organisation, and increasingly staff are decentralised around the globe.

**Governance and Board:** In October 2013, a new Board of Directors was elected by organisational members of the CIVICUS alliance. The nomination, selection and election process was overseen by a Nominations Committee, a subgroup of the Governance & Membership Committee, composed of outgoing members of the Board, ineligible for re-election. The incoming Board of Directors is comprised of 14 members, and provides oversight of the organisation's strategy, governance and annual budget, as well as guidance of the organisation's management and programmes. Board members serve for three year terms and can hold their post for a maximum of two successive terms.

Within the CIVICUS Board, there are committees with specially assigned responsibilities. During the reporting period, there were three committees in place (Executive Committee, Governance and Membership Committee, Operations Committee (including finance and audit functions)). The Board can set up other ad hoc committees to address specific areas of work.

**Internal Management:** CIVICUS staff are led by a Secretary General (SG), who acts as the Chief Executive Officer and reports to and is appointed by the Board of Directors. The Management Team guides CIVICUS' work and comprises the SG, Chief Operating Officer, Head of Partnerships, Head of Policy & Research, Head of Communication, Head of Strategy, Human Resource Development Manager and Financial Accountant.

**Organisational restructuring and renewal:** Following the restructuring made in 2013, CIVICUS has settled into its new structure and continues to explore avenues for improvement. One area identified for ongoing improvement is our Human Resources. As a global organisation, CIVICUS needs to develop the necessary mechanisms to function as a truly international organisation and adapt to increasing challenges related to visas and work permits for our international employees based in South Africa. An updated organisational chart is available in Annex II.

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

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

#### **2.5 Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report. [GRI NGOSS: p. 26]**

CIVICUS is a global alliance that works at a global level with project partners and member organisations working internationally. At the end of June 2014, CIVICUS had members in 139 countries. A full list of voting organisational CIVICUS members can be found in Annex I.

#### **2.6 Nature of ownership and legal form. Details and current status of not-for-profit registration. [GRI NGOSS: p. 26]**

CIVICUS is a not-for-profit organisation registered in the United States as a 501(c)(3) entity and in South Africa as a Section 21 non-profit organisation. A Board of 14 Directors, elected by organisational members of the CIVICUS alliance, provides oversight of the organisation's strategy, governance 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. Market served (including geographic breakdown, sector served, and types of affected stakeholders/consumers/beneficiaries). [GRI NGOSS: p. 26]**

CIVICUS' target audience and affected stakeholders are civil society organisations and citizens around the globe. As an international alliance, CIVICUS works with a truly global array of stakeholders. 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 individuals working with or for civil society organisations.

#### **2.8 Scale of the reporting organisation including number of members and/or supporters; number of volunteers; total income; number of employees; net sales (for private sector organisations) or net revenues (for public sector organisations); total capitalisation: report net assets broken down in terms of debt and equity or report in terms of assets and liabilities (for private sector organisations); and scope and scale of activities, or quantity of products or services provided. [GRI NGOSS: p. 26]**

CIVICUS has an international network and global presence but is a small-medium sized organisation.

**Number of members and/or supporters:** At the end of the reporting period, CIVICUS had a total of 1361 members. 106 of these are organisational and individual members with 'voting' rights, which means that they determine CIVICUS' strategic priorities by electing its governing body. In addition, CIVICUS has 1255 members (both organisations and individuals) who believe in our cause and provide solidarity in our work, but who do not hold voting rights.

**Number of volunteers (estimate numbers per category of volunteer – see LA1):** CIVICUS has had several volunteers during the reporting period from a variety of backgrounds, including 17

different countries. During International Civil Society Week, we worked with 40 students from the Wits Citizenship and Community Outreach programme at the University of the Witwatersrand, Johannesburg. We received 2 UN volunteers and 4 unpaid volunteers. CIVICUS hosted 8 paid interns, 7 unpaid interns (who received stipends from their university).

**Total Income**

Year 2014 (12 months: July - June)	\$3,593,054
Year 2013 (12 months: July - June)	\$1,980,131

**Number of employees:**

34 staff members and 3 Interns as at 30 June 2014.

**Net revenues:**

Year 2014 (12 months: July - June)	\$116,162 surplus
Year 2013 (12 months: July - June)	\$317,535 surplus

**Total Capitalisation:**

	Current Assets	Current Liabilities
Year 2014 (12 months: July - June)	\$1,495,166	\$1,205,460
Year 2013 (12 months: July - June)	\$984,633	\$759,673

**Scope and scale of activities, or quantity of products or services provided.**

CIVICUS works indirectly with a vast number of stakeholders, and produces research on issues with an extremely broad scope such as the state of civil society, which is accessible and free. CIVICUS works directly to provide membership services to all its members (around 1361 at the end of the reporting period in June 2014) and works directly with many more programme partners. During the reporting period, major projects such as the Affinity Group of National Associations worked with 78 partners, with a reach of over 80,000 CSOs through their networks. CIVICUS' social media and communication platforms reach several thousand people on a regular basis. The Civic Space Initiative global public awareness campaign called BE THE CHANGE raised awareness of civic space by engaging with over 9,000 unique users, from over a 150 countries (by

the end of 2014). CIVICUS has conducted interviews with national civil society organisations from 15 countries to document their experiences in the Universal Periodic Review Process and made six UPR submissions highlighting threats to civil society freedoms and persecution of human rights defenders to the UPR process in collaboration with national partners. Through the New Social Contract work stream, CIVICUS has sparked dialogues with over 400 stakeholders resulting in crucial data for the development of a toolkit to assist CSOS in multi-stakeholder engagement in addition to other knowledge products.

**Total assets:**

Year 2014 (July - June)	\$1,788,513
	\$1,788,513
Year 2013 (July - June)	\$1,282,827

**Breakdowns by country/region of the following:**

Income by countries/regions that make up 5 percent or more of total funding income;

Year July 2013 – June 2014 by region:

Scandinavia	\$1,922,096	57%
North America	\$ 707,167	20%
Western Europe	\$ 343,245	10%
Northern Europe	\$ 222,386	6%
Other	\$ 398,160	7%
Total	\$3,593,054	100%

**Costs by countries/regions that make up 5 percent or more of total revenues:**

Follows income allocation as per above.

**Employees:** 34 staff members and 3 Interns as at 30 June 2014.

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

The size of CIVICUS as a small-medium organisation has remained stable during the reporting period. The ownership of the organisation remains the same – governed by the CIVICUS Board of Directors.

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

None.

## **Report Parameters**

### Report Profile

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

This report covers the period July 2013 to June 2014, reflecting CIVICUS' move in 2013 to shift the fiscal year from calendar to the reporting period July – June.

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

1 October 2013 – available at: <http://www.ingoaccountabilitycharter.org/wp-content/uploads/INGO-Accountability-Charter-Report-2012-2013-CIVICUS.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]**

Cecily Rawlinson, Coordinator of the Secretary General's Office, [cecily.rawlinson@civicus.org](mailto:cecily.rawlinson@civicus.org), +27 11 833 59 59 ext 115

### Report Scope and Boundary

#### **3.5 Process for defining report content. [GRI NGOSS: p. 26]**

CIVICUS used the standard recommended indicators adopted for the NGO sector by the NGO working group as identified in the NGOSS document. These indicators provide information that CIVICUS hopes is both relevant and of interest to CIVICUS stakeholders (including donors, members and partners). 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.

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

This report covers the activities and performance of the legally registered entity CIVICUS: World Alliance of Citizen Participation. Due to the nature of CIVICUS as a membership based organisation, CIVICUS can be conceptualised as a secretariat for wider membership. Thus, this

report does not cover or report on any activities of other organisations or partners who may be CIVICUS members and part of the CIVICUS alliance.

### **3.7 State any specific limitations on the scope or boundary of the report. [GRI NGOSS: p. 27]**

There are no specific limitations on any boundary of the report, as far as is possible to ascertain. As a small organisation, the only limitations affecting the production of this report are CIVICUS' finite financial and human resources. The development of an internal management dashboard has improved the quality of data that is easily available for inclusion in this Accountability Charter reports and other monitoring and evaluation reports.

### **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]**

CIVICUS is a membership based alliance, and thus cannot report on the individual activities of member or affiliated organisations. CIVICUS employs consultants for specific research projects, normally amongst our partner or member organisations and these consultants must adhere to CIVICUS' reporting standards and guidelines. However, CIVICUS has limited access to information regarding their adherence to the Accountability Charter, other than through standard performance management and reporting procedures.

### **3.9 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]**

The answers to a number of questions in this 2013-2014 INGO Accountability Charter are very similar or identical to answers provided in our previous report, submitted 1 October 2013. Where this is the case, it reflects that the answers have stayed the same. This is not surprising given the relative stability of an organisation such as CIVICUS. The main changes reflected in this report revolve around the implementation of CIVICUS' five year strategy and operational plan (2013-2017).

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

The same measurement methods were used as in previous INGO Accountability Charter reports with inputs provided from the Management team and other key staff members regarding relevant indicators. Online estimation tools were used to calculate the environmental impacts of CIVICUS activities.

## GRI Content Index

### 3.12 Table identifying the location of the Standard Disclosures in the report. [GRI NGOSS: . 27]1

#### Contents

Strategy and Analysis.....	3
1.1 Statement from the most senior decision-maker of the organisation (e.g. Executive Director, Secretary General, CEO, Chair, or equivalent senior position) about the relevance of sustainability to the organisation and its strategy. [GRI NGOSS: p. 25] .....	3
Organisational Profile .....	4
2.1 Name of the organisation [GRI NGOSS: p.26] .....	4
2.2 Primary activities (e.g. advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organisation's mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.). [GRI NGOSS: p.26] .....	4
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].....	6
2.4 Location of organisation's headquarters. [GRI NGOSS: p. 26] .....	7
2.5 Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report. [GRI NGOSS: p. 26].....	7
2.6 Nature of ownership and legal form. Details and current status of not-for-profit registration. [GRI NGOSS: p. 26] .....	7
2.7 Target audience and affected stakeholders. Market served (including geographic breakdown, sector served, and types of affected stakeholders/consumers/beneficiaries). [GRI NGOSS: p. 26].....	7
2.8 Scale of the reporting organisation including number of members and/or supporters; number of volunteers; total income; number of employees; net sales (for private sector organisations) or net revenues (for public sector organisations); total capitalisation: report net assets broken down in terms of debt and equity or report in terms of assets and liabilities (for private sector organisations); and scope and scale of activities, or quantity of products or services provided. [GRI NGOSS: p. 26].....	7
2.9 Significant changes during the reporting period regarding size, structure, or ownership. [GRI NGOSS: p. 26].....	10
Report Parameters .....	10

3.1	Reporting period (e.g., fiscal/calendar year) for information provided. [GRI NGOSS: p. 26]	10
3.2	Date of most recent previous report (if any). [GRI NGOSS: p. 26]	10
3.3	Reporting cycle (annual, biennial, etc.). [GRI NGOSS: p. 26]	10
3.4	Contact point for questions regarding the report or its contents. [GRI NGOSS: p. 26]	10
3.5	Process for defining report content. [GRI NGOSS: p. 26]	10
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). [GRI NGOSS: p. 26]	10
3.7	State any specific limitations on the scope or boundary of the report. [GRI NGOSS: p. 27]	11
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]	11
3.9	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]	11
3.10	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. [GRI NGOSS: p. 27]	11
GRI Content Index		12
3.12	Table identifying the location of the Standard Disclosures in the report. [GRI NGOSS: p. 27]	12
4.	Governance, Commitments, and Engagement	15
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]	15
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). Report the division of powers between the highest governance body and the management and/or executives. [GRI NGOSS: p. 27]	16
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]	16
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]	16
Stakeholder Engagement		17
4.14	List of stakeholder groups engaged by the organization. [GRI NGOSS: p. 29]	17

4.15 Basis for identification and selection of stakeholders with whom to engage. [GRI NGOSS p. 29] .....	17
PERFORMANCE INDICATORS .....	17
NGO1 Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs. [GRI NGOSS PE: p. 2] .....	17
NGO3 System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact) resulting changes to programs, and how they are communicated. [GRI NGOSS PE: p. 4] .....	19
NGO4 Measures to integrate gender and diversity into program design and implementation, and the monitoring evaluation, and learning cycle. [GRI NGOSS PE: p. 5] 20	
NGO5 Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns. [GRI NGOSS PE: p. 6] .....	21
NGO6 Processes to take into account and coordinate with the activities of other actors. [GRI NGOSS PE: p. 7] .....	22
Economic.....	23
NGO7 Resource allocation. [GRI NGOSS EC: p. 4] .....	23
NGO8 Sources of funding by category and five largest donors and monetary value of their contribution. [GRI NGOSS EC: p. 5] .....	24
EC7 Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation. [GRI NGOSS EC: p. 14] .....	24
Environmental .....	25
EN16 Total direct and indirect greenhouse gas emissions by weight. [GRI NGOSS EN: p.22] .....	25
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved. [GRI NGOSS EN: p. 25] .....	25
Labour .....	25
LA1 Total workforce, including volunteers, by employment type, employment contract, and region. [GRI NGOSS LA: p. 4] .....	25
LA10 Average hours of training per year per employee by employee category. [GRI NGOSS LA: p. 16].....	26
LA12 Percentage of employees receiving regular performance and career development reviews. [GRI NGOSS LA: p. 18].....	27
LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity. [GRI NGOSS LA: p. 19].....	28
Society .....	28

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. [GRI NGOSS SO: p. 3] .....	28
SO3 Percentage of employees trained in organization’s anti-corruption policies and procedures. [GRI NGOSS SO: p. 5] .....	28
Product Responsibility .....	29
PR6 Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship. [GRI NGOSS PR: p.8] .....	29
Annex I: Key Relationships and Members .....	30
Annex II – Organogram .....	1
Annex III – Organisational Dashboard.....	2

## 4. Governance, Commitments, and Engagement

### 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 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 Secretary General/Chief Executive Officer (SG/CEO) who is also a member of the Board as an ex-officio member. The SG/CEO 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 there were three Board Committees: the Executive Committee, Operations Committee and the Governance and Membership committee. The Board can establish ad hoc committees to address any area of work. Within this governance structure, the Executive Committee is responsible for the overall functioning of the Board and is mandated with additional decision-making powers on behalf of the whole Board. It is comprised of the Chair of the Board, the Vice-Chair of the Board, the Secretary, the Chair of the Operations Committee (Treasurer) and the Chair of the Governance and Membership Committee and the SG/CEO. The Executive Committee meets bi-monthly by conference call on a regular date.

The Operations Committee and Governance and Membership Committee are each tasked with overseeing the activities of the corresponding department (Operations Department, Partnerships 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. The committees meet regularly depending as necessary, on average quarterly.

**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). Report the division of powers 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 Secretary General of CIVICUS acts as the Chief Executive Officer for the organisation, and working with the Management Team, is responsible for operational decision-making. The CIVICUS Board of Directors is responsible for strategic decision-making and for oversight of management through the SG/CEO.

**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]**

CIVICUS does not have a unitary board structure, except for the SG/CEO who is a paid employee and ex-officio member of the CIVICUS Board. All other Board Directors are unpaid and volunteer their time for CIVICUS.

**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 CIVICUS 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 AGM agenda includes the presentation of the Annual Report and audited Financial Report by the Board of Director, for approval by CIVICUS voting members. Minutes of the meeting are made available on the CIVICUS website after the meeting.

The AGM was held in November 2013 during International Civil Society Week. It was a challenge for CIVICUS to achieve a quorum, despite the large numbers of CIVICUS members present in Johannesburg. For 2014, a new 'virtual space' AGM platform was developed to ensure that despite the geographic spread of CIVICUS' members, members could interact with CIVICUS' reports, other members and vote. The first 'virtual' AGM was held in November 2014. The CIVICUS Board also proactively uses the World Assembly as an opportunity for an informal sounding board with members, as well as the wider stakeholder constituency. After a year of reflection, the World Assembly was re-launched in November 2014 and held in Johannesburg, South Africa as part of International Civil Society Week. The 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.

Some mechanisms exist for employees to provide recommendations to the highest governance body, the CIVICUS Board. When the Board meets in Johannesburg there are scheduled staff-Board interactions on current issues affecting the well-being of the organisation. Staff are also involved in the regular meetings of the Committees. In addition, other mechanisms for staff-Board interaction are 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 our members, comprised of civil society organisations, coalitions, networks and individuals. 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, available to both members and non-members. CIVICUS also has increased its media presence online in the reporting period, with published articles in popular online new portals such as Al Jazeera English, Guardian Global Development Professionals and the Huffington Post.

Since the introduction of our database system called CiviCRM, we have been able to improve our communication and information management amongst decentralized CIVICUS staff. In addition, we are also able monitor and track of CIVICUS' fluctuating membership. Subsequently, we are able to provide a full list of organizational members and partner organizations, which can be found in Annex I. We have also introduced an online human resource management system to streamline HR functions such as leave requests and performance management. This new system allows CIVICUS to monitor employee's performance easily and regularly, and also link performance to each employee's key deliverables.

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

CIVICUS launched its updated membership policy in 2013. CIVICUS' ability to amplify and strengthen the voices and opinions of ordinary people goes hand in hand with growth in the scale and scope of its membership. Therefore, CIVICUS aims to recruit a diverse and globally representative alliance of civil society organisations and individuals who support CIVICUS' Mission, Vision and Values and promote the Universal Declaration of Human Rights. This new membership policy has been very effective in increasing CIVICUS' reach globally, and also helping us engage with new stakeholders from civil society, the private sector, philanthropic organisations and volunteer networks. We now have both individual and organizational voting and non-voting members, and supporting affiliates, corporate affiliates and donor categories for membership.

## PERFORMANCE INDICATORS

Program Effectiveness

### NGO1 Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs. [GRI NGOSS PE: p. 2]

CIVICUS is a membership association of civil society organisations and citizens, and therefore seeks to initiate programmes and interventions that benefit 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. CIVICUS attempts to provide continuous opportunities for input from our members, and in 2012

CIVICUS conducted a Strategy and Leadership Survey to choose the criteria for recruiting the new Secretary General, appointed in early 2013.

The introduction of the new Operational Plan and Strategic Priorities in 2013 has governed CIVICUS' programmatic activities during the reporting period. In addition to these priorities, CIVICUS works on six core principles to help ensure the sustainability of the organisation. These include:

- Working as an alliance in everything we do
- Working as a network with multiple hubs and connections
- Taking a rights-based approach to citizen participation
- Working in partnership with others
- Connecting the local with the global
- Measuring and demonstrating impact

It is a central tenet of CIVICUS programming that projects should be undertaken in partnership with a local organisation 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. The Affinity Group of National Associations, for which CIVICUS is the secretariat, sets its activities and priorities through the AGNA Steering Committee, comprised of members of the network. CIVICUS' flagship publication, State of Civil Society Report, had the theme of Reimagining Global Governance for the 2014 edition. It drew on contributions from more than 30 of the world's leading experts on civil society as well as on inputs from our members, partners, supporters and others in the global CIVICUS alliance. The report also contains the findings of a pilot project, based on research conducted with more than 450 Civil Society Organisations, which assesses how well intergovernmental organisations engage civil society.

The Civic Space Initiative (CSPI) also involves working closely with partner organisations namely the International Center for Not-for-Profit Law (ICNL), ARTICLE 19 and the World Movement for Democracy and uses CIVICUS membership as a strength in promoting new projects linked to the Civic Space Initiative. In particular, the New Social Contract project works exclusively with CIVICUS members. These examples are illustrative of the concrete mechanisms which CIVICUS takes to ensure that its constituents are actively included throughout the life of the project cycle.

NGO2 Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies. [GRI NGOSS PE: p.3]

CIVICUS' Impact Planning and Learning Framework governs mechanisms for feedback. All projects, units and departments are required to submit quarterly or biannual performance reports, which are reviewed and interrogated by the management, senior management and Board. One question included in standardised reporting templates demands that those reporting include all feedback received during the quarter or six-month period. This results in quite substantive pieces of feedback being received and consolidated, which can range from feedback on the quality of an event or report to in-depth technical input on specific tools, such as CIVICUS'

self-regulation guide for civil society accountability, the Civil Society Index – Rapid Assessment methodology, or new publications such as the State of Civil Society report.

CIVICUS also has in place a Whistleblower Policy as part of its staff handbook (made accessible to every staff member on arrival), which enables a channel for internal complaints to be raised and, if necessary, elevated to the Board Chair's attention.

**NGO3 System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact) resulting changes to programs, and how they are communicated. [GRI NGOSS PE: p. 4]**

During the reporting period, CIVICUS completed numerous internal assessments listed below.

- Risk review (quarterly) – presented and reviewed by Board Finance Committee
- Skills gap analysis and training plan (Workplace Skills Plan 2014 and 2015) – internal completion, review by independent Sector Educational Training Authority
- Finance policies and procedures manual review – February 2015 – internal adjustments followed by external audit review
- Staff Handbook review – September 2014, March 2015 – independent review
- Employment contract review – March 2015 – independent review by attorneys
- Sub grant process audit – January 2015 – independent auditors
- Knowledge management – external review and solution – June 2014 – joint project with Henley Business School
- IT equipment policy – December 2014 – new, provided by external outsourced service provider
- Investment policy – February 2015 – internal, benchmarked against INGO AC standards
- Contract management – review and adjustment of; service level agreement format, consultancy agreement format – March 2015 – internal followed by expert contract attorneys review
- Data disclaimer policy – October 2014 – benchmarked against INGOs
- IT security audit – March 2015 – independent consultant
- Understanding the entity – statutory review, submission to external auditors for comment and improvement
- Recruitment overhaul: new recruitment methods to attract best candidates, use of media and web platforms, introduction of career portal – independent human resources consultant
- Automated solutions – phase II of III of paperless environment – TQM workflow solution identification by SAGE
- Building assessment – survey of structure of CIVICUS' physical assets– civil engineering firm
- Implementation of critical controls for UK entity (OWT) – April 2015
- Formation of environmental/sustainability committee

Outputs and reports from these assessments are communicated to the appropriate audiences. For the majority of the cases above, this will be only internal (staff and management) but in some cases where the evaluation is of public interest to our stakeholders and is independent, CIVICUS

communicates the findings by making the report available on the website and notifying constituents through e-CIVICUS, our online newsletter.

In early 2013, a Strategy, Monitoring and Evaluation Intern began in the London office to support the Head of Strategy in the review and analysis of CIVICUS' Monitoring and Evaluation practices. In preparation for the November 2014 meeting of the CIVICUS Board of Directors, CIVICUS developed an internal management dashboard to provide easily accessible information on key indicators for the organisation. The Organisational Dashboard can be found in Annex III.

**NGO4 Measures to integrate gender and diversity into program design and implementation, and the monitoring evaluation, and learning cycle. [GRI NGOSS PE: p. 5]**

All CIVICUS' public positions are grounded in CIVICUS' gender and diversity policy. CIVICUS' participation in forums such as the Commission on the Status of Women, Association of Women In Development and other networks has assisted in building partnerships with external stakeholders for sharing knowledge and experiences. CIVICUS has also contributed to a number of articles linked to gender equality which have been featured in e-CIVICUS, CIVICUS' weekly e-newsletter, to raise awareness.

Currently, CIVICUS benefits from geographic, gender and cultural diversity in both the Secretariat and Board, which aim to emulate the vibrancy of the greater CIVICUS alliance. The CIVICUS Board of Directors represents six continents and a broad spectrum of civil society sectors.<sup>2</sup> Both the Board of Directors and the CIVICUS Secretariat strive to be gender-balanced, which is reflected in the table below (indicative of the end of the reporting period).

Diversity Table	Total		Under-represented	
	Female	Male	Female	Male
Management Board of Directors	8	6	5	5
Professional Staff	22	12	9	6
Support Staff	2	2	2	2

For this exercise, CIVICUS defines under-represented as from non-European descent. The Secretariat and Board of Directors strive to represent the membership of a global civil society alliance as truly as possible. The CIVICUS Board of Directors is not only gender-balanced, but also geographically representative of most regions of the world. Similarly, CIVICUS staff represent 17 nationalities and a multitude of races, cultures, languages and religions, which with their diverse skills-sets, strengthens and improves the quality of CIVICUS' network engagement and representation of the broader alliance.

<sup>2</sup> Full details of the CIVICUS Board of Directors can be found here: <http://www.civicus.org/about-us-125/civicus-alliance/board>

However, CIVICUS realises that it needs to continue to improve in mainstreaming gender and diversity efforts, not only through its representation, but also throughout its programmes. For example, CIVICUS has developed new tools such as a Gender and Diversity Scorecard for monitoring internal performance, and enhanced the inclusion of women and marginalised groups in its programming by creating new partnerships. This work is bolstered by key research pieces, such as a participatory research project on how to create and implement effective gender policies and a research report on bridging the gap between formal and non-formal civil society. CIVICUS' Youth Advisory Group tries to ensure that the voices of young people are heard and echoed through CIVICUS' work and programmes. In 2013, two Youth Advisory Group members were elected to the CIVICUS Board of Directors, providing a youth voice at the highest level of decision making and governance.

#### **NGO5 Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns. [GRI NGOSS PE: p. 6]**

CIVICUS' policy positions are focused on areas within the organisation's mandate and strategic priorities. CIVICUS has a rigorous approvals procedure involving the management team in place to ensure adherence to our principles and mandate. All positions taken by the organisation are grounded in CIVICUS' five values and conform to the principles outlined in the Universal Declaration of Human Rights. Issues that CIVICUS comments on are subjected to a thorough discussion within the Policy and Research Department and thereafter signed off by management. Selection of partners with whom policy positions are taken is based on an assessment of the partner organisation's values. Often, partners are well established CIVICUS members and partners with whom CIVICUS has a substantial track record of working with. When CIVICUS works with new partners on a position, care is taken to understand and evaluate the partner's values. Moreover, policy positions are based on both desk research as well as partner feedback. As a rule, facts outlined in policy positions are subjected to partner feedback from the ground.

All public awareness and advocacy positions are thoroughly grounded in evidence based research including reports of established and vetted civil society groups as well as trusted media sources. As a rule, local partners are consulted when a public awareness and advocacy position in respect of a particular country is taken. On international and cross regional issues, CIVICUS' membership and/or long standing partners are consulted. All positions are grounded in CIVICUS' gender and diversity policy.

All major advocacy and public awareness campaigns are subjected to a stakeholder consultation process. Thematic and regional consistency is maintained through bi-annual reporting process and as well as evaluation by CIVICUS' Impact, Planning and Learning Framework. CIVICUS also reports to its board and membership on an annual process about the scope of its advocacy and public awareness campaigns on an annual basis. Additionally, consistency of campaigns is discussed at management meetings which are conducted on a monthly basis.

As mentioned above, consultation with local partners and international stakeholders is an essential component of ensuring fairness and accuracy of CIVICUS' public criticisms. Additionally, in house desk research is also carried out to ensure credibility of criticisms.

All criticism from external stakeholders regarding advocacy positions and public awareness campaigns are discussed between the Secretary General and the head of the concerned department. If the issue could impact the reputation of the organisation, it is subjected to a management discussion. Efforts are also made to contact partners on the ground to seek their views whether a corrective adjustment needs to be carried out.

All public awareness and advocacy positions are published on the CIVICUS' website. Additionally, there are shared on various electronic mailing lists composed of civil society and media stakeholders. In most cases, the length of campaigns is pre-determined at the start of the campaign. There are however, some special instances where campaigns such as those on systemic issues such as the global clampdown on civil society freedoms run as long as CIVICUS' research and observations determine that concerns persist.

Advocacy positions are formulated either at the request of a partner or motivated by CIVICUS' own monitoring and desk research. Prior to formulation, a thorough analysis of the situation is carried out by CIVICUS' policy and research team. The gist of the analysis is then shared for vetting by national or international partners wherever applicable. Input is duly discussed as the team or management depending on the nature of the situation before implementation.

#### **NGO6 Processes to take into account and coordinate with the activities of other actors.**

**[GRI NGOSS PE: p. 7]**

CIVICUS is committed to forging partnerships for change where we can find common cause because we believe that we are stronger when we work together towards the same goal. In particular, we have processes in place in both the Partnerships, and Policy & Research Departments to manage and coordinate our activities with other actors.

CIVICUS members and affiliates drive and lead our local interventions. Local partners are selected based on established criteria, with the primary requirements being relevance and need for the project or programme intervention, experience and expertise in project area, and alignment with the organisation's priorities.

CIVICUS supports civil society from the local to the global levels, but we will also work hard to make sure that we do not compete with or displace our local partners. CIVICUS aims to complement their efforts by providing additional resources, advice and technical support. In addition, CIVICUS endeavours to add value to their work by providing global comparison and exchange of best practice.

As a unique global alliance and an impartial and inclusive convenor, we always aim to broker consensus and look for points of intersection. CIVICUS occupies a unique position at the global level and as such is well positioned to fulfil the functions of network and knowledge broker, seeking to bring together actors who may otherwise not meet or communicate effectively; bridging sectors, geographies and levels of engagement to identify common goals and opportunities for learning. CIVICUS helps to make these connections and bring the voices of ordinary citizens into crucial global debates. CIVICUS advocates for citizen participation as an essential component of governance and democracy worldwide.

In addition to our existing strategies and procedures for working with and coordination our partner organisations, our 2013-2017 Operational Plan focuses on working closely with the following actors:

- Individuals and citizens, grassroots activists
- Social movements, people's networks
- Organised civil society (CSOs, INGOs, NGOs and umbrella organisations)
- Governments
- Media

## Economic

### NGO7 Resource allocation. [GRI NGOSS EC: p. 4]

CIVICUS has a contractual obligation to donors to allocate project expenses that are clearly identifiable against project funds and this forms the basis of internal controls.

All financial transactions are documented and recorded in books of accounts in such a way as to facilitate comprehensive financial reporting, easy referencing and to establish a clear audit trail. A chart of accounts is available in appropriate accounting software, to effectively record business transactions and each project has a unique account code for easy tracking.

An external Audit is conducted on a yearly basis, and is approved by the board before the dissemination of audited financial statements to relevant stakeholders, including CIVICUS members. CIVICUS also completes additional individual donor audits as requested.

CIVICUS reporting standards in the Republic of South Africa are in accordance with International Financial Reporting Standards and GAAP, being the generally accepted standards in the United States of America. CIVICUS sets out standards of internal controls which are aimed at reducing the risk of error or loss in a cost effective manner. These standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting policies and procedures. The following general accounting policies are used:

- Consistency Concept: This principle stipulates that all the accounting methods, books and reports must be consistently treated in the manner outlined in this manual until the manual is revised.
- Historical Cost: All transactions shall be recorded at the cost price.
- Double Entry-Accounting: Records shall be maintained in double entry. The double entry accounting method requires every transaction to have both a debit side and a credit side.
- Accruals Concept: Transactions are recognised in the period in which they are incurred even if they are not paid for in the period. All unpaid expenses in the period shall be recognised and a provision for liability shall be established in the accounts

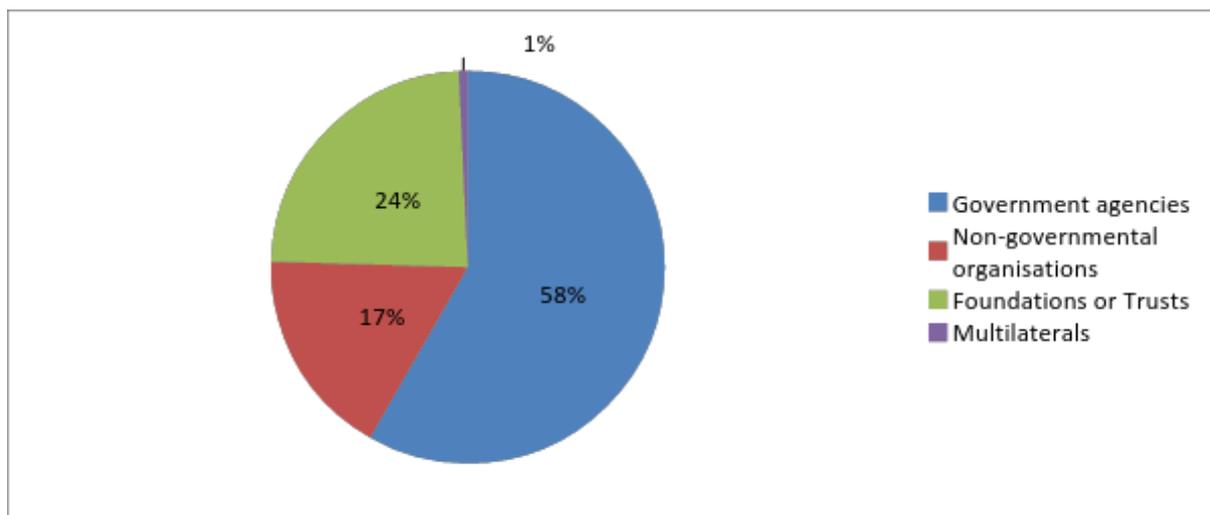
**NGO8 Sources of funding by category and five largest donors and monetary value of their contribution. [GRI NGOSS EC: p. 5]**

In the reporting period, the five largest donors were Sweden, Denmark, Australia, the Netherlands, Freedom House and the European Commission with their monetary values contributed shown below.

Year July 2013 – June 2014

Sweden (SIDA)	\$1,568,962
Denmark (Dannida)	\$358,134
Australia (AusAid)	\$275,462
America (Freedom House	\$243,066
Europe (European Commission)	\$222,386

In regards to funding categories, CIVICUS’ funding by category is shown in the chart below.



**EC7 Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation. [GRI NGOSS EC: p. 14]**

CIVICUS’ recruitment policy and procedure included in the staff handbook details the procedure for recruiting and filling all vacant positions. The policy applies to hiring both local and international staff. Processes are open, transparent and based on the principle of selecting the candidate best suited for the position. CIVICUS ensures full compliance with the South African Department of Home Affairs regulations on hiring international/expatriate staff.

As a South African based organisation, CIVICUS is obliged to comply with the Employment Equity legislation in South Africa and thus monitors local hiring of full time employees, interns and volunteers. When submitting work a permit application CIVICUS provides a written motivation to the Department of Home Affairs addressing the need for and or the scarcity of specific skills

pertaining to the specific position. At 30 June 2014, 37.5% (3 out of 8) members of the management team are local hires.

At times CIVICUS utilises the services of Personnel Agencies for both temporary positions and full time employment.

## Environmental

### **EN16 Total direct and indirect greenhouse gas emissions by weight. [GRI NGOSS EN: p.22]**

CIVICUS' greenhouse gas emissions from the reporting period were approximately 200.9 metric tonnes. This is an approximation drawn from electricity and gas consumption and average travel emissions. Electricity consumption resulted in approximately (57244.208 kWh) 39.5 metric tonnes of emissions - a significant reduction in carbon emissions related to electricity. CIVICUS' gas consumption resulted in approximately 0.212 metric tonnes of emissions. Travel consumption resulted in approximately 119.4 metric tonnes, based on 10 short-haul flights, 20 medium haul flights and at least 70 long haul flights. Data for travel emissions is approximate, and CIVICUS has used the previous data to reflect an increase in travel in the 12 month period, as opposed to the 18 months in the last report. Overall, this is a decrease in our last reported emissions figure, however we are still working to improve our method for recording the extensive air travel required by our international presence.

### **EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved. [GRI NGOSS EN: p. 25]**

CIVICUS staff are keenly aware of environmental issues faced by our organisation and our members, and this awareness is reflected institutionally. CIVICUS staff are also conscious of the need to reduce staff travel, our main source of emissions by CIVICUS. However, this environmental consideration has to be counter-balanced with the recognised need for the staff to interact with CIVICUS members and stakeholders and to adequately represent the organisation in key forums. CIVICUS has continued to reduce our electricity bill, building on the savings resulting from the installation of insulation in 2013. In 2014, plans for solar panels on the roof of CIVICUS House were explored as a means of reducing CIVICUS' electricity consumption drastically. Recycling initiatives are run by staff members in partnership with local actors.

## Labour

### **LA1 Total workforce, including volunteers, by employment type, employment contract, and region. [GRI NGOSS LA: p. 4]**

During the reporting period CIVICUS employed between 30-40 fulltime employees and hosted paid and unpaid interns and volunteers sourced locally and internationally.

Paid interns are appointed through a formal recruitment process. Unpaid interns are hosted through university graduate programmes.

Unpaid volunteers: 4

UN volunteers: 2

Paid interns: 8 in total but no more than 4 for 3 months at a time

Unpaid interns: 7

Consultants: 9

Countries: 17

**LA10 Average hours of training per year per employee by employee category. [GRI NGOSS LA: p. 16]**

This report details actual training hours and not on average hours of training and development. Through the Services Seta, CIVICUS receives a 50% refund from Skills Development levies paid annually. During the reporting period the various training and development programmes included:

1 Staff Member trained on Stress and Conflict Management in the workplace.

2 Managers trained on “Leadership for Results”.

3 Staff trained in MS Excel at the advanced level.

1 manager attended the CSC Leadership training

1 Staff member trained on “Achieving compliance with SARS and NPO/NPC constitutional requirements”.

1 Manager trained in “IFRS reporting”

1 Staff member trained in Project Planning, Monitoring and Evaluation

1 Staff member attended a “Writing Skills” workshop.

1 Staff member trained in Portuguese language.

Management trained on the HR Premier system to conduct paperless Performance reviews.

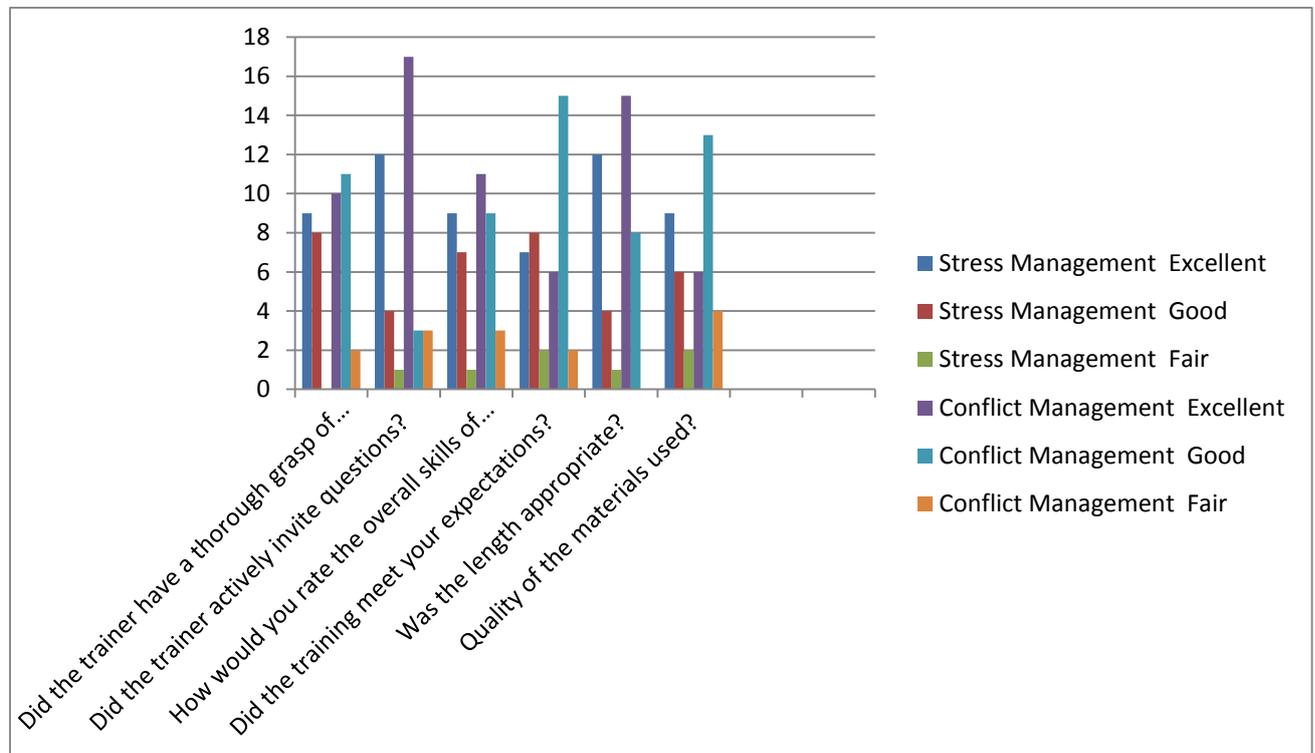
3 Staff, (two Managers, one Officer) trained on the ESS system

7 managers were trained on HR Premier Software (How to complete Performance Reviews online)

A Culture of Learning programme (CoL) was developed and introduced in 2012, in line with the agreed focus of on-going learning and development. The CoL has been integrated into the broader organisational learning and development strategy. The CoL continued in 2013 and 2014. The Human Resource Development unit facilitated two interactive sessions, the first module covered

Stress Management. The second module covered Conflict management Feedback received from staff who participated was overall positive, refer to table below.

The Membership team also conducted a thorough CoL on Membership Outreach and how to set targets per unit, also the various categories of membership.



External workshops, seminars and international conferences are key training and learning opportunities for CIVICUS staff.

**LA12 Percentage of employees receiving regular performance and career development reviews. [GRI NGOSS LA: p. 18]**

CIVICUS’ formal performance management policy and procedure promotes on-going and sustained performance delivery and professional growth. Since the introduction of the new human resource management software, performance reviews are conducted quarterly with all staff and with all new staff during the 3 month probationary period. Regular informal reviews are held at the discretion of management.

Feedback gathered from this process contributes to the on-going implementation of the Nine Box Performance and Potential Grid and the implementation of CIVICUS’ training and development plan.

## **LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity. [GRI NGOSS LA: p. 19]**

At the end of the reporting period:

- Board: 42.9% (6) male and 57.1% (8) female
- Management: 50% (4) male and 50% (4) female
- Total workforce: 35% (12) male and 65% (22) female

Over 64% of CIVICUS staff members fall within the 30-40 age group, 21% above 40 and 15% lies within the 20-29 age group. Throughout the reporting period the organisation had a higher number of females than males, and a greater number of staff from the global South than the North.

## **Society**

### **S01 Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting. [GRI NGOSS S0: p. 3]**

As CIVICUS operates globally, often at the national and regional level, we do not collect standard data regarding impact on communities. This is due to the fact that our work and influence is often done indirectly through members or partnership organisations.

Effective implementation of the six core processes of our Impact Planning and Learning Framework (IPLF) -assessment and planning, monitoring, reviews, valuations, 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.

CIVICUS' new projects and proposal development guidelines are our other tool for ensuring that projects design is sufficiently able to yield expected positive changes for users while avoiding or minimizing any 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.

### **S03 Percentage of employees trained in organization's anti-corruption policies and procedures. [GRI NGOSS S0: p. 5]**

All newly adopted policies are shared with staff and newly appointed staff are inducted and trained on all organisational policies. Two directly relevant documents are CIVICUS' Fraud Prevention policy and Information Privacy policy.

The Fraud Prevention Policy is important for protecting the organisation, its operations, its employees and its assets against financial risks, operational breaches and unethical activities. This policy covers all CIVICUS employees and officers. Additionally, this policy covers all CIVICUS vendors, customers and partners to the extent that any CIVICUS resources are involved or impacted.

The objective of the Information Privacy Policy is to spell out acceptable practises/uses of CIVICUS IT Infrastructure and the data created, stored or transmitted using parts of the infrastructure.

## Product Responsibility

### **PR6 Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship. [GRI NGOSS PR: p.8]**

CIVICUS ensures that any fundraising or marketing communications comply with generally accepted ethical and cultural standards. These are supported by CIVICUS' five basic principles (justice and equality, reciprocity, knowledge, vision and principled courage<sup>3</sup>) and also all CIVICUS programmes, projects and activities uphold the UNDHR. 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. In addition, CIVICUS adheres to South African law. CIVICUS' membership database is carefully managed to ensure the privacy of our members is upheld.

CIVICUS has in place a Resource Mobilisation Policy 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 Directions, which in turn is reflected in Operational Plans and other policies (e.g. Volunteer Policy).

Promotional activities are undertaken in line with CIVICUS explicit values regarding knowledge, reciprocity and principled courage. Internal procedures, including approval process with senior management, project leaders and managers are in place to ensure accuracy and truthfulness in promotional pieces. During the reporting period, CIVICUS did not undertake any paid advertising for its programmes.

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.

In terms of the number of complaints received CIVICUS did not receive any complaints during the reporting period for breaches of fundraising or marketing communications standards in relation either to affected stakeholders, or to the rights of donors.

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<sup>3</sup> More details can be found here: <http://civicus.org/about-us-125>

## Annex I: Key Relationships and Members

Accion Solidaria on HIV/Aids	Venezuela
Actions for Genuine Democratic Alternatives (AGENDA)	Liberia
Alianza ONG	Dominican Republic
Arab NGO Network for Development (ANND)	Lebanon
Association for Promotion Sustainable Development	India
Association of Development Agencies (ADA)	Jamaica
Association of NGOs of Aotearoa (ANGOA)	New Zealand
Awaz Foundation Pakistan Centre for Development Services	Pakistan
Balkan Civil Society Development Network	Macedonia, Republic of
Better Life NGO	Benin
Bohdan Maslych	Ukraine
Burundi Child Rights Coalition	Burundi
Canadian Council for International Cooperation (CCIC)	Canada
Caucus of Development NGO Networks (CODE-NGO)	Philippines
Centro de Integridade Publica	Mozambique
Centro Mexicano para la Filantropia, A.C. (CEMEFI)	Mexico
Citizens for Democratic Rights in Eritrea (CDRiE)	United Kingdom
Civil Society in Development (CISU)	Denmark
Civilis Human Rights	Venezuela
Climate Change in Focus	Canada
Damas de Blanco	Cuba
David Cutler	United Kingdom
DESDElared	Mexico
Dhaka Ahsania Mission	Bangladesh
European House	Hungary
Foundation for the Future	Jordan

Fundacion CONSTRUIR	Bolivia
Greenpeace International	Netherlands
Gulf Centre for Human Rights	Lebanon
Halley Movement	Mauritius
Humanitarian Affairs United Kingdom	United Kingdom
Imifap	Mexico
Indian Dreams Foundation	India
Iniciativa Ciudadana para la Promocion de la Cultura del Dialogo, A.C.	Mexico
Institute of Governance and Development (IGD)	Nepal
Instituto de Comunicacion y Desarrollo (ICD)	Uruguay
InterAction	United States
International Center for Not-for-Profit Law	United States
International Movement ATD Fourth World	France
International NGO Training and Research Centre (INTRAC)	United Kingdom
Interregional Union of Life Help for Mentally Handicapped Person Sail of Hope""	Russian Federation
Irish Development Education Association (IDEA)	Ireland
KEPA	Finland
Keystone Accountability	United Kingdom
Khmer People Power Movement (KPPM)	United States
Mauritius Council of Social Services (MACOSS)	Mauritius
National Council for Voluntary Organisations (NCVO)	United Kingdom
National Rural Development Program (NRDP)	Pakistan
Network of Estonian Nonprofit Organisations (NENO)	Estonia
Nigerian Network of NGOs (NNNGO)	Nigeria
Odhikar	Bangladesh

One World Trust	United Kingdom
Palestinian Consultative Staff for Developing NGOs	Palestinian Territory, Occupied
Participatory Research in India (PRIA)	India
Partos	Netherlands
Plataforma de ONG de Accion Social	Spain
Powerline / American Civix Technologies	United States
Pusat Komax	Malaysia
Raleigh International Trust	United Kingdom
Russo Roberto	Italy
Sabina alekperova	Azerbaijan
SAMUHIK ABHIYAN	Nepal
Save the Children	United Kingdom
Save The Children Canada	Canada
SEN DE GEL Association	Turkey
Students	Palestinian Territory, Occupied
Tanzania Association of NGOs (TANGO)	Tanzania, United Republic of
The Australian Council for International Development	Australia
The Cambodian Center for Human Rights	Cambodia
The Finnish NGDO Platform To The EU, Kehys Ry	Finland
The Institute of Public Affairs (IPA)	Canada
The Japan Association of Charitable Organisations (JACO)	Japan
The Management Centre of the Mediterranean	Cyprus
The Wheel	Ireland
Third Sector Foundation of Turkey (TUSEV)	Turkey
Tribal Media Group	Myanmar

United Nations Volunteers (UNV)

Virginia Crompton

Voluntary Action Network India (VANI)

Wales Council for Voluntary Action (WCVA)

WAVE Foundation

Young Men's Christian Association (YMCA)

Zambia Council for Social Development (ZCSD)

Zimbabwe Election Support Network

Germany

United Kingdom

India

United Kingdom

Bangladesh

Lebanon

Zambia

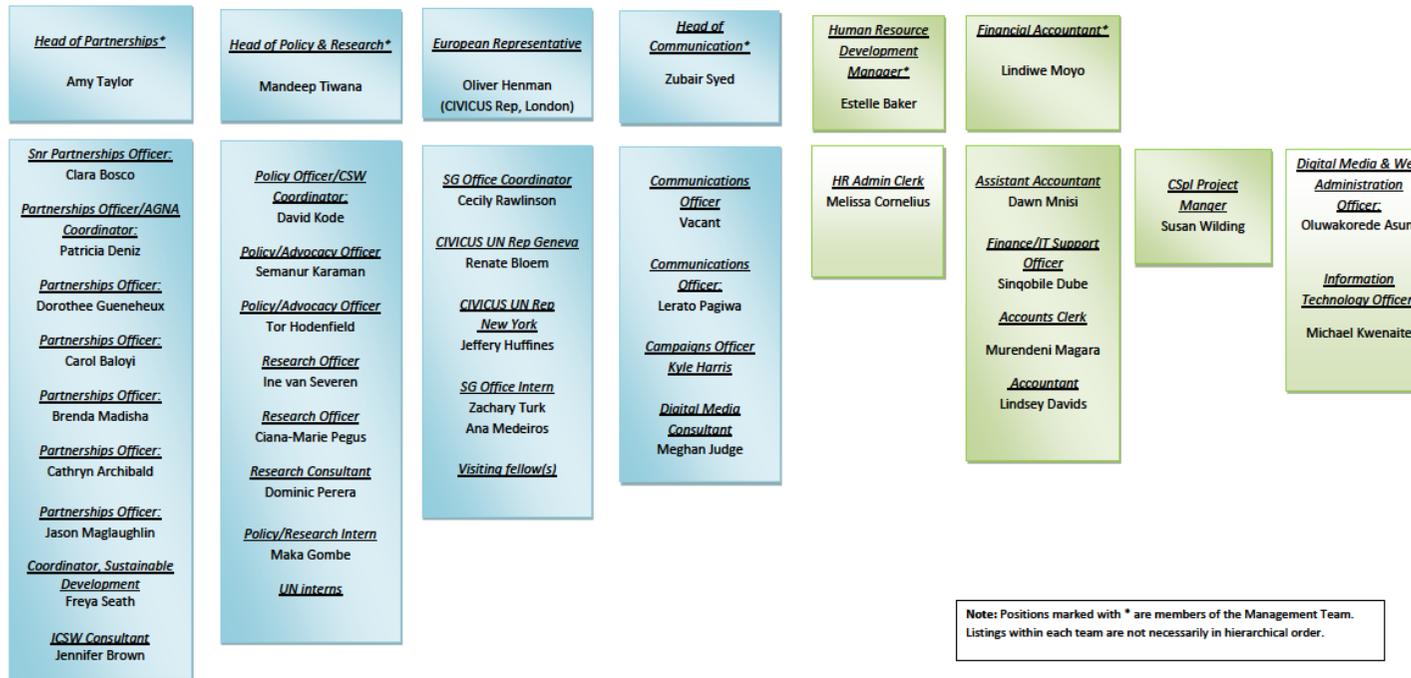
Zimbabwe

## Annex II – Organogram



**Secretary General\***  
Danny Sriskandarajah

**Chief Operating Officer\***  
Bettie Van Straaten



Note: Positions marked with \* are members of the Management Team. Listings within each team are not necessarily in hierarchical order.

## Annex III – Organisational Dashboard

CIVICUS BOARD DASHBOARD								
FINANCES In \$'000, cumulative for financial year to date (i.e. Jan-Dec until 2013, then July-Jun from 2013)								
Intervals:	Yearly					Quarterly		
Detail / Month	31-Dec-11	31-Dec-12	30-Jun-13	30-Jun-14	30-Sep-14	31-Dec-14		
Actual Income	\$ 3 365	\$ 3 035	\$ 1 980	\$ 3 593	\$ 969	\$ -		
Actual Expenditure	\$ 3 396	\$ 3 064	\$ 1 663	\$ 3 477	\$ 1 029	\$ -		
Cash reserves	\$ 602	\$ 409	\$ 647	\$ 614	\$ 26	\$ -		
Board reserves	\$ 226	\$ 204	\$ 528	\$ 643	\$ 643	\$ -		
Ratio of liquid assets / liquid liabilities	4.26	6.51	5.68	8.44	8.44	-		
Subgrants disbursed	\$ 163	\$ 97	\$ 245	\$ 536	\$ 188	\$ -		

CIVICUS MEMBERSHIP								
Intervals:	Yearly			Quarterly (note new Membership Strategy commenced in January 2014)				
No of / Membership Type	31-Dec-11	31-Dec-12	31-Dec-13	31-Mar-14	30-Jun-14	30-Sep-14	Quarterly Trend	Ratio to Total
Overall members		1 027	1 128	1 171	1 505	1 826	21%	100%
Voting organisations		92	116	143	129	145	12%	8%
Individual voting members		-	41	41	47	52	11%	3%
Associate organisations		-	-	New Cat.	131	242	85%	13%
Associate individual members		935	971	987	1 197	1 386	16%	76%
Corporate affiliates		-	-	New Cat.	1	1	0%	0%
Grant making organisations		-	1	Category made redundant				
Countries covered*		111	124	125	141	146	4%	
Countries with voting members		43	50	51	63	74	17%	
Membership income	\$ 30 909	\$ 23 806	\$ 13 280	\$ 2 773	\$ 3 204	\$ 7 665	139%	

**No of CIVICUS member countries by region**

Region	Count
The Americas & Caribbean	13
Europe	21
Africa	18
Oceania	2

**Population by region**

Region	Percentage
Asia	60%
Americas & Caribbean	14%
Africa	13%
Europe	12%
Oceania	1%

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